



# CITY OF ATLANTA

FISCAL YEAR 2021  
PROPOSED BUDGET



KEISHA LANCE BOTTOMS  
*MAYOR*



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# PREFACE

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COUNCIL DISTRICTS MAP

HOW THE CITY COUNCIL WORKS

CITY OFFICIALS

CITY ORGANIZATIONAL STRUCTURE

PROPOSED BUDGET  
FY 2021



## 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 FY2021 Proposed Budget Book and outlines its contents. The FY2021 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](http://www.atlantaga.gov).

- **The Preface** – includes the City's Government Finance Officers Association (GFOA) Award, the City's History, the Mayor's Biography, a preview of the Atlanta City Council and how it operates, an overview of City officials, and organizational structure.
- **Messages** – provides the Mayor and Chief Financial Officer's transmittal letters, which presents the framework for the City's operations, services, and financial position proposed in FY2021.
- **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, 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 at a point in time for capital projects, which are non-recurring in nature. This section includes projected expenditures for FY2021 to FY2025 for bonds, grants, trusts and other capital projects, and are subject to change.
- **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.

# 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 and trusted advisor 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

includes policy development and implementation, 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. This office is also responsible for departmental budget development and ongoing expense management, providing administrative support to the CFO and Finance/Executive Committee in the management of the legislative review process and management of the City's Records Management Division.

**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.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**General Fund**

FY18 ACTUAL EXPENDITURES	FY19 ACTUAL EXPENDITURES	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$8,321,475	\$7,948,259	\$9,765,472	Salaries, Regular	\$9,206,173	(\$559,299)
\$25,766	\$33,759	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$403,354	\$642,638	\$406,000	Salaries, Extra Help	\$200,000	(\$206,000)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$31,008	\$114,001	\$107,000	Overtime	\$0	(\$107,000)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$734,305	\$831,222	\$841,409	Pen Cont Gen Emp Pen Fd	\$895,352	\$53,942
\$393,701	\$356,315	\$211,030	Defined Contribution	\$272,602	\$61,572
\$32,163	\$42,198	\$397	Workers' Compensation	\$397	\$0
\$995,583	\$1,099,135	\$1,282,259	Other Personnel Costs	\$1,276,789	(\$5,470)
<b>\$10,937,356</b>	<b>\$11,067,527</b>	<b>\$12,613,567</b>	<b>TOTAL PERSONNEL</b>	<b>\$11,851,312</b>	<b>(\$762,255)</b>
			<i>OTHER EXPENSES</i>		
\$2,037,435	\$1,630,032	\$2,664,190	Purchased / Contracted Services	\$2,765,139	\$100,948
\$295,628	\$234,620	\$255,612	Supplies	\$255,612	\$0
-	\$7,582	-	Capital Outlays	-	-
\$8,734	\$13,357	\$21,077	Interfund / Interdepartmental Charges	\$21,078	\$0
\$1,181,615	\$1,062,838	\$599,167	Other Costs	\$599,167	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$2,942,847	\$1,030,661	\$1,000,000	Other Financing Uses	\$1,000,000	\$0
\$6,466,259	\$3,979,090	\$4,540,046	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,640,995</b>	<b>\$100,949</b>
<b>\$17,403,614</b>	<b>\$15,046,617</b>	<b>\$17,153,613</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$16,492,307</b>	<b>(\$661,307)</b>

FY18 ACTUAL EXPENDITURES	FY19 ACTUAL EXPENDITURES	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$17,403,614	\$15,046,617	\$17,153,613	General Fund	\$16,492,307	(\$661,307)
<b>\$17,403,614</b>	<b>\$15,046,617</b>	<b>\$17,153,613</b>	<b>TOTAL EXPENSES</b>	<b>\$16,492,307</b>	<b>(\$661,307)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
123.01	131.01	135.01	Full Time Equivalent	144.01	9.00



**CERTIFICATE OF ACHIEVEMENT**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Atlanta**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Morill*

Executive Director



## THE HISTORY OF THE CITY OF ATLANTA

Atlanta was founded in 1837 as the end of the Western & Atlantic railroad line. It was first named Marthasville in honor of the then governor's daughter, nicknamed Terminus for its rail location, and then changed soon after to Atlanta, the feminine of Atlantic – as in the railroad. Today the fast-growing city remains a transportation hub, not just for the country but also for the world. Hartsfield-Jackson Atlanta International Airport is the nation's busiest in daily passenger flights. Direct flights to Europe, South America, and Asia have made metro Atlanta easily accessible to the more than 1,000 international businesses that operate in Atlanta and in more than 50 countries that have representation in the city through consulates, trade offices, and chambers of commerce. The city has emerged as a banking center and 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 city population is estimated around a half-million, but the metro population has grown nearly 36%, from 4.2 million to 5.8 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.



## THE HONORABLE KEISHA LANCE BOTTOMS



### **Keisha Lance Bottoms is the 60<sup>th</sup> Mayor of Atlanta.**

A daughter of Atlanta, Mayor Bottoms is committed to realizing her vision of One Atlanta – an affordable, resilient and equitable Atlanta – which stands as a model city for both commerce and compassion.

A lifelong public servant, Mayor Bottoms is the only Mayor in Atlanta’s history to have served in all three branches of government, serving as a judge and City Councilmember before being sworn in as Mayor.

Leading with a progressive agenda focused on equity and affordable housing, Mayor Bottoms serves as Chair of the Community Development and Housing Committee and the Census Task Force for the United States Conference of Mayors.

Georgia Trend magazine named Mayor Bottoms the 2020 Georgian of the Year. Among Mayor Bottoms’ notable accomplishments to date include the establishment of the City’s first fully-staffed Office of Equity, Diversity and Inclusion, the appointments of a LGBTQ Affairs Coordinator and a Human Trafficking Fellow, the citywide elimination of cash bail bond, the closure of the Atlanta City Detention Center to ICE detainees, and the rollout of the most far-reaching financial transparency platform in the City’s history – Atlanta’s Open Checkbook.

Under Mayor Bottoms’ leadership, the City of Atlanta led the historically successful staging of Super Bowl LIII, which included unprecedented community benefits – a \$2.4 million renovation of John F. Kennedy Park on Atlanta’s Westside, more than 20,000 trees planted throughout the community and the seamless coordination of 40 federal, state and local public safety agencies.

A product of Atlanta Public Schools, Mayor Bottoms graduated from Frederick Douglass High School and received her undergraduate degree from Florida A&M University. She earned her Juris Doctorate from Georgia State University College of Law.

An active member of the community, Mayor Bottoms is a member of the State Bar of Georgia, Jack and Jill of America, The Links, Incorporated, and Delta Sigma Theta Sorority, Incorporated. She has also served on the board of Families First and shares her personal story of adoption and advocates on behalf of adoption and foster care.

Mayor Bottoms is the daughter of Sylvia Robinson and R&B icon Major Lance. She resides in historic Southwest Atlanta with her husband, Derek W. Bottoms, their four children- Lance, Langston, Lennox and Lincoln, and their family dog, Logan.





# ATLANTA CITY COUNCIL MEMBERS



**Felicia A. Moore**  
President



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



**Matt Westmoreland**  
Post 2 At-Large



**Andre Dickens**  
Post 3 At-Large



**Carla Smith**  
District 1



**Amir R. Farokhi**  
District 2



**Antonio Brown**  
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

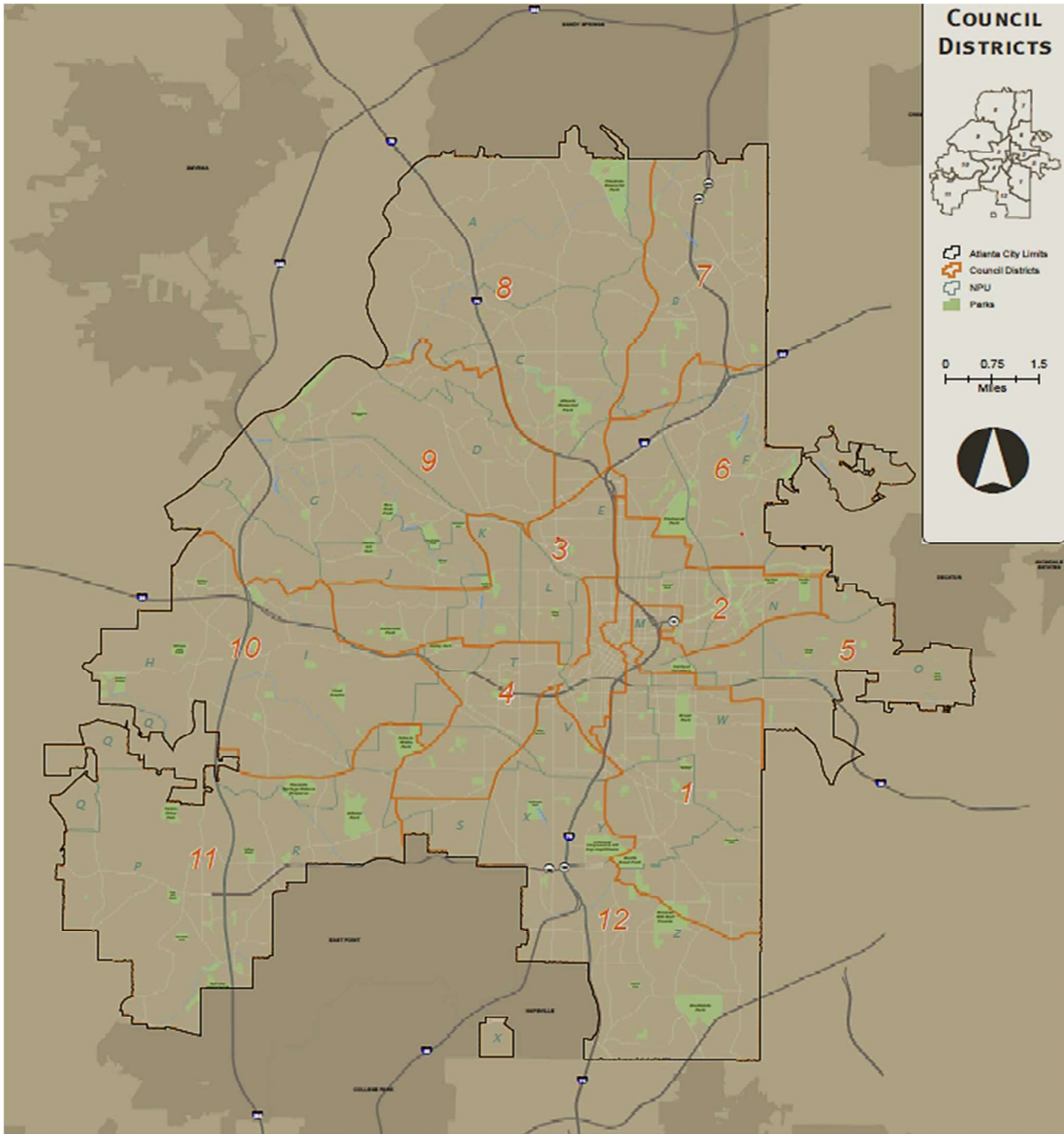


**Marci Collier Overstreet**  
District 11



**Joyce M. Sheperd**  
District 12

# 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.



# CITY OFFICIALS



**Keisha Lance Bottoms**  
*Mayor*

**Joshua Williams**  
*Chief Operating Officer*

**Carmen Chubb**  
*Chief of Staff*

**Roosevelt Council, Jr.**  
*Chief Financial Officer*

**Nina Hickson**  
*City Attorney*

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## MEMBERS OF CITY COUNCIL

**Felicia A. Moore**  
*Council President*

**Carla Smith**  
*District 1*

**Amir R. Farokhi**  
*District 2*

**Antonio Brown**  
*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*

**Foris Webb III**  
*Municipal Clerk*

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## JUDICIAL OFFICERS

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COURT OPERATIONS

Christopher T. Portis  
*Chief Judge*

PUBLIC DEFENDER

Kenneth Days, III  
*Public Defender*

SOLICITOR

Raines F. Carter  
*City Solicitor*

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## BOARD OFFICERS

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ATLANTA CITIZENS REVIEW DIRECTOR

Samuel Lee Reid, III  
*Executive Director*

ETHICS OFFICER

Jabu Sengova  
*Ethics Officer*

CITY INTERNAL AUDITOR

Amanda Noble  
*City Auditor*

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## DEPARTMENT OFFICERS

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AVIATION

John Selden, Jr.  
*General Manager*

CORRECTIONS

Rodney Bryant  
*Interim Corrections Chief*

CUSTOMER SERVICE

Salethea Graham  
*Executive Director*

ENTERPRISE ASSETS MANAGEMENT

Remy Saintil  
*Commissioner*

FINANCE

Roosevelt Council, Jr.  
*Chief Financial Officer*

GRANTS AND COMMUNITY DEVELOPMENT

Nigel Roberts  
*Commissioner*

FIRE & RESCUE SERVICES

Randall Slaughter  
*Fire Chief*

HUMAN RESOURCES

Jeffery Norman  
*Interim Commissioner*

ATLANTA INFORMATION MANAGEMENT

Gary Brantley  
*Chief Information Officer*

LAW

Nina Hickson  
*City Attorney*

PARKS & RECREATION

John Dargle, Jr.  
*Commissioner*

CITY PLANNING

Tim Keane  
*Commissioner*

POLICE SERVICES

Erika Shields  
*Police Chief*

PROCUREMENT

David L. Wilson, II  
*Chief Procurement Officer*

PUBLIC WORKS

James A. Jackson, Jr.  
*Commissioner*

ATLANTA DEPARTMENT OF TRANSPORTATION

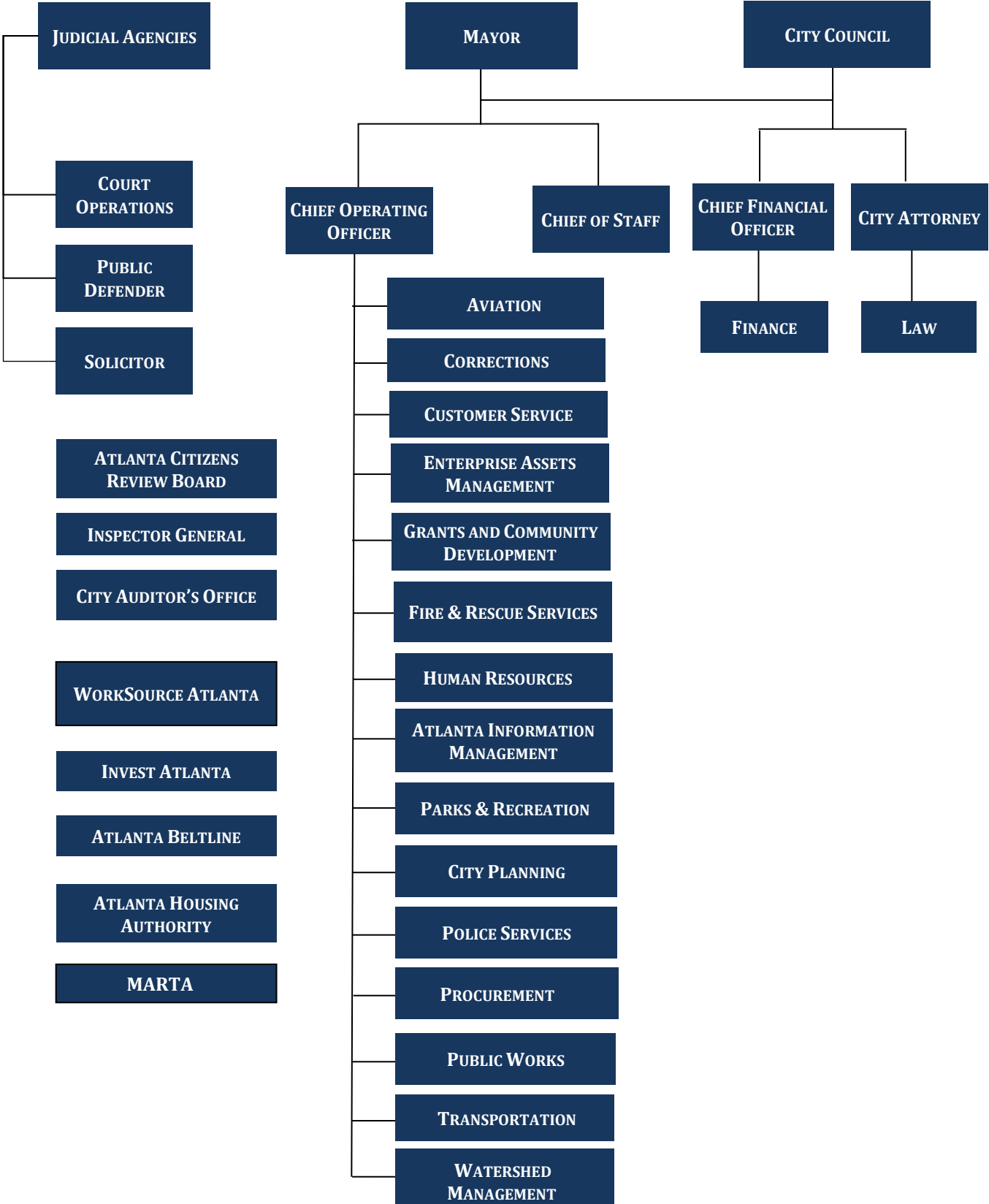
Josh Rowan  
*Commissioner*

WATERSHED MANAGEMENT

Kishia L. Powell  
*Commissioner*



# CITY ORGANIZATIONAL STRUCTURE





# MESSAGES

THE MAYOR'S MESSAGE

THE CHIEF FINANCIAL OFFICER'S MESSAGE

PROPOSED BUDGET  
FY 2021





## CITY OF ATLANTA

55 TRINITY AVE, S.W.  
ATLANTA, GEORGIA 30303-0300

TEL (404) 330-6100

KEISHA LANCE BOTTOMS  
MAYOR

April 29, 2020

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 to submit to you the Fiscal Year 2021 Proposed Budget for the City of Atlanta, covering the period July 1, 2020 to June 30, 2021.

This FY2021 proposed budget provides a pathway to manage the COVID-19 pandemic and recovery in a manner that will allow us to protect our progress, meet our service obligations to residents, and maintain a solid financial position in the future.

Revenue modeling currently supports a baseline revenue forecast of \$619M for FY21. This is a \$58M reduction from the FY20 budget adopted less than one year ago. In response to this unprecedented economic shock, we are enacting measures to cushion the impact on front-line services, our workforce, and on taxpayers. The key measures reflected in this proposed budget are:

- Reducing general fund expenses by \$40M through abolishing vacant positions, freezing recruitment for non-mission critical positions, implementing strategic operational cuts, and stripping out allowances for almost all new discretionary spending;
- Supplementing revenues with \$37M from the City's Fund Balance reserve; and
- Redirecting the City's \$17M share of uncommitted funds within the Eastside TAD to the general fund.

These measures will allow us to move forward with a balanced budget of \$673.4M that delivers the following key outcomes:

- Keeps our commitment to raise pay for police officers and fire fighters;

- Avoids layoffs or furloughs for staff;
- Enables front line departments to operate at or near current service levels;
- Fully absorbs \$25M in pension and other unavoidable cost increases;
- Adds incremental funding for the Office of the Inspector General; and
- Does not raise taxes.

This has been a challenging budget to develop on a compressed timeline. At a time when so many organizations are grappling with the impacts of COVID-19 on their finances and operations, the outlook for the City of Atlanta is difficult, but it is manageable.

Sincerely,

A handwritten signature in black ink that reads "Keisha Bottoms". The signature is written in a cursive, flowing style.

Keisha Lance Bottoms





## CITY OF ATLANTA

KEISHA LANCE BOTTOMS  
MAYOR

DEPARTMENT OF FINANCE  
68 MITCHELL STREET, S.W. SUITE 11100  
ATLANTA, GEORGIA 30303-0312  
TEL (404) 330-6453 · FAX (404) 979-4873

ROOSEVELT COUNCIL, JR.  
CHIEF FINANCIAL OFFICER  
[rocouncil@atlantaga.gov](mailto:rocouncil@atlantaga.gov)

May 1, 2020

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

Dear President Moore and members of the Atlanta City Council:

Thank you for the opportunity to submit to you the Fiscal Year 2021 Proposed Budget for the City of Atlanta. I am also transmitting this letter, which serves as a summary and overview of the information provided in greater detail within the Office of Budget and Fiscal Policy.

The proposed budget is set at \$2.2 billion. Its anticipation and appropriation levels include \$673.4 million for the General Fund, a collective \$1.28 billion for Enterprise Funds, and \$276.9 million for the five remaining funds, which are collectively referred to as "Other Funds."

As you know, the development of the Fiscal Year 2021 Proposed Budget has been extremely challenging. With the outbreak of the Coronavirus, the nation's economy has suffered an enormous setback. The U.S. economy shrank by 4.8% in the first quarter of 2020, ending a record streak of expansion. As expected, financial experts are hesitant to predict how long the economic downturn will last. Unemployment is increasing at an exponential rate, and the state of Georgia is no exception. The Georgia Department of Labor reports that the average unemployment rate over the past year was 3.37%. However, as of March of this year, unemployment was up to 4.2%. With "shelter in place" orders in effect, businesses are struggling, and economic spending has slowed remarkably. With this nation witnessing probably the sharpest drop in economic activity in history, the projected revenues reflect our best estimate given limited information and a very fluid and unpredictable environment.

As the City continues to grapple with this economic uncertainty, we have strategically reviewed the potential financial impact on each revenue category. Four revenue categories are particularly sensitive to this current economic environment: Local Option Sales Taxes, Licenses and Permits Revenue, Public Utility, Alcoholic Beverage and Other Taxes, and Hotel/Motel Tax. These categories collectively have a projected budget

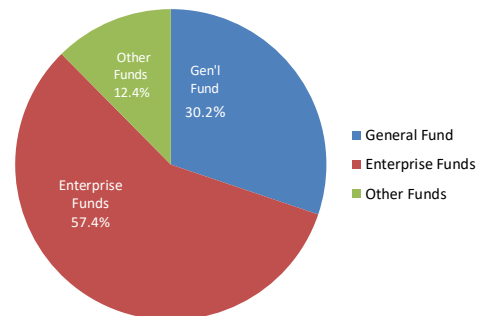
decrease of \$62.6 million. However, Property Tax will remain relatively stable in Fiscal Year 2021, estimated to generate \$232.1 million, representing an increase of 6% (\$12.96 million). Indirect Cost and Pilot & Franchise Fees will reflect marginal gains over the current fiscal year.

While it is still too early to quantify potential budget impacts completely, the City is well-positioned to address any resultant financial needs thoughtfully and practically. The City is proud of the fact that it can keep its workforce intact. Cost containment measures, hiring only mission-critical essential staff, defunding many vacant positions, a slow-down in specific ancillary programs and capital project spending, along with keeping a well-preserved Fund Balance, helps ensure the City will pull through this difficult time. Lastly, the City is a recipient of the Cares Act stimulus relief funds to offset Coronavirus-related expenses. We will continue to diligently monitor and evaluate the potential implications of changing economic conditions and market volatility connected to the pandemic. With that in mind, the Proposed Fiscal Year 2021 budget presented may be subject to change. At such time as required, any legislative action needed will be brought forth to City Council.

The table below highlights a comparison of anticipated budgets (FY21 vs. FY20) for the City's General Fund, Enterprise Funds, and Other Funds.

Fund Type	FY2020	FY2021
	Adopted Budget	Proposed Budget
<b>General Fund</b>	<b>\$677,628,773</b>	<b>\$673,407,452</b>
<b>Enterprise Funds:</b>		
Airport Revenue Fund*	\$587,685,824	\$642,428,236
City Plaza Operating Fund	\$1,009,120	\$1,001,000
Solid Waste Services	\$62,955,593	\$66,371,350
Water and Waste Water Revenue Fund*	\$592,853,535	\$569,728,208
<b>Total Enterprise Funds</b>	<b>\$1,244,504,072</b>	<b>\$1,279,528,794</b>
<b>Other Funds</b>		
Emergency Telephone System	\$20,100,382	\$20,703,393
Fleet Service Fund	\$33,488,846	\$37,707,055
Group Insurance Fund	\$150,433,941	\$153,343,198
Hotel/Motel Tax Fund	\$76,712,025	\$63,940,300
Rental/Motor Vehicle Tax Fund	\$1,380,516	\$1,195,268
<b>Total Other Funds</b>	<b>\$282,115,710</b>	<b>\$276,889,214</b>
<b>Total Operating Funds</b>	<b>\$2,204,248,555</b>	<b>\$2,229,825,460</b>

\*Pre-COVID-19 estimate



Sincerely,

Roosevelt Council, Jr.  
Chief Financial Officer

# INTRODUCTION

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FY 2021



# 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 reserve. 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 more than 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 tenth largest metropolitan area in the country, inhabited by approximately 5.8 million people. Atlanta is the county seat of Fulton County and the fifth location for the seat of government of the state of Georgia.

## POPULATION

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

	<b>City of Atlanta</b>	<b>Annual Growth Rate</b>	<b>Fulton County</b>	<b>Annual Growth Rate</b>	<b>Dekalb County</b>	<b>Annual Growth Rate</b>	<b>State of Georgia</b>	<b>Annual Growth Rate</b>
2019	N/A	N/A	1,063,937	1.30%	759,257	0.36%	10,617,423	0.92%
2018	498,044	2.36%	1,050,114	0.83%	756,558	0.44%	10,519,475	0.86%
2017	486,290	2.83%	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%

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**

<b>Civilian Labor Force</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
<b>*Atlanta</b>						
Employed	3,020,125	2,972,143	2,990,366	2,857,064	2,775,986	2,685,195
Unemployed	101,281	102,435	124,786	151,172	155,828	165,971
Total	3,121,406	3,074,578	3,115,152	3,008,236	2,931,814	2,851,166
<b>County of Fulton</b>						
Employed	543,109	535,849	538,431	514,411	500,342	485,413
Unemployed	19,387	19,853	23,689	28,882	29,314	31,514
Total	562,496	555,702	562,120	543,293	529,656	516,927
<b>County of DeKalb</b>						
Employed	389,416	386,008	387,855	370,646	362,268	350,499
Unemployed	13,791	14,145	16,994	20,924	20,726	23,126
Total	403,207	400,153	404,849	391,570	382,994	373,625
<b>Unemployment Rates</b>						
City	3.2%	3.3%	4.0%	5.7%	5.3%	6.5%
County-Fulton	3.4%	3.6%	4.2%	5.8%	5.5%	6.1%
County-DeKalb	3.4%	3.5%	4.2%	4.6%	5.4%	6.2%
State	3.5%	3.5%	4.2%	5.2%	5.3%	5.5%
United States	4.0%	3.4%	4.2%	4.9%	4.9%	5.5%

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

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



**EMPLOYMENT BY INDUSTRY**

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

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

	City of Atlanta				State of Georgia	
	<u>2018</u>	<u>% of Total</u>	<u>2019</u>	<u>% of Total</u>	<u>2019</u>	<u>% of Total</u>
Agriculture, Forestry, Fishing and Hunting	2,400	0.1	NDP	NDP	NDP	NDP
Natural Resources and Mining	1,300	0.0	NDP	NDP	NDP	NDP
Construction	120,500	4.6	NDP	NDP	NDP	NDP
Manufacturing	170,300	6.5	NDP	NDP	NDP	NDP
Trade, Transportation and Utilities	574,700	21.9	NDP	NDP	NDP	NDP
Information	90,200	3.4	NDP	NDP	NDP	NDP
Financial Activities	112,500	4.3	NDP	NDP	NDP	NDP
Professional and Business Services	527,800	20.1	NDP	NDP	NDP	NDP
Educational Health Services	335,300	12.7	NDP	NDP	NDP	NDP
Leisure and Hospitality	294,000	11.2	NDP	NDP	NDP	NDP
Unclassified Industry	6,400	0.2	NDP	NDP	NDP	NDP
Other Services	68,300	2.6	NDP	NDP	NDP	NDP
Government	318,500	12.1	NDP	NDP	NDP	NDP
Total	2,621,600	100	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.

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

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<b>Employer</b>	<b>Product/Service</b>	<b>Employees</b>	<b>% of Total City Employment</b>
Delta Air Lines, Inc.	Transportation	5,962	2.29%
The Coca-Cola Co One Coca Cola	Marketing and Manufacturing	4,058	1.56%
Air Service Corp	Transportation	2,722	1.05%
NCR Corporation	Management/Admin Service	2,674	1.03%
Accenture LLP	Consulting	2,063	0.79%
Atlanta Falcons Stadium Company	Contractor, other than Building	1,996	0.77%
Allied Universal Security Services	Security Services	1,843	0.71%
ATL Hawks, LLC	Miscellaneous Recreation Services	1,701	0.65%
Cable News Network	Media	1,535	0.59%
Deloitte Consulting	Consulting	1,522	0.59%

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Source: City of Atlanta, 2019 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* summarizes 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 2014 through 2019.

**Table 5**  
**City, State and U.S.**  
**Effective Buying Income**  
**Calendar Years 2014 Through 2019**

<u>Year/Area</u>	<u>Personal Income</u>	<u>Per Capita Personal Income</u>
<b>2019</b>		
City	N/A	N/A
*State	457,323,300	43,073
United States	16,419,398,400	50,023
<b>2018</b>		
City	\$312,213,493	\$52,473
*State	437,374,200	41,578
United States	15,737,171,000	48,101
<b>2017</b>		
City	\$295,294,501	\$50,269
*State	412,760,200	39,639
United States	14,826,143,000	45,598
<b>2016</b>		
City	\$278,237,306	\$48,052
*State	391,074,700	37,951
United States	14,157,321,000	43,821
<b>2015</b>		
City	\$265,968,407	\$46,757
*State	376,600,000	36,990
United States	13,773,169,000	42,941
<b>2014</b>		
City	\$250,321,570	\$44,744
*State	357,182,000	35,473
United States	13,200,377,000	41,460

\*Georgia (Metropolitan Portion).

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

## RETAIL SALES

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

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

	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>
Apparel	18,459,378	17,167,138	16,413,158	16,889,221	18,267,245
General	23,184,304	22,881,831	29,753,955	30,343,883	30,055,395
Food	42,407,658	42,074,465	56,194,372	54,282,271	51,054,187
Utilities	14,513,877	13,465,382	13,674,088	14,126,589	14,215,183
Home	19,294,140	20,876,612	20,044,096	20,764,270	19,739,713
Lumber	3,386,079	2,951,611	2,761,294	2,760,571	2,391,207
Automotive	3,263,125	3,240,139	3,403,931	3,290,380	3,144,172
Miscellaneous Services	133,311,837	118,953,666	80,534,793	81,655,985	80,322,545
<b>TOTAL</b>	<b>257,820,398</b>	<b>241,610,844</b>	<b>222,779,687</b>	<b>224,113,170</b>	<b>219,189,647</b>
Manufacturers	13,533,841	13,816,475	12,284,365	12,521,429	13,717,407
<b>TOTAL ALL OUTLETS</b>	<b>271,354,239</b>	<b>255,427,319</b>	<b>235,065,052</b>	<b>236,634,599</b>	<b>232,907,054</b>

Source: City of Atlanta, 2019 Comprehensive Annual Financial Report (Schedule 10): via Georgia Department of Revenue, Local Government Division

## CONSTRUCTION ACTIVITY

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

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

<u>Year</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>
Valuation <sup>(1)</sup>					
Residential <sup>(2)</sup>	\$306,789,268	\$203,369,121	\$252,971,535	\$284,451,635	\$249,765,069
<b>Total</b>	<b>\$306,789,268</b>	<b>\$203,369,121</b>	<b>\$252,971,535</b>	<b>\$284,451,635</b>	<b>\$249,765,069</b>
Number of					
Single <sup>(3)</sup>	770	545	797	673	597
Multi- <sup>(4)</sup>	1,046	627	197	414	303
<b>Total</b>	<b>1,816</b>	<b>1,172</b>	<b>994</b>	<b>1,087</b>	<b>900</b>

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

(2) Valuation permits issued for Single-Family Dwellings

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

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

Source: Department of 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)**

Fiscal Period Ended	Collected within the Fiscal Year of the Levy			Total Collections to Date		
	Taxes Levies for the Fiscal Year	Amount (1)	Percentage of Levy	Collections in Subsequent Years	Amount	Percentage of Levy
June 30, 2014	222,103	218,184	98.24%	3,145	221,329	98.24%
June 30, 2015	227,842	224,808	98.67%	2,427	227,235	98.67%
June 30, 2016	239,875	237,840	99.15%	1,287	239,127	99.15%
June 30, 2017	247,078	243,948	98.73%	2,086	246,034	98.73%
June 30, 2018	255,610	250,068	97.83%	3,850	253,918	97.83%
June 30, 2019	288,539	284,140	98.48%	-	284,140	98.48%

(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, 2019 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
2015	1.00%	7.00%
2016	1.00%	7.00%
2017	1.00%	7.00%
2018	1.90%	7.00%
2019	1.90%	7.00%

Source: Sales Tax Rates, Georgia Department of Revenue and the City of Atlanta, 2019 Comprehensive Annual Financial Report



# PERFORMANCE HIGHLIGHTS

Atlanta's performance management program within the Chief Operating Officer's (COO) Office serves to improve the efficiency and effectiveness of services delivered to citizens. The 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 progress against this vision. Atlanta's performance management philosophy is based on the principle that if you cannot measure something, you cannot manage it. The goal is to create a culture of performance, accountability and evidence-based decision making 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.

## Performance 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.
- **Maximizing the City's Return-on-Investment (ROI):** Develop an approach that city operations can use to prioritize and maximize investments by utilizing various models to ensure citizens receive the best value.
- **Transparency:** Create a public window into the performance of City services and operations through Atlanta's web portal.
- **Increased Citizen Engagement:** Create a culture of collaboration with citizens.

## Citywide Strategic Performance Measures

**World Class Infrastructure:** Since the Inauguration of Mayor Keisha Lance Bottoms

in January of 2018, more than 24,000 potholes have been repaired since the launch of Fix-It ATL. The City of Atlanta will continue to repair streets to ensure that we maintain a world class infrastructure.

• **Safe and Welcoming City:** Overall crime was down in 2019. Violent crime was down 15% in 2019. In the last two years, the Atlanta Police Department received raises which will help it retain police officers and attract new talent. In addition, the Atlanta Fire and Rescue Department implemented a 4-year plan to implement raises that will also help retain fire fighters and attract new talent.

• **Customer Service:** To improve citizen engagement, the Department of Customer Service (DCS) expanded its services to Code Enforcement, Municipal Courts and the Office of Film & Entertainment. It also made technology investments that included a mobile app, which surpassed 6,347 downloads in 2019. In 2019, DCS handled 658,924 calls which generated 629,716 service requests. These service requests ranged from a wide range of areas, which helped the City improve services for residents.

• **Residents That Are Equipped for Success:** In 2019, student afterschool enrollment was 2,327, a 5.3% increase over the previous year. Camp Best Friends participation for youth and teens in 2019 totaled 3,784 youth enrolled in the program. In 2019, student enrollment grew to 4,011, a 6.0% increase over the previous year. The Office of Recreation's commitment of providing a safe environment for youth and teen participants allowed them to experience everything from homework help to exposure to new and exciting learning opportunities. The City of Atlanta afterschool partner sites have also been included in the 2019 figures. All youth participants in the program also received a snack and hot meal as part of their participation. In addition to youth engagement, the City of Atlanta serviced 2,095 programming for senior residents, a 1.1%

increase over the previous year.

• **Economic Development:** The Office of Buildings issued 9,284 building permits in 2019, an increase of 3% over the number of permits issued in 2018. The Office of Buildings permitted over \$5.3B of new construction investments in 2019. Economic data provided by Invest Atlanta for 2019 includes:

- 254 economic and community development projects
- 8,685 jobs created or retained
- \$130 million in Invest Atlanta investment
- \$1 billion in new capital investment
- 1,686 new housing units (including affordable units)
- 735 new affordable housing units (44%)
- \$2.2 billion in total economic output



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 2021



# 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.

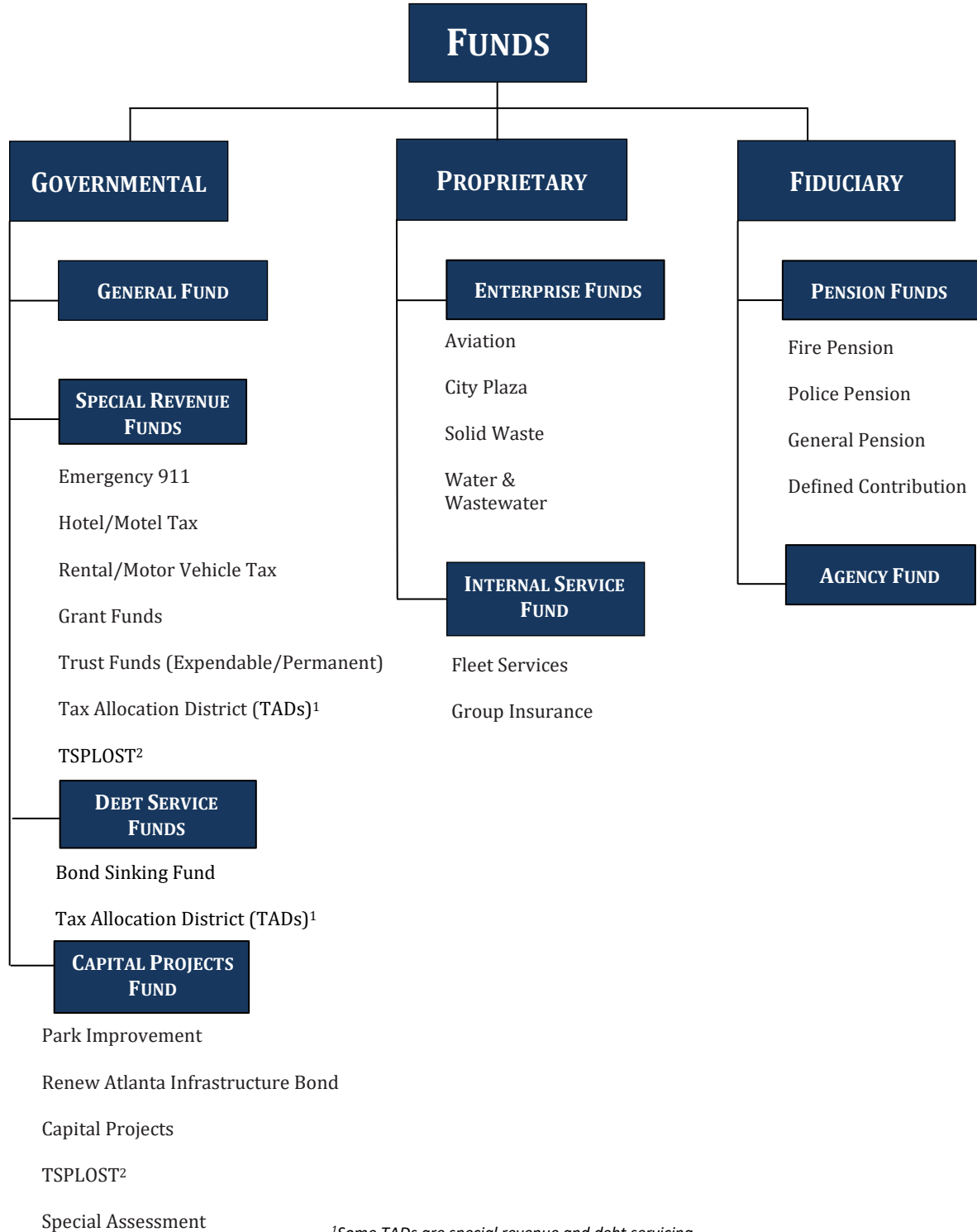
- *Enterprise Funds* are designed to be self-supporting. The Department of Watershed Management (DWM) Fund accounts for all activities associated with the provision and management of clean water, wastewater and storm water systems, and water pollution control services to individuals, organizations and 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, and the City Plaza Fund.
- The *Internal Service Funds* account for the activities of Motor Transport (Fleet) Services, and Group Insurance transactions related to the provision of life, accident, and medical insurance benefits through outside insurance companies for permanent employees and retirees of the City.

## FIDUCIARY FUNDS

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

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

# CITY OF ATLANTA FUND STRUCTURE



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

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

# OPERATING AND CAPITAL FUNDS

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

## OPERATING FUND STRUCTURE

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

*Enterprise Funds* are designed to be self-supported by user charges or fees. The Department of Aviation, City Plaza, 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.
- 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 Fund* 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)

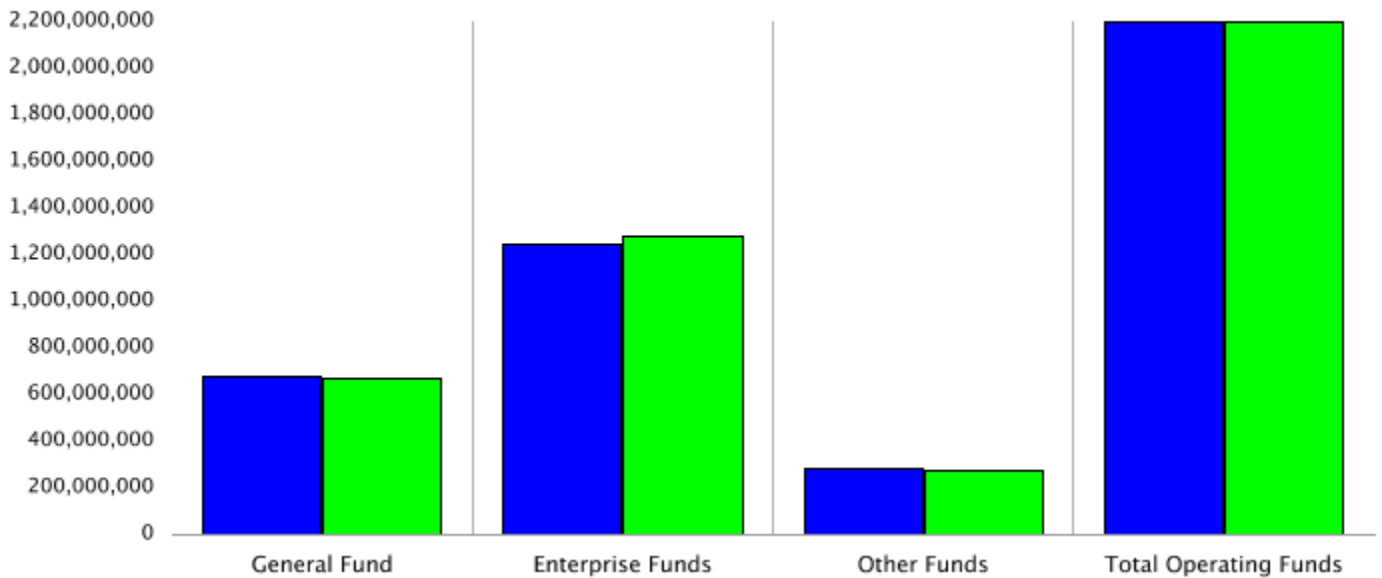


# SUMMARY OF OPERATING BUDGET BY FUNDS

## Final Proposed

	FY19 Actual	FY20 Adopted Budget	FY21 Budget	\$ Incr/Decr	% Incr/Decr
<b>General Fund</b>	<b>\$680,752,493</b>	<b>\$677,628,773</b>	<b>\$673,407,452</b>	<b>(\$4,221,321)</b>	<b>(0.62%)</b>
<b>Enterprise Funds</b>					
Airport Revenue Fund	\$569,530,893	\$587,685,824	\$642,428,236	\$54,742,412	9.31%
City Plaza Project Fund	\$1,029,436	\$1,009,120	\$1,001,000	(\$8,120)	(0.80%)
Solid Waste Services Revenue Fund	\$63,724,661	\$62,955,593	\$66,371,350	\$3,415,757	5.43%
Water & Wastewater Revenue Fund	\$640,079,053	\$592,853,535	\$569,728,208	(\$23,125,327)	(3.90%)
<b>Total Enterprise Funds</b>	<b>\$1,274,364,043</b>	<b>\$1,244,504,071</b>	<b>\$1,279,528,795</b>	<b>\$35,024,724</b>	<b>2.81%</b>
<b>Other Funds</b>					
Emergency 911 Telephone Fund	\$16,610,606	\$20,100,382	\$20,703,393	\$603,011	3.00%
Fleet Service Fund	\$38,036,880	\$33,488,846	\$37,707,096	\$4,218,250	12.60%
Group Insurance Fund	\$161,645,789	\$150,433,941	\$153,343,198	\$2,909,257	1.93%
Hotel/Motel Tax Fund	\$85,201,268	\$76,712,025	\$63,940,300	(\$12,771,725)	(16.65%)
Rental/Motor Vehicle Tax Fund	\$1,317,147	\$1,380,516	\$1,195,268	(\$185,248)	(13.42%)
<b>Total Other Funds</b>	<b>\$302,811,690</b>	<b>\$282,115,710</b>	<b>\$276,889,255</b>	<b>(\$5,226,455)</b>	<b>(1.85%)</b>
<b>Total Operating Funds</b>	<b>\$2,257,928,038</b>	<b>\$2,204,248,554</b>	<b>\$2,229,825,501</b>	<b>\$25,576,947</b>	<b>1.16%</b>

### Operating Budget by Fund



	FY20	\$677,628,773	\$1,244,504,071	\$282,115,710	\$2,204,248,554
	FY21	\$673,407,452	\$1,279,528,795	\$276,889,255	\$2,229,825,501

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	FY19 Actual	FY20 Adopted	FY21 Budget	\$ Incr/Decr	% Incr/Decr
<b>General Fund</b>					
City Council	\$8,187,849	\$12,336,055	\$11,995,344	(\$340,711)	(2.76%)
Executive Offices	\$17,952,520	\$19,850,488	\$18,624,823	(\$1,225,665)	(6.17%)
Department of Atlanta Information Management	\$38,636,842	\$30,944,933	\$29,339,224	(\$1,605,709)	(5.19%)
Department Of Law	\$7,866,127	\$6,635,692	\$6,300,872	(\$334,820)	(5.05%)
Department Of Corrections	\$27,984,035	\$20,125,320	\$18,900,714	(\$1,224,606)	(6.08%)
Department Of Finance	\$15,046,617	\$17,153,613	\$16,492,307	(\$661,306)	(3.86%)
Department Of Procurement	\$2,227,443	\$3,232,746	\$2,931,817	(\$300,929)	(9.31%)
Department Of Public Works	\$50,064,206	\$51,727,267	\$0	(\$51,727,267)	(100.00%)
Dept of Parks & Recreation	\$40,611,688	\$41,799,261	\$40,786,110	(\$1,013,151)	(2.42%)
Judicial Agencies	\$12,199,863	\$13,383,657	\$13,016,665	(\$366,992)	(2.74%)
Non-Departmental	\$97,579,303	\$97,067,078	\$94,242,078	(\$2,825,000)	(2.91%)
Department Of Human Resources	\$7,037,838	\$7,028,978	\$6,330,048	(\$698,930)	(9.94%)
Department Of Fire Services	\$97,466,862	\$91,213,948	\$96,162,247	\$4,948,299	5.42%
Department Of Police Services	\$199,933,504	\$205,450,904	\$217,565,960	\$12,115,056	5.90%
Department of City Planning	\$21,267,332	\$22,506,406	\$20,857,605	(\$1,648,801)	(7.33%)
Department Of The Solicitor	\$7,542,932	\$6,703,400	\$6,703,401	\$1	0.00%
Board of Ethics & Independent Compliance *	\$609,182	\$1,477,864	\$1,644,168	\$166,304	11.25%
Atlanta Citizens Review Board	\$792,462	\$917,649	\$940,940	\$23,291	2.54%
Department Of Audit	\$2,086,241	\$2,016,044	\$2,048,652	\$32,608	1.62%
Department Of Public Defender	\$3,770,856	\$3,898,181	\$3,898,182	\$1	0.00%
Department Of Enterprise Assets Management	\$20,584,122	\$18,623,071	\$17,187,890	(\$1,435,181)	(7.71%)
Department Of Customer Service	\$1,304,640	\$2,786,218	\$2,803,117	\$16,899	0.61%
Atlanta Department of Transportation	-	\$750,000	\$44,321,889	\$43,571,889	5,809.59%
Department of Grants and Community Development	-	-	\$313,400	\$313,400	-
<b>Total General Fund</b>	<b>\$680,752,493</b>	<b>\$677,628,773</b>	<b>\$673,407,452</b>	<b>(\$4,221,321)</b>	<b>(0.62%)</b>
<b>Enterprise Funds</b>					
<b>Airport Revenue Fund</b>					
Executive Offices	\$399,611	\$769,510	\$727,350	(\$42,160)	(5.48%)
Department of Atlanta Information Management	\$486,831	\$525,559	\$492,342	(\$33,217)	(6.32%)
Department Of Law	\$4,417,003	\$7,390,077	\$7,094,582	(\$295,495)	(4.00%)
Department Of Finance	\$355,747	\$512,788	\$784,758	\$271,970	53.04%
Department Of Procurement	\$1,213,492	\$1,666,054	\$1,091,028	(\$575,026)	(34.51%)
Department Of Aviation	\$213,491,971	\$260,893,479	\$280,813,397	\$19,919,918	7.64%
Non-Departmental	\$297,954,849	\$258,932,563	\$291,775,388	\$32,842,825	12.68%
Department Of Human Resources	\$1,697,088	\$2,365,152	\$1,990,153	(\$374,999)	(15.86%)
Department Of Fire Services	\$27,570,643	\$29,927,710	\$32,082,960	\$2,155,250	7.20%
Department Of Police Services	\$19,864,724	\$23,298,599	\$24,286,380	\$987,781	4.24%
Board of Ethics & Independent Compliance *	\$111,486	\$249,737	\$231,801	(\$17,936)	(7.18%)
Department Of Audit	\$1,327,040	\$1,154,596	\$1,058,098	(\$96,498)	(8.36%)
Department Of Customer Service	\$640,407	-	-	-	-
<b>Total Airport Revenue Fund</b>	<b>\$569,530,893</b>	<b>\$587,685,824</b>	<b>\$642,428,236</b>	<b>\$54,742,412</b>	<b>9.31%</b>
<b>City Plaza Project Fund</b>					
Non-Departmental	\$1,029,436	\$1,009,120	\$1,001,000	(\$8,120)	(0.80%)
<b>Total City Plaza Project Fund</b>	<b>\$1,029,436</b>	<b>\$1,009,120</b>	<b>\$1,001,000</b>	<b>(\$8,120)</b>	<b>(0.80%)</b>
<b>Solid Waste Services Revenue Fund</b>					
Executive Offices	\$421,808	\$393,480	\$415,647	\$22,167	5.63%
Department of Atlanta Information Management	\$555,884	\$1,629,509	\$1,354,295	(\$275,214)	(16.89%)
Department Of Finance	\$400,338	\$563,181	\$640,660	\$77,479	13.76%
Department Of Procurement	\$90,107	\$101,920	\$101,804	(\$116)	(0.11%)
Department Of Public Works	\$53,164,439	\$51,610,407	\$55,719,705	\$4,109,298	7.96%
Non-Departmental	\$7,906,363	\$6,681,397	\$6,761,187	\$79,790	1.19%
Department Of Human Resources	\$368,547	\$554,777	\$397,261	(\$157,516)	(28.39%)
Department Of Customer Service	\$817,175	\$1,420,922	\$980,791	(\$440,131)	(30.98%)
<b>Total Solid Waste Services Revenue Fund</b>	<b>\$63,724,661</b>	<b>\$62,955,593</b>	<b>\$66,371,350</b>	<b>\$3,415,757</b>	<b>5.43%</b>
<b>Water &amp; Wastewater Revenue Fund</b>					
City Council	\$177	-	-	-	-
Executive Offices	(\$1,130)	\$93,870	\$13,870	(\$80,000)	(85.22%)
Department of Atlanta Information Management	\$2,953,890	\$6,235,850	\$5,568,826	(\$667,024)	(10.70%)
Department Of Law	\$4,928,675	\$8,474,459	\$7,865,857	(\$608,602)	(7.18%)
Department Of Finance	\$819,363	\$861,758	\$854,885	(\$6,873)	(0.80%)
Department Of Procurement	\$1,840,694	\$2,078,408	\$1,397,931	(\$680,477)	(32.74%)
Department Of Public Works	\$769,435	\$776,671	\$814,217	\$37,546	4.83%



## SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT

### Final Proposed

Fund/Department	FY19 Actual	FY20 Adopted	FY21 Budget	\$ Incr/Decr	% Incr/Decr
Department Of Watershed Management	\$187,727,085	\$210,258,206	\$213,581,562	\$3,323,356	1.58%
Judicial Agencies	\$4,937	-	-	-	-
Non-Departmental	\$430,635,299	\$355,007,222	\$330,691,874	(\$24,315,348)	(6.85%)
Department Of Human Resources	\$2,613,519	\$2,712,084	\$2,420,596	(\$291,488)	(10.75%)
Department Of Fire Services	(\$250)	\$0	\$0	\$0	-
Department Of Police Services	\$197,028	\$159,678	\$134,100	(\$25,578)	(16.02%)
Department Of The Solicitor	\$77,878	\$76,862	\$80,784	\$3,922	5.10%
Board of Ethics & Independent Compliance *	\$93,106	\$249,737	\$231,799	(\$17,938)	(7.18%)
Department Of Audit	\$1,064,959	\$1,150,501	\$1,093,803	(\$56,698)	(4.93%)
Department Of Customer Service	\$6,354,387	\$4,718,229	\$4,978,104	\$259,875	5.51%
<b>Total Water &amp; Wastewater Revenue Fund</b>	<b>\$640,079,053</b>	<b>\$592,853,535</b>	<b>\$569,728,208</b>	<b>(\$23,125,327)</b>	<b>(3.90%)</b>
<b>Other Funds</b>					
<b>Emergency Telephone System</b>					
Department of Atlanta Information Management	\$569,541	\$500,787	\$491,865	(\$8,922)	(1.78%)
Non-Departmental	(\$159,000)	-	-	-	-
Department Of Police Services	\$16,200,065	\$19,599,595	\$20,211,528	\$611,933	3.12%
<b>Total Emergency Telephone System</b>	<b>\$16,610,606</b>	<b>\$20,100,382</b>	<b>\$20,703,393</b>	<b>\$603,011</b>	<b>3.00%</b>
<b>Fleet Service Fund</b>					
Executive Offices	\$30,052	\$0	\$0	\$0	-
Department of Atlanta Information Management	\$40	\$0	\$0	\$0	-
Department Of Finance	-	-	\$151,770	\$151,770	-
Department Of Procurement	\$123,232	\$185,444	\$190,592	\$5,148	2.78%
Department Of Public Works	\$31,981,033	\$29,787,507	\$33,796,776	\$4,009,269	13.46%
Non-Departmental	\$5,830,650	\$3,444,339	\$3,497,532	\$53,193	1.54%
Department Of Human Resources	\$71,873	\$71,555	\$70,427	(\$1,128)	(1.58%)
<b>Total Fleet Service Fund</b>	<b>\$38,036,880</b>	<b>\$33,488,846</b>	<b>\$37,707,096</b>	<b>\$4,218,250</b>	<b>12.60%</b>
<b>Group Insurance Fund</b>					
Non-Departmental	\$160,241,144	\$148,809,304	\$151,946,307	\$3,137,003	2.11%
Department Of Human Resources	\$1,404,645	\$1,624,637	\$1,396,891	(\$227,746)	(14.02%)
<b>Total Group Insurance Fund</b>	<b>\$161,645,789</b>	<b>\$150,433,941</b>	<b>\$153,343,198</b>	<b>\$2,909,257</b>	<b>1.93%</b>
<b>Hotel/Motel Tax Fund</b>					
Non-Departmental	\$85,201,268	\$76,712,025	\$63,940,300	(\$12,771,725)	(16.65%)
<b>Rental/Motor Vehicle Tax Fund</b>					
Department Of Finance	\$0	\$0	-	\$0	-
Non-Departmental	\$1,317,147	\$1,380,516	\$1,195,268	(\$185,248)	(13.42%)
<b>Total Operating Funds</b>	<b>\$2,257,928,038</b>	<b>\$2,204,248,554</b>	<b>\$2,229,825,501</b>	<b>\$25,576,947</b>	<b>1.16%</b>

\* Board of Ethics & Independent Compliance is now a part of the Office of Inspector General per legislation 19-O-1729.

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Final Proposed

### General Fund

FY19 Actual	FY20 Adopted	DESCRIPTION	FY21 Budget
\$123,015,516	\$138,135,326	Salaries, Regular	\$125,780,313
\$2,758,754	\$3,597,473	Salaries, Perm Part-Time	\$3,287,568
\$138,455,170	\$153,626,854	Salaries, Sworn	\$153,848,432
\$9,112,958	\$3,820,587	Salaries, Extra Help	\$3,121,088
\$3,187,090	\$0	Salaries, Extra Help-Sworn	\$0
\$27,804,652	\$16,741,236	Overtime	\$13,858,007
\$15,878,866	\$13,668,427	Pen Cont Fire Pen Fd	\$20,034,691
\$28,286,092	\$19,068,321	Pen Cont Police Pen Fd	\$31,517,873
\$19,085,705	\$18,502,386	Pen Cont Gen Emp Pen Fd	\$19,025,433
\$6,565,683	\$6,322,899	Defined Contribution	\$10,618,828
\$10,847,531	\$8,905,300	Workers' Compensation	\$8,900,975
\$45,661,691	\$53,078,514	Other Personnel Costs	\$43,027,129
<b>\$430,659,708</b>	<b>\$435,467,324</b>	<b>Sub Total</b>	<b>\$433,020,338</b>
\$97,887,273	\$103,862,863	Purchased / Contracted Services	\$96,544,970
\$44,659,919	\$35,467,684	Supplies	\$38,722,061
\$1,742,682	\$1,413,246	Capital Outlays	\$6,364,603
\$20,930,719	\$15,167,823	Interfund / Interdepartmental Charges	\$15,169,306
\$40,456,965	\$38,212,871	Other Costs	\$38,109,873
\$6,672,459	\$33,922,266	Debt Service	\$31,490,970
\$0	\$4,110,258	Conversion / Summary	\$4,110,258
\$37,742,769	\$10,004,438	Other Financing Uses	\$9,875,072
<b>\$250,092,786</b>	<b>\$242,161,449</b>	<b>Sub Total</b>	<b>\$240,387,114</b>
<b>\$680,752,493</b>	<b>\$677,628,773</b>	<b>Total</b>	<b>\$673,407,452</b>

### ENTERPRISE FUNDS

#### Airport Revenue Fund

FY19 Actual	FY20 Adopted	DESCRIPTION	FY21 Budget
\$40,762,974	\$48,379,255	Salaries, Regular	\$49,464,937
-	-	Salaries, Perm Part-Time	-
\$20,796,119	\$27,181,164	Salaries, Sworn	\$28,288,849
\$324,346	\$724,590	Salaries, Extra Help	\$471,342
\$373,537	\$0	Salaries, Extra Help-Sworn	\$0
\$9,792,079	\$8,251,314	Overtime	\$6,653,635
\$4,874,618	\$3,549,484	Pen Cont Fire Pen Fd	\$5,690,309
\$2,498,522	\$2,249,621	Pen Cont Police Pen Fd	\$3,556,659
\$5,110,941	\$5,984,217	Pen Cont Gen Emp Pen Fd	\$5,812,160
\$1,491,819	\$1,841,890	Defined Contribution	\$2,395,777
\$429,089	\$472,909	Workers' Compensation	\$472,909
\$9,999,967	\$11,456,730	Other Personnel Costs	\$10,941,844
<b>\$96,454,011</b>	<b>\$110,091,174</b>	<b>Sub Total</b>	<b>\$113,748,421</b>
\$151,168,909	\$189,423,807	Purchased / Contracted Services	\$206,989,960
\$17,572,673	\$19,123,548	Supplies	\$19,986,210
\$1,415,577	\$1,733,302	Capital Outlays	\$1,453,600
\$16,635,846	\$13,626,072	Interfund / Interdepartmental Charges	\$14,633,932
\$8,440,090	\$8,339,521	Other Costs	\$7,581,703
-	-	Debt Service	-
-	\$104,349,347	Conversion / Summary	\$89,332,410
\$277,843,787	\$140,999,052	Other Financing Uses	\$188,702,000
<b>\$473,076,882</b>	<b>\$477,594,649</b>	<b>Sub Total</b>	<b>\$528,679,815</b>
<b>\$569,530,893</b>	<b>\$587,685,824</b>	<b>Total</b>	<b>\$642,428,236</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Final Proposed

### City Plaza Project Fund

FY19 Actual	FY20 Adopted	DESCRIPTION	FY21 Budget
-	-	Salaries, Regular	-
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	-	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
-	-	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
-	-	Pen Cont Gen Emp Pen Fd	-
-	-	Defined Contribution	-
-	-	Workers' Compensation	-
-	-	Other Personnel Costs	-
-	-	<b>Sub Total</b>	-
\$117,977	\$242,870	Purchased / Contracted Services	\$234,840
-	-	Supplies	-
-	-	Capital Outlays	-
\$202,959	\$53,000	Interfund / Interdepartmental Charges	\$52,010
\$182,575	\$0	Other Costs	\$0
\$525,925	\$713,250	Debt Service	\$714,150
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
<b>\$1,029,436</b>	<b>\$1,009,120</b>	<b>Sub Total</b>	<b>\$1,001,000</b>
<b>\$1,029,436</b>	<b>\$1,009,120</b>	<b>Total</b>	<b>\$1,001,000</b>

### Solid Waste Services Revenue Fund

FY19 Actual	FY20 Adopted	DESCRIPTION	FY21 Budget
\$15,992,613	\$18,174,109	Salaries, Regular	\$21,557,804
\$237,864	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
\$418,256	\$355,323	Salaries, Extra Help	\$355,323
-	-	Salaries, Extra Help-Sworn	-
\$2,554,369	\$1,797,183	Overtime	\$1,797,183
-	-	Pen Cont Fire Pen Fd	-
\$0	-	Pen Cont Police Pen Fd	-
\$3,305,434	\$4,196,006	Pen Cont Gen Emp Pen Fd	\$4,449,217
\$403,788	\$342,471	Defined Contribution	\$469,602
\$1,976,490	\$3,169,491	Workers' Compensation	\$3,169,491
\$3,162,630	\$4,294,351	Other Personnel Costs	\$4,242,129
<b>\$28,051,445</b>	<b>\$32,328,933</b>	<b>Sub Total</b>	<b>\$36,040,749</b>
\$13,735,159	\$10,518,622	Purchased / Contracted Services	\$10,303,923
\$1,613,691	\$955,917	Supplies	\$832,196
\$275,125	\$91,745	Capital Outlays	\$54,317
\$18,690,651	\$12,990,330	Interfund / Interdepartmental Charges	\$13,070,121
\$286,087	\$1,515,397	Other Costs	\$1,515,397
\$592,503	\$2,457,649	Debt Service	\$2,457,649
-	\$0	Conversion / Summary	\$0
\$480,000	\$2,097,000	Other Financing Uses	\$2,097,000
<b>\$35,673,216</b>	<b>\$30,626,660</b>	<b>Sub Total</b>	<b>\$30,330,602</b>
<b>\$63,724,661</b>	<b>\$62,955,593</b>	<b>Total</b>	<b>\$66,371,350</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Final Proposed

### Water & Wastewater Revenue Fund

FY19 Actual	FY20 Adopted	DESCRIPTION	FY21 Budget
\$67,440,489	\$76,866,579	Salaries, Regular	\$74,030,185
(\$299)	\$599	Salaries, Perm Part-Time	-
\$64,330	\$113,259	Salaries, Sworn	\$83,861
\$1,538,261	\$771,905	Salaries, Extra Help	\$571,905
-	-	Salaries, Extra Help-Sworn	-
\$6,891,451	\$3,041,069	Overtime	\$5,336,069
-	-	Pen Cont Fire Pen Fd	-
\$312,315	\$21,461	Pen Cont Police Pen Fd	\$25,829
\$12,049,029	\$13,421,878	Pen Cont Gen Emp Pen Fd	\$12,452,167
\$2,106,759	\$1,569,626	Defined Contribution	\$2,009,942
\$1,617,609	\$1,383,129	Workers' Compensation	\$1,383,129
\$11,436,773	\$13,359,440	Other Personnel Costs	\$12,024,380
<b>\$103,456,717</b>	<b>\$110,548,946</b>	<b>Sub Total</b>	<b>\$107,917,469</b>
\$56,374,194	\$83,399,185	Purchased / Contracted Services	\$87,101,484
\$45,393,314	\$45,243,721	Supplies	\$45,273,670
\$1,348,129	\$13,870	Capital Outlays	\$13,870
\$14,642,185	\$18,463,912	Interfund / Interdepartmental Charges	\$18,669,611
\$9,697,119	\$31,102,049	Other Costs	\$29,123,662
\$14,867,801	\$29,616,363	Debt Service	\$30,026,420
\$0	\$40,250,858	Conversion / Summary	\$21,605,562
\$394,299,594	\$234,214,631	Other Financing Uses	\$229,996,461
<b>\$536,622,336</b>	<b>\$482,304,589</b>	<b>Sub Total</b>	<b>\$461,810,740</b>
<b>\$640,079,053</b>	<b>\$592,853,535</b>	<b>Total</b>	<b>\$569,728,208</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Final Proposed

### OTHER FUNDS

#### Emergency Telephone System

FY19 Actual	FY20 Adopted	DESCRIPTION	FY21 Budget
\$5,958,494	\$8,359,319	Salaries, Regular	\$7,512,922
-	-	Salaries, Perm Part-Time	-
\$94,165	-	Salaries, Sworn	-
\$193,014	\$263,698	Salaries, Extra Help	\$263,698
-	-	Salaries, Extra Help-Sworn	-
\$2,062,027	\$923,905	Overtime	\$923,905
-	-	Pen Cont Fire Pen Fd	-
\$33,400	\$17,321	Pen Cont Police Pen Fd	\$59,270
\$1,439,777	\$1,704,667	Pen Cont Gen Emp Pen Fd	\$1,646,954
\$121,229	\$104,299	Defined Contribution	\$155,984
\$32,238	\$36,598	Workers' Compensation	\$36,598
\$1,229,720	\$1,484,134	Other Personnel Costs	\$1,505,861
<b>\$11,164,065</b>	<b>\$12,893,942</b>	<b>Sub Total</b>	<b>\$12,105,192</b>
\$5,253,956	\$6,729,027	Purchased / Contracted Services	\$8,120,787
\$143,280	\$477,414	Supplies	\$477,414
\$6,750	\$0	Capital Outlays	\$0
-	-	Interfund / Interdepartmental Charges	-
\$42,555	\$0	Other Costs	\$0
-	-	Debt Service	-
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
<b>\$5,446,541</b>	<b>\$7,206,441</b>	<b>Sub Total</b>	<b>\$8,598,201</b>
<b>\$16,610,606</b>	<b>\$20,100,382</b>	<b>Total</b>	<b>\$20,703,393</b>

#### Fleet Service Fund

FY19 Actual	FY20 Adopted	DESCRIPTION	FY21 Budget
\$7,163,737	\$8,393,452	Salaries, Regular	\$9,908,691
\$0	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
\$142,046	\$0	Salaries, Extra Help	\$0
-	-	Salaries, Extra Help-Sworn	-
\$475,606	\$334,067	Overtime	\$334,067
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
\$1,662,231	\$1,806,733	Pen Cont Gen Emp Pen Fd	\$1,790,032
\$168,499	\$138,045	Defined Contribution	\$177,877
\$255,538	\$107,578	Workers' Compensation	\$107,578
\$1,349,729	\$1,652,389	Other Personnel Costs	\$1,523,892
<b>\$11,217,387</b>	<b>\$12,432,263</b>	<b>Sub Total</b>	<b>\$13,842,137</b>
\$7,317,917	\$4,310,930	Purchased / Contracted Services	\$4,723,795
\$12,799,768	\$12,954,518	Supplies	\$15,265,131
\$96,780	\$15,500	Capital Outlays	\$15,500
\$6,553,561	\$3,754,296	Interfund / Interdepartmental Charges	\$3,807,489
-	-	Other Costs	-
\$51,468	\$21,338	Debt Service	\$21,338
-	\$0	Conversion / Summary	\$0
-	-	Other Financing Uses	\$31,706
<b>\$26,819,494</b>	<b>\$21,056,583</b>	<b>Sub Total</b>	<b>\$23,864,960</b>
<b>\$38,036,880</b>	<b>\$33,488,846</b>	<b>Total</b>	<b>\$37,707,096</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Final Proposed

### Group Insurance Fund

FY19 Actual	FY20 Adopted	DESCRIPTION	FY21 Budget
\$846,394	\$1,038,842	Salaries, Regular	\$814,646
\$0	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
\$41,787	\$55,354	Salaries, Extra Help	\$55,354
-	-	Salaries, Extra Help-Sworn	-
\$928	\$1,041	Overtime	\$1,041
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
\$103,058	\$98,275	Pen Cont Gen Emp Pen Fd	\$95,368
\$32,150	\$19,036	Defined Contribution	\$19,561
\$38,283	\$2,836	Workers' Compensation	\$2,836
\$764,993	\$825,542	Other Personnel Costs	\$99,683
<b>\$1,827,593</b>	<b>\$2,040,926</b>	<b>Sub Total</b>	<b>\$1,088,489</b>
\$268,298	\$720,905	Purchased / Contracted Services	\$1,689,383
\$6,180	\$3,561	Supplies	\$3,561
\$0	\$0	Capital Outlays	\$0
\$1,786,661	\$1,657,374	Interfund / Interdepartmental Charges	\$1,681,176
\$157,508,217	\$146,011,175	Other Costs	\$148,880,589
\$248,840	\$0	Debt Service	\$0
-	-	Conversion / Summary	-
\$0	\$0	Other Financing Uses	\$0
<b>\$159,818,196</b>	<b>\$148,393,015</b>	<b>Sub Total</b>	<b>\$152,254,709</b>
<b>\$161,645,789</b>	<b>\$150,433,941</b>	<b>Total</b>	<b>\$153,343,198</b>

### Hotel/Motel Tax Fund

FY19 Actual	FY20 Adopted	DESCRIPTION	FY21 Budget
-	-	Salaries, Regular	-
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	-	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
-	-	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
-	-	Pen Cont Gen Emp Pen Fd	-
-	-	Defined Contribution	-
-	-	Workers' Compensation	-
-	-	Other Personnel Costs	-
-	-	<b>Sub Total</b>	-
-	-	Purchased / Contracted Services	-
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
-	-	Depreciation And Amortization	-
\$63,865,508	\$57,541,690	Other Costs	\$44,768,965
-	-	Debt Service	-
-	-	Conversion / Summary	-
\$21,335,760	\$19,170,335	Other Financing Uses	\$19,171,335
<b>\$85,201,268</b>	<b>\$76,712,025</b>	<b>Sub Total</b>	<b>\$63,940,300</b>
<b>\$85,201,268</b>	<b>\$76,712,025</b>	<b>Total</b>	<b>\$63,940,300</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Final Proposed

### Rental/Motor Vehicle Tax Fund

FY19 Actual	FY20 Adopted	DESCRIPTION	FY21 Budget
-	-	Salaries, Regular	-
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	-	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
-	-	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
-	-	Pen Cont Gen Emp Pen Fd	-
-	-	Defined Contribution	-
-	-	Workers' Compensation	-
-	-	Other Personnel Costs	-
-	-	<b>Sub Total</b>	-
-	-	Purchased / Contracted Services	-
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
-	-	Depreciation And Amortization	-
\$1,317,147	\$1,380,516	Other Costs	\$1,195,268
-	-	Debt Service	-
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
<b>\$1,317,147</b>	<b>\$1,380,516</b>	<b>Sub Total</b>	<b>\$1,195,268</b>
<b>\$1,317,147</b>	<b>\$1,380,516</b>	<b>Total</b>	<b>\$1,195,268</b>
<b>\$2,257,928,038</b>	<b>\$2,204,248,554</b>	<b>Grand Total</b>	<b>\$2,229,825,501</b>

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

# SUMMARY OF REVENUES AND EXPENSES

## General Fund

<b>Revenues</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Property Taxes	\$218,935,715	\$219,141,924	\$232,106,376
Public Utility, Alcoholic Beverage and Other Taxes	\$108,021,559	\$107,712,019	\$100,626,410
Local Option Sales Taxes	\$116,720,129	\$115,427,417	\$82,150,372
Licenses and Permits Revenue	\$123,262,880	\$121,770,548	\$105,375,616
Other Revenue *	\$17,089,250	\$6,287,547	\$59,489,286
Charges For Current Services	\$4,265,172	\$4,561,607	\$3,383,385
Federal Revenues	\$1,893,514	\$0	\$0
State and Local Governments	\$2,000	\$0	\$0
Fines, Forfeitures and Penalties	\$24,179,612	\$22,212,306	\$14,430,426
Building Rentals and Concessions	\$5,129,908	\$3,726,871	\$4,285,096
Indirect Costs Recovery	\$34,713,150	\$34,311,311	\$34,877,555
Hotel & Motel Tax Revenue	\$21,335,760	\$21,800,045	\$15,985,075
Pilot & Franchise Fees	\$20,534,205	\$20,677,178	\$20,697,855
<b>Total Revenues</b>	<b>\$696,082,853</b>	<b>\$677,628,773</b>	<b>\$673,407,452</b>

<b>Expenditures</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Personnel Services and Employee Benefits	\$430,659,708	\$435,467,324	\$433,020,338
Purchased / Contracted Services	\$97,887,273	\$103,862,863	\$96,544,970
Supplies	\$44,659,919	\$35,467,684	\$38,722,061
Capital Outlays	\$1,742,682	\$1,413,246	\$6,364,603
Interfund / Interdepartmental Charges	\$20,930,719	\$15,167,823	\$15,169,306
Other Costs	\$40,456,965	\$38,212,871	\$38,109,873
Debt Service	\$6,672,459	\$33,922,266	\$31,490,970
Conversion / Summary	\$0	\$4,110,258	\$4,110,258
Other Financing Uses	\$37,742,769	\$10,004,438	\$9,875,072
<b>Total Expenditures</b>	<b>\$680,752,493</b>	<b>\$677,628,773</b>	<b>\$673,407,452</b>

\* Includes \$37M of Fund Balance



## SUMMARY OF REVENUES AND EXPENSES

### Fleet Service Fund

<b>Revenues</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Charges For Services	\$45,430,672	\$33,433,987	\$37,624,807
Investment Income	\$18,757	\$0	\$0
Miscellaneous Revenues	\$160,550	\$54,859	\$82,289
<b>Total Revenues</b>	<b>\$45,609,978</b>	<b>\$33,488,846</b>	<b>\$37,707,096</b>

<b>Expenditures</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Personnel Services and Employee Benefits	\$11,217,387	\$12,432,263	\$13,842,137
Purchased / Contracted Services	\$7,317,917	\$4,310,930	\$4,723,795
Supplies	\$12,799,768	\$12,954,518	\$15,265,131
Capital Outlays	\$96,780	\$15,500	\$15,500
Interfund / Interdepartmental Charges	\$6,553,561	\$3,754,296	\$3,807,489
Debt Service	\$51,468	\$21,338	\$21,338
Other Financing Uses	-	-	\$31,706
<b>Total Expenditures</b>	<b>\$38,036,880</b>	<b>\$33,488,846</b>	<b>\$37,707,096</b>

## SUMMARY OF REVENUES AND EXPENSES

### Airport Revenue Fund

<b>Revenues</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Licenses And Permits	\$45,717	\$60,000	\$48,000
Charges For Services	\$559,378,739	\$584,473,844	\$639,136,816
Fines And Forfeiture	\$3,318	\$0	\$0
Investment Income	\$6,971,220	-	-
Miscellaneous Revenues	\$9,078,877	\$3,151,980	\$3,243,420
<b>Total Revenues</b>	<b>\$575,477,872</b>	<b>\$587,685,824</b>	<b>\$642,428,236</b>

<b>Expenditures</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Personnel Services and Employee Benefits	\$96,454,011	\$110,091,174	\$113,748,421
Purchased / Contracted Services	\$151,168,909	\$189,423,807	\$206,989,960
Supplies	\$17,572,673	\$19,123,548	\$19,986,210
Capital Outlays	\$1,415,577	\$1,733,302	\$1,453,600
Interfund / Interdepartmental Charges	\$16,635,846	\$13,626,072	\$14,633,932
Other Costs	\$8,440,090	\$8,339,521	\$7,581,703
Conversion / Summary	-	\$104,349,347	\$89,332,410
Other Financing Uses	\$277,843,787	\$140,999,052	\$188,702,000
<b>Total Expenditures</b>	<b>\$569,530,893</b>	<b>\$587,685,824</b>	<b>\$642,428,236</b>

## SUMMARY OF REVENUES AND EXPENSES

### City Plaza Project Fund

<b>Revenues</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Investment Income	\$45,688	\$8,123	\$0
Miscellaneous Revenues	\$1,460,000	\$1,000,997	\$1,001,000
<b>Total Revenues</b>	<b>\$1,505,688</b>	<b>\$1,009,120</b>	<b>\$1,001,000</b>

<b>Expenditures</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Purchased / Contracted Services	\$117,977	\$242,870	\$234,840
Interfund / Interdepartmental Charges	\$202,959	\$53,000	\$52,010
Other Costs	\$182,575	\$0	\$0
Debt Service	\$525,925	\$713,250	\$714,150
<b>Total Expenditures</b>	<b>\$1,029,436</b>	<b>\$1,009,120</b>	<b>\$1,001,000</b>

## SUMMARY OF REVENUES AND EXPENSES

### Solid Waste Services Revenue Fund

<b>Revenues</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Taxes	\$1,272,658	\$455,987	\$469,603
Intergovernmental Revenues	\$17,236	\$0	\$0
Charges For Services	\$61,375,482	\$62,497,313	\$65,901,747
Investment Income	\$21,446	\$2,293	\$0
Other Financing Sources	\$3,000,000	\$0	\$0
<b>Total Revenues</b>	<b>\$65,686,821</b>	<b>\$62,955,593</b>	<b>\$66,371,350</b>

<b>Expenditures</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Personnel Services and Employee Benefits	\$28,051,445	\$32,328,933	\$36,040,749
Purchased / Contracted Services	\$13,735,159	\$10,518,622	\$10,303,923
Supplies	\$1,613,691	\$955,917	\$832,196
Capital Outlays	\$275,125	\$91,745	\$54,317
Interfund / Interdepartmental Charges	\$18,690,651	\$12,990,330	\$13,070,121
Other Costs	\$286,087	\$1,515,397	\$1,515,397
Debt Service	\$592,503	\$2,457,649	\$2,457,649
Other Financing Uses	\$480,000	\$2,097,000	\$2,097,000
<b>Total Expenditures</b>	<b>\$63,724,661</b>	<b>\$62,955,593</b>	<b>\$66,371,350</b>

## SUMMARY OF REVENUES AND EXPENSES

### Water & Wastewater Revenue Fund

<b>Revenues</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Charges For Services	\$466,851,743	\$501,278,534	\$480,608,208
Investment Income	\$4,345,762	\$455,000	\$1,000,000
Miscellaneous Revenues	\$172,433	\$120,000	\$120,000
Other Financing Sources	\$154,634,108	\$91,000,000	\$88,000,000
<b>Total Revenues</b>	<b>\$626,004,047</b>	<b>\$592,853,534</b>	<b>\$569,728,208</b>

<b>Expenditures</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Personnel Services and Employee Benefits	\$103,456,717	\$110,548,946	\$107,917,469
Purchased / Contracted Services	\$56,374,194	\$83,399,185	\$87,101,484
Supplies	\$45,393,314	\$45,243,721	\$45,273,670
Capital Outlays	\$1,348,129	\$13,870	\$13,870
Interfund / Interdepartmental Charges	\$14,642,185	\$18,463,912	\$18,669,611
Other Costs	\$9,697,119	\$31,102,049	\$29,123,662
Debt Service	\$14,867,801	\$29,616,363	\$30,026,420
Conversion / Summary	\$0	\$40,250,858	\$21,605,562
Other Financing Uses	\$394,299,594	\$234,214,631	\$229,996,461
<b>Total Expenditures</b>	<b>\$640,079,053</b>	<b>\$592,853,535</b>	<b>\$569,728,208</b>

## SUMMARY OF REVENUES AND EXPENSES

### Emergency Telephone System

<b>Revenues</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Taxes	\$316,928	\$42,147	\$0
Charges For Services	\$22,134,070	\$20,058,235	\$20,703,393
<b>Total Revenues</b>	<b>\$22,450,998</b>	<b>\$20,100,382</b>	<b>\$20,703,393</b>

<b>Expenditures</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Personnel Services and Employee Benefits	\$11,164,065	\$12,893,942	\$12,105,192
Purchased / Contracted Services	\$5,253,956	\$6,729,027	\$8,120,787
Supplies	\$143,280	\$477,414	\$477,414
Capital Outlays	\$6,750	\$0	\$0
Other Costs	\$42,555	\$0	\$0
<b>Total Expenditures</b>	<b>\$16,610,606</b>	<b>\$20,100,382</b>	<b>\$20,703,393</b>

## SUMMARY OF REVENUES AND EXPENSES

### Group Insurance Fund

<b>Revenues</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Charges For Services	\$145,385,157	\$150,433,941	\$153,343,198
Miscellaneous Revenues	\$15,462	-	-
<b>Total Revenues</b>	<b>\$145,400,619</b>	<b>\$150,433,941</b>	<b>\$153,343,198</b>

<b>Expenditures</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Personnel Services and Employee Benefits	\$1,827,593	\$2,040,926	\$1,088,489
Purchased / Contracted Services	\$268,298	\$720,905	\$1,689,383
Supplies	\$6,180	\$3,561	\$3,561
Interfund / Interdepartmental Charges	\$1,786,661	\$1,657,374	\$1,681,176
Other Costs	\$157,508,217	\$146,011,175	\$148,880,589
Debt Service	\$248,840	\$0	\$0
<b>Total Expenditures</b>	<b>\$161,645,789</b>	<b>\$150,433,941</b>	<b>\$153,343,198</b>

## SUMMARY OF REVENUES AND EXPENSES

### Hotel/Motel Tax Fund

#### Revenues

	FY19 Actuals	FY20 Adopted	FY21 Budget
Taxes	\$85,201,268	\$76,712,025	\$63,940,300
<b>Total Revenues</b>	<b>\$85,201,268</b>	<b>\$76,712,025</b>	<b>\$63,940,300</b>

#### Expenditures

	FY19 Actuals	FY20 Adopted	FY21 Budget
Other Costs	\$63,865,508	\$57,541,690	\$44,768,965
Other Financing Uses	\$21,335,760	\$19,170,335	\$19,171,335
<b>Total Expenditures</b>	<b>\$85,201,268</b>	<b>\$76,712,025</b>	<b>\$63,940,300</b>



## SUMMARY OF REVENUES AND EXPENSES

### Rental/Motor Vehicle Tax Fund

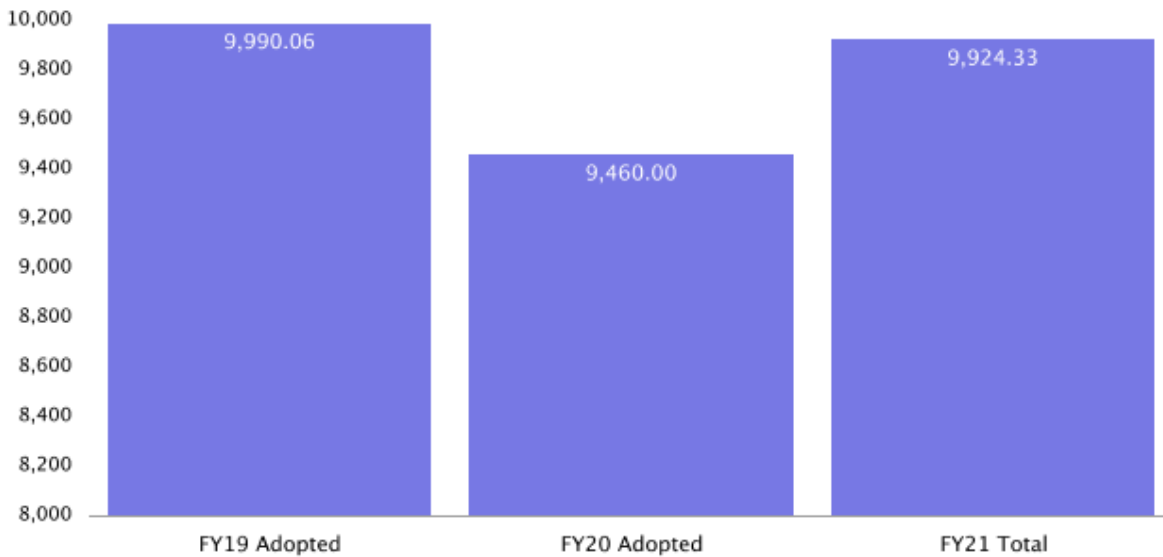
<b>Revenues</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Taxes	\$1,317,147	\$1,380,516	\$1,195,268
<b>Total Revenues</b>	<b>\$1,317,147</b>	<b>\$1,380,516</b>	<b>\$1,195,268</b>

<b>Expenditures</b>	<b>FY19 Actuals</b>	<b>FY20 Adopted</b>	<b>FY21 Budget</b>
Other Costs	\$1,317,147	\$1,380,516	\$1,195,268
<b>Total Expenditures</b>	<b>\$1,317,147</b>	<b>\$1,380,516</b>	<b>\$1,195,268</b>

# SUMMARY OF PERSONNEL

	FY19	FY20	FY21 Final Proposed			FY21 vs. FY20
	Adopted	Adopted	Operating	Other	Total	Change
030000 City Council	48.00	48.00	48.00	-	48.00	0.00
040000 Executive Offices	452.06	185.96	208.00	39.49	265.00	79.04
050000 Department of Atlanta Information Management	153.67	148.67	156.00	3.00	159.00	10.33
080000 Department Of Law	88.00	98.00	97.80	1.20	99.00	1.00
090000 Department Of Corrections	361.00	227.50	232.00	-	232.00	4.50
100000 Department Of Finance	168.00	158.17	155.67	13.33	169.00	10.83
110000 Department Of Procurement	84.00	80.50	81.00	2.00	85.00	4.50
130000 Department Of Public Works	1,050.33	965.00	985.75	2.00	988.00	23.00
140000 Dept of Parks & Recreation	533.00	536.00	459.00	44.00	503.00	(33.00)
170000 Department Of Watershed Management	1,685.00	1,766.50	1,384.00	358.00	1,742.00	(24.50)
180000 Department Of Aviation	739.00	736.90	712.00	45.00	757.00	20.10
190000 Judicial Agencies	185.00	148.00	182.00	2.00	184.00	36.00
220000 Department Of Human Resources	146.00	158.00	144.00	5.00	149.00	(9.00)
230000 Department Of Fire Services	1,186.00	1,154.00	1,207.33	-	1,207.33	53.33
240000 Department Of Police Services	2,603.00	2,376.00	2,594.00	11.00	2,605.00	229.00
250000 Department of City Planning	332.00	276.05	236.00	73.00	309.00	32.96
260000 Department Of The Solicitor	86.00	80.00	88.00	-	88.00	8.00
270000 Board of Ethics & Independent Compliance	7.00	9.00	11.00	-	11.00	2.00
280000 Atlanta Citizens Review Board	9.00	8.00	9.00	-	9.00	1.00
290000 Department Of Audit	18.00	21.00	17.29	1.71	19.00	(2.00)
300000 Department Of Public Defender	56.00	36.00	45.00	-	45.00	9.00
310000 Department Of Enterprise Assets Management	-	123.00	131.00	-	131.00	8.00
320000 Department Of Customer Service	-	113.75	114.00	-	114.00	0.25
330000 Atlanta Department of Transportation	-	6.00	6.00	-	6.00	0.00
<b>Total Full-Time Equivalent Employees</b>	<b>9,990.06</b>	<b>9,460.00</b>	<b>9,303.84</b>	<b>600.73</b>	<b>9,924.33</b>	<b>464.34</b>

**Summary of Personnel**



REVENUE  
OVERVIEW

ECONOMIC OUTLOOK  
REVENUE FORECAST SUMMARY

PROPOSED BUDGET  
FY 2021



# ECONOMIC OUTLOOK

## THE U.S ECONOMIC OUTLOOK FOR 2020

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

The Terry College's 2020 US economic forecast calls for the economic expansion that began in the second half of 2009 to continue through 2020, but we put the probability of a 2020 recession at an uncomfortably high 40 percent. Even with the Phase One trade deal, the trade war that began in 2018 is the main risk to growth. Each escalation of the trade war damages businesses' animal spirits, which leads to less capital spending and less hiring. There are no recent precedents to the current level of trade policy uncertainty. In addition to the trade war, there are several geopolitical risks capable of triggering a recession in 2020, especially a war in the Middle East.

The baseline scenario is that US economic growth slows substantially in 2020. The slowdown will be widespread both geographically and by line of business. The economic slowdown will be business led. The 2020 recession risk is 40 percent. Under the baseline scenario of sustained economic expansion, the annual rate of US GDP growth – 1.5 percent – will be less than half the economy's long-term rate of GDP growth. It also will be below the 2.3 percent pace of GDP growth estimated for 2019. The slowdown of 2020 GDP growth to 1.5 percent will be due primarily to the direct and indirect effects of the trade war. Less support from the 2018 federal tax cuts also will slow GDP growth in 2020.

The trade war is the main recession risk. Even with the Phase One trade deal, the trade war may cause a recession and any major escalation will be fatal to the US

economic expansion. The higher tariffs alone are not a large enough percentage of GDP to push the US economy into recession, but the trade war's indirect effects are capable of pushing both the US and global economies into recession. The most economically damaging indirect effect of the trade war is heightened uncertainty, which crushes animal spirits. Businesses' confidence is more sensitive to escalations and de-escalations in the trade war than consumers' confidence. Other indirect effects that damage the economy include widespread disruption of supply chains, lower equity prices, postponed decisions by business with respect to investment and hiring, and the retaliatory imposition of non-tariff barriers to trade. A full-blow currency war would fall into the latter category, but it is a very low probability possibility. The trade war already has lowered animal spirits. Indeed, uncertainty regarding a very disorganized, chaotic trade policy lowers confidence more than a more orderly and predictable approach – especially among businesses leaders, which, in turn, lowers businesses' investment spending and net hiring.

At this juncture, any meaningful escalation of the trade war – perhaps even a failure to quickly and decisively deescalate – will produce more uncertainty, greater supply chain disruptions, lower confidence and reduced business investment. The upshot is that job growth slows, halts, and reverses. In essence, as the trade war escalates, the labor market weakens and consumers' confidence falls. The

combination of slower job growth, higher unemployment, less confidence, and higher prices on imported goods reduces consumer spending. Because consumer spending is the primary driver of US economic growth, when it declines the record-long US economic expansion ends and a recession begins.

One reliable sign that a US recession is underway is an increase in the US unemployment rate of 0.3 percent within a relatively short time and is sustained. When the unemployment increases by 0.3 percent or more within a 3 to 4 months consumer confidence is likely to decline to levels at which consumers reduce spending, which, in turn, causes businesses to lay off workers. A vicious cycle begins that quickly leads to recession. It will help that the Federal Reserve reversed its monetary policy stance in mid-2019 by lowering policy interest rates and by halting reductions in the size of its balance sheet. It will help that there are not too many serious financial imbalances in the private sector. For example, household balance sheets are in great shape. Consequently, a 2020 recession is more likely to be moderate than severe. A repeat of the “Great Recession” appears unlikely, but a relentless escalation of the trade war – and possibly a currency war – would darken the outlook considerably. The 2020 recession and the recovery in its wake may not have the typical V shape, but may instead look like an elongated-U. It all hinges on trade policy.

**The Baseline Forecast Calls for Late-Stage Expansion in 2020 (60% probability)**

If the trade war does not escalate further and does not become even more chaotic, then there is a 60 percent probability that the late-stage US economic expansion continues through 2020. Nonetheless, even without further escalation, the trade

war has done considerable damage to the US economy and its prospects for economic growth. The pace of 2020 GDP growth will slow markedly – from 2.3 percent growth in 2019 to 1.5 percent in 2020. Consumer spending will contribute the most to US GDP growth. Government spending also will contribute to GDP growth. Monetary policy will be supportive of growth, but there are limits to what the Federal Reserve can do to offset trade tensions and other risks. Due to extremely low mortgage rates, rising rents, and demographic trends – a higher rate of household formation – housing sales and starts will move higher in 2020. Unless there is a resolution – or a major lessening – of trade tensions, industrial production will decrease. Manufacturing will be in recession.

In 2020, overall job growth will be marginally positive, but some important industry sectors will shed jobs, including manufacturing, retailing, and information. Heightened uncertainty and slower top line growth will cause net hiring to slow very dramatically – from 1.5 percent in 2019 to 0.8 percent in 2020. The slower pace of job growth will cause the US unemployment rate to rise slightly from 3.7 percent in 2019 to 3.8 percent in 2020. The main reasons why job growth will slow and struggle to remain positive are: (1) tariffs and trade tensions, (2) lower confidence on the part of both businesses and consumers, (3) lower business investment, (4) less support from the 2018 federal tax cuts, (5) negative – or much smaller – wealth effects, and a slowing global economy.

Due to labor market tightness, the slowdown in personal income growth will not be as extreme as the slowdown in GDP growth, but nervous households will save a slightly higher proportion of their income in 2020 than in recent years. The combination of slower income growth, a higher savings rate out of current income,

and less confidence will cause consumer spending to grow more slowly in 2020 than in 2019. Consumers will support GDP growth, but not to the same extent as in they did in 2019.

Due to lower equity prices, household wealth is more likely to decrease than to increase in 2020. Nonetheless, home price appreciation will offset much of the wealth lost in the stock market. The personal savings rate will rise from 8 percent in 2019 to 8.2 percent in 2020. That is a weak headwind for the US consumer sector. Nonetheless, for this late in the business cycle, households' balance sheets are in very good shape. Across all businesses, corporate balance sheets are not as strong as a few years ago, but should be manageable as long as interest rates do not increase very quickly, an extremely unlikely prospect. Even so, it is somewhat worrisome that many highly leveraged large businesses have taken on considerable debt. These leveraged loans typically have floating interest rates. Highly leveraged companies therefore are vulnerable to interest rate shock, but, again, that seems unlikely in 2020. Small businesses' finances are in comparatively good shape. Small business lending should expand in 2020. Put it all together, the credit markets should be supportive of growth. Credit will increase in 2020, but more slowly than in recent years.

Recent rapid growth in lending to highly leveraged businesses represents a risk to the US economic expansion. Because interest rates are low and are more likely to fall than to rise in 2020, leveraged lending to businesses is very unlikely to trigger a recession in the coming year, but it will exacerbate a recession triggered by another factor (e.g., a trade war or oil price shock). A related risk is the size of the junk corporate bond market. Excessive risk taking took place in these two areas of the financial system. Unless interest rates rise

substantially it will not trigger a 2020 recession, however.

In March 2019, the spread between the 3-month T-bill and the 10-year notes inverted. In August 2019, the spread between the two-year and 10-year notes inverted. The 2019 inversions signal that the odds of recession in 2020 are high. An inversion of the yield curve occurs when short-term interest rates exceed long-term interest rates. An inversion does not cause a recession, but it suggests that monetary policy is too tight given market participants expectations for growth.

Historically, a yield curve inversion is a good indicator that a recession will begin within the next six to 18 months. In modern economic times, yield curve inversions preceded all US recessions, but not all inverted yield curves have led to a recession. False signals are rare, but not without precedent. For example, there was a false signal in 1998. The classic explanation for an inversion of the yield curve is that investors pile into long-term bonds because they believe that economic prospects will be better in the long-term than in the near-term. The increased demand for long-term bonds relative to short-term bonds pushes long-term rates below short-term rates. In essence, an inverted yield curve indicates that bond market participants and others expect a recession – or at the very least a slowdown in GDP growth that approaches the economy's stall speed. It also suggests that monetary policy is too tight.

The 2019 inversions warned the Federal Reserve that it made a policy mistake by raising policy interest rates too high given the escalation of the US-China trade war. In 2019, the Federal Reserve reversed its policy stance by cutting policy interest rates and ending the reduction in the size of its balance sheet – quantitative tightening. In 2020, the Federal Reserve's monetary policy stance will support

growth. The Federal Reserve will keep short-term policy interest rates below the rate of inflation. For example, I expect the federal funds rate target to fall to 1.5 percent by December 2020. Inflation will be 1.7 percent. Real interest rates will be negative. Cumulative easing over 2019-20 will be 100 basis points. There is also a good chance that the Federal Reserve will expand the size of its balance sheet in 2020 due to both recession fears and heavy Treasury issuance.

In addition to signaling that a recession is coming, the yield curve inversion itself can contribute to recession because it discourages creditors from lending because they can no longer make money by borrowing short and lending long. Credit growth is vital to the growth of the modern economy. Any contraction in credit reduces the prospects for economic growth.

On average, an inverted yield curve leads a recession by 15 months, but a reasonable range is between 6 and 18 months. An inverted yield curve is a good, but not a perfect predictor of recessions. There is speculation that the 2019 yield curve inversions are not as reliable a signal of recession as in the past because of international arbitrage in the bond market that is driving down US yields without regard to economic conditions in the US. It is also argued that the Federal Reserve's policy of quantitative easing increased demand for long-term treasuries relative to short-term treasuries, which flattens the yield curve and therefore makes inversions more likely. Both arguments have some merit, but an inversion probably is still relevant today, at least with respect to signaling a substantial slowdown in growth if not an outright recession. In summation, the inverted yield curve is a red flag and it appears that the Federal Reserve took notice. Monetary policy has shifted to stave off or battle a 2020 recession. A monetary policy

mistake is unlikely to trigger a recession in 2020. To the contrary, the Federal Reserve's shift from a slightly restrictive policy stance in 2018 to a stimulative policy stance in 2019-2020 will help offset some of the economic damage inflicted by the trade war.

Due to the trade war, past appreciation of the dollar, and slower foreign economic growth, exports will grow slowly in 2020. Due to the trade war, lower confidence, and less business investment, imports also will grow slowly in 2020. Nonetheless, imports probably will grow faster than exports, causing net exports to subtract from US GDP growth. The 2020 subtraction probably will be larger than in 2019.

With the economy operating close to full employment – albeit not as close as in 2019, below-trend levels of foreign immigration over the last few years will limit the potential for US GDP growth in 2020 and beyond. The stricter enforcement of US immigration laws will be a headwind for GDP growth, especially in states such as Georgia that traditionally benefited economically from high levels of illegal immigration.

Single-family housing starts will increase moderately due to very low mortgage rates, recent increases in the prices of existing homes, very low vacancy rates for apartments, rent increases that continue to outpace both inflation and income growth, population growth, and a slight uptick in the rate of household formation. It will help that there are not too many new single-family units in the development pipeline, especially with respect to low- and mid-priced homes. Indeed, low- and mid-price homes will be the sweet spots in the 2020 housing market. In contrast, the 2019 development pipeline is chock full of new apartments, which may cause new apartment construction to decline in 2020.



Even so, apartment vacancy rates are quite low and given the turmoil in the equity markets investors may be seeking income-producing assets. Those favorable factors will limit any decline in new apartment construction.

Sub-par productivity growth is another factor that will hold down GDP and personal income growth. Sub-par productivity growth reflects many short- and long-term developments; (1) tariffs and other restrictions on foreign trade, (2) low levels of business investment, (3) the aging of the US population, (4) less foreign immigration – especially restrictions on the movement of highly trained people to the US, (5) the plethora of regulations at every level of government, (6) the inevitable repercussions of many years of mediocre gains in educational achievement, and (7) the lagged effects of underinvestment in the nation's major research universities.

### **Consumer Spending**

The consumer will be the main strength of the 2020 economy. On an inflation-adjusted basis, personal consumption expenditures will grow by over 1 percent in 2020. Job creation will slow, but it will remain positive and therefore the economy will operate below full employment. That circumstance will support modest wage and salary growth despite economic headwinds from the trade war. Each escalation of the trade war lowers confidence and household wealth, however. Lower interest rates will prevent household balance sheets from deteriorating.

Trade tensions, stock market losses, and recession fears lower consumers' confidence, but modest job growth and home price appreciation should keep confidence slightly above recessionary levels. Growth of disposable personal income will give consumers the

wherewithal to spend, but worried households will opt to save a slightly larger proportion of income in 2020. Wealth-effect spending will probably be entirely absent in 2020, and may turn negative. That's a fundamental negative for consumer spending as growth in household wealth has been on the increase since 2009, exceeding income growth in most years.

Credit will be available to households, but not any more so than in 2019. Credit will be less expensive, however. Credit markets therefore should continue to expand. The sharp slowdown in job growth and a higher unemployment rate will slow credit growth, however. Traditional lenders probably will not tighten lending for home mortgages, but will tighten lending for automobile loans. Many households have locked in historically low mortgage rates, but that will limit the number of households that will benefit from refinancing activity in 2020. Nonetheless, consumers will take on more home equity debt. The proportion homeowners who extract cash from the refinancing of their home mortgages will rise slightly, but it will not surge as it did prior to the Great Recession. Traditional lenders will tighten lending for bankcard credit. Credit card debt therefore will expand more slowly in 2020 than in 2019 as lenders become more reluctant to push into market segments with lower credit scores. Finance-technology startups will continue to expand subprime lending to customers with poor credit ratings, however. Credit card default rates will rise.

One reason why consumer spending will continue to grow is that household finances are in very good shape. In contrast, 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 very 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 personal savings rate rose from its cyclical trough of only 2.2 percent in mid-2005 to a post-Great Recession high of 12 percent in early 2012. In 2012, households recovered all the wealth they lost to the Great Recession. Due to these wealth gains, excellent labor market conditions, and high levels of consumer confidence, the savings rate declined to 6.5 percent in 2016. Over 2016 to 2019, the savings rate slowly rose to 8.0 percent. In 2020, the performance of the stock market and less confidence will cause consumers to save a slightly higher proportion of their income. The savings rate will rise to 8.2 percent. This modest increase in the savings rate will be a weak headwind to consumer spending and in turn to US GDP growth. Over the long term, most households will find that even an 8.2 percent savings rate 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 10 percent, or more. That is quite attainable – a 9

percent savings rate prevailed from 1961-1990. The bottom line is that a rising savings rate will restrain, but not stop the growth in consumer spending in 2020.

The restoration of the discipline of saving represents a return to normalcy that helped households unwind imbalances that developed in their balance sheets prior to the Great Recession. For example, the household financial obligation ratio was 275 basis points lower in early 2019 than in late 2007. In fact, the 2019 household financial obligation ratio is as low as the levels that prevailed in the early-1980s and lower than the levels that prevailed in the early-1990s. The lower financial obligation not only 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. In early 2019, the ratio of household debt to GDP was only 76 percent, down from 99 percent a decade earlier. 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 18 percent – \$12.2 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. As of early 2019, on a nominal basis, households' net worth was \$108.6 trillion, exceeding its pre-recession peak by 58 percent. Thus, households became comfortable about taking on more debt and did so in 2019. Due to more uncertainty and less confidence in their economic situation households will be more cautious about adding to their debt

levels in 2020. Hence, consumer credit outstanding will rise only slightly, with non-revolving credit (e.g., student loans) increasing faster than revolving credit (credit cards).

In 2020, recent and potentially continued turmoil in the US stock market is likely to lower consumer confidence and/or reduce financial equity wealth, but real estate wealth should continue to increase, albeit at a much 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.

With the wealth effect on the sidelines – and potentially negative, 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 the much slower pace of job growth will be adequate to support only 1.5 percent GDP growth, and inadequate to maintain a rate of GDP growth equal to – or above – its long-term average of 2.9 percent. Growth in compensation will support this income growth, but low productivity growth and a gradual increase in the unemployment rate will limit wage and salary increases in 2020.

Consumers' outlays will increase much more slowly in 2020 than in 2019. Auto loan delinquencies are rising, especially for subprime loans. Traditional lenders will tighten credit for auto loans, but non-traditional lenders will loosen credit to customers with poor credit scores. Automobile sales will decline in 2020. Spending for nondurable goods and services will increase faster than spending for durable goods, but more household formation and improving housing market

conditions will support sales of furniture and durable household equipment and prevent overall sales of durable goods from declining. Price increases and demographic factors will cause spending on pharmaceuticals and other medical products to rise. Spending on food & beverages to rise moderately, but intense competition among retailers for grocery items will limit sales growth due to margin compression. Spending on clothing and footwear will increase slowly. Among services, providers of health care will see above average growth in spending. 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 vulnerable to correction.

### **Labor Markets**

The US economy recently posted the longest string of consecutive monthly jobs gains in the history of the nation. In 2020, job growth will slow markedly, but it will continue. On an annual average basis, total nonfarm employment will increase by 0.8 percent in 2020, which is about half the 1.5 percent gain estimated for 2019. Job growth will not be as broad based across industries or geographies as in recent years. For example, manufacturing and retailing will shed jobs. Manufacturing will struggle due to trade tensions, past appreciation of the dollar, and slowing global growth. Retail sales will increase, but retail jobs will be lost as market shares shift to less labor-intensive channels. Nonetheless, most economic sectors will continue to hire as demand for goods and services expands. Less positively, venture capital – which fuels job creation – will be less available. In addition, foreign direct investment will decline. The rate of job destruction in the private sector will be higher than in 2019. Thus, 1.5 percent GDP growth will only generate 0.8 percent

job growth. In addition, GDP growth will not outpace productivity growth, which will discourage firms from hiring additional staff. GDP growth will sustain job creation, but the pace of job growth will decelerate sharply. The annual rate of job growth peaked four years ago at 2.1 percent.

The trade war, high levels of policy uncertainty, less confidence, and lower business investment will be the main factors behind the slowdown in job growth. Assuming that the labor force participation levels off net job creation will be fast enough to keep the unemployment rate from soaring, but it will not be fast enough to keep the unemployment rate from creeping up from 3.7 percent in 2019 to 3.8 percent in 2020. The unemployment rate therefore will remain below the full employment unemployment rate of 4.0 percent. Increases in the unemployment rate and less confidence in the economic situation will vent some of the pressures on wages. Compensation therefore will not increase as much 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 rising slightly and looking to push even higher in 2021, the balance of power between sellers and buyers of labor will be more balanced than it was in 2018-19 when workers definitely had the upper hand. It will still be very difficult to hire workers that have very specialized training or educational requirements, however. In 2020, wage growth will decelerate. Slow productivity growth will also prevent wages from rising very much. In 2020, wages and benefits will rise by about 2 percent. Health insurance costs will be the primary force behind benefit cost increases. Unit labor costs will rise about

1 percent. One implication of the slow growth of unit labor costs is that inflation should be well contained, which provides the Federal Reserve the latitude to lower short-term policy interest rates and expand the size of its balance sheet.

Although net hiring will expand, several factors will sharply limit the gains. First, the trade war and policy uncertainty will postpone decisions to hire. Second, lower levels of business confidence will limit hiring. Third, below average GDP growth limits the need to hire. Fourth, skill gaps and higher unit labor costs will cause employers to invest more in laborsaving equipment and processes. Fifth, 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 postsecondary education.

In the coming year, construction companies will see the fastest rate of job growth. Education and health services will see the second fastest rate of job growth. Professional and business services firms will see the third fastest rate of job growth. Leisure, and hospitality, transportation and utilities, and government will see limited, but positive employment growth. Manufacturing, retailing, and information are the major sectors expected to shed jobs. Natural resources and mining also will see job losses, but these industries do not employ many workers. Regionally, the West and the South will post faster job growth than the Northeast and Midwest.

## Housing

Home sales and homebuilding will be important drivers of US GDP growth in 2020. That is largely due to low mortgage rates and cyclical factors, but the demographic trends also will provide more support to the nation's homebuilding industry. In 2020, the number of single-family home starts for new construction will increase by about 5 percent. The increase would be stronger if not for recession fears.

Existing single-family home prices stabilized in 2012 and rose substantially in 2013-19. Existing home prices will continue to rise, but at a much more moderate rate – about 2 percent in 2020. New limits on the federal tax deductibility of state and local taxes and mortgage interest will restrain – or reverse – home price increases in areas with expensive housing markets. In 2020, the remaining pockets of home price depreciation will be 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 are opting to become homeowners. Rising rents 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 2013-19. In 2020, 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 on the performance of the labor market, changes in mortgage rates, and credit conditions. Employment and personal income will

grow in 2020, but more slowly than in recent years. Nonetheless, 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.

Prevailing mortgage rates are a tremendous bargain, and rates probably will move lower in 2020. Low mortgage rates will be a driver of the housing recovery. Home mortgages should be relatively easy to obtain. Credit conditions for those seeking mortgages will remain good as home values improve, but credit will remain tight for riskier home loans. Although lending standards for new home construction and new residential developments will be good, credit lines and money to builders may become somewhat scarcer due to heightened concerns about recession. Supply constraints – the scarcity of developed lots and a shortage of skilled construction tradespeople – will continue to be a factor slowing recovery of the homebuilding industry. Financing for lot development probably will be less available in 2020 than in recent years, reflecting heightened fears of recession. The new federal tax laws are a negative for homeowners and in turn homebuilders: Limits on the tax deductibility of state and local taxes as well as home mortgages will slow construction of high-priced homes, especially in areas with high state and local taxes.

Despite recent home price gains, some households in markets where home prices have not recovered 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, some 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.

Trade tensions, visa restrictions, the strong dollar, and weaker foreign economies will reduce the number of foreign investors who are looking to buy residential properties in the US. Foreign buyers have played a major role in the recovery of housing markets in the urban core of many large US MSAs, especially for luxury flats and townhomes. 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 unlocks pent-up demand for housing that built up as young adults opted to stay a home a bit longer.

### **Non-Residential Construction**

Spending for new nonresidential construction will increase more slowly in 2020 than in recent years, but the upcycle that began in the second quarter of 2013 will continue. Lower interest rates are a powerful tailwind. Low yields and financial market volatility will make investors more interested in income-producing property as an asset class. New business formation and expansion, employment gains, and population growth will generate gains in net occupancy. In most markets, tenants no longer have the

upper hand in lease negotiations. Preferential tax treatment under the new tax law will boost nonresidential (and residential) investment in federal opportunity zones in 18 states, including 260 zones in Georgia. There will be some negative trends: Credit conditions will not ease further for those looking to build nonresidential structures, and will be tight in markets with high vacancy rates. Trade tensions, dollar strength, and visa restrictions 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 be very limited due to lower industrial production, but new development will focus 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 responded to the upturn in real estate prices. Therefore, local governments' property tax bases will be supportive of revenue collections and in turn public construction, but mandatory spending on debt service,

pension and healthcare obligations will limit the funds available for new infrastructure projects.

### **Businesses' Capital Spending**

Due to growth of end markets, still tight labor markets, technological advances, competitive pressures, and less regulation business spending for nonresidential fixed investment will be only about 2 percent larger in 2020 than in 2019. That percentage increase could easily be two or three times as large should trade tensions loosen appreciably. Even with the Phase One trade agreement, nonresidential fixed investment will be a weak tailwind to US GDP growth, but has considerably upside potential should the trade war be fully resolved. The need to improve productivity, good cash flows, and access to inexpensive credit will support such spending. In early 2019, the ratio of liquid assets to short-term liabilities was 83 percent, or more than double where it stood 10 years ago, which bodes well for investment spending by businesses. With the economy operating beyond full employment, the limited supply of workers normally would incentivize businesses to substitute capital for labor, but the trade war creates too much uncertainty. Too many businesses therefore are not moving forward with capital spending. Downside risks to business spending for investment include reescalation of the trade war, lower levels of business confidence, lower corporate profits, lower stock prices, and possible turmoil in the financial markets.

Due to top line growth, better access to credit, investment spending by small businesses should grow. Home price appreciation is adding to home equity, which is a major source of collateral for many small business loans. Fewer federal regulations and tax reform also will help small businesses justify higher outlays for structures, equipment, and intellectual

property. The main negatives are uncertainly regarding trade policy and lower confidence in the economic situation. In 2019, each escalation of the trade war crushes animal spirits, and, in turn, capital spending.

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 66 years. Indeed, 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, but low levels of business confidence and high levels of uncertainty regarding trade policy are likely to postpone such spending yet again. 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.

Capacity utilization will not be a tailwind for business spending for equipment and software. Indeed, in this cycle, the US economy never reached the point where GDP growth generates more GDP growth because inadequate capacity begins to encourage more capital spending – the accelerator effect. Normally, the capital-spending accelerator would have already kicked in earlier in the economic cycle, which is one reason why this has been a subpar economic expansion.

The rate of capacity utilization in all industries was 78.8 percent in mid-2019, which is up considerably from its low point of 66.7 percent in 2009.

Nonetheless, the long-run (1972-2018) average rate of capacity utilization for all industries in the US is 79.8 percent. Because the rate of capacity utilization is still below its long-term average, capacity utilization will not spur capacity additions in 2020.

Capacity utilization varies by industry, with some major subsectors operating above, or below their long-term averages. For example, in mid-2019, capacity utilization for industries producing crude goods was 87 percent, a rate 0.9 percentage points above its long-run average. Capacity utilization at the primary and semi-finished stages of production was 75.4 percent, a rate 5 percentage points below its long-term average. Capacity utilization for goods at the finished stages of production was 75.1 percent, a rate 1.7 percentage points below its long-run average.

### **Corporate Profits**

Corporate profits, which are already at very high levels, are expected to decline in 2020. The slower pace of US GDP bodes poorly for growth in domestically generated corporate profits. Meanwhile, labor markets will push up wage and benefit costs, which will be a headwind for corporate profits. The trade war is a both headwind and a recession risk for both top-line and bottom-line growth. Tariffs, trade tension, and slow expansion of foreign GDP – especially in the EU and emerging markets – will limit sales prospects for many export-oriented companies. Past appreciation of the dollar makes it expensive for companies to convert earnings in foreign markets to dollars. The dollar's value will moderate only slightly in 2020, which will not provide much help to profit growth based on overseas earnings. Businesses' pricing power will not firm dramatically. It will be difficult for companies to raise prices enough to pass on higher tariffs fully,

which implies reduced profit margins. It is also important to recognize that financial institutions' profit margins will be severely constrained by a much flatter than normal yield curve.

On the plus side, low interest rates will assist growth in corporate profits, especially for debt-heavy and capital-intensive businesses. Businesses are likely to see some regulatory relief, which could lower production costs and increase productivity. Expense management and more broadly based – albeit moderate – growth in demand for goods and services will help to support profits. Cash flow will be weaker, but financing should still be easy to obtain, and as noted above it will be inexpensive. The recovery of housing markets and substantially more single-family homebuilding will boost profits for many home-related industries. Even modest growth in spending for business equipment bodes well for profits earned by technology-oriented companies. Productivity growth is likely to be positive in 2020, but very weak from a historical perspective. That is unfortunate because productivity is a panacea for profits, wages, and the overall economy.

### **International Trade**

Uncertainty about US trade policy and tariffs adds considerable risk to the forecast. The Phase One trade deal suggests that trade tensions will not escalate in 2020. Indeed, the Terry College's baseline forecast assumes that the US-China trade war does not escalate, but it also assumes that trade tensions will remain very high. Under that assumption, in 2020, real exports and imports will grow, but imports will rise faster than exports. The 2020 trade gap will be larger than in 2019. Hence, net exports will be a negative factor in terms of US GDP growth. The main obstacles to faster US export growth are the same as in 2018-19: the trade war and the strong US dollar. In



addition, foreign GDP growth will be slow in 2020. The main reason why imports will grow in 2020 will be the growth of households' disposable personal income. Higher incomes prompt US consumers to purchase more imported finished products and go on more trips abroad, but households' wealth-effect spending will be absent in 2020.

In 2020, US export growth will be broad based. There will be increases for both merchandise and services. In 2020, the US dollar's value will be quite high, which limits prospects for US exports. The US dollar probably will depreciate slightly in 2020, but the depreciation will be minor compared to the appreciation that has recently transpired.

### **Inflation & Monetary Policy**

Despite the inflationary push from tariffs, consumer price inflation will increase by only 1.7 percent in 2020, which is the same rate expected for 2019. That rate of inflation is below 2.0 percent level that the Federal Reserve appears to be targeting. The main reason why inflation will be low is that the economy is weak. The Federal Reserve is very likely to reduce policy interest rates. In 2020, one 25 basis point decrease in the federal funds rate target will bring cumulative easing over the course of 2019-20 to 100 basis points.

Tariffs are inflationary, but many of the usual drivers of inflation will be less intense in 2020. For example, the pace of 2020 GDP growth will be about half the pace expected for 2019, which reduces the prospects for inflation. Similarly, consumer spending will grow more slowly in 2020 than in 2019. Capacity utilization will be lower in 2020 than in 2019, with considerable excess capacity in some economic sectors. The strong dollar will help keep inflation at bay, but the dollar will depreciate slightly in 2020.

In 2020, labor market conditions will not be strong enough to ignite rapidly accelerating inflation. Indeed, employment will grow much more slowly in 2020 than in 2019. The bottom line is that the employment situation will not reach the point where labor market conditions will support higher inflation, but not rapidly accelerating inflation. Thus, the Federal Reserve can loosen monetary policy without worrying too much about inflation getting much traction in 2020.

Based on the 2020 forecast of much slower US GDP growth, the Federal Reserve will continue to reduce short-term policy interest rates in 2020. The federal funds rate target will fall to 1.5 percent by the end of 2020. At that point, short-term policy interest rates will be very stimulative. Nonetheless, those rate decreases will not prevent inflation from falling short of the Federal Reserve's 2 percent target, but it will not fall short by very much – 0.3 percentage points if the forecast is correct.

In addition to lowering policy interest rates, the Federal Reserve has stopped reducing its balance sheet – unwinding quantitative easing. In 2020, the Federal Reserve may begin to expand the size of its balance sheet, especially if a recession develops.

### **Crude Oil Markets**

Absent significant supply interruptions or additional price premiums due to increased political tensions it is likely that oil prices will be lower in 2020 than in 2019. The global economic slowdown is the main factor that will keep oil prices low. 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. The September attacks on Saudi Arabia's Kurais oilfield and Abaqaiq processing facility illustrates the

geopolitical risks to global oil supplies. The attacks increase the risk of a Saudi-Iran war, which would likely involve the US and almost certainly would push oil prices to over \$100 per barrel. The disruption in global oil supplies was the largest in modern times. This forecast assumes a major deceleration in the pace of global economic growth and no major disruptions in the supply of crude or refined products. The major downside risk for the oil price outlook is global recession, but if there is a major de-escalation of the trade war and the recession fears dissipate, oil prices will rise.

### **Productivity**

In this economic cycle, a major barrier to faster US GDP growth is below-average productivity growth, and that will continue to be the case in 2020. That is unfortunate because productivity growth raises wages and living standards. In 2020, the pace of productivity growth will decrease, but probably will not turn negative unless the economy lapses into recession. Since the Great Recession ended, there has not been very much capital deepening – adding more capital per worker. The trade war and recession fears will exacerbate this trend. Uncertainty will cause many businesses to postpone spending for investment. Nonetheless, still tight labor market will encourage some businesses to invest more in labor saving equipment and processes. The relative scarcity of workers also will encourage employers to use their workers much more efficiently, which boosts productivity. We are likely to see 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. In addition, policies that support investment spending in both the public (e.g.,

infrastructure) sector should boost productivity growth.

Unfortunately, many of the long-term factors behind weak productivity growth will not lessen and may intensify. For example, slower gains in educational achievement contribute significantly to 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. Less public support for the nation's research universities erodes our comparative advantage in innovation. Moreover, public spending priorities appear to be moving towards providing more support to the retired rather than to educational institutions and students. Access to higher education therefore will continue to be more expensive. Access for recent generations is more restrictive than it was for the baby boomer generation. Another effect of less public support for higher education is that the US innovation ecosystem will suffer. The aging of the population also limits productivity growth. In general, a less liberal immigration policy limits productivity growth, but not if more visas are given to those with the most skills. Tariffs and trade tensions limit productivity growth and may cause productivity to decline substantially. Productivity growth and in turn living standards will rise if the nation's policymakers focus more on improving the innovation ecosystem and focus less on reducing the trade deficit or on restricting the immigration of talented working-age people.

### **Forecast Risks**

The timing of the US-China trade war is very bad. The US economy is operating at the late stage of the economic cycle, which makes it vulnerable to trade shocks and

policy mistakes. Of course, the length of an expansion does not in of itself does imply that a recession is likely. After all, Australia has avoided a recession for over 25 years. Nonetheless, over the course of a long expansion excesses tend to develop in both the financial and labor markets, which makes the overall economy more vulnerable to the unexpected shock or major policy blunder than is true earlier in the economic expansion. In addition, federal tax reform provided a modest late cycle fiscal stimulus in 2018-19, which will have run its course by 2020.

The large and growing Federal budget deficit as well as the national debt will limit the federal government's ability to use fiscal policy to counter recessionary forces should they bear down on the US economy, but these imbalances are very unlikely to trigger a recession. Similarly, student loan debt will not trigger a recession, but this imbalance will worsen a downturn once it is underway.

The main risks to US economic growth are (1) the trade war, (2) a war in the Middle East, (3) financial panics and/or massive shifts in asset prices, (4) excessive risk taking in the form of leveraged lending to nonfinancial businesses, (5) contagion from financial crises in foreign economies. In addition, there was an inversion of the yield curve in 2019. The probability of recession beginning before the end of 2020 therefore is about 40 percent. As always, energy prices are a wild card. The expectation is that oil prices will decline, but the political situation in several significant oil-producing regions is tenuous. A war between Saudi Arabia and Iran would almost certainly push oil prices over \$100 per barrel, precipitating a recession.

Finally, informal executive branch communications and/or sudden policy changes with the potential to destabilize markets are impossible to handicap with any degree of confidence, but add substantially to the overall riskiness of the economic environment.

## THE GEORGIA ECONOMIC OUTLOOK FOR 2020

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

The 2020 baseline forecast for Georgia's economy calls for the late-stage economic expansion to continue, but growth in state GDP, personal income, and employment will decelerate sharply. The main risk to growth is the trade war. The probability of a 2020 recession is 40 percent. The trade war has already damaged Georgia's large manufacturing and agricultural industries. It has reduced growth of logistics, transportation and distribution. The trade war lowers animal spirits among business leaders and consumers. Knock-on effects of the trade war hurt nearly every major industry. Lessor risks to Georgia's economic expansion include a major stock market correction, leveraged lending, a war between Iran and Saudi Arabia, economic/political crises in Europe, an oil price shock, and a mistake by the Federal Reserve. Waning support from the 2018 federal tax cuts, an inventory correction, and student loan debt will not trigger a recession, but will slow economic growth in 2020.

A number of positive forces will help sustain Georgia's economic expansion through 2020, including: (1) the build out of many projects in Georgia's economic development pipeline; (2) competitive state-level economic development incentives that help refill the economic development pipeline; (3) more leverage from a rebound in housing; (4) good prospects for Georgia's military bases; and (5) demographic forces that are supportive of growth. Georgia's population will grow strongly due to the in-migration of educated workers as well as retirees. Net migration will be a powerful, dependable economic driver. Existing home prices in many areas of the state will rise to all-time record highs, supporting growth of consumer spending as well as small business formation and expansion.

The 2020 forecast calls for Georgia's inflation-adjusted GDP to increase by 1.3 percent, which is one half the 2.6 percent growth estimated for 2019. Georgia's 2020 GDP growth rate will be 0.2 percentage points lower than the 1.5 percent rate estimated for US GDP. The negative differential reflects the fact that Georgia is the nation's eleventh largest export state and the seventh largest import state. In addition, agriculture, agribusiness, transportation, and logistics are major industries. Georgia therefore is more directly exposed to the trade war and the recent retreat from globalization than the nation as a whole.

The state's nominal personal income will grow by 3.5 percent in 2020, which is lower than the 3.9 percent gain estimated for 2019. Georgia's nonfarm employment will rise by only 0.7 percent in 2020, which is about the same as the 0.8 percent gain estimated for the US. It is smaller, however, than the 1.7 percent job gain estimated for Georgia for 2019. Georgia's unemployment rate for 2020 will average 3.9 percent, or about 0.3 percentage points higher than the 3.6 percent rate estimated for 2019. The unemployment rate will rise because the labor force will grow faster than the number of jobs available. In addition, the unemployment rate is already at a very low level.

Due primarily to the trade war the pattern of job growth across Georgia's major industries will shift in 2019. The fastest job growth will occur in education and health services, followed by professional and business services, and leisure and hospitality.

Slow, but positive job growth will occur in financial activities, transportation & utilities, government, and construction. Manufacturing, retailing, and information will lose jobs.

## **Prospects for Service Producing Industries in 2020**

The 2020 forecast indicates that with the exception of information, Georgia's major categories of service-related businesses will expand, but much more slowly than in recent years. Growth will reflect the upturn in housing markets, growing demand for health care, education, and high technology services, as well as a long list of projects already in the economic development pipeline.

Fintech, transactions processing, data processing, cyber security, and development of software and mobile apps will support Georgia's economic growth. IT and financial services companies that announced major projects in 2015-19, include Invesco, OS National, Salesforce, Facebook, BurningCastle LLC, InComm, Pandora, OneTrust, Accenture, Assurant, CryusOne, 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.

Fintech is becoming a major cluster in the Atlanta MSA. For example, in 2019, Invesco – an investment management company – announced plans to add 500 jobs at its global headquarters in midtown Atlanta. In 2019, OS National announced plans to expand its headquarters operations in Gwinnett County, adding over 1,000 jobs. In late 2018, BlackRock announced the creation of an innovation hub in Atlanta, creating 1,000 jobs over several years. The Georgia FinTech Academy will provide the talent needed to attract more financial technology companies to Georgia.

Cyber security is becoming a major cluster in the Augusta MSA. The Georgia Cyber Center in Augusta will provide the

talent needed to attract even more cyber security firms. In 2019, Parsons Corp – a cybersecurity technology provider – announced that it would open a new office in the Georgia Cyber Center to train operators supporting the U.S. Army Cyber Command and its operational units at Fort Gordon.

Healthcare IT is an industry that promises to create thousands of high-paying jobs in Georgia over the next decade. In 2019, BioIQ – a health IT company – announced that it would create 500 jobs in Cobb County at its new headquarters. In 2019, Edifecs Inc. announced plans to create 200 healthcare IT jobs over the next 3 to 5 years in Atlanta. Animal healthcare is also a source of economic growth. For example, Boehringer Ingelheim, which has located its North American Headquarters in Duluth, will create over 225 jobs at three locations in Georgia – Gwinnett, Clarke, and Hall counties.

The build out of headquarters projects announced over the last several years will be an important force powering Georgia's economic growth in 2020. At this stage of the business cycle, not as many new headquarters projects will be announced, but recently announced projects will continue to spur growth as they build out more fully and become more interwoven into the business fabric of the state. Hartsfield-Jackson 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. Twenty-six companies' headquarters in the Atlanta MSA rank among the 2019 Fortune 1000, placing Atlanta behind only New York City and Houston among US

metros headquartering Fortune 1000 companies.

Projects announced in 2019 that will bring jobs at headquarters operations include OS National, Invesco, BioIQ, Dematic, Sangsin Technology, Newell Brands, Student Bridge, Acoustics & Insulation Tech, ZKTeco, and Variotech. Projects announced in 2018 with headquarters operations include Norfolk-Southern, Fox Factory Holding Corp, Floor & Décor, Inspire Brands, Thyssenkrupp, Groupe PSA, Elastron, and VDL Grope. Unfortunately, recent mergers cost Georgia two major corporate headquarters – Fiserv merged with FirstData and moved headquarters to Milwaukee and SunTrust merged with BB&T and moved headquarters to Charlotte.

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 Medicaid program cloud the outlook for the healthcare industry, especially rural hospitals. Between 2018 and 2017, the uninsured rate for Georgians increased from 13.4 percent to 13.7 percent, which is the third highest uninsured rate in the nation. The US uninsured rate was only 8.9 percent. Despite the fact that 1.4 million Georgians do not have health insurance, this sector will be one of the better performers. 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 and higher revenue collections by local governments. The Boston Consulting Group’s 2017 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 in 2017 of its operations in Atlanta.

Assuming that the trade war does not trigger a trade-shock recession, the prospects for Georgia’s transportation and logistics industry are good. The main short-term driver will be the abundance of logistics and distribution projects already in Georgia’s economic development pipeline. This highly cyclical industry also will benefit from more spending by consumers, more homebuilding, above-average population growth, improvements in Georgia’s transportation infrastructure, and the state’s expanding role as a regional and national logistics and distribution center. The gradual build out of economic development projects involving the relocation and expansion of manufacturers bode well for the future of Georgia’s transportation and logistics industry.

Cargo volumes will outpace state- and US-GDP growth in 2020. That is quite an accomplishment for an industry that typically moves in lockstep with the overall economy. The 2018 opening of the Appalachian Regional Port is helping the Port of Savannah tap into new markets and will help economic developers bring more projects to Georgia. When open for business in early 2020, the Mason Mega-Rail Terminal will provide more frequent and faster rail services to cities like Memphis, St. Louis, Chicago, and cities in the Ohio Valley. The Mason-Mega Rail Terminal will double the Port of Savannah's rail life capacity and will be the largest on-dock rail terminal at any port in North America.

Many of the major distribution and logistics project announcements in 2019 will be building out in 2020. For example, Amazon will open a new fulfillment center in Gwinnett and DeKalb counties, creating 1,000 jobs. Stitch Fix will build its Southeast distribution center in Douglas County, creating 900 jobs over the next few years. PVH Corp will create 575 jobs at a new distribution center in Fulton County. Kroger and Ocado Solutions will build a distribution center designed to serve customers throughout the Southeast in Clayton County, creating 410 jobs. Chick-fil-A will build its first company-owned distribution center that will serve up to 300 restaurants in Cartersville, creating 300 jobs. POP Displays USA will locate a new manufacturing and distribution facility in Fulton County that will create 280 permanent full-time jobs and 165 temporary jobs. Dematic, a leading supply chain technology and innovation company, will create over 230 jobs at a new corporate headquarters in Midtown Atlanta at Tech Square. GE Appliances will build a Southern Logistics Center that will create 100 jobs in Murray County as well as a new smart warehouse that will create 100 jobs in Jackson County. US Elogistics Service Corp will open an e-

commerce fulfillment center in Austell, creating 150 new jobs. Anatolia Tile + Stone will locate their new distribution facility within 5 miles of the Port of Savannah, creating 124 new jobs. Baker & Taylor will expand operations and create 115 jobs at its distribution center in Jackson County. EarthFresh will locate an advanced technology packing plant and distribution center in Fulton County, creating 100 jobs.

Distribution and logistics projects announced in 2018 also bode well for the industry. For example, in 2018, Norfolk Southern announced the move its headquarters to Atlanta, creating 850 jobs. Similarly, Wayfair Inc. announced that it would create 1,000 jobs over the next five years at a new warehouse/distribution facility in Savannah. HAPAG-Lloyd American will create over 360 jobs in an expansion of its quality service center in Gwinnett County. Saddle Creek Logistics, which provides supply chain solutions to businesses, is expected to create 300 new jobs at a newly leased facility in the Coweta Industrial Park. Lolo Inc will create almost 200 jobs at a distribution facility in Cartersville. Plastics Express will expand its manufacturing and logistics operations near the Port of Savannah, creating 166 jobs. FiveBelow will create over 130 jobs at a new distribution center in Monroe County. Elk Group International will support about 100 jobs at a new distribution facility in Rabun Gap. KL Outdoor will create 100 manufacturing and distribution jobs in Stockbridge. Van Riet Material Handling Systems, a specialist in transport and sorting solutions, will create over 70 jobs in Fulton County. GE Appliances will create 100 jobs at a new distribution center in Commerce.

Generous incentives and the attainment of critical mass have boosted the contribution that Georgia's film industry makes to Georgia's economy. The main risk to Georgia's film industry is Georgia

House Bill 481, also known as the “fetal heartbeat” bill. The bill bans most abortions after six weeks of pregnancy. Boycotts and other measures stemming from the “fetal heartbeat” bill threaten to knock Georgia off the list of the most desirable locations for filmmakers. The state has a lot at risk. In 2017, Georgia’s film industry ranked second only to Canada in the production of the top grossing feature films, followed by the United Kingdom, California, New York, and Louisiana. In addition to feature films, the number of TV productions in Georgia, which has been very impressive, may decline due to the “fetal heartbeat” bill.

Since the Georgia Entertainment Industry Investment Act was signed into law in 2008, direct spending by the film industry has increased from \$93 million in 2007 to \$2.7 billion in FY 2018. Preliminary estimates for FY 2019 indicate that direct spending rose to \$2.9 billion, a new record. State incentives help to ensure that nearly all studio space is booked. The Georgia Film Academy helps to ensure that well-trained workers are available. 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, but additional progress is uncertain due to divisive state legislation. Nonetheless, as the professional, technical, and physical infrastructure becomes even more fully developed, the economic benefits of each dollar spent on film and television production in Georgia should generate larger economic impacts for our state’s economy.

Financial services is one of the most economically cyclical industries. The baseline forecast that the late stage economic expansion continues through 2020 favors Georgia’s financial institutions. Demographic trends – above-

average population growth – will help Georgia’s financial institutions. The upcycle in real estate benefits the industry. Rising asset values favor banks’ top- and bottom-line growth. The prospects for deposit growth also are good. In 2020, an almost flat yield curve will limit financial institutions’ ability to profit from borrowing short and lending long, but higher demand for most types of loans will support Georgia banks’ profits. Households’ credit scores are at relatively high levels and are not expected to deteriorate too much assuming that recession is avoided. Slightly higher consumer spending 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. Fewer auto loans and less mortgage refinancing will challenge the bottom line, but regulatory relief will help.

Traditional banks and credit unions will see more competition from large retailers, venture capital funds, microfinance, and other nonbanks. These nontraditional competitors not as heavily regulated as 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 nine straight years, Georgia’s leisure and hospitality industry has outperformed the overall economy. Assuming that a 2020 recession is avoided, hospitality will continue to do so in 2020, but by a lesser extent than in recent years. Limited service properties that cater primarily to tourists and full-service properties that are popular with business travelers will post gains. Lodging demand will rise very modestly from already elevated levels, however. The long stretch of impressive performance has stimulated new



development in many areas of Georgia. In 2020, the number of new hotel rooms completed will exceed demand growth. That imbalance will cause total revenue per available room to grow more slowly, but total revenue will continue to grow faster than GDP.

After attaining very high levels, occupancy rates are close to – or past – inflection points in many areas. The growth in the supply of new rooms will exceed increases in the demand for rooms in many markets, reversing the upward trend in overall occupancy rates that the industry has benefitted from for several years. Occupancy rates will decline slightly in 2020. The shift in the overall balance of supply and demand will limit further increases in average daily room rates, thereby restraining growth of overall profits. In places where home sharing companies are rapidly expanding their presence, off-peak rates may even decline.

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. There will be more pressure on wages and salaries than in recent years, which will exert pressure on the industry's net margins. Domestically, the main political risks include more federal entry restrictions on foreign travelers and divisive state-level legislation. The shared economy is a major disruptor for the lodging industry, especially for value-oriented properties and bed and breakfasts.

### **Prospects for Manufacturing in 2020**

Georgia's manufacturing sector is cyclically sensitive and depends heavily on international supply chains and export markets. Manufacturers' focus on export markets has worked to Georgia's

advantage economically. For example, Georgia's exports surged to over \$40.5 billion in 2018, up 9 percent from 2017. Georgia was the nation's eleventh largest exporting state and its top five markets were Canada, Mexico, China, Germany, and Singapore. The baseline forecast assumes that Georgia's overall economy continues to expand, but due mainly to the trade war the state's manufacturing sector will be in recession in 2020. Industrial production and employment in manufacturing will decrease moderately. If the trade war escalates, the drops will be steep. In contrast, a major de-escalation of the trade war would improve prospects for Georgia's manufacturers. Additional factors dimming the prospects for manufacturers in 2020 include past appreciation of the US dollar, a slowing global economy, and subdued levels of business confidence. More positively, it will help that many of the manufacturing economic development projects announced over the last few years continue to build out, partially offsetting the drop in industrial production due to the trade war. Georgia's largest manufacturing industry is food processing. Although the trade war limits immediate prospects for food exports, many of the economic development projects announced over the last few years are food processors. Production is poised to increase substantially once the trade war is over. Examples of recently announced agribusiness and food processing projects include Coca-Cola UNITED, Mars Wrigley Confectionary, Tyson Foods, Forquimica, Harrison Poultry, Purdue Farms, The Linde Group, Colorado Premium, Diana Food, Farmax, Star Snacks, Aviagen, Lake Foods, Starbucks, and the Corvaglia Group.

Georgia's vehicle parts manufacturing industry will benefit from political pressures that encourage foreign manufacturers to invest more in US production facilities and to buy

automotive parts from US manufacturers. In addition, there are more assembly plants in the Southeast. Vehicle parts manufacturing projects announced in 2018-2019 that will bolster growth in Georgia's vehicle and vehicle parts manufacturing industry in 2020 and beyond include Sangsin Technology, Nivel Parts & Manufacturing, Acoustics & Insulation Techniques, Hitachi Automotive Systems Americas, SK Innovation, Toyo Tire North America, VINTECH INDUSTRIES, Nisshinbo Automotive Manufacturing, Groupe PSA, SEWON America, and Fox Factory Holding Corp.

Due to the build out of previously announced advanced manufacturing projects, Georgia will see increases in advanced manufacturing activity and employment. Advanced manufacturing projects announced in 2019 include Boehringer Ingelheim, ZKTeco, Hitachi Automotive Systems America, Plethora, Elma Electronic, Union Agener, Rivacold, and Barco. Advanced manufacturing projects announced in 2018 include SK innovation, OFS, Corvaglia Group, Hanwha, Q CELLS Korea, Manus Bio Inc, Gildan Yarns, and Gulfstream Aerospace. Effective economic development policies, low electricity and natural gas prices, rising wages and production costs in China – and other overseas locations – are factors that support Georgia's manufacturing sector. Concerns about trade policies, 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.

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, productive, and innovative. 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 new factories 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. The Georgia Tech Research Institute and Georgia Tech's Manufacturing Institute promote growth advanced manufacturing and technology industries. The recent announcement that the Technical College System of Georgia will build an Aviation Academy in Paulding County will support the growth of Georgia's aerospace industry, which consists of over 800 aerospace companies.

The many manufacturing layoffs and closings announced in 2019 dim the prospects for Georgia manufacturing. For example, Husqvarna closed its factory in McRae, which cost Telfair County over 1,000 manufacturing jobs. Gulfstream announced layoffs in Savannah, costing Chatham County 362 jobs. Valmiera Glass closed its plant in Dublin, costing Laurens County 350 jobs. Exide Technologies

closed its battery making plant in Columbus, costing Muscogee County 250 jobs. Brill Inc. closed its bakery in Tucker, costing DeKalb County 240 jobs. Georgia Pacific closed its lumber plant in Brunswick, costing Glynn County 120 jobs. Georgia Pacific also decided not to rebuild its Thomson facility that was declared a total loss due to a fire, costing the area about 100 jobs. At the time of this writing, layoffs and closures announced in 2019 were running well ahead of where they stood in 2018, which does not bode well for the 2020 economic outlook.

### **Prospects for State and Local Government**

The late-stage of the business cycle is a risky position for state government financing. The 2020 economic forecast anticipates either a sharp slowdown in the pace of GDP growth or a mild trade-shock recession. The State of Georgia is preparing for a substantial slowdown in revenue collections by cutting its budget for FY 2020 and FY 2021. The cuts are prudent given the baseline economic forecast and the heightened possibility of recession. The budget cuts will reduce state employment primarily by not filling vacant positions, but some layoffs are possible. Spending by state government therefore will not contribute to 2020 GDP growth, and will be a negative factor in terms of 2020 employment growth.

In addition to short-term cyclical challenges, several long-term fiscal challenges loom for state government. These fiscal challenges – discussed below – will discourage state government from hiring additional workers in 2020 and beyond. The biggest long-term challenge for state government financing is uncertainty regarding federal funding for mandated programs, especially Medicaid. Mandatory spending on Medicaid is crowding out spending on K-12 education, higher education, and infrastructure, three

spending areas essential to boosting – or even maintaining – Georgia’s competitiveness, productivity, and culture for innovation. The second biggest long-term 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 state 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 recently seen several straight years of deflation in goods prices. Overtime, legislated exemptions have also substantially eroded the sales and use tax base. Pension liabilities and state retiree health care costs are the third and fourth biggest long-term 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 2020, the fiscal situation facing most local governments will be better than the situation facing state government. Local government therefore will contribute to Georgia’s economic growth. Local government employment and programs will expand more slowly in 2020 than in 2019, however. 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 2020, most will have the financial resources needed to sustain or increase programs. Real estate prices have risen off their recessionary lows and have fully recovered in many, but not all, markets. In 2020, real estate price increases will continue to exceed the overall rate of inflation, which bodes well for future increases in assessed property values. New home construction also will be on the upswing, 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 strongly in 2020. 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 decrease short-term policy interest rates and increases the size of its balance sheet will provide slightly more stimulus for Georgia than for the nation as a whole. The 2019 pivot in Federal Reserve policy from a restrictive to an accommodative stance gives a slightly stronger economic push to Georgia than to many other states. That is because Georgians carry relatively more debt and have relatively less savings and there tend to benefit more, on average, from lower interest rates. 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. The state also established 17 HOPE Career Grant areas of study to better align college students' fields of study with companies' workforce needs. Those factors plus Georgia's major transportation and logistical advantages and a competitive tax climate will help to refill Georgia's economic development pipeline. The build out of specialized job training centers – BioScience Training Center and Georgia Cyber Center – is a very effective way to attract and retain businesses that require workers with highly specialized skills. Similarly, the creation of an Aviation Academy in Paulding County will support the aerospace industry's growth. For these and other reasons, site consultants ranked Georgia the top state in which to do business for the sixth straight year.

As national, state, and regional economic growth slows, Georgia will find that it is more difficult to capitalize on its many advantages. That is because the number of expansion and relocations projects that US states are competing for will decline significantly in 2020, limiting prospects for new landing economic development

projects that expand the economic base. Because it often takes many years to build out the typical economic development project, many of the projects announced over the last several years will continue to provide a substantial tailwind to Georgia's economic growth in 2020 and beyond.

Large economic development projects announced in 2019 include: OS National, a title and escrow provider, announced a 1,000-job expansion at their headquarters in Gwinnett County. Amazon will build and new fulfillment center at a site straddling DeKalb and Gwinnett counties, creating 1,000 new jobs. Stitch Fix will open a new distribution center in Lithia Spring, creating over 900 jobs over the next few years. PVH Corp will create 575 jobs in a new distribution and warehouse facility in Fulton County. Invesco, an investment management company, will expand their global headquarters in Midtown Atlanta, adding 500 jobs. Wayfair will create 500 jobs at a new customer support facility in Athens. BioIQ, a health IT company, will create 500 jobs at its new headquarters in Cobb County. Kroger and Ocado Solutions will build a new distribution facility in Clayton County, creating 410 jobs. Chick-fil-A will build its first distribution center in Cartersville, creating up to 300 jobs.

Examples of large economic development projects announced in 2018 include: SK innovation will create 2,000 jobs at a new manufacturing plant in Jackson County; BlackRock will add 1,000 jobs at an innovation hub in Atlanta; Wayfair Inc. will create 1,000 jobs at a new warehouse/distribution facility in Savannah; thyssenkrupp Elevator Americas Business Unit will create over 650 jobs in its new headquarters and innovation center in Cobb County; Global Callcenter Solutions will create 600 jobs in Columbus; Hanwha Q Cells Korea will create over 500 jobs at an advanced manufacturing facility in Dalton;

Starbucks will create up to 500 jobs in a new east coast satellite office in Fulton County; Instacart, a on-demand high-the-grocery delivery service will create over 400 jobs at a customer experience center in the Atlanta area; Taurus USA, a firearms manufacture will create 300 jobs in Bainbridge; and Saddle Creek Logistics Services will create 300 jobs in Newnan.

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; Accenture's new innovation hub in midtown Atlanta will add 800 technology jobs; Sonoco Products Company will create 595 jobs in a new packaging center in Fulton County; Candora, a healthcare management company, will create 675 jobs in Floyd 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; Pratt & Whitney will create over 500 jobs in an expansion of its facility in Columbus; and Amazon will create over 500 jobs at a new fulfillment center in Macon.

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.

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 bore more fruit in 2012-19. 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 a workforce centric 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 2020.

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**

Despite recession fears, major supply-side constraints, and fewer tax benefits associated with owning a primary residence, Georgia's home building industry is likely to grind higher 2020. Sales of new homes, permits to build new single-family homes, permits to build new multi-family homes, and home repair and renovation activity will increase. In contrast, sales of existing homes will decline due to a persistent shortage of inventory. Home price appreciation will continue to exceed the rate of inflation, but the year-over-year percentage gain will be much smaller in 2020 than in recent years. Increases in demand for housing will stem from recent job and population growth. In addition, investors will be active. Persistent low inventories of homes for sale and higher rents ensure that the increased demand for housing will boost

new single-family and new multi-family home building.

The baseline 2020 forecast for the US and Georgia calls for continuing, albeit much slower, job growth reinforced by modest gains in real wages. The new jobs and slightly bigger inflation-adjusted paychecks will give households the wherewithal to buy homes. Mortgage rates will be very low in 2020. Indeed, the rare combination of affordable mortgage rates and a very low unemployment rate will support real estate markets in 2020.

The 2020 outlook for the homebuilding industry therefore is good. Housing and real estate development will be a driver of Georgia's economy. The number of single-family home starts for new construction will increase by 1% and new multi-unit homebuilding will increase by 3 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. As of mid-2019, Georgia's existing home prices were 20 percent higher than their pre-recession

peak. The year-over-year - 2019 Q3 compared to 2018 Q3 - increase was a strong 5.6 percent. The degree of home price recovery varied widely within the state, however. For example, on average, existing home prices in the Atlanta MSA were 26 percent higher than their pre-recession peak level. In contrast, the price of an existing home in rural Georgia was only 4 percent above its pre-recession peak value. Home price appreciation will continue through 2020, but home prices will rise more slowly than in 2012-19. Home prices appreciation is critical to the outlook for homebuilding because unless home prices are increasing, builders will hesitate to build new speculative homes because it may take them too long to sell the homes that they contemplate building.

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 and mortgage rates are low.

In 2020, recession fears and supply-side constraints will continue to limit housing sales. Supplies of new homes are still constrained by years of underbuilding, a shortage of lots, and a scarcity of construction workers. 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 some 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 and mortgage rates are low.

The price of the average existing single-family home will rise by 3% in Georgia in 2020. That constitutes a substantial slowdown in home price appreciation. For example, the most recent year-over-year increase – between 2018 Q3 and 2019 Q3 – was 5.6 percent. As potential homebuyers see a record of continuing home price appreciation, more will opt to become homeowners. Rising rents strongly reinforce this trend. In 2012, investors were the main force behind home sales. In 2013-19, 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 have dropped. Sustaining the recovery of the homebuilding industry through 2020 means that trade-up buyers and first-time buyers must become more active. That up cycle has begun, and it will become 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 some of that potential to be unleashed in 2020.

### 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 and the weak labor market. 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 2015-19, corporate relocations and expansions brought more people to Georgia. Higher migration to Georgia will persist in 2020. The nationwide recovery in home prices gives 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 2020 – 1.0 percent for Georgia versus 0.6 percent for the US.

More specifically, domestic net migration will continue to recover. It rose to 23,419 people in 2014, up from a net loss of 5,471 people in 2013. Domestic net migration rose to 33,086 in 2015, to 37,979 in 2016, to 40,388 in 2017, to 41,914 in 2018; and to an estimated 43,500 in 2019. Georgia is a very attractive destination for mid-career movers. Georgia also does very well when it comes to attracting top-career movers and retirees. Georgia’s higher rate of population growth also is dependent on net international migration of about 25,000 people. 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. Population growth therefore will be a strong driver of Georgia’s GDP in 2020, but probably no stronger than in 2019.

**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. That is because unemployment rates in most of the places that typically send people to Georgia are very low, which reduces the push factor when it comes to state-to-state migration of people looking for jobs.

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 (2017 data), Georgia's 8<sup>th</sup> graders rank 31<sup>st</sup> among the states in math and 27<sup>th</sup> in reading. In math, only 31 percent of Georgia's eighth graders are proficient or better. In reading, only 35 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 2018 clock per capita person income in Georgia at only 85 percent of the national average. We

dropped 16 places in the national rankings from 26<sup>th</sup> highest per capita personal income in 1999 to 40<sup>th</sup> in 2018.

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. Georgia is one of the most generous states in the nation in providing state-funded financial aid to postsecondary education students, but Georgia is one of only two states lacking a statewide need-based financial aid program. Georgia could increase postsecondary education attainment by providing a state-sponsored, well-funded student financial aid program that provides aid to low-and middle-income Georgians who meet all admissions requirements, but do not qualify for merit-based financial aid.

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. In the 21<sup>st</sup> century, innovation will power growth and prosperity in much the same way that manufacturing powered growth and prosperity in the 20<sup>th</sup> century and agriculture powered growth and prosperity in the 19<sup>th</sup> century.

## THE ATLANTA MSA OUTLOOK FOR 2020

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

Business development, an educated workforce, innovation, above-average population growth – due to domestic and international migration, and the housing recovery will strongly underpin Atlanta’s economic expansion. In 2020, the pace of job growth will slow. The slowdown mostly reflects external factors such as the trade war, less support from the 2018 federal tax cuts, volatile financial markets, and recession fears. In addition, tighter labor markets and perennial strains on infrastructure are local factors that will moderate growth. The Atlanta MSA is operating beyond full employment, which makes it increasingly difficult for employers to find good workers. Employers therefore will depend on attracting migrants from other areas. The problem is that at this stage of the US business cycle it will be difficult to lure workers to Atlanta from other areas because unemployment rates are now low in many of the places that typically send workers to Atlanta – New York, Chicago, and Austin. Meanwhile, federal restrictions on H-1B visas make it difficult to sustain the growth of Atlanta’s innovation/technology industries by attracting skilled workers from abroad.

The area’s economy and its economic growth are very diverse, which decreases the economic risk associated with living and doing business in Atlanta. The area’s leading high wage industries include computer systems design, management of companies and enterprises, and offices of physicians. Leading mid-wage industries include general medical and surgical hospitals and building equipment contractors. The leading low-wage industry is restaurants. The MSA’s politics are very business friendly. Atlanta is a major business and professional services hub. Atlanta is a well-established transportation and

logistics hub. Atlanta is an innovation hub. Atlanta is also an information hub. The early deployment of 5G – the next generation of cellular networks – will benefit Atlanta significantly. In order, the Atlanta MSA’s top ten employers are Emory University/Emory Healthcare, Delta Air Lines, Walmart Stores, Home Depot, WellStar Health System, AT&T, Northside Hospital, Piedmont Healthcare, Marriott International, and Publix Supermarkets. None of the Atlanta area’s top ten employers are government organizations. Atlanta is the cultural center of the Southeast. The population’s level of educational attainment exceeds the national average, providing essential talent to the area’s innovation ecosystem. The hospitality industry is thriving.

The Atlanta MSA is dependent on two highly cyclical industries – distribution and new construction. Exports account for about 5.6 percent of the area’s GDP. The MSA therefore is not overly dependent on export markets. Immigrants account for about 13.6 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.

Atlanta has many high-tech jobs – 5.9 percent of total employment in the Atlanta MSA versus 4.4 percent for Georgia and 4.9 percent for the US. In 2020, the area’s high concentration of college-educated workers, business partners, cyber security, high-tech companies, innovation centers, 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 development (e.g., healthcare IT, Fintech, cyber security, software development, mobile apps, and corporate innovation centers) are growing rapidly in Atlanta. That growth will continue, but at a slower pace. The information industry is highly concentrated in the Atlanta MSA, but the number of information jobs will decline slightly in 2020.

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, but sustaining growth will require additional talent. The pipeline of homegrown high-tech workers needs to be expanded substantially, especially given that it is becoming more difficult to attract talent from the places that historically sent highly trained workers – often with jobs in hand and families in tow – to Atlanta.

In 2019, Dematic – a supplier of integrated automated technology, software and service that optimize the supply chain – announced that it would locate its global headquarters in the CODA complex in Midtown Atlanta's Tech Square, creating over 230 jobs. In 2019, Invesco announced that it would move its global headquarters to Midtown Atlanta, adding 500 jobs. In 2019, BlackRock opened a

new innovation hub in midtown Atlanta's Tech Square neighborhood that will employ 1,000 people when fully developed. Accenture is expanding its operations at Tech Square, adding hundreds of tech-related jobs over several years. In partnership with Georgia Tech, Keysight Technologies recently expanded its presence by opening a software design center in Midtown, creating over 200 software and engineering jobs. Kaiser Permanente recently established an IT campus in Midtown that will support 900 jobs when fully developed. NCR's new global headquarters campus is located in Midtown near Tech Square. The NCR campus includes a research, innovation, and design-thinking lab. In total, NCR will support over 1,800 jobs in Midtown. Honeywell will employ about 830 people at its global headquarters for "Home and Building Technologies," which includes a state-of-the-art software center. The UCB Solutions Accelerator recently opened at Technology Square. KPMG's "Ignition" innovation center in Midtown will support about 160 professionals. 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 2018, Airbus and Georgia Tech opened a new aircraft design facility. In addition, many small and startup companies are locating near Tech Square. Pandora's regional headquarters in Midtown Atlanta has space for 200 to 250 employees.

Just a few miles north of Tech Square, Buckhead is developing a prominent high-tech cluster. Edifecs – a health-IT company – will locate its new East Coast office in Buckhead, hiring up to 200 associates over 3 to five years. Salesforce recently announced an expansion of its presence in Buckhead, creating 600 jobs. GE's first global digital operations center in the Prominence office tower supports 250 jobs. The new GE digital hub is across the

street from the Atlanta Tech Village, a “co-working” space for technology companies. BetterCloud recently announced plans to expand its software development hub at the Piedmont Center, adding 150 jobs over the next two years. The Atlanta MSA’s high-tech development is not limited to the City of Atlanta. For example, thyssenkrupp Elevator Americas Business Unit will create more than 650 new jobs in Cobb County at a new headquarters and innovation complex, scheduled for completion in 2022.

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 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 a large supply of experienced faculty, newly minted college graduates, and student interns. Less positively, stricter issuance of H-1B and H4 visas limits Atlanta’s ability to attract international talent. This constitutes a major threat to growth of Atlanta’s high-technology industries.

On an annual average basis, the 29-county Atlanta MSA will add 31,300 jobs in 2020, a year-over-year increase of 1.1 percent. Although the pace of job growth in the Atlanta MSA in 2020 will exceed the pace expected for the state as a whole, the pace will be only half as fast as in 2019. 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 Atlanta’s job machine in forward gear. Many of the large economic development projects recently announced by the Georgia Department of Economic Development were located in the metropolitan area.

Major improvements at Hartsfield-Jackson International Airport bode well for Atlanta’s growth, especially the 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 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 sixth most-visited city by U.S. visitors – behind only Orlando in the South. The metro Atlanta market ranks seventh among US cities in terms of its inventory of hotel rooms. The Georgia Aquarium is Atlanta’s most popular

attraction. A major expansion of the Georgia Aquarium is in the works, which should boost its popularity even further. 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.

The Atlanta MSA is highly specialized in transportation, logistics, warehousing, and wholesale trade, with employment concentrated these inherently cyclical industries. The continued growth in US and global GDP in 2020 will support these industries and in turn Atlanta's economy, but the slowdown in the pace of GDP growth as well as trade tensions imply that this sector will grow more slowly in 2020 than in recent years. Recent project announcements in the Atlanta MSA include Stitch Fix, Kroger & Ocado Solutions, Amazon, Baker & Taylor, Chick-Fil-A, Dematic, PVH Corp, POP Displays, Norfolk Southern, and Hapag-Lloyd America.

In 2020, 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. A substantial amount of high-tech warehouse/distribution space is under construction, which will provide the capacity for additional growth of Atlanta transportation and logistics cluster.

Given the federal budget situation, one major long-term plus for Atlanta is that the metro area is not very dependent on federal government jobs. Only 2.9 percent of the Atlanta area's nonfarm earnings come from federal employment versus 5.1 percent for the state and 3.9 percent for the nation. The Atlanta MSA's only sizable federal employer is the CDC – about 9,200 employees. Atlanta is not the home of a major military base. Only 0.3 percent of nonfarm earnings come from military jobs versus 1.9 percent for the state and 1.1 percent for the nation. State and local government accounts for only 8.4 percent of earnings in metro Atlanta versus 10.7 percent for the state and 12.0 percent for the nation. Thus, public-sector restructuring should 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 large 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 recovered relatively quickly in the Atlanta market, however. As of mid-2019, Atlanta's home prices were 26 percent above their pre-recession peak levels. The most recently posted year-over-year price increase – between 2018 Q3 and 2019 Q3 – was strong – 5.3 percent. In 2020, home prices will continue to increase, but the rate of home price appreciation will slow. Nonetheless, sustained increases in home prices will support growth in consumer spending – especially on home improvements – and entrepreneurial activity. Business expansion and formation requires cash and the typical entrepreneur obtains the funds needed to start, or expand, their

business by borrowing, using their home as collateral.

In terms of new single-family home construction, Atlanta's housing recovery began in 2010, gained traction in 2012-2018, but moved sideways in 2019. Atlanta's 2020 single-family homebuilding outlook is positive, but not robust. Job growth, population growth, increasing rents, low mortgage rates, and a scarcity of listings of existing homes will be the primary drivers of the Atlanta MSA's homebuilding industry in 2020.

**UNITED STATES BASELINE FORECAST 2019-2020**

<b>United States</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Gross Domestic Product, Bil. of 2012\$	17,403.8	17,688.9	18,108.1	18,638.2	19,066.9	19,352.9
Percent change	2.9	1.6	2.4	2.9	2.3	1.5
Nonfarm Employment (Mil.)	141.8	144.4	146.6	149.1	151.3	152.5
Percent change	2.1	1.8	1.6	1.7	1.5	0.8
Personal Income, Bil. of 2012\$	15,253.3	15,487.6	15,934.1	16,477.4	16,849.7	17,114.3
Percent change	4.6	1.5	2.9	3.4	2.3	1.6
Personal Income, Bil. of \$	15,717.8	16,121.2	16,878.8	17,819.2	18,549.8	19,199.0
Percent change	4.8	2.6	4.7	5.6	4.1	3.5
Civilian Unemployment Rate (%)	5.3	4.9	4.4	3.9	3.7	3.8
CPI-U, Ann. % Chg.	0.1	1.3	2.1	2.4	1.7	1.7

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 01/13/2020.

**UNITED STATES BASELINE FORECAST 2020-2025**

<b>United States</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Gross Domestic Product, Bil. of 2012\$	19,352.9	19,701.2	20,115.0	20,537.4	20,968.7	21,409.0
Percent change	1.5	1.8	2.1	2.1	2.1	2.1
Nonfarm Employment (Mil.)	152.5	153.3	154.2	155.7	157.5	159.5
Percent change	0.8	0.5	0.6	1.0	1.1	1.3
Personal Income, Bil. of 2012\$	17,114.3	17,416.6	17,809.7	18,278.9	18,760.3	19,254.5
Percent change	1.6	1.8	2.3	2.6	2.6	2.6
Personal Income, Bil. of \$	19,199.0	19,909.4	20,745.6	21,824.4	22,959.2	24,153.1
Percent change	3.5	3.7	4.2	5.2	5.2	5.2
Civilian Unemployment Rate (%)	3.8	4.3	4.5	4.5	4.4	4.4
CPI-U, Ann. % Chg.	1.7	2.0	2.2	2.5	2.5	2.5

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 01/13/2020.

**GEORGIA BASELINE FORECAST, 2019-2020**

<b>Georgia</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Gross Domestic Product, Bil of 2012\$	479.2	495.2	509.4	522.4	536.0	543.0
Percent change	3.3	3.3	2.9	2.6	2.6	1.3
Nonfarm Employment (thousands)	4,262.0	4,372.3	4,453.9	4,540.0	4,618.6	4,653.0
Percent change	2.8	2.6	1.9	1.9	1.7	0.7
Personal Income, Bil of \$	422.8	439.6	460.4	481.2	500.0	517.5
Percent change	6.0	4.0	4.7	4.5	3.9	3.5
Housing Permits, Total	45,549	51,675	51,240	59,315	54,158	54,984
Percent change	15.5	13.4	-0.8	15.8	-8.7	1.5
Unemployment Rate (percent)	6.0	5.4	4.7	3.9	3.6	3.9

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 01/13/2020.

**GEORGIA BASELINE FORECAST, 2020-2025**

<b>Georgia</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Gross Domestic Product, Bil of 2012\$	543.0	554.9	569.3	583.0	597.0	611.3
Percent change	1.3	2.2	2.6	2.4	2.4	2.4
Nonfarm Employment (thousands)	4,653.0	4,685.6	4,732.5	4,784.5	4,846.7	4,914.6
Percent change	0.7	0.7	1.0	1.1	1.3	1.4
Personal Income, Bil of \$	517.5	538.2	562.4	590.5	623.0	657.3
Percent change	3.5	4.0	4.5	5.0	5.5	5.5
Housing Permits, Total	54,984	56,694	58,929	61,037	63,026	65,080
Percent change	1.5	3.1	3.9	3.6	3.3	3.3
Unemployment Rate (percent)	3.9	4.7	5.1	5.4	5.2	5.0

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 01/13/2020.



**ATLANTA MSA BASELINE FORECAST, 2019-2020**

<b>Atlanta, MSA</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Real Gross Metro Product, Bil of 2012\$	320.2	334.9	348.7	357.3	365.9	372.8
Percent change	4.2	4.6	4.1	2.5	2.4	1.9
Nonfarm Employment (thousands)	2,582.2	2,664.8	2,727.5	2,785.9	2,841.6	2,872.9
Percent change	3.2	3.2	2.4	2.1	2.0	1.1
Personal Income, Bil of \$	266.0	278.2	295.3	312.2	327.5	340.9
Percent change	6.3	4.6	6.1	5.7	4.9	4.1
Unemployment Rate (percent)	5.7	5.1	4.5	3.8	3.6	3.9

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, January 14, 2020.

**ATLANTA MSA BASELINE FORECAST, 2020-2025**

<b>Atlanta, MSA</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Real Gross Metro Product, Bil of 2012\$	372.8	382.5	393.6	405.4	417.6	430.1
Percent change	1.9	2.6	2.9	3.0	3.0	3.0
Nonfarm Employment (thousands)	2,872.9	2,907.4	2,948.1	3,004.1	3,064.1	3,125.4
Percent change	1.1	1.2	1.4	1.9	2.0	2.0
Personal Income, Bil of \$	340.9	356.9	375.5	398.4	423.5	450.2
Percent change	4.1	4.7	5.2	6.1	6.3	6.3
Unemployment Rate (percent)	3.9	4.5	4.6	4.7	4.6	4.5

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, January 14, 2020.



# REVENUE FORECAST SUMMARY

## FORECAST METHODOLOGY

The City's Department of Finance-Office of Revenue continues a solid partnership with various academic entities including the Selig Center for Economic Growth and the Carl Vinson Institute of Government at the University of Georgia and with the Economic Forecasting Center and the Andrew Young School of Public Policy at Georgia State University. These partnerships have enabled City management to gain important independent economic analyses, metrics, and training 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 Consumer Price Index (% Annualized), and Georgia State Product by Sector. The City Office of Revenue uses the Municast Financial modeling software by inputting the aforementioned key metrics into the 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 adopted FY 2020 General Fund Revenue anticipation is \$677.6 million, and revenues are on pace to fall short of the revenue amount adopted by the Budget Commission

in June of 2019. The next fiscal year's budget amount reflects the anticipated impacts to revenues from the events surrounding the Covid19 pandemic. The estimated FY 2021 General Fund Revenue Anticipation is \$619.4 million. Revenue from intra-fund and intergovernmental transfers will be used to supplement the FY 2021 budget from losses in economically sensitive revenues impacted by the Covid19 pandemic.

The City Finance team expects that FY 2021 current year property tax revenues will continue to grow at an estimated rate of 5.9% with the growth being attributed primarily to allowable reassessment growth from the passage of HB820 and to new construction. As of publication of this proposed budget, there is no available estimate from the Tax Assessor's office on the 2020 tax digest. Therefore, the City relies on historic and other independent economic data including the Case-Shiller Index, which is a national housing price index, to determine City property valuation trends and estimates. It is not expected that property tax revenues for the next fiscal year will be impacted by the events related to Covid19 pandemic.

The City's property tax base is a primary component of City General Fund revenues accounting for approximately thirty one 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. The following revenues are

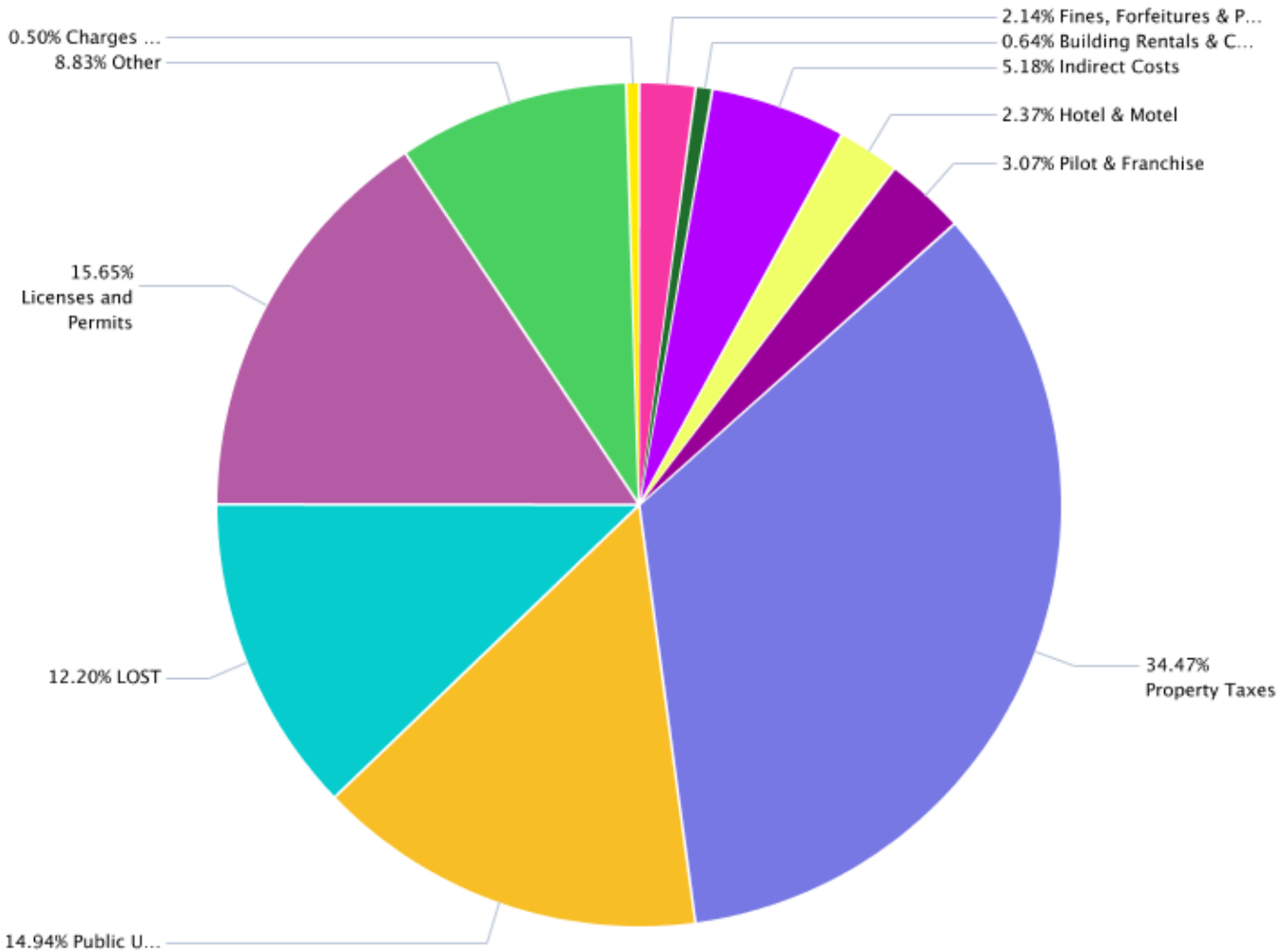
expected to be severely impacted by the travel bans and shelter in place mandates related to the Covid19 pandemic. Sales tax revenue is the next largest share of General Fund revenues accounting for approximately seventeen percent of General Fund revenues. Sales tax revenue is highly elastic and prior to Covid19 had most recently demonstrated steady growth due to changes in state law which taxed online retailers (HB61). The lodging market, which is the driver for hotel/motel tax revenues, is expected to negatively impact the City's economic condition.

The FY 2021 General Fund Revenue anticipations are consistent with the City Charter requirements and the City Finance team continues to exercise fiscal discipline in the preparation of the revenue forecast.

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

# REVENUE BY MAJOR CATEGORY General Fund

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Final Proposed	%
Property Taxes	206,522,773	218,935,715	219,141,924	232,106,376	34.47
Public Utility, Alcoholic Beverage and Other Taxes	106,442,797	108,021,559	107,712,019	100,626,410	14.94
Local Option Sales Taxes	110,183,776	116,720,129	115,427,417	82,150,372	12.20
Licenses and Permits Revenue	117,251,072	123,262,880	121,770,548	105,375,616	15.65
Other Revenue	26,664,277	17,089,250	6,287,547	59,489,286	8.83
Charges For Current Services	6,873,620	4,265,172	4,561,607	3,383,385	0.50
Federal Revenues	348,370	1,893,514	-	-	-
State and Local Governments	354,711	2,000	-	-	-
Fines, Forfeitures and Penalties	20,640,316	24,179,612	22,212,306	14,430,426	2.14
Building Rentals and Concessions	13,864,504	5,129,908	3,726,871	4,285,096	0.64
Indirect Costs Recovery	36,209,060	34,713,150	34,311,311	34,877,555	5.18
Hotel & Motel Tax Revenue	19,593,067	21,335,760	21,800,045	15,985,075	2.37
Pilot & Franchise Fees	20,483,276	20,534,205	20,677,178	20,697,855	3.07
<b>Total</b>	<b>\$685,431,620</b>	<b>\$696,082,853</b>	<b>\$677,628,773</b>	<b>\$673,407,452</b>	<b>100%</b>



## 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Property Taxes	\$206,522,773	\$218,935,715	\$219,141,924	\$232,106,376 <sup>(1)</sup>

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

#### **Current Year Property Taxes: FY 2021 Budget Anticipation - \$222,636,766 <sup>(1)</sup>**

The City of Atlanta imposes a tax on real and personal property. Revenues are derived from the millage rate and the tax digest assessed values. The first year of tax digest growth in five years following the Great Recession was in 2013. The 2019 Atlanta gross tax digest (the summation of all property values in the City of Atlanta) marked the seventh consecutive year of positive valuation growth. The 2019 Atlanta net tax digest (the summation of values less tax exemptions) increased by 3% when compared to the 2018 Atlanta net tax digest. To ease the tax burden to our citizens from market valuation increases, the General Assembly passed, and the citizens of Atlanta approved a base freeze exemption in January of 2019. The FY 2021 budget amount assumes the mayor and council maintains the 7.85 mills for fiscal year 2021. The 2020 net tax digest is expected to continue the growth exhibited during the real estate rebound and remain unaffected by the events of Covid19 pandemic.

The City's current year property tax proposed budget amount assumes steady growth in property taxes due to positive reassessment and new construction growth. The passage of HB 820 allows the City of Atlanta to retain 2.6% reassessment growth as well as 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 recovered relatively quickly in the Atlanta market. As of mid-2019, Atlanta's home prices were 26 percent above their pre-recession peak levels. In terms of new single-family home construction, Atlanta's housing recovery began in 2010, gained traction in 2012-2018, but moved sideways in 2019. Atlanta's 2020 single-family homebuilding outlook is positive, but not robust."

#### **Intangible Recording Taxes: FY 2021 Budget Anticipation - \$4,176,153 <sup>(1)</sup>**

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

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

estimated to decline by -9.9% below the prior year’s budget amount due to impact from Covid19 pandemic events.

**Real Estate Transfer Tax: FY 2021 Budget Anticipation - \$2,506,143 <sup>(1)</sup>**

The real estate transfer tax is levied on the sale or transfer of real estate located in Atlanta. The tax is at the rate of \$1 for the first \$1,000 or fractional part of \$1,000 and at the rate of .10 cents for each additional \$100 or fractional part of \$100 on each deed, instrument, or other writing by which any lands, tenements, or other realty sold is granted, assigned, transferred, or otherwise conveyed to or vested in the purchaser(s). A transfer tax raises the price paid by real estate buyers and lowers the price received by real estate sellers. As a result, the overall level of real estate market activity is reduced. Ordinary property and sales taxes are paid by property owners and consumers. In contrast, only the buyers and sellers of real estate pay a transfer tax. For most arms’ length transactions, the tax is based on the actual price or consideration agreed to by the parties.

These two revenue sources are impacted by trends in the housing market. According to the GSU Economic Forecasting Center report dated November 2019, “Permit activity is expected to fall by 14.9% in 2020, as single-family permits are anticipated to further moderate by 10.4%, while multifamily permits decline by 24.0%.”

Real Estate Transfer and Intangible Recording Taxes are estimated to decline by -9.9% below the prior year’s budget amount due to impact from Covid19 pandemic events and other economic factors.

**Other Taxes: FY 2021 Budget Anticipation - \$2,787,313 <sup>(1)</sup>**

This category consists of prior year property taxes, penalties & interest, and AHA (Atlanta Housing Authority) payments in lieu of taxes (PILOT). Other Taxes revenue growth is anticipated 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Public Utility, Alcohol Beverage and Other Taxes	\$106,442,797	\$108,021,559	\$107,712,019	\$100,626,410 <sup>(2)</sup>

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

**Public Utility Franchise Fee: FY 2021 Budget Anticipation - \$41,965,065 <sup>(2)</sup>**

This category includes franchise fee assessments for electric, gas, cable and telecommunication companies. Georgia Power remits an annual payment in January of each year and the fee is based on 3.74% 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

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

which reduced the City’s revenue stream in this category. Due to current population trends and utility rate increases, this revenue type has not been adversely impacted and is not expected to be impacted significantly by events surrounding the Covid19 pandemic.

This revenue source correlates with Atlanta unemployment and real estate development trends and is expected to decline at a rate of -2.7% in the next budget year. The growth is negligible due to negotiated changes to the collection 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 2021 Budget Anticipation - \$ 12,423,876 (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 proposed budget reflects a -35% decline for next year, which is tied to trends in taxable sales from food and drinking establishments which have been severely impacted by events surrounding the Covid19 pandemic. Under normal conditions, Alcohol consumption has tended to be inelastic.

**Insurance Premium Tax: FY 2021 Budget Anticipation - \$ 35,030,593 (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 anticipated revenue growth in this category for the upcoming year is 12% above last year’s budget.

**Other Taxes: FY 2021 Budget Anticipation - \$ 11,206,877 (2)**

This category consists of various revenue sources including motor vehicle, other public utility taxes, and title ad valorem taxes. There is a decline anticipated for this category in FY 2021 and reflects revenues related to the state railroad ad valorem taxes which have been dispersed inconsistently in prior years. Also, declining revenue from the “birthday” motor vehicle tax is estimated from vehicles rolling off the phased-out motor vehicle tax.

**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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Local Option Sales Tax	\$110,183,776	\$116,720,129	\$115,427,417	\$82,150,372

**FY 2021 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 for the next fiscal year is anticipated to decline by -28.8%. This revenue has been severely impacted by the Covid19



pandemic which has resulted in the temporary closure of retail stores and restaurants. As a result, this has negatively impacted employment and personal income statistics.

**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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Licenses and Permits	\$117,251,072	\$123,262,880	\$121,770,548	\$105,375,616 <sup>(3)</sup>

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

**General Business/License Tax: FY 2021 Budget Anticipation - \$54,311,249 <sup>(3)</sup>**

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

The budget estimate for general business/license tax revenue is based on a decline of -15.5% and is closely correlated with employment levels and consumer demand. The Covid19 pandemic has resulted in the temporary & permanent closure of many small businesses, retail stores and restaurants. As a result, unemployment from job losses has skyrocketed. Prior to Covid19, the Selig report indicated that, “In 2020, overall job growth will be marginally positive, but some important industry sectors will shed jobs, including manufacturing, retailing, and information.”

**Building Permits: FY 2021 Budget Anticipation - \$29,330,750 <sup>(3)</sup>**

Building Permits accounts 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 FY 2017. The revenues from the Building Permits fund are now a part of the General Fund. Building Permit revenue is projected to decline at a rate of -18.0% for the next budget year. This anticipated decline is attributed to temporary shutdown of city operations due to Covid19 pandemic. Prior to Covid19, the GSU Economic Forecasting Center report dated November 2019 also stated, “Permit activity is expected to fall by 14.9% in 2020, as single-family permits are anticipated to further moderate by 10.4%, while multifamily permits decline by 24.0%.”

This revenue summation noted above contains the revenues from the various types of Building Permits and is comprised of building, occupancy certificates, plumbing, electrical, and hvac.

**Other Licenses/Permits: FY 2021 Budget Anticipation - \$21,733,617 <sup>(3)</sup>**

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

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

closure, parking, and driveway aprons). This anticipation is tied to residential and commercial development and is projected to remain stable in next year’s budget. 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Other Revenues	\$26,664,277	\$17,089,250	\$6,287,547	\$59,489,286

*FY 2021 Budget Anticipation:*

The anticipation is projected to increase from the prior year due to revenues from intra-fund and intergovernmental transfers that were used to offset the declines in revenues impacted by the Covid19 pandemic. Revenues identified within this category are predominately non-recurring.

**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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Charges For Current Services	\$6,873,620	\$4,265,172	\$4,561,607	\$3,383,385

*FY 2021 Budget Anticipation:*

Revenues in this category are projected to decline by -25.8% due to decrease in false alarms and corresponding revenues from employees teleworking due to Covid19 temporary shutdown of businesses and government offices.

### **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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Fines, Forfeitures and Penalties	\$20,640,316	\$24,179,612	\$22,212,306	\$14,430,426

#### *FY 2021 Budget Anticipation:*

The prior year's collection amounts reflect historical performance and included the guaranteed revenue assumption from the new agreement with outsourced parking vendor ATL Plus Parking, which was finalized in FY 2017. The FY 2021 budget for fines and forfeitures is projected to decline by -35.0%. Traffic citations, a major metric, are expected to decrease next fiscal year. These reductions are due to the Covid19 pandemic which has required employees to telework resulting in less traffic and citations and temporary shutdown of city government buildings and court operations.

### **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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Building Rentals and Concessions	\$13,864,504	\$5,129,908	\$3,726,871	\$4,285,096

#### *FY 2021 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. This revenue has been negatively impacted by a change in the City of Atlanta's policy to discontinue the housing of federal immigration inmates. The 15% growth in the FY 2021 budget amount is reflective of modest increases in City of Atlanta leased property.

**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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Indirect Cost Recovery	\$36,209,060	\$34,713,150	\$34,311,311	\$34,877,555

*FY 2021 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 20<sup>th</sup> day of every month by the City. The Hotel/ Motel Tax rate is 8% on rent for occupancy of a guestroom in a hotel in the City.

Major Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Hotel and Motel Tax	\$19,593,067	\$21,335,760	\$21,800,045	\$15,985,075

*FY 2021 Budget Anticipation:*

This anticipation is tied to commercial development and the hospitality related sectors. The budget anticipation reflects a decrease of -26.7% over the prior year budget amount. Revenues within this category have been unfavorably impacted by the Covid19 pandemic and mandatory shelter in place order from the State and Local governments. Business and Leisure travel has halted, and the hospitality, tourism, and entertainment industries have been severely impacted.

**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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Pilot and Franchise Fees	\$20,483,276	\$20,534,205	\$20,677,178	\$20,697,855

*FY 2021 Budget Anticipation:*

This budget 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**

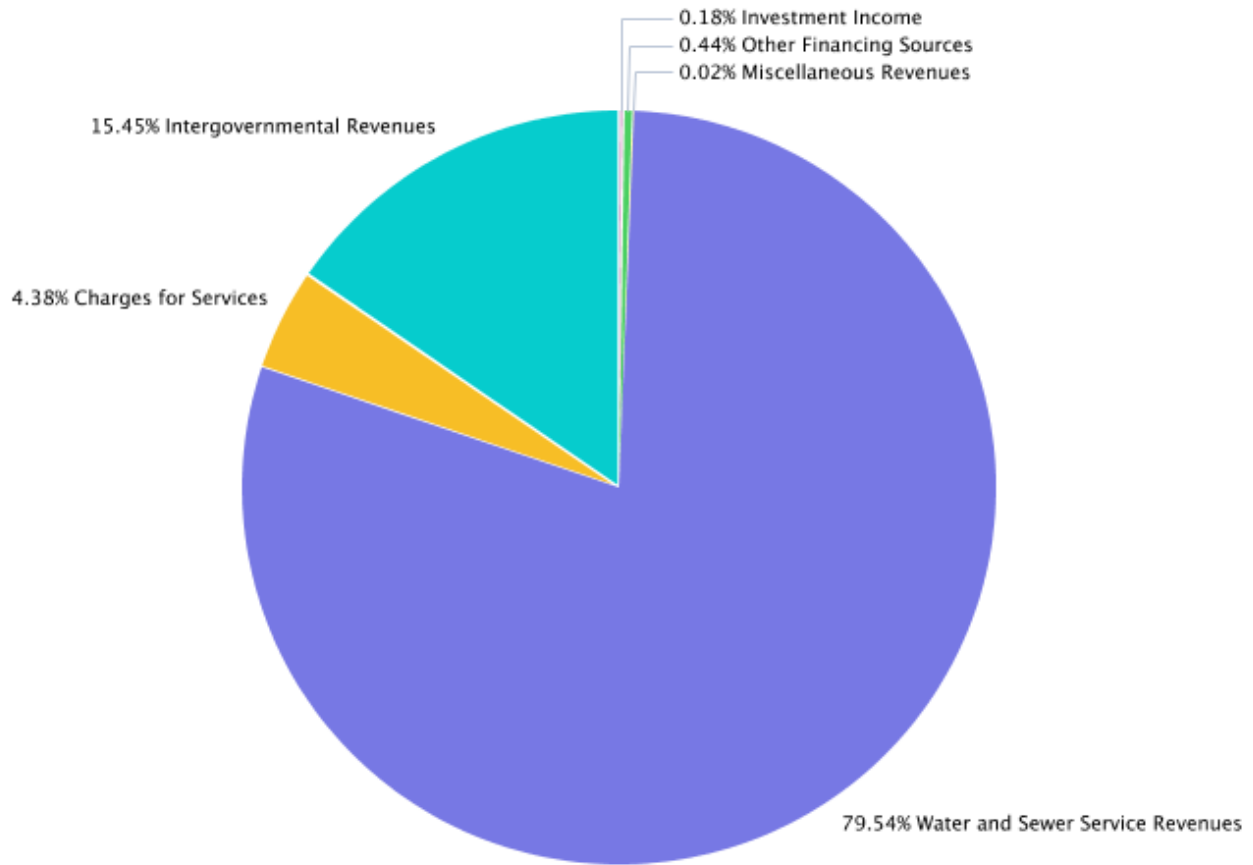
Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
General Fund	\$685,431,620	\$696,082,853	\$677,628,773	\$673,407,452

The hospitality, tourism and entertainment industries have been especially vulnerable to the effects of the Covid19 pandemic. Travel bans and shelter in place mandates enacted to curb the spread of the virus have severely impacted City revenues, such as local option sales, hotel motel, and alcohol related taxes. As a result, the FY 2021 Proposed General Fund Revenue budget reflects a decline of -1.0% below the prior years adopted budget amount. Revenue from intra-fund and intergovernmental transfers were used to supplement the FY 2021 budget from losses in economically sensitive revenues impacted by the Covid19 pandemic.

The FY 2021 Proposed General Fund Revenue budget assumes 5.0% growth in the digest from new construction and reassessment digest growth and maintaining of the current millage rate of 7.85 mills.

## REVENUE BY MAJOR CATEGORY Water & Wastewater Revenue Fund

	FY18 Actual	FY19 Actual	FY20 Adopted	FY21 Final Proposed	%
Water and Sewer Service Revenues	462,302,142	456,278,200	474,766,290	453,135,208	79.54
Charges for Services	(471,750)	7,617,940	24,012,244	24,973,000	4.38
Intergovernmental Revenues	145,243,543	154,634,108	91,000,000	88,000,000	15.45
Investment Income	830,759	4,345,762	455,000	1,000,000	0.18
Other Financing Sources	2,708,629	2,955,603	2,500,000	2,500,000	0.44
Miscellaneous Revenues	79,296	172,433	120,000	120,000	0.02
<b>Total</b>	<b>\$610,692,619</b>	<b>\$626,004,047</b>	<b>\$592,853,534</b>	<b>\$569,728,208</b>	<b>100%</b>



## WATER AND WASTEWATER FUND

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

### WATER AND SEWER SERVICE REVENUES

This category includes water and wastewater service charges.

Major Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Water and Sewer Service Revenues	\$462,302,142	\$456,278,200	\$474,766,290	\$453,135,208

#### *FY 2021 Budget Anticipation:*

The decrease is due primarily to reduced commercial customer consumption due to businesses being closed during the COVID-19 event. The Department does not plan to increase its water and sewer rates in FY2021.

### 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Charges for Services	(\$471,750)	\$7,617,940	\$24,012,244	\$24,973,000

#### *FY 2021 Budget Anticipation:*

The increase is due primarily to an anticipated rise in fees collected from inter-jurisdictional 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Intergovernmental Revenues	\$145,243,543	\$154,634,108	\$91,000,000	\$88,000,000

*FY 2021 Budget Anticipation:*

The FY2021 anticipated revenues from the Municipal Option Sales Tax are \$110M, which is lower than previous years due to reduced tax revenue anticipations due to the economic downturn caused by the COVID-19 global pandemic. For FY2021 \$88.0M will be transferred to the Water and Wastewater Revenue Fund and \$22.0M 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Investment Income	\$830,759	\$4,345,762	\$455,000	\$1,000,000

*FY 2021 Budget Anticipation:*

The FY2021 anticipated revenues reflect balances as a result of account regrouping and is in line with prior year anticipations.

**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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Other Financing Sources	\$2,708,629	\$2,955,603	\$2,500,000	\$2,500,000

*FY 2021 Budget Anticipation:*

The FY2021 Proposed fee of \$2.5M is in line with the prior year anticipations.



**MISCELLANEOUS REVENUES**

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

Major Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Miscellaneous Revenues	\$79,296	\$172,433	\$120,000	\$120,000

*FY 2021 Budget Anticipation:*

The Department based its estimate on revenues generated in prior fiscal years and is in line with prior year anticipations.

**OVERALL WATER & WASTEWATER REVENUE FUND FORECAST**

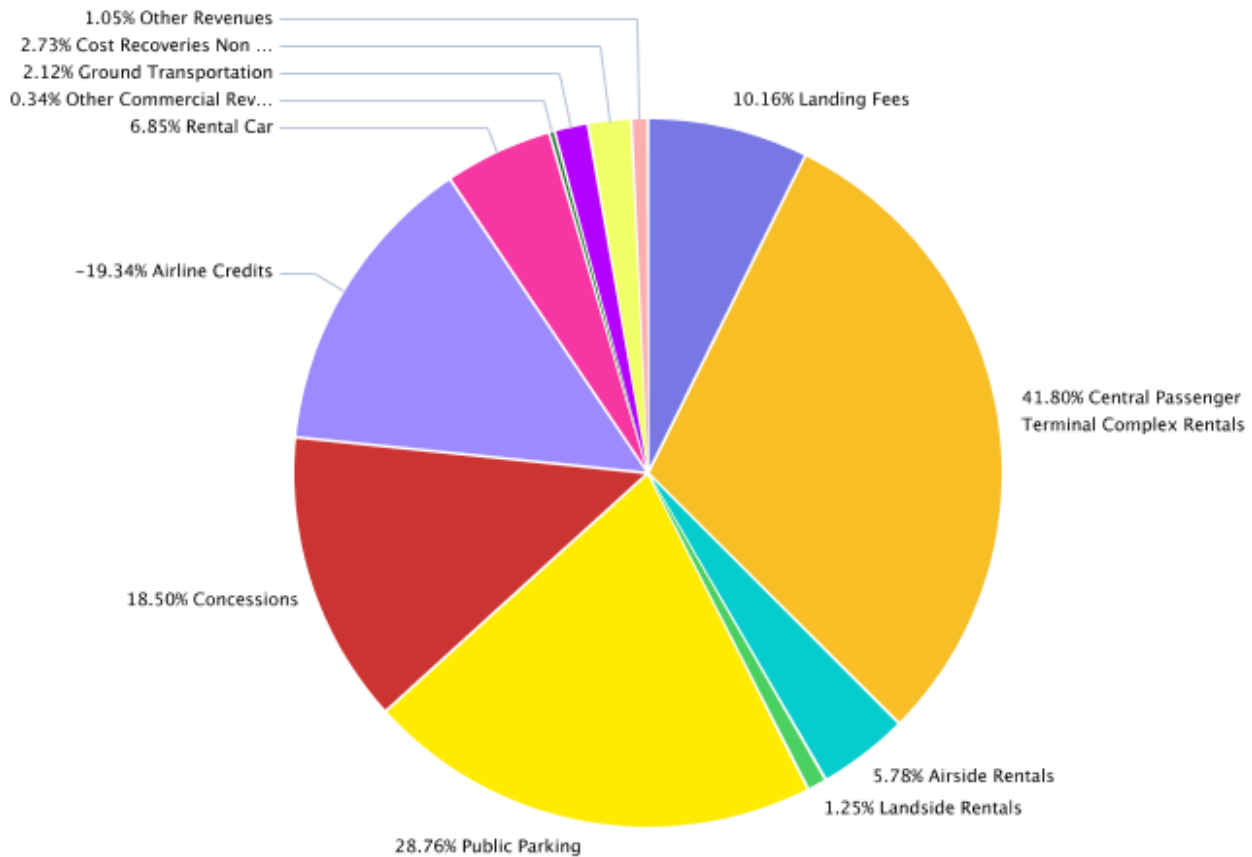
Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Water & Wastewater Revenue Fund	\$610,692,619	\$626,004,047	\$592,853,534	\$569,728,208

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

	FY18 Actuals	FY19 Actuals	FY20 Adopted	FY21 Final Proposed	%
<b>Aeronautical Revenues</b>					
Landing Fees	32,744,386	53,049,269	57,735,175	65,280,588	10.16
Central Passenger Terminal Complex Rentals	199,485,095	231,844,070	258,829,967	268,554,228	41.80
Airside Rentals	41,008,306	43,172,936	42,873,644	37,102,404	5.78
Cost Recoveries : Airline	9,377,604	-	-	-	-
Sup-Total Aeronautical Revenues	282,615,393	328,066,275	359,438,786	370,937,220	57.74
<b>Non-Aeronautical Revenues</b>					
Landside Rentals	8,475,309	8,358,327	7,871,336	7,999,644	1.25
Public Parking	147,609,046	147,410,495	147,936,062	184,778,568	28.76
Concessions	115,989,917	121,059,560	121,695,460	118,834,777	18.50
Airline Credits	(108,254,922)	(123,505,318)	(124,955,827)	(124,240,173)	(19.34)
Rental Car	42,010,127	43,607,196	40,926,498	44,002,163	6.85
Other Commercial Revenues	2,247,193	2,176,101	2,192,000	2,216,000	0.34
Ground Transportation	9,950,502	12,229,487	11,043,657	13,629,099	2.12
Cost Recoveries : Non Airlines	13,364,484	17,053,437	14,848,000	17,548,000	2.73
Interest Income	783,741	6,971,220	-	-	-
Other Revenues	4,217,581	6,388,296	6,689,852	6,722,938	1.05
Miscellaneous Revenue	9,251,312	5,662,795	-	-	-
Sub-Total Non-Aeronautical Revenues	245,644,290	247,411,597	228,247,038	271,491,016	42.26
<b>Total</b>	<b>\$528,259,683</b>	<b>\$575,477,872</b>	<b>\$587,685,824</b>	<b>\$642,428,236</b>	<b>100%</b>



## AVIATION FUND

The Department of Aviation was established to operate and maintain Hartsfield-Jackson Atlanta 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 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 requirement and coverage.

Major Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Landing Fees	\$32,744,386	\$53,049,269	\$57,735,175	\$65,280,588

#### *FY 2021 Budget Anticipation:*

Landing Fees are expected to increase in FY2021, due to the FY2020 issuance of General Airport Revenue Bonds (GARBs). This issuance will fund several major airfield projects; such as ramp paving, building a new fire station and other projects.

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

The Department of Aviation charges each of its 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. 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
CPTC Rentals	\$199,485,095	\$231,844,070	\$258,829,967	\$268,554,228

#### *FY 2021 Budget Anticipation:*

These rents are expected to increase due to the issuance of GARBs in FY2020. This funding is needed in order to complete the Terminal Modernization Program and other major capital projects.

**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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Airside Rentals	\$41,008,306	\$43,172,936	\$42,873,644	\$37,102,404

*FY 2021 Budget Anticipation:*

The current projections reflect a decrease from this revenue stream. Several leases will be escalated by 3%, in FY 2021.

**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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Landside Rentals	\$8,475,309	\$8,358,327	\$7,871,336	\$7,999,644

*FY 2021 Budget Anticipation:*

The current projections reflect a slight increase over prior year. This is due to increases in some operating cost related to several building facilities.

**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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Public Parking	\$147,609,046	\$147,410,495	\$147,936,062	\$184,778,568

*FY 2021 Budget Anticipation:*

Parking will increase in FY2021; due to the opening of the ATL West Parking Deck and ATL Select Parking Lot. These facilities will add 7,200 parking spaces. In addition, there will be an increase in the daily parking fee rate in FY21.

**INSIDE CONCESSIONS**

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

Major Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Inside Concessions	\$115,989,917	\$121,059,560	\$121,695,460	\$118,834,777

*FY 2021 Budget Anticipation:*

The projected decrease in enplanements and concessionaires' gross revenues will have an 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 category.

Major Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Airlines Credits	(\$108,254,922)	(\$123,505,318)	(\$124,955,827)	(\$124,240,173)

*FY 2021 Budget Anticipation:*

These credits will reflect changes in direct correlation to Inside Concessions Revenues and Enplaned Passengers growth. As these increase, so will these 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 pay 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Rental Car	\$42,010,127	\$43,607,196	\$40,926,498	\$44,002,163

*FY 2021 Budget Anticipation:*

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

**GROUND TRANSPORTATION**

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

Major Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Ground Transportation	\$9,950,502	\$12,229,487	\$11,043,657	\$13,629,099

*FY 2021 Budget Anticipation:*

The increase in this category is due to the anticipated increase in the number transactions by the Airport's Transportation Network Companies (TNC) service providers.

**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 operating and maintenance expenses.

Major Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Cost Recoveries: Non-Airline	\$13,364,484	\$17,053,437	\$14,848,000	\$17,548,000

*FY 2021 Budget Anticipation:*

These recoverable costs are increasing now that the facility is aging. Some capital projects that began in FY2020 are expected to be completed on FY2021. Escalators and elevators will receive a major overhaul as well as the HVAC system.

**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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Investment Income	\$783,741	\$6,971,220	\$0	\$0

*FY 2021 Budget Anticipation:*

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

**OTHER 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Other Revenues	\$15,716,068	\$14,227,192	\$8,881,852	\$8,938,938

*FY 2021 Budget Anticipation:*

This category is expected to increase slightly in FY2021. The Airport will continue to recover the operating and maintenance cost from the cell phone providers, there will be an increase in security charges due to more fingerprinting; but charges for BORN violations are expected to decrease.

**OVERALL AVIATION REVENUE FUND FORECAST**

Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Aviation Operating Revenue Fund	\$528,259,683	\$575,477,872	\$587,685,824	\$642,428,236

Aviation revenues are projected to increase primarily due to the FY2021 GARBS issuance, which will have a positive impact on both the landing fees and CPTC rental rates. Parking revenues will also have a positive impact in FY2021; due to the opening of the ATL West Parking Deck and ATL Select Parking Lot adding 7,200 parking spaces, as well as the increase in the per day parking fee rate.

## 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
City Plaza Operating Fund	\$966,954	\$1,505,688	\$1,009,120	\$1,001,000

*FY 2021 Budget Anticipation:*

The City Plaza Operating Fund proposed budget is anticipated to remain stable and is 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
E-911 Revenue	\$19,599,727	\$22,450,998	\$20,100,382	\$20,703,393

*FY 2021 Budget Anticipation:*

The City's E-911 revenue forecast correlates to per capita and telecommunication subscriber trends. In the past, this fund has operated in a deficit position annually due to insufficient landline and wireless fees to cover operating expenses. In May of 2017 the City approved an increase to the Public Safety Access Assessment from \$26 for residential to \$34 and from \$307 for commercial to \$397 to cover increases in operating expenses. In May of 2018 the Georgia General Assembly passed HB 751 which increased the pre-paid wireless charge from \$0.75 to \$1.50.

## 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Fleet Services Revenue	\$32,520,611	\$45,609,978	\$33,488,846	\$37,707,096

*FY 2021 Budget Anticipation:*

The Fleet Services Fund source of income is derived from charge-back recovery to the participating City departments. The proposed budget revenue is in line 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Group Insurance	\$143,296,998	\$145,400,619	\$150,433,941	\$153,343,198

*FY 2021 Budget Anticipation:*

The Group Insurance Fund source of income is derived from city contributions of 71% 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 the Mercedes Benz Stadium project. The City's allocated share of the Hotel/Motel tax is 24.99%, with the remaining 75.01% distributed by the City to the aforementioned parties.

Major Revenue Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Hotel/Motel Tax	\$78,403,629	\$85,201,268	\$76,712,025	\$63,940,300

### *FY 2021 Budget Anticipation:*

This anticipation is tied to commercial development and the hospitality related sectors. The budget anticipation reflects a decrease of 16.7% over the prior year budget amount. Revenues within this category have been unfavorably impacted by the Covid19 pandemic and mandatory shelter in place order from the State and Local governments. Business and Leisure travel has halted, and the hospitality, tourism, and entertainment industries have been severely impacted.

## RENTAL/MOTOR VEHICLE TAX FUND

The Rental/Motor Vehicle Fund contains revenue from transactions associated with a 3.0% 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Rental/Motor Vehicle Tax	\$1,414,467	\$1,317,147	\$1,380,516	\$1,195,268

### *FY 2021 Budget Anticipation:*

The Car Rental Tax Fund revenues correlate with travel and tourism activity. The hospitality, tourism and entertainment industries have been especially vulnerable to the effects of the Covid19 pandemic. Travel bans and shelter in place mandates enacted to curb the spread of the virus have severely impacted these revenues. The FY2021 Proposed Rental Motor Vehicle Tax Fund Revenue budget reflects a decline of 13.8% below the prior years adopted budget amount.

## 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Solid Waste Services Revenue	\$55,917,819	\$65,686,821	\$62,955,593	\$66,371,350

*FY 2021 Budget Anticipation:*

Solid Waste Fund revenues are primarily comprised of user fees to cover the cost of operations. Fee increases of approximately 20% were approved in FY2019. The FY2021 Proposed Revenue budget reflects full implementation of the new rates at an 85% collection rate.

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  
ENTERPRISE ASSETS MANAGEMENT  
CUSTOMER SERVICE  
ATLANTA DEPARTMENT OF TRANSPORTATION  
GRANTS & COMMUNITY DEVELOPMENT

OPERATIONAL  
SUMMARIES

PROPOSED BUDGET  
FY 2021

\* Board of Ethics & Independent Compliance is now a part of the Office of Inspector General per legislation 19-O-1729.

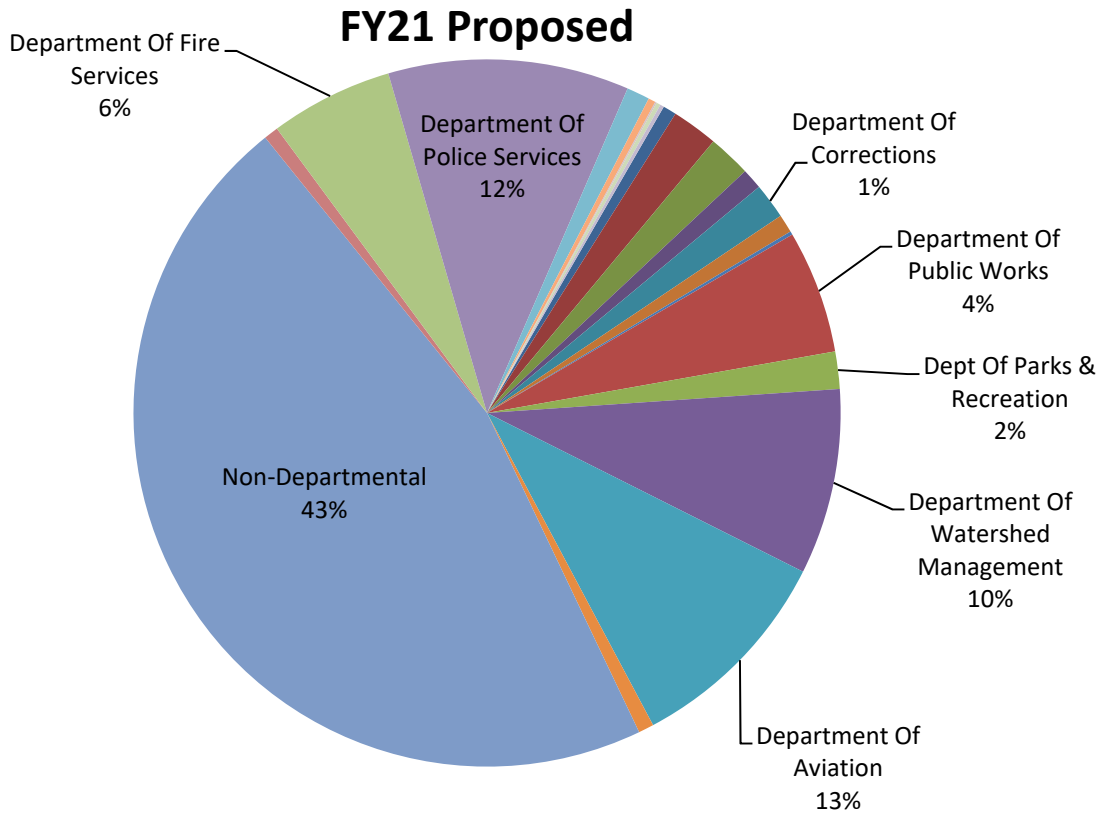




## OPERATIONAL DEPARTMENTAL SUMMARY OVERVIEW

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 Board of Ethics and Independent Compliance, 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 2018 to 2021. There is also an explanation of major variances between FY2020 Adopted and the FY2021 Proposed budgets.



The operating budget totals \$2.2B, and the largest percent of the total or 43% is attributable to the citywide non-departmental operating budget. The non-departmental budget includes reserves and debt service costs for the general fund as well as for the enterprise funds including Aviation and Watershed Management.



# CITY COUNCIL

## Mission Statement

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

## Summary of Operations

The President of Council, 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:* **Antonio Brown**

*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.

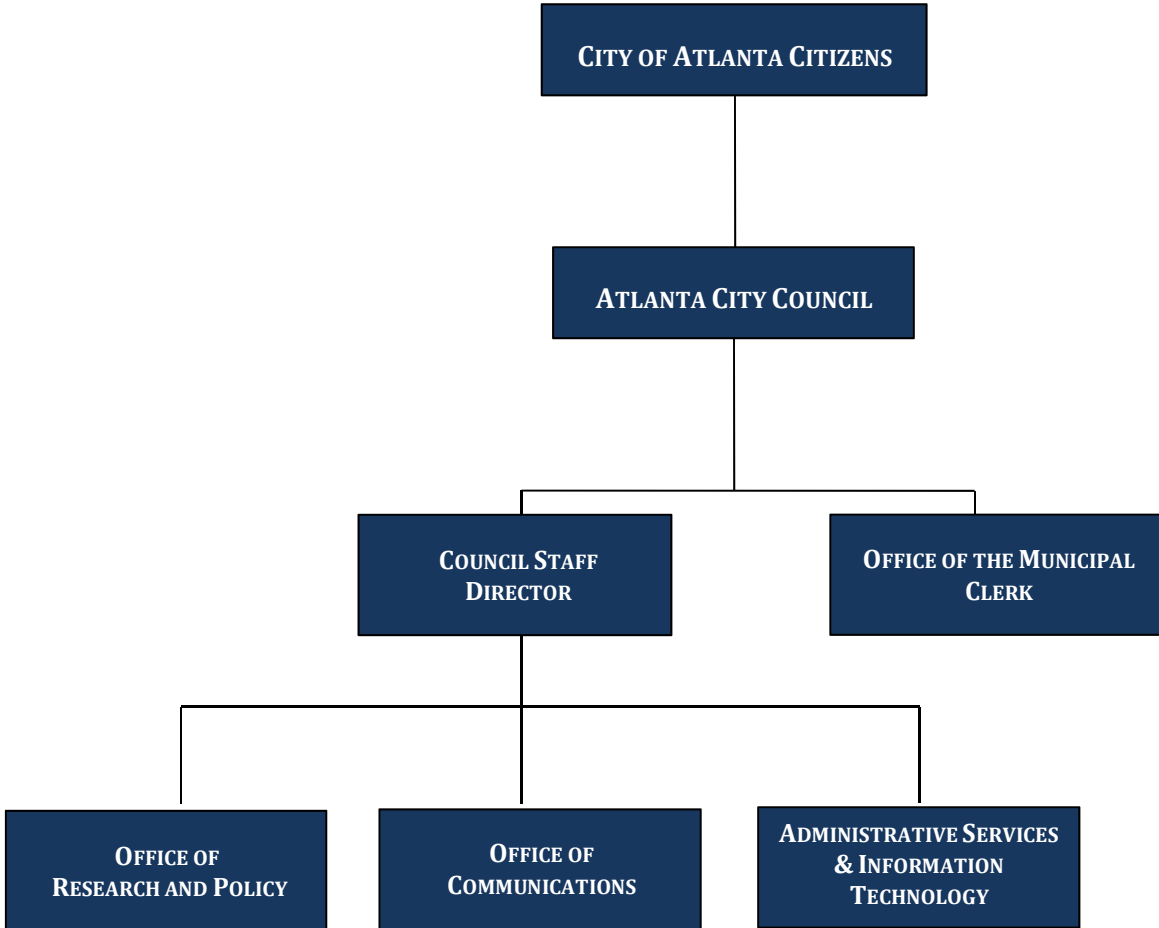
The *Office of the Municipal Clerk* (OMC) or as it is more commonly referred - "the Clerk's Office" - is the City of Atlanta's central repository for information regarding all legislative actions of the governing authority. The Municipal Clerk serves as designated custodian and administrator of the City Council's legislative actions. As custodian of the City's legislative record, the Municipal Clerk codifies and maintains the City of Atlanta Charter and Code of Ordinances. The Charter and Code contain all laws of the City of Atlanta. The Municipal Clerk is statutorily the custodian of the Official Seal of the City and attest the Mayor's signature and affix the seal to City contracts and intergovernmental agreements. Additionally, the Mayor's Executive and Administrative Orders are recorded in the Clerk's Office. All City Boards, Commissions, Authorities, (BACE) are maintained by OMC as well.

The Municipal Clerk also serves as the City's Election Superintendent and administers election related matters such as ballot referendums, candidate qualifying, challenge hearing

proceedings and recalls. Atlanta's certified election results are filed in the Clerk's Office. The Municipal Clerk serves as compliance officer regarding State Ethics mandated financial and campaign disclosure filings by candidates and elected office holders. Additionally, building permit affidavits are filed in the Clerk's Office.

The Clerk's Office routinely researches and responds to request for information from Atlanta citizens, the worldwide public, elected officials, employees of the City of Atlanta as well as requests from other local, state, national and international governments. The common denominator is that each requestor whether in-person, by mail, phone or e-mail is always engaged by a friendly, capable, willing and available OMC staff person who will assist in all research efforts. It is the objective of the Office of Municipal Clerk to serve in a personal welcoming manner reflective of our city and exceed one's expectation.

**ORGANIZATIONAL CHART**  
CITY COUNCIL





## FY21 OPERATING BUDGET HIGHLIGHTS City Council

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$2,833,967	\$2,911,340	\$3,203,219	Salaries, Regular	\$3,040,629	(\$162,589)
\$2,059,101	\$2,265,062	\$3,287,568	Salaries, Perm Part-Time	\$3,287,568	\$0
-	-	-	Salaries, Sworn	-	-
\$345,362	\$434,377	\$228,487	Salaries, Extra Help	\$228,487	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$487,805	\$524,030	\$413,855	Pen Cont Gen Emp Pen Fd	\$438,154	\$24,299
\$152,800	\$148,817	\$66,347	Defined Contribution	\$99,705	\$33,358
\$1,092	\$22	-	Workers' Compensation	-	-
\$690,152	\$664,187	\$505,148	Other Personnel Costs	\$410,844	(\$94,304)
\$6,570,280	\$6,947,835	\$7,704,624	<b>TOTAL PERSONNEL</b>	\$7,505,388	(\$199,236)
			<b>OTHER EXPENSES</b>		
\$719,016	\$600,416	\$1,271,312	Purchased / Contracted Services	\$1,141,478	(\$129,834)
\$44,084	\$27,172	\$99,345	Supplies	\$99,345	\$0
-	-	-	Capital Outlays	-	-
-	\$564	\$2,500	Interfund / Interdepartmental Charges	\$2,500	\$0
\$1,815,692	\$612,039	\$3,240,619	Other Costs	\$3,240,619	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$50,000	\$0	\$17,655	Other Financing Uses	\$6,015	(\$11,640)
\$2,628,791	\$1,240,192	\$4,631,431	<b>TOTAL OTHER EXPENSES</b>	\$4,489,956	(\$141,475)
<b>\$9,199,072</b>	<b>\$8,188,026</b>	<b>\$12,336,055</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$11,995,344</b>	<b>(\$340,711)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$9,199,072	\$8,187,849	\$12,336,055	General Fund	\$11,995,344	(\$340,711)
-	\$177	-	Water & Wastewater Revenue Fund	-	-
<b>\$9,199,072</b>	<b>\$8,188,026</b>	<b>\$12,336,055</b>	<b>TOTAL EXPENSES</b>	<b>\$11,995,344</b>	<b>(\$340,711)</b>

FY18	FY19	FY20	FY21 AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
46.00	48.00	48.00	Full Time Equivalent	48.00	0.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### City Council General Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$2,833,967	\$2,911,340	\$3,203,219	Salaries, Regular	\$3,040,629	(\$162,589)
\$2,059,101	\$2,265,062	\$3,287,568	Salaries, Perm Part-Time	\$3,287,568	-
-	-	-	Salaries, Sworn	-	-
\$345,362	\$434,377	\$228,487	Salaries, Extra Help	\$228,487	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$487,805	\$524,030	\$413,855	Pen Cont Gen Emp Pen Fd	\$438,154	\$24,299
\$152,800	\$148,817	\$66,347	Defined Contribution	\$99,705	\$33,358
\$1,092	\$22	-	Workers' Compensation	-	-
\$690,152	\$664,187	\$505,148	Other Personnel Costs	\$410,844	(\$94,304)
<b>\$6,570,280</b>	<b>\$6,947,835</b>	<b>\$7,704,624</b>	<b>TOTAL PERSONNEL</b>	<b>\$7,505,388</b>	<b>(\$199,236)</b>
			<i>OTHER EXPENSES</i>		
\$719,016	\$600,416	\$1,271,312	Purchased / Contracted Services	\$1,141,478	(\$129,834)
\$44,084	\$27,172	\$99,345	Supplies	\$99,345	-
-	-	-	Capital Outlays	-	-
-	\$564	\$2,500	Interfund / Interdepartmental Charges	\$2,500	-
\$1,815,692	\$611,862	\$3,240,619	Other Costs	\$3,240,619	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$50,000	-	\$17,655	Other Financing Uses	\$6,015	(\$11,640)
\$2,628,791	\$1,240,014	\$4,631,431	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,489,956</b>	<b>(\$141,475)</b>
<b>\$9,199,072</b>	<b>\$8,187,849</b>	<b>\$12,336,055</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$11,995,344</b>	<b>(\$340,711)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$9,199,072	\$8,187,849	\$12,336,055	General Fund	\$11,995,344	(\$340,711)
<b>\$9,199,072</b>	<b>\$8,187,849</b>	<b>\$12,336,055</b>	<b>TOTAL EXPENSES</b>	<b>\$11,995,344</b>	<b>(\$340,711)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
46.00	48.00	48.00	Full Time Equivalent	48.00	-





## FY21 OPERATING BUDGET HIGHLIGHTS

### City Council General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$162,589)	Decrease due to salary and 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	\$24,299	Increase due to pension rate adjustments (actuarial study).
Defined Contribution	\$33,358	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$94,304)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$199,236)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$129,834)	Decrease due to conclusion of Participatory Budget Pilot Program.
Supplies	-	This line includes costs associated with the Legislative Management System, subscriptions, and licenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	\$0	The line includes the council members Expense and Carry Forward accounts.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$11,640)	Decrease to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$141,475)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$340,711)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$340,711)	
<b>TOTAL EXPENSES</b>	<b>(\$340,711)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



# EXECUTIVE OFFICES

## Mission Statement

The mission of the Executive Offices is to communicate and implement the policy and program agenda of the Mayor. The Offices are responsible for providing leadership within the City government to effectively accomplish and execute the laws of the City. Through its various offices, the Executive Offices seek 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 the 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; and partners with the City's public information officers on projects. The Office manages digital communications through the City of Atlanta website at [www.atlantaga.gov](http://www.atlantaga.gov) and via social media channels such as Facebook, Twitter and YouTube.

The Mayor's Office of Communications also includes the operations of City Channel 26. *Channel 26* provides 24-hour programming that is useful, informative and timely for Atlanta residents. Channel 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 Intergovernmental Affairs* was established to create and maintain working relationships with state, federal and local government entities, 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 Mayor's One Atlanta Office* leverages the combined power of government, private and non-profit partners, and communities to dismantle systemic inequities and barriers to opportunity. As part of this mandate, this office focuses on resilience, equity, diversity and inclusion initiatives; LGBTQ affairs; sustainability efforts; ways to eliminate human trafficking in our city; and being a more welcoming city to our foreign-born residents. Collectively, we work to create One Atlanta – an affordable, resilient and equitable Atlanta that is a safe and welcoming city with world-class employees, infrastructure and services; an ethical, transparent, and fiscally responsible government; thriving neighborhoods, communities, and businesses; and residents who are equipped for success.

*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 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 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 the City's performance management program. 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 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 Innovation 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, managing and implementing large-scale strategic projects, and developing innovative new solutions in specific areas of city operations.

*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, education, tourism, sports, and attracting international events to the City of Atlanta through liaison with local, national and international partners including the Consular Corps, bi-national chambers of commerce, trade offices, and international organizations. This office provides guidance on protocol for visiting dignitaries, welcomes international visitors to Atlanta, and supports the Atlanta Sister Cities Commission.

## **FY2020 Accomplishments**

### Safe, Welcoming, and Inclusive City

- Mayor announced \$5B, two-year action plan for safer streets throughout Atlanta. This plan will bring accelerated safety redesigns to Atlanta's streets to improve safety for people who walk, drive, take transit, or ride bicycles or e-scooters - *Sept 2019*
- Groundbreaking occurred on the second At-Promise Youth Center location in Southeast Atlanta. The center's focus is on crime prevention and reduction, and enrolling youth in successful programming, including therapy, mentoring, and tutoring - *Oct 2019*
- Mayor and partners broke ground on a police recruit housing complex in English Avenue, designed to house 30-35 new recruits, with the goal of not only providing housing, but creating safer communities - *Jan 2020*
- Mayor launched first ever report on LGBTQ Affairs, to highlight accomplishments since the City created its first LGBTQ Affairs Program and Advisory Board - *Feb 2020*

### World-class Employees, Infrastructure, and Services

- Mayor announced members of the Reimagining Atlanta City Detention Center Task Force. The Task Force will provide recommendations to the Mayor for proposed alternative uses of the detention center - *July 2019*
- Atlanta Airport officially became "smoke free." City Council passed an ordinance that prohibits smoking and vaping inside the airport - *Jan 2020*

- More than 23,000 potholes have been filled citywide since Mayor's inauguration, with the City regularly tracking and evaluating continued progress - *Jan 2020*

#### Ethical, Transparent, and Fiscally Responsible Government

- A new open records policy was unveiled for City employees, which includes training and reporting guidance for complying with Open Records Act - *Oct 2019*
- Task force for the Promotion of Public Trust released their report detailing recommendations that include creation of an independent Inspector General's Office and whistleblower protection - *Oct 2019*
- Mayor signed legislation to create Office of Inspector General, instituting the strongest set of ethical safeguards in the City's history - *Feb 2020*
- City launched Affordable Housing Dashboard to track progress made in reaching goal of creating or preserving 20,000 affordable homes by 2026. It also highlights the investment of City-controlled public sources in producing and preserving affordable housing, which is part of the Mayor's \$1B commitment to investment in affordable housing in the City - *Feb 2020*

#### Thriving Neighborhoods, Communities, and Businesses

- Mayor announced the goal has been met of raising \$50 million for HomeFirst Atlanta Initiative, to create 550 housing units - *August 2019*
- Grand opening was held of the Legacy at Vine City, which will offer 105 affordable housing units for seniors - *Nov 2019*
- 13 acres of land for new park was acquired by City in Cascade area - *Feb 2020*
- Legislation on Westside moratorium passed City Council and was signed by the Mayor. This will prevent new construction permits from being issued for 180 days to allow for the development of an Equitable Development Plan, to address issues such as housing and transportation - *March 2020*

#### Residents that are Equipped for Success

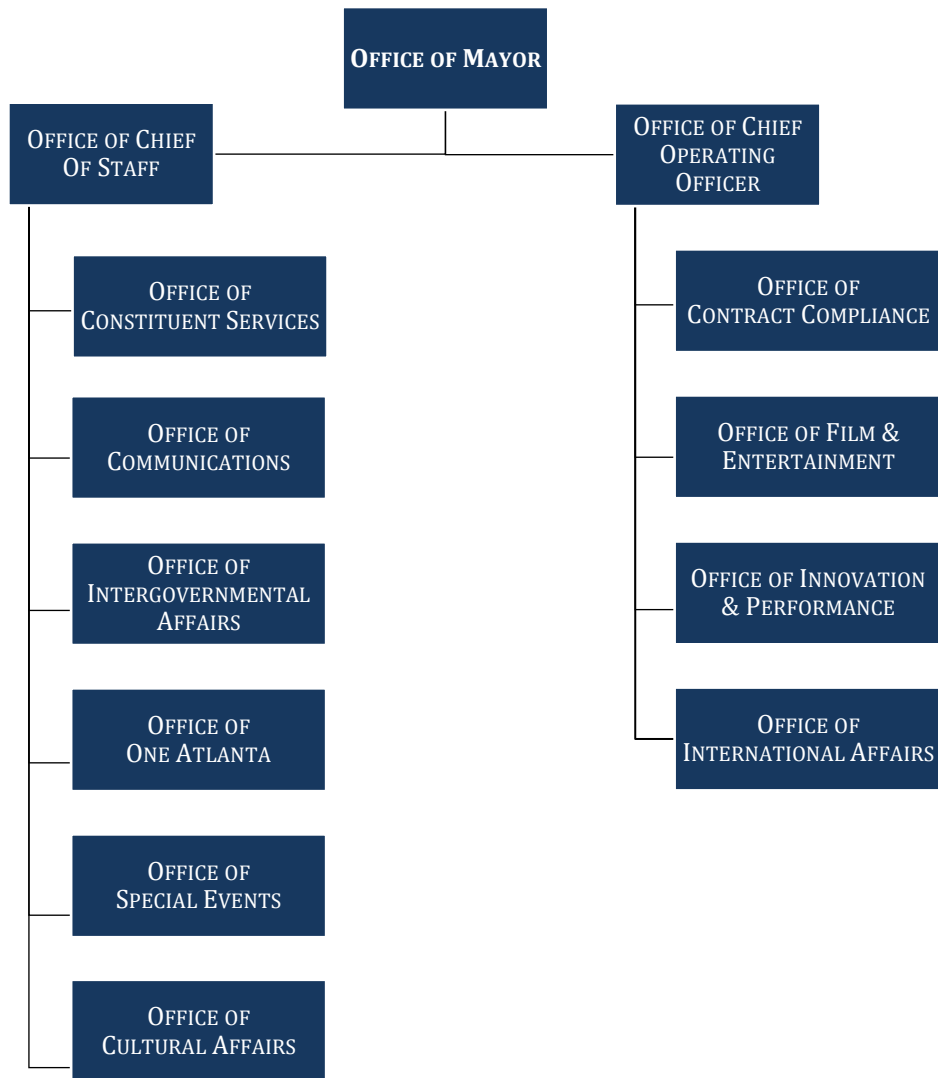
- Center for Workforce Innovation unveiled with Atlanta Technical College - *Aug 2019*
- City partners with State to co-host HomeSafe Mortgage Assistance Fair for

homeowners battling financial hardship - *Nov 2019*

- Mayor launched an Earned Income Tax Credit (EITC) Awareness Campaign, to inform low to moderate income taxpayers of the EITC benefit - *Feb 2020*
- Mayor hosted Emotional Wellness Summit for Women - *Feb 2020*
- Mayor launched the Bank On Atlanta program, which is a collaboration of financial institutions, community-based organizations, and local government, with the goal of ensuring that all residents have the opportunity to be financially healthy. The basis of the program is connecting residents to safe, affordable, and certified banking accounts - *Feb 2020*

# ORGANIZATIONAL CHART

EXECUTIVE OFFICES



## PERFORMANCE METRICS

EXECUTIVE OFFICES

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>An Ethical, Transparent and Fiscally Responsible Government</i></b>				
Number of firms certified to participate in Equal Business Opportunity Program	1,200	1,422	1,353	1,353
Percentage City contracts paid to Minority and Female owned firms	MBE - 26.7% FBE - 11.1%	MBE - 24.84% FBE - 8.87%	MBE - 26.7% FBE - 11.1%	MBE - 26.7% FBE - 11.1%



## FY21 OPERATING BUDGET HIGHLIGHTS Executive Offices

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$19,475,017	\$8,230,816	\$11,569,920	Salaries, Regular	\$10,988,912	(\$581,008)
\$57,174	\$17,835	-	Salaries, Perm Part-Time	-	-
-	\$1,194	-	Salaries, Sworn	-	-
\$3,078,589	\$2,832,134	\$510,582	Salaries, Extra Help	\$261,231	(\$249,351)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$196,149	\$4,734	\$2,751	Overtime	\$28	(\$2,723)
-	\$1,084	-	Pen Cont Fire Pen Fd	-	-
\$62,917	\$0	-	Pen Cont Police Pen Fd	-	-
\$2,855,141	\$810,054	\$661,030	Pen Cont Gen Emp Pen Fd	\$764,288	\$103,258
\$930,866	\$544,177	\$226,821	Defined Contribution	\$318,683	\$91,862
\$150,173	\$46,708	\$16,286	Workers' Compensation	\$16,286	\$0
\$2,921,639	\$1,195,969	\$1,318,674	Other Personnel Costs	\$1,361,023	\$42,349
\$29,727,664	\$13,684,706	\$14,306,063	<b>TOTAL PERSONNEL</b>	\$13,710,450	(\$595,612)
			<b>OTHER EXPENSES</b>		
\$24,034,229	\$4,451,762	\$6,179,479	Purchased / Contracted Services	\$5,442,149	(\$737,330)
\$4,425,484	\$288,390	\$213,042	Supplies	\$213,042	\$0
\$121,656	\$0	\$128,077	Capital Outlays	\$128,077	\$0
\$99,308	\$140,439	\$71,624	Interfund / Interdepartmental Charges	\$71,624	\$0
\$41,560	\$599	\$21,198	Other Costs	\$21,198	\$0
-	\$236,965	\$187,865	Debt Service	\$187,865	\$0
-	-	-	Conversion / Summary	-	-
\$18,514	\$0	\$0	Other Financing Uses	\$7,284	\$7,284
\$28,740,751	\$5,118,155	\$6,801,285	<b>TOTAL OTHER EXPENSES</b>	\$6,071,239	(\$730,046)
<b>\$58,468,415</b>	<b>\$18,802,861</b>	<b>\$21,107,348</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$19,781,690</b>	<b>(\$1,325,658)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$48,015,529	\$17,952,520	\$19,850,488	General Fund	\$18,624,823	(\$1,225,665)
\$1,072,104	\$399,611	\$769,510	Airport Revenue Fund	\$727,350	(\$42,161)
\$1,344,192	\$421,808	\$393,480	Solid Waste Services Revenue Fund	\$415,647	\$22,168
\$7,994,453	(\$1,130)	\$93,870	Water & Wastewater Revenue Fund	\$13,870	(\$80,000)
\$42,138	\$30,052	\$0	Fleet Service Fund	\$0	\$0
<b>\$58,468,415</b>	<b>\$18,802,861</b>	<b>\$21,107,348</b>	<b>TOTAL EXPENSES</b>	<b>\$19,781,690</b>	<b>(\$1,325,658)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
391.50	412.00	148.45	Full Time Equivalent	208.00	59.55



## FY21 OPERATING BUDGET HIGHLIGHTS

### Executive Offices General Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$14,976,161	\$7,650,352	\$10,840,284	Salaries, Regular	\$10,246,729	(\$593,555)
\$57,174	\$17,835	-	Salaries, Perm Part-Time	-	-
-	\$1,194	-	Salaries, Sworn	-	-
\$2,907,948	\$2,791,058	\$510,582	Salaries, Extra Help	\$261,231	(\$249,351)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$179,901	\$4,668	\$2,723	Overtime	\$0	(\$2,723)
-	\$1,084	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,915,350	\$747,657	\$556,650	Pen Cont Gen Emp Pen Fd	\$672,378	\$115,728
\$752,506	\$517,136	\$211,267	Defined Contribution	\$306,912	\$95,645
\$108,543	\$17,106	\$16,286	Workers' Compensation	\$16,286	-
\$2,193,703	\$1,088,529	\$1,187,680	Other Personnel Costs	\$1,238,987	\$51,307
<b>\$23,091,286</b>	<b>\$12,836,620</b>	<b>\$13,325,472</b>	<b>TOTAL PERSONNEL</b>	<b>\$12,742,523</b>	<b>(\$582,949)</b>
			<i>OTHER EXPENSES</i>		
\$20,365,417	\$4,448,372	\$5,932,178	Purchased / Contracted Services	\$5,282,178	(\$650,000)
\$4,287,405	\$289,525	\$212,944	Supplies	\$212,944	\$0
\$112,789	-	\$99,207	Capital Outlays	\$99,207	\$0
\$99,308	\$140,439	\$71,624	Interfund / Interdepartmental Charges	\$71,624	\$0
\$40,809	\$599	\$21,198	Other Costs	\$21,198	-
-	\$236,965	\$187,865	Debt Service	\$187,865	-
-	-	-	Conversion / Summary	-	-
\$18,514	-	-	Other Financing Uses	\$7,284	\$7,284
<b>\$24,924,243</b>	<b>\$5,115,901</b>	<b>\$6,525,016</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$5,882,300</b>	<b>(\$642,716)</b>
<b>\$48,015,529</b>	<b>\$17,952,520</b>	<b>\$19,850,488</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$18,624,823</b>	<b>(\$1,225,665)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$48,015,529	\$17,952,520	\$19,850,488	General Fund	\$18,624,823	(\$1,225,665)
<b>\$48,015,529</b>	<b>\$17,952,520</b>	<b>\$19,850,488</b>	<b>TOTAL EXPENSES</b>	<b>\$18,624,823</b>	<b>(\$1,225,665)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
280.60	301.35	134.00	Full Time Equivalent	191.45	57.45





## FY21 OPERATING BUDGET HIGHLIGHTS

### Executive Offices General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$593,555)	Decrease due to salary and personnel adjustments.
Salaries, Sworn	-	
Salaries, Extra Help	(\$249,351)	Decrease due to personnel adjustments.
Salaries, Extra Help-Sworn	-	
Overtime	(\$2,723)	Decrease due to cost containment measures.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$115,728	Increase due to pension rate adjustment (actuarial study).
Defined Contribution	\$95,645	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$51,307	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$582,949)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$650,000)	Decrease to properly align contractual and operational expenditures.
Supplies	\$0	This line includes general office supplies, equipment, catering, and subscriptions.
Capital Outlays	\$0	This line includes equipment and vehicles.
Interfund / Interdepartmental Charges	\$0	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes business meeting expenses.
Debt Service	-	This line includes costs associated with the City's electric vehicle program.
Conversion / Summary	-	
Other Financing Uses	\$7,284	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$642,716)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,225,665)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$1,225,665)	
<b>TOTAL EXPENSES</b>	<b>(\$1,225,665)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	57.45	



## FY21 OPERATING BUDGET HIGHLIGHTS

### Executive Offices Airport Revenue Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$558,074	\$272,823	\$470,428	Salaries, Regular	\$460,441	(\$9,987)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$10,253	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$569	\$66	\$27	Overtime	\$27	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$100,538	\$53,130	\$94,680	Pen Cont Gen Emp Pen Fd	\$83,147	(\$11,533)
\$22,609	\$7,364	\$9,528	Defined Contribution	\$6,459	(\$3,069)
-	-	-	Workers' Compensation	-	-
\$106,127	\$66,633	\$95,746	Other Personnel Costs	\$78,175	(\$17,571)
\$798,170	\$400,015	\$670,409	<b>TOTAL PERSONNEL</b>	\$628,249	(\$42,161)
			<i>OTHER EXPENSES</i>		
\$251,489	(\$399)	\$84,003	Purchased / Contracted Services	\$84,003	-
\$22,445	(\$5)	\$98	Supplies	\$98	-
-	-	\$15,000	Capital Outlays	\$15,000	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$273,935	(\$404)	\$99,101	<b>TOTAL OTHER EXPENSES</b>	\$99,101	-
<b>\$1,072,104</b>	<b>\$399,611</b>	<b>\$769,510</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$727,350</b>	<b>(\$42,161)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$1,072,104	\$399,611	\$769,510	Airport Revenue Fund	\$727,350	(\$42,161)
<b>\$1,072,104</b>	<b>\$399,611</b>	<b>\$769,510</b>	<b>TOTAL EXPENSES</b>	<b>\$727,350</b>	<b>(\$42,161)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
13.35	14.45	9.00	Full Time Equivalent	9.00	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Executive Offices Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$9,987)	Decrease due to salary and 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	(\$11,533)	Decrease due to personnel adjustments.
Defined Contribution	(\$3,069)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$17,571)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$42,161)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes contractual obligations and training/travel expenses.
Supplies	-	This line includes general office supply expenses.
Capital Outlays	-	This line includes small equipment expenses.
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$42,161)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Airport Revenue Fund	(\$42,161)	
<b>TOTAL EXPENSES</b>	<b>(\$42,161)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Executive Offices**  
**Solid Waste Services Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$765,515	\$307,642	\$259,207	Salaries, Regular	\$281,741	\$22,534
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$31,809	\$41,076	\$0	Salaries, Extra Help	\$0	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,102	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$96,039	\$9,267	\$9,700	Pen Cont Gen Emp Pen Fd	\$8,764	(\$936)
\$36,222	\$19,678	\$6,026	Defined Contribution	\$5,312	(\$714)
-	-	-	Workers' Compensation	-	-
\$111,395	\$40,807	\$35,248	Other Personnel Costs	\$43,862	\$8,614
<b>\$1,042,083</b>	<b>\$418,469</b>	<b>\$310,181</b>	<b>TOTAL PERSONNEL</b>	<b>\$339,679</b>	<b>\$29,498</b>
			<i>OTHER EXPENSES</i>		
\$301,861	\$3,338	\$83,299	Purchased / Contracted Services	\$75,969	(\$7,330)
\$248	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$302,109	\$3,338	\$83,299	<b>TOTAL OTHER EXPENSES</b>	<b>\$75,969</b>	<b>(\$7,330)</b>
<b>\$1,344,192</b>	<b>\$421,808</b>	<b>\$393,480</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$415,647</b>	<b>\$22,168</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$1,344,192	\$421,808	\$393,480	Solid Waste Services Revenue Fund	\$415,647	\$22,168
<b>\$1,344,192</b>	<b>\$421,808</b>	<b>\$393,480</b>	<b>TOTAL EXPENSES</b>	<b>\$415,647</b>	<b>\$22,168</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
16.40	16.55	5.45	Full Time Equivalent	5.15	(0.30)



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Executive Offices**  
**Solid Waste Services Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	\$22,534	Increase due to salary and 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	(\$936)	Decrease due to personnel adjustments.
Defined Contribution	(\$714)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$8,614	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$29,498</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	(\$7,330)	Decrease to properly align contractual and operational expenditures.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$7,330)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$22,168</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Solid Waste Services Revenue Fund	\$22,168	
<b>TOTAL EXPENSES</b>	<b>\$22,168</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(0.30)	Decrease due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Executive Offices**  
**Water & Wastewater Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$3,175,266	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$128,579	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$14,576	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
\$62,917	-	-	Pen Cont Police Pen Fd	-	-
\$743,214	-	-	Pen Cont Gen Emp Pen Fd	-	-
\$119,529	-	-	Defined Contribution	-	-
(\$508)	-	-	Workers' Compensation	-	-
\$510,414	-	-	Other Personnel Costs	-	-
\$4,753,988	-	-	<i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
\$3,115,461	-	\$80,000	Purchased / Contracted Services	-	(\$80,000)
\$115,386	(\$1,130)	-	Supplies	-	-
\$8,867	-	\$13,870	Capital Outlays	\$13,870	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$751	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$3,240,465	(\$1,130)	\$93,870	<i>TOTAL OTHER EXPENSES</i>	\$13,870	(\$80,000)
<b>\$7,994,453</b>	<b>(\$1,130)</b>	<b>\$93,870</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$13,870</b>	<b>(\$80,000)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$7,994,453	(\$1,130)	\$93,870	Water & Wastewater Revenue Fund	\$13,870	(\$80,000)
<b>\$7,994,453</b>	<b>(\$1,130)</b>	<b>\$93,870</b>	<b>TOTAL EXPENSES</b>	<b>\$13,870</b>	<b>(\$80,000)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
81.15	79.65	-	Full Time Equivalent	2.40	2.40



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Executive Offices**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$80,000)	Funding removed from departmental operations.
Supplies	-	
Capital Outlays	-	This line includes equipment purchases for Municipal TV Production (Channel 26).
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	(\$80,000)	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	(\$80,000)	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	(\$80,000)	
<b>TOTAL EXPENSES</b>	(\$80,000)	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	2.40	Increase due to new hires.





# ATLANTA INFORMATION MANAGEMENT

## Mission Statement

To advance the City of Atlanta through the use of innovation by delivering reliable, cost-effective, and secure IT services to better serve residents and customers.

## Core Functions

- Information Security
- Innovation & Strategy
- Administration & Applications
- Enterprise Project Management
- Enterprise Service Delivery Areas
  - Watershed
  - Aviation
  - Public Safety & Justice
  - Department of HR

## Summary of Operations

The Department of Atlanta Information Management (AIM) is shaping Atlanta to be a world class leader through the use of innovation and technology for all departments within the city.

## Divisions/Offices Descriptions

*Office of Information Security* protects the City's Information assets. Services include risk management, security governance, compliance management, security operations, and business continuity.

*Office of Innovation & Strategy* provides support for, end-users, technology upgrades and delivery of IT infrastructure and services, information security systems and compliance, administrative systems, and client support services.

This office also provides strategic oversight for the Smart City framework by establishing a cross-functional Smart Cities Steering Committee, that will be responsible for:

- Establishing public-private partnerships to help the city sustain its acceleration

- Guiding initiatives and community engagement around smart development
- Defining the desired Smart City outcomes and align with detailed project success criteria

*Office of Administration & Applications* provides oversight of Financial Management; Business Management, which includes facilitating the procurement and legislative processes; Inventory Management; and Performance Management. It also provides application support and development for all Enterprise and General Fund department applications; Data Analytics & Reporting advisory and support services; and Enterprise Geographical Information Systems (E-GIS) governance and central platform support.

*Office of Communications & Marketing* provides oversight of the division's communications. The team offers a wide range of services that support the marketing and promotion of the department's internal and external audiences. Support services are provided for all areas of the department.

*Office of Project Management (PMO) Governance* oversees the governance of all projects with a technology component. Services include proposal intake/solutions consultation, program and project management services, governance board operations and meeting facilitation, project status reporting, budget tracking, and risk/issue management.

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

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

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

*Department of Transportation (DOT) & Department of Public Works (DPW)* – Serves only the department of Transportation and Public Works and provides IT Strategic and Operational Support including the associated department specific applications and data. This area also oversees Enterprise GIS governance, ESRI platform and data layers, and cross departmental initiatives.

**Goals**

- Strengthen the Core
- Increase Alignment
- Innovate and Accelerate
- Application Modernization

**Objectives**

- **Strengthen the Core**
  - AIM’s primary focus must be the delivery of reliable, cost-effective core IT services.
- **Increase Alignment**
  - Building upon this new core, IT can begin to align delivery of service to the City.
- **Innovate and Accelerate**
  - IT needs to focus on enhancing the end user experience to deliver efficient, timely and innovative IT services.
- **Application Modernization**
  - Modernize, invest, and retire redundant applications.

**FY2020 Accomplishments**

- Information Security Awareness Campaign Phase IV
- IT Service Management Solution (AIMNow)
- Citynet
- COA Guest Wi-fi
- Aviation Office 365 Upgrade/Active Directory Migration
- MS Team (Launch)
- Digital Inclusion (Centers of Hope)
- Network Segmentation
- Multi-Factor Authentication
- Data Center Modernization
- Network Access Control Phase II

- Revenue Online-Permitting (Ener-Gov)
- Online permitting- Buildings (EDR)

**FY2021 Proposed Program Highlights**

**Strengthen the Core**

- Stabilize infrastructure and security
- Define IT operating model with clear accountability & department engagement
- Improve IT skills and talent acquisition / sourcing
- Simplify application portfolio landscape by eliminating redundant and ineffective systems
- Develop and implement IT standards, processes, and procedures
- Improve enabling processes (PMO, Enterprise Architecture, Change Control, Project Intake)

**Increase Alignment**

- Improve trust and engagement with departments
- Common priorities and focus on “quick wins” that drive value for department
- Re-establish AIM services model and increased service levels
- Define enterprise systems and standards
- Define vendor sourcing strategy and management processes
- Develop 3-5 Year IT Strategic Plan

**Innovate and Accelerate**

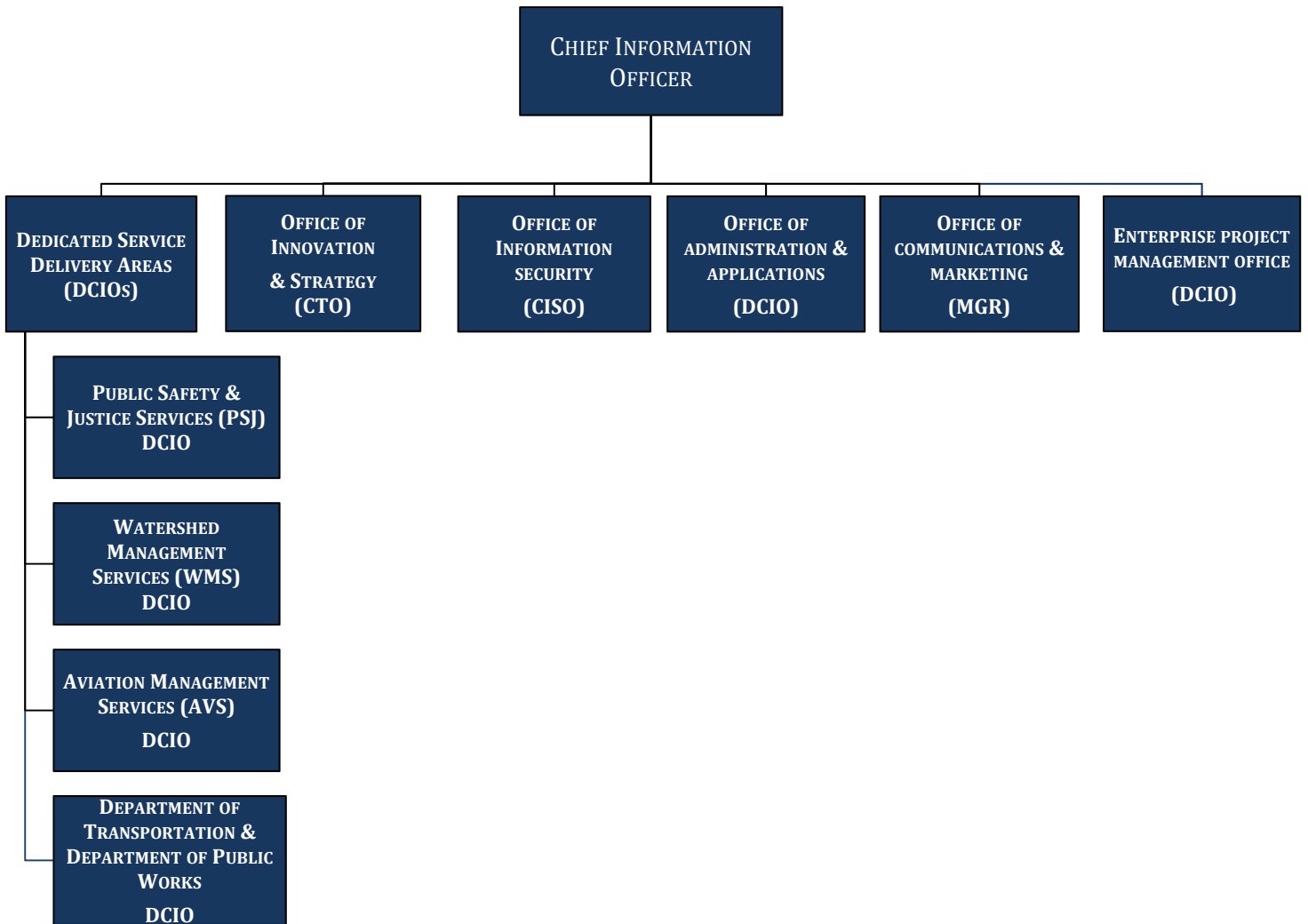
- Optimize cloud utilization and deployment
- Support a highly skilled talent environment
- Support Smart City investments
- Develop comprehensive Cloud Strategy

**Application Modernization**

- Prioritize enhancements to meet business needs
- Migrate cloud-ready applications to cloud infrastructure

# ORGANIZATIONAL CHART

ATLANTA INFORMATION MANAGEMENT



## PERFORMANCE METRICS

ATLANTA INFORMATION MANAGEMENT

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Network Availability (%)	99.86%	99.74%	99.99%	99.99%
Server Availability (%)	98.98%	98.98%	99.00%	99.00%
Median # of days to resolve customer service requests	6	1	3	3





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department of Atlanta Information Management

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$11,036,989	\$11,425,655	\$11,348,107	Salaries, Regular	\$10,903,598	(\$444,509)
\$2,755	\$18,414	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$691,734	\$469,536	\$19,647	Salaries, Extra Help	\$19,647	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$16,500	\$18,868	\$0	Overtime	\$0	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
(\$2,615)	\$0	-	Pen Cont Police Pen Fd	-	-
\$949,221	\$947,667	\$865,811	Pen Cont Gen Emp Pen Fd	\$812,740	(\$53,070)
\$538,346	\$523,760	\$285,619	Defined Contribution	\$371,067	\$85,447
\$1,477	\$4,848	\$6,582	Workers' Compensation	\$6,582	\$0
\$1,336,285	\$1,467,001	\$1,302,720	Other Personnel Costs	\$1,301,021	(\$1,699)
\$14,570,691	\$14,875,749	\$13,828,487	<b>TOTAL PERSONNEL</b>	\$13,414,656	(\$413,831)
			<b>OTHER EXPENSES</b>		
\$23,445,970	\$26,447,119	\$24,715,978	Purchased / Contracted Services	\$22,617,431	(\$2,098,547)
\$1,664,745	\$1,805,969	\$964,383	Supplies	\$964,383	\$0
\$83,000	\$48,806	\$161,802	Capital Outlays	\$161,802	\$0
\$23,801	\$25,676	\$49,441	Interfund / Interdepartmental Charges	\$49,441	\$0
\$6,600	(\$290)	\$6,500	Other Costs	\$6,500	\$0
-	-	-	Debt Service	-	-
-	-	\$0	Conversion / Summary	\$0	\$0
-	\$0	\$110,047	Other Financing Uses	\$32,339	(\$77,708)
\$25,224,116	\$28,327,280	\$26,008,151	<b>TOTAL OTHER EXPENSES</b>	\$23,831,895	(\$2,176,256)
<b>\$39,794,806</b>	<b>\$43,203,029</b>	<b>\$39,836,638</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$37,246,551</b>	<b>(\$2,590,087)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$35,287,478	\$38,636,842	\$30,944,933	General Fund	\$29,339,224	(\$1,605,709)
\$513,221	\$486,831	\$525,559	Airport Revenue Fund	\$492,342	(\$33,217)
\$345,297	\$555,884	\$1,629,509	Solid Waste Services Revenue Fund	\$1,354,295	(\$275,215)
\$3,105,432	\$2,953,890	\$6,235,850	Water & Wastewater Revenue Fund	\$5,568,826	(\$667,024)
\$543,052	\$569,541	\$500,787	Emergency Telephone System	\$491,865	(\$8,922)
\$327	\$40	\$0	Fleet Service Fund	\$0	\$0
<b>\$39,794,806</b>	<b>\$43,203,029</b>	<b>\$39,836,638</b>	<b>TOTAL EXPENSES</b>	<b>\$37,246,551</b>	<b>(\$2,590,087)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
140.67	149.67	148.67	Full Time Equivalent	156.00	7.33



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$10,043,213	\$10,394,030	\$10,344,098	Salaries, Regular	\$10,091,870	(\$252,228)
\$2,755	\$18,414	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$672,527	\$450,038	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$16,500	\$18,868	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
(\$554)	-	-	Pen Cont Police Pen Fd	-	-
\$804,038	\$859,315	\$789,099	Pen Cont Gen Emp Pen Fd	\$738,654	(\$50,445)
\$499,573	\$479,878	\$260,696	Defined Contribution	\$344,506	\$83,810
\$1,477	\$1,237	\$6,582	Workers' Compensation	\$6,582	-
\$1,216,650	\$1,334,685	\$1,186,681	Other Personnel Costs	\$1,210,433	\$23,752
\$13,256,179	\$13,556,464	\$12,587,157	<b>TOTAL PERSONNEL</b>	\$12,392,046	(\$195,111)
			<i>OTHER EXPENSES</i>		
\$20,254,029	\$23,200,258	\$17,234,377	Purchased / Contracted Services	\$15,901,488	(\$1,332,889)
\$1,664,745	\$1,805,969	\$795,609	Supplies	\$795,609	-
\$83,000	\$48,806	\$161,802	Capital Outlays	\$161,802	-
\$22,926	\$25,636	\$49,441	Interfund / Interdepartmental Charges	\$49,441	\$0
\$6,600	(\$290)	\$6,500	Other Costs	\$6,500	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$110,047	Other Financing Uses	\$32,339	(\$77,708)
\$22,031,299	\$25,080,378	\$18,357,776	<b>TOTAL OTHER EXPENSES</b>	\$16,947,179	(\$1,410,598)
\$35,287,478	\$38,636,842	\$30,944,933	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$29,339,224	(\$1,605,709)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$35,287,478	\$38,636,842	\$30,944,933	General Fund	\$29,339,224	(\$1,605,709)
\$35,287,478	\$38,636,842	\$30,944,933	<b>TOTAL EXPENSES</b>	\$29,339,224	(\$1,605,709)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
127.24	137.72	137.02	Full Time Equivalent	144.05	7.03



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department of Atlanta Information Management General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<b>PERSONNEL</b>		
Salaries, Regular	(\$252,228)	Decrease due to salary and 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	(\$50,445)	Decrease due to personnel adjustments.
Defined Contribution	\$83,810	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$23,752	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$195,111)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	(\$1,332,889)	Decrease to properly align contractual and operational expenditures. This line includes costs associated with Oracle and Siebel network upgrades and system security management.
Supplies	-	This line includes costs associated with software subscriptions and licenses.
Capital Outlays	-	This line includes equipment and 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	(\$77,708)	Decrease to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$1,410,598)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,605,709)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$1,605,709)	
<b>TOTAL EXPENSES</b>	<b>(\$1,605,709)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	7.03	Increase due to new hires.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Airport Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$161,501	\$161,634	\$156,474	Salaries, Regular	\$125,884	(\$30,590)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$24,098	\$1,166	-	Pen Cont Gen Emp Pen Fd	-	-
\$6,015	\$4,311	\$4,016	Defined Contribution	\$5,685	\$1,669
-	-	-	Workers' Compensation	-	-
\$12,724	\$7,128	\$16,821	Other Personnel Costs	\$12,525	(\$4,296)
<b>\$204,339</b>	<b>\$174,238</b>	<b>\$177,311</b>	<b>TOTAL PERSONNEL</b>	<b>\$144,094</b>	<b>(\$33,217)</b>
			<i>OTHER EXPENSES</i>		
\$308,882	\$312,593	\$343,873	Purchased / Contracted Services	\$343,873	-
-	-	\$4,374	Supplies	\$4,374	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$308,882</b>	<b>\$312,593</b>	<b>\$348,247</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$348,247</b>	<b>-</b>
<b>\$513,221</b>	<b>\$486,831</b>	<b>\$525,559</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$492,342</b>	<b>(\$33,217)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$513,221	\$486,831	\$525,559	Airport Revenue Fund	\$492,342	(\$33,217)
<b>\$513,221</b>	<b>\$486,831</b>	<b>\$525,559</b>	<b>TOTAL EXPENSES</b>	<b>\$492,342</b>	<b>(\$33,217)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
2.54	1.73	1.53	Full Time Equivalent	1.73	0.20





**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$30,590)	Decrease due to salary and 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	-	
Defined Contribution	\$1,669	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$4,296)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$33,217)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	This line includes costs associated with Oracle and Siebel network upgrades and system security management.
Supplies	-	This line includes costs associated with software subscriptions and licenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$33,217)</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	(\$33,217)	
<b>TOTAL EXPENSES</b>	<b>(\$33,217)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	0.20	Increase due to new hires.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Solid Waste Services Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$53,132	\$64,937	\$65,946	Salaries, Regular	\$37,776	(\$28,169)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$2,284	-	-	Pen Cont Gen Emp Pen Fd	-	-
\$2,688	\$1,895	\$2,705	Defined Contribution	\$1,706	(\$999)
-	-	-	Workers' Compensation	-	-
\$2,399	\$2,581	\$8,321	Other Personnel Costs	\$4,151	(\$4,170)
\$60,502	\$69,414	\$76,971	<b>TOTAL PERSONNEL</b>	\$43,633	(\$33,338)
			<i>OTHER EXPENSES</i>		
\$284,795	\$486,471	\$1,552,538	Purchased / Contracted Services	\$1,310,662	(\$241,876)
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$284,795	\$486,471	\$1,552,538	<b>TOTAL OTHER EXPENSES</b>	\$1,310,662	(\$241,876)
\$345,297	\$555,884	\$1,629,509	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$1,354,295	(\$275,215)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$345,297	\$555,884	\$1,629,509	Solid Waste Services Revenue Fund	\$1,354,295	(\$275,215)
\$345,297	\$555,884	\$1,629,509	<b>TOTAL EXPENSES</b>	\$1,354,295	(\$275,215)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	0.75	0.75	Full Time Equivalent	0.75	-



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Solid Waste Services Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$28,169)	Decrease due to salary and 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	-	
Defined Contribution	(\$999)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$4,170)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$33,338)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$241,876)	Decrease to properly align contractual and operational expenditures. This line includes costs associated with Oracle and Siebel network upgrades and system security management.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$241,876)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$275,215)</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Solid Waste Services Revenue Fund	(\$275,215)	
<b>TOTAL EXPENSES</b>	<b>(\$275,215)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Water & Wastewater Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$403,989	\$416,512	\$407,782	Salaries, Regular	\$281,968	(\$125,814)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$19,207	\$19,498	\$19,647	Salaries, Extra Help	\$19,647	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
(\$2,061)	-	-	Pen Cont Police Pen Fd	-	-
\$31,695	\$5,433	-	Pen Cont Gen Emp Pen Fd	-	-
\$20,233	\$30,863	\$13,176	Defined Contribution	\$12,733	(\$443)
-	-	-	Workers' Compensation	-	-
\$34,105	\$33,787	\$45,655	Other Personnel Costs	\$28,671	(\$16,984)
\$507,168	\$506,092	\$486,260	<b>TOTAL PERSONNEL</b>	\$343,019	(\$143,242)
			<i>OTHER EXPENSES</i>		
\$2,598,264	\$2,447,798	\$5,585,189	Purchased / Contracted Services	\$5,061,407	(\$523,782)
-	-	\$164,400	Supplies	\$164,400	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$2,598,264	\$2,447,798	\$5,749,589	<b>TOTAL OTHER EXPENSES</b>	\$5,225,807	(\$523,782)
\$3,105,432	\$2,953,890	\$6,235,850	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$5,568,826	(\$667,024)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$3,105,432	\$2,953,890	\$6,235,850	Water & Wastewater Revenue Fund	\$5,568,826	(\$667,024)
\$3,105,432	\$2,953,890	\$6,235,850	<b>TOTAL EXPENSES</b>	\$5,568,826	(\$667,024)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
5.88	4.46	4.36	Full Time Equivalent	4.46	0.10



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$125,814)	Decrease due to salary and 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	-	
Defined Contribution	(\$443)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$16,984)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$143,242)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	(\$523,782)	Decrease to properly align contractual and operational expenditures. This line includes costs associated with Oracle and Siebel network upgrades and system security management.
Supplies	-	This line includes costs associated with software subscriptions and licenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$523,782)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$667,024)</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	(\$667,024)	
<b>TOTAL EXPENSES</b>	<b>(\$667,024)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	0.10	Increase due to new hires.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Emergency Telephone System**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY20 EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$375,606	\$388,543	\$373,807	Salaries, Regular	\$366,100	(\$7,707)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$87,106	\$81,752	\$76,712	Pen Cont Gen Emp Pen Fd	\$74,086	(\$2,626)
\$9,864	\$6,813	\$5,026	Defined Contribution	\$6,437	\$1,410
-	\$3,612	-	Workers' Compensation	-	-
\$70,476	\$88,821	\$45,242	Other Personnel Costs	\$45,242	-
<b>\$543,052</b>	<b>\$569,541</b>	<b>\$500,787</b>	<b>TOTAL PERSONNEL</b>	<b>\$491,865</b>	<b>(\$8,922)</b>
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<i>TOTAL OTHER EXPENSES</i>	-	-
<b>\$543,052</b>	<b>\$569,541</b>	<b>\$500,787</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$491,865</b>	<b>(\$8,922)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY20 FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$543,052	\$569,541	\$500,787	Emergency Telephone System	\$491,865	(\$8,922)
<b>\$543,052</b>	<b>\$569,541</b>	<b>\$500,787</b>	<b>TOTAL EXPENSES</b>	<b>\$491,865</b>	<b>(\$8,922)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
5.00	5.00	5.00	Full Time Equivalent	5.00	-



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Emergency Telephone System**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$7,707)	Decrease due to salary and 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	(\$2,626)	Decrease due to personnel adjustments.
Defined Contribution	\$1,410	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	-	This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$8,922)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$8,922)</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Emergency Telephone System	(\$8,922)	
<b>TOTAL EXPENSES</b>	<b>(\$8,922)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	





# LAW

## Mission Statement

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

The Department of Law emphasizes the importance of professional growth. Education and development of all staff results in improved skills, increased productivity and satisfaction, which enhances the work environment and leads to the provision of excellent customer service and the protection of the City of Atlanta.

## Core Functions

- Legal Advice and Counseling
- Litigation
- Transactions, including Procurement, Contracts and Bond Financing

## 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 agencies. 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 manages 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 of Law is comprised of four major units:

*The Litigation Division* handles lawsuits in which the City of Atlanta, any of its employees, elected officials or its agents are named as defendants. This Division handles both tort litigation, employment matters and constitutional claims filed in federal or state court. This Division 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 Transactions Division* provides legal counsel to the legislative and administrative branches of the City of Atlanta. Specifically, professionals in this Division serve the Departments of Enterprise Assets Management, Finance, Parks and Recreation, Planning and Procurement, the Board of Zoning Adjustments and other boards and authorities. This Division also provides legal counsel on commercial transactions, including municipal financings, tax matters, real estate matters and land use matters.

*The Operations Division* also serves as counsel to the legislative and administrative branches of City government. Specifically, professionals in this Division serve: the Department of Watershed Management, providing legal counsel on a broad array of legal matters; the Department of Aviation, providing counsel on a broad variety of matters; the Department of Public Works, as well as the newly formed Department of Transportation, including the Renew Atlanta Bond and TSPLOST Programs regarding a broad variety of matters; the SAVE/E-Verify program compliance; the Mayor's Office of Resilience; and ATL311. In addition, the Operations Division provides advice and counsel to the City's public safety agencies, including the Atlanta Police Department; the Atlanta Fire and Rescue Department; the Department of Corrections; the Municipal Court and the Offices of the Solicitor and the Public Defender. The Operations Division also provides advice and counsel to the Human Resources Department providing legal advice and support regarding operations. The Operations Division provides advice and legal support to multiple boards and commissions, including the License Review Board, as well as the Defined Contribution Pension Investment Board, the Defined Benefit Pension Investment Board its General, Police and Fire administrative committees. Additionally, the Operations Division provides environmental and construction advice and counsel across the executive branch departments.

*The City Attorney Group* provides legal counsel to the Mayor and the City Council. The City Attorney and the City Attorney Group is also responsible for the administration of the Department of Law, including strategic planning, human resource functions, budget and financial analysis, IT support, invoicing and vendor maintenance, among other things. The City Attorney Group also provides support to Atlanta Information Management and other City entities with respect to technology agreements. It is also responsible for proactively evaluating, reviewing and improving standards and processes within the City of Atlanta, with a centralized focus on preventing and reducing liability related to federal, state and local laws and regulations. The City Attorney Group 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.

## Goals

- Being customer-service focused by being fully engaged with our client-departments to help them provide world-class service to the citizens of Atlanta and to maintain sound infrastructure.
- Providing legal services in an ethical, transparent and fiscally responsible manner.
- Maximizing the Department of Law's effectiveness by offering high-quality training, creating personal development plans and other career development opportunities, and providing quality feedback to all Department staff.
- Reducing settlements and other litigation payouts by managing the claims process to prevent litigation and by tracking payment trends, allocating costs among departments and recommending remedial actions.
- Reducing outside legal costs by having its lawyers handle legal matters when feasible, that would have routinely been handled by outside counsel.
- Working proactively to reduce liability to the City by identifying, preparing and delivering relevant training to City employees and elected officials in areas where risk is identified.
- Increasing efficiency by eliminating redundancies through the use of technology.
- Sharing best practices by speaking at conferences, writing in journals or other industry-related periodicals and serving in leadership positions in industry-related organizations.
- Facilitating City-wide efforts to provide excellent customer service by identifying legal solutions to public concerns.

## FY2020 Accomplishments

- *Department of Aviation Bond Issuance:* The Department of Law provided legal assistance to the Department of Aviation (DOA) for the issuance of one billion nine hundred twelve million one hundred sixty thousand dollars (\$1,912,160,000) in financings. The purpose of these financings is to fund capital projects at Hartsfield-Jackson Atlanta International Airport as part of its ATLNext project and the refunding of outstanding debt.

- *Department of Aviation Encumbrance Authorization:* The Department of Law provided legal guidance to the Department of Aviation for encumbrance authorization in the amount of two billion dollars (\$2,000,000,000). The authorization is being used to help the Department of Aviation to execute contracts in the ATLNext project.
- *Subpoena Responses:* The Department of Law has responded to subpoena requests from the Securities and Exchange Commission (SEC), the U.S. Department of Housing and Urban Development (HUD), and the Department of Justice (DOJ) regarding matters being investigated by those agencies. The requests require the Department of Law attorneys to gather documents that are responsive and undertake an extensive review to determine if the documents are comprehensive, and whether any documents require attorney work product or privilege protections.
- *Fuel Farm Services Bid Protest:* The Department of Law successfully defended the City against a bid protest and a temporary restraining order related to fuel farm services at the Airport. The procurement for fuel farm services is worth thirteen million, five hundred thousand dollars (\$13,500,000) over the course of the five-year agreement.
- *Airport Commercial Developments:* The Department of Law assisted the airport with multiple RFPs for developments around the region. These developments will hopefully spur economic development and provide added tax revenues. The Law Department assisted in the drafting and review of available properties, leases and development agreements.
- *Atlanta Urban Redevelopment Agency Revenue Bonds:* The Department of Law provided legal assistance to the Department of Finance and the Atlanta Urban Redevelopment Agency for the issuance of twenty-five million dollars (\$25,000,000) in financing. The purpose of this issuance is to fund the renovation of an office building to house the Department of Parks and Recreation and other City agencies.
- *Department of Watershed Management – Water and Wastewater Revenue Refunding Bonds, Series 2019:* The Department of Law provided legal guidance on the issuance of one hundred three million one hundred thirty-five thousand dollars (\$103,135,000) in refunding bonds. The refunded amount represents thirty-nine million nine hundred ninety thousand six hundred seventy-seven dollars and seventy cents (\$39,990,678) in present value savings to the City of Atlanta, an unprecedented percentage of PVS for the City.
- *Contractor Delay Claim:* Contractor asserted a one million, nine hundred thousand dollars (\$1,900,000) claim against the Department of Watershed Management associated with their work in constructing a storm-water detention vault at the former Atlanta Civic Center site. The Department of Law worked with Watershed to resolve the claim for three hundred and fifty thousand dollars (\$350,000).
- *GEFA Funding:* The Department of Law assisted the Department of Watershed with applying for forty-five million dollars (\$45,000,000) in GEFA funding for various projects.
- *FEMA and GEMA Revenue Recovery:* The Department of Law recovered one million, eight hundred and twenty-two thousand, six hundred and eighty-four dollars (\$1,822,684) from FEMA and GEMA for flood damage to Watershed’s R.M. Clayton facility.
- *Water/Sewer Collections:* The Department of Law collected one hundred forty-one thousand, one hundred seventy dollars (\$141,170) in past due water/sewer bills on behalf of the Department of Watershed Management.
- *Quiet Title Revenue Recovery:* The Department of Law recovered eleven thousand, two hundred and ninety-seven dollars (\$11,297) for the Department of Watershed Management through quiet-title actions.
- *Occupational Tax Payment Recovery:* The Department of Law provided legal guidance in recovering over three hundred thousand dollars (\$300,000) in occupational tax payments.
- *IRS Negotiations:* The Department of Law started negotiations with the IRS to remove approximately seventy-two thousand dollars (\$72,000) in penalties and late fees assessed against the Firefighter’s Pension Fund as a result of late payments made by Zenith for Tax year 2017.
- *Pension Overpayments:* The Department of Law provided advice and assistance to the third-party pension administrator (Zenith) in developing a plan to collect pension overpayments. The Department of Law is actively working with Zenith to develop strategies to avoid future pension

overpayments.

- *Scooter Fines:* With the assistance of the Department of Law, several Scooter firms agreed to pay fees owed to the Department of Public Works for scooter impoundments. Until the Department of Law became involved in the fee collection process, fees had been unpaid by scooter companies since impoundments first began in February 2019.
- *Georgia Environmental Finance Authority Loans:* The Department of Law assisted the Department of Watershed Management with obtaining GEFA loans totaling sixty-two million, nine hundred thousand dollars (\$62,900,000). This money will be used for various clean water initiatives.
- *General Obligation Bonds, Series 2019 A & B:* The Department of Law provided legal assistance to the Department of Finance for the issuance of three million three hundred fifty thousand dollars (\$3,350,000) in general obligation new money bonds and sixteen million two hundred ninety thousand dollars (\$16,290,000) in general obligation refunding bonds. The new money issuance will provide financing for certain capital projects. The refunding amount represents six hundred ten thousand three hundred forty-five dollars and forty-eight cents (\$610,345.) in present value savings to the City of Atlanta.
- *Office of Contract Compliance:* The Department of Law successfully represented OCC before a hearing officer regarding an appeal of a finding relative to joint venture requirements of non-responsiveness by the OCC. The OCC matter involved an appeal by a firm (ACTS) that was found non-responsive in its bid for a contract at the airport. The basis for the finding by the OCC was that ACTS failed to include an executed copy of a joint venture agreement with its bid submission. In a hearing held on August 7, 2019, the Department of Law successfully defended the OCC's finding of non-responsiveness.
- *Enota Park Place & Old Fourth Ward Park:* The Law Department is working with ABI to effectuate the transfer of certain parcels from ABI to the City for the expansion of Enota Park Place & Old Fourth Ward Park.
- *Rodney Cook Sr. Park in Historic Vine City:* Legislation was adopted authorizing the condemnation of six parcels on Elm Street to assemble the necessary parcels to complete the park project. The special master hearings

have occurred and one of the property owners has filed an appeal.

- *339 Holly Street Closing:* The City of Atlanta's Office of Housing closed a multi-family affordable housing transaction totaling eight million, one hundred thousand dollars (\$8.1 million dollars) and producing forty (40) new affordable housing units. The City's contribution to this transaction was a U.S. Department of Housing and Urban Development Community Development Block Grant HOME Program loan totaling two million, ninety-three thousand, eight hundred and thirteen dollars (\$2,093,813) to support the leasing of units to low-income tenants whose annual household income does not exceed 50% of Atlanta's Average Median Income.
- *Land Swap & Leaseback with Atlanta Housing:* The City and Atlanta Housing are engaged in negotiations related to land swaps and the City leasing back certain properties in exchange with Atlanta Housing. The City's initial leaseback of one the properties, 0 Englewood Avenue used by the Department of Watershed Management - Sewer Operations Division, was to be extended for an additional term. Atlanta Housing was proposing an increased rental rate reflective of the rental value other properties near the Atlanta Beltline, which would amount to several hundred thousand dollars a year. The Law Department negotiated an Amendment to Lease which extended the lease for an additional two years at an annual rent of seventy-seven thousand dollars (\$77,000), which reflects the Appraised Fair Market Rental Rate as of the Commencement Date of the Lease in 2016, saving the City over two hundred thousand dollars (\$200,000).
- *Affordable Housing Initiatives:* The Department of Law played a key role in the development of groundbreaking Affordable Housing Initiatives advanced by both the Administration and the Atlanta City Council, including the following: Drafted legislation for a public moratorium (with related Executive Order) to temporarily halt construction and development in a targeted northwest Atlanta neighborhood zone experiencing high levels of resident displacement and a diminished supply of affordable housing due to widespread and rapid private investment in market-rate housing developments in the area. Additionally, drafted City-wide Ordinance prohibiting discrimination in rental housing based upon a prospective residents' "source of

- income”, including income derived from federal and state subsidies.
- *Georgia State Legislature*: The Department of Law analyzed multiple bills before the Georgia State Legislature and prepared summaries for the Mayor’s Office regarding same; drafted language for proposed State House Bill exempting Affordable Housing projects from impact fees.
  - *NCAA Men’s Final Four*: The Department of Law drafted legislation to create a Temporary Public Entertainment District in Downtown Atlanta in connection with the NCAA Men’s Final Four which was to be held in Atlanta on March 30<sup>th</sup> through April 7<sup>th</sup>, 2020.
  - *West Paces Ferry Project*: A property owner refused to execute the City’s right of entry permitting the City access to a storm drainage line under a crumbling street. The Law Department successfully negotiated a right of entry to address the failing infrastructure and rejected the property owner’s request for indemnity and to be reimbursed for attorneys’ fees.
  - *Intergovernmental Agreements*: The Department of Law drafted legislation for the shared delivery of services with DeKalb County. The City has contracts with DeKalb County to provide certain services (such as elections) in the portion of Atlanta situated in DeKalb. As a result of the incorporation of the City of Stonecrest last year, a new shared services agreement was drafted with all cities located completely or partially in DeKalb County. Legislative approval was needed (and was received) for the City to ratify the shared services agreement.
  - *Outdoor Communications Structures, Inc. v. City of Atlanta*: The owner of a non-conforming billboard located at Williams Street and 75 North requested a special exception from the Board of Zoning Adjustment to increase the height of the billboard. A height increase would mean the billboard exceeds the current height limits of the City’s Zoning Code. The BZA denied the request and the owner appealed by certiorari to Superior Court. The Law Department successfully defended the appeal, and the Court actually asked the Law Department to draft the order denying the appeal. The owner has until early July to try to appeal, but any such attempt is not likely to succeed.
  - *BZA Appeal*: The Department of Law successfully defended a decision of the Office of Buildings to grant two sign permits after an appeal at a hearing in front of the Board of Zoning Adjustment. The Law department will represent the BZA and its decision should there be an appeal to Superior Court.
  - *Atlanta Bar Association Appointment*: A Department of Law Attorney was selected to serve, as a "member-at-large," on the board for the Women in the Profession Section of the Atlanta Bar Association for the 2019-2020 year. The Women in the Profession Section of the Atlanta Bar is dedicated to furthering the practice and perception of law with a focus on issues unique to women in the practice.
  - *ABA 19<sup>th</sup> Amendment Appointment*: A Department of Law Attorney was appointed by the ABA President to serve on the ABA Commission on the 19<sup>th</sup> Amendment for one year.
  - *GAWL Appointment*: A Department of Law Attorney was elected President of the Georgia Association of Women’s Lawyers Foundation Board, a 501(c) (3) organization that operates state-wide and encompasses GAWL’s over 700 members.
  - *GMA Appointment*: A Department of Law Attorney was elected Secretary of the Georgia Municipal Association City Attorney Section at the recent GMA Convention on June 22, 2019. Through this association, the City’s Law Department will have a non-voting seat on GMA’s Board of Directors.
  - *ABA Published Article*: A Department of Law Attorney co-authored an article titled “Anticipating and Allocating Risks in the 2017 AIA Owner-Contractor Agreement,” recently published in the American Bar Association’s “*The Construction Lawyer*” Journal of the ABA Forum on Construction Law.
  - *ABA Forum Co-Chair*: A Department of Law Attorney served as Co-Chair of the Planning Committee for the ABA Forum on Air and Space Law at a Conference held on February 28, 2020 in Washington, D.C. She was the only Airport Lawyer in a Chairperson role for the Forum, which provides great, positive national exposure for the City of Atlanta and the Airport.
  - *Land Use Presentation*: On October 3, 2019, a Department of Law Attorney was a guest lecturer at Georgia State University’s School of Law. The Attorney presented a lecture regarding recent updates in Law to a class of Land Use Law Students.
  - *Property & Casualty Adjuster Licensing Training*: The Department Claims Investigators completed the Property & Casualty Adjuster Licensing training in January 2020 and will sit for the Claims Adjuster Property & Casualty License Exam by June 2020.

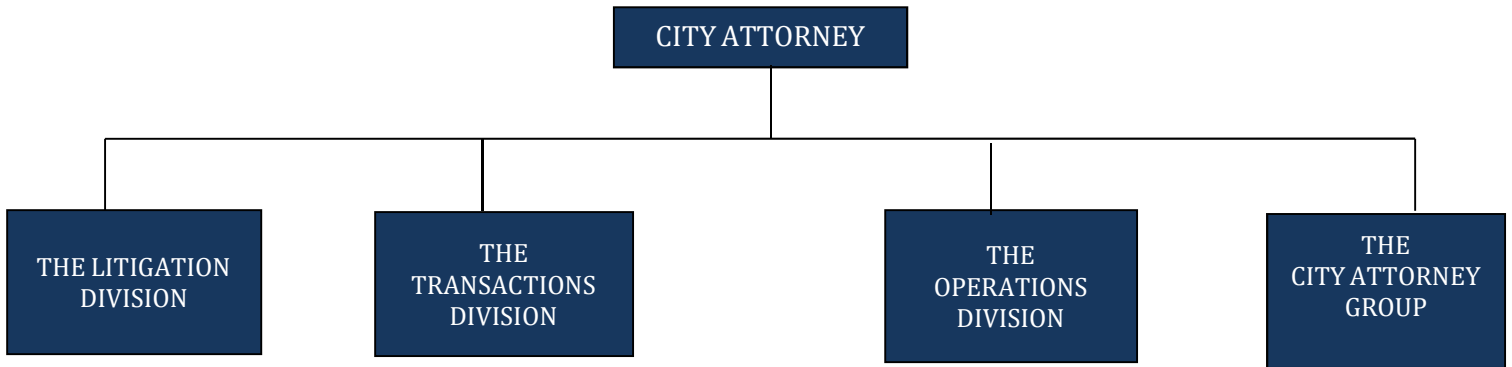
### **FY2021 Proposed Program Highlights**

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:

- Engaging in proactive revenue recovery
- Enforcement of Demolition Liens
- Enhancement of data privacy practices

# ORGANIZATIONAL CHART

LAW



# PERFORMANCE METRICS

LAW

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Resolved litigation settlements and judgments	95	70	N/A	N/A
Total amount of claim settlements	\$1,434,245	\$1,193,175	N/A	N/A
Number of claims settled	314	238	N/A	N/A
Pending claims	1060	1103	N/A	N/A
Pending lawsuits	800	300	N/A	N/A







## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Law

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$5,881,239	\$6,828,597	\$8,136,613	Salaries, Regular	\$6,805,460	(\$1,331,153)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$792,860	\$107,714	\$0	Salaries, Extra Help	\$0	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$121	\$65	\$500	Overtime	\$500	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$669,772	\$667,365	\$527,310	Pen Cont Gen Emp Pen Fd	\$529,704	\$2,393
\$283,536	\$289,991	\$287,661	Defined Contribution	\$234,304	(\$53,357)
\$8,309	\$12,407	\$1,747	Workers' Compensation	\$1,747	\$0
\$704,547	\$682,046	\$835,390	Other Personnel Costs	\$777,092	(\$58,299)
\$8,340,385	\$8,588,184	\$9,789,223	<b>TOTAL PERSONNEL</b>	\$8,348,807	(\$1,440,416)
<b>OTHER EXPENSES</b>					
\$14,909,283	\$8,523,733	\$12,604,005	Purchased / Contracted Services	\$12,805,504	\$201,499
\$78,238	\$84,935	\$80,000	Supplies	\$80,000	\$0
-	\$0	\$0	Capital Outlays	\$0	\$0
\$284	\$0	-	Interfund / Interdepartmental Charges	\$0	\$0
\$14,370	\$14,953	\$27,000	Other Costs	\$27,000	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$15,002,175	\$8,623,621	\$12,711,005	<b>TOTAL OTHER EXPENSES</b>	\$12,912,504	\$201,499
<b>\$23,342,560</b>	<b>\$17,211,806</b>	<b>\$22,500,228</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$21,261,311</b>	<b>(\$1,238,917)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$9,052,717	\$7,866,127	\$6,635,692	General Fund	\$6,300,872	(\$334,819)
\$7,539,450	\$4,417,003	\$7,390,077	Airport Revenue Fund	\$7,094,582	(\$295,495)
\$6,750,393	\$4,928,675	\$8,474,459	Water & Wastewater Revenue Fund	\$7,865,857	(\$608,602)
<b>\$23,342,560</b>	<b>\$17,211,806</b>	<b>\$22,500,228</b>	<b>TOTAL EXPENSES</b>	<b>\$21,261,311</b>	<b>(\$1,238,917)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
83.53	86.47	97.74	Full Time Equivalent	97.80	0.07



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Law General Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$3,192,997	\$3,258,439	\$3,542,799	Salaries, Regular	\$3,035,666	(\$507,133)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$406,155	\$93,178	\$0	Salaries, Extra Help	\$0	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$61	\$1	\$500	Overtime	\$500	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$320,657	\$336,219	\$225,010	Pen Cont Gen Emp Pen Fd	\$267,718	\$42,708
\$151,462	\$157,875	\$141,156	Defined Contribution	\$106,740	(\$34,416)
\$8,309	\$11,433	\$1,747	Workers' Compensation	\$1,747	-
\$397,658	\$386,572	\$395,121	Other Personnel Costs	\$357,643	(\$37,477)
\$4,477,299	\$4,243,717	\$4,306,333	<b>TOTAL PERSONNEL</b>	\$3,770,014	(\$536,318)
			<i>OTHER EXPENSES</i>		
\$4,536,856	\$3,583,428	\$2,289,359	Purchased / Contracted Services	\$2,490,858	\$201,499
\$33,079	\$33,215	\$30,000	Supplies	\$30,000	-
-	-	-	Capital Outlays	-	-
\$284	-	-	Interfund / Interdepartmental Charges	-	-
\$5,199	\$5,766	\$10,000	Other Costs	\$10,000	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$4,575,418	\$3,622,410	\$2,329,359	<b>TOTAL OTHER EXPENSES</b>	\$2,530,858	\$201,499
<b>\$9,052,717</b>	<b>\$7,866,127</b>	<b>\$6,635,692</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,300,872</b>	<b>(\$334,819)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$9,052,717	\$7,866,127	\$6,635,692	General Fund	\$6,300,872	(\$334,819)
<b>\$9,052,717</b>	<b>\$7,866,127</b>	<b>\$6,635,692</b>	<b>TOTAL EXPENSES</b>	<b>\$6,300,872</b>	<b>(\$334,819)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
42.78	41.48	44.70	Full Time Equivalent	46.29	1.59



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Law General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$507,133)	Decrease due to salary and 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	\$42,708	Increase due to personnel and pension rate adjustments (actuarial study).
Defined Contribution	(\$34,416)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$37,477)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$536,318)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$201,499	Increase to properly align contractual and operational expenditures. 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	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$201,499</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$334,819)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$334,819)	
<b>TOTAL EXPENSES</b>	<b>(\$334,819)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	1.59	Increase due to personnel adjustments.



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Law Airport Revenue Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$1,140,728	\$1,677,366	\$1,746,332	Salaries, Regular	\$1,518,018	(\$228,314)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$257,275	\$9,241	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$32	\$25	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$153,391	\$168,341	\$137,652	Pen Cont Gen Emp Pen Fd	\$108,552	(\$29,101)
\$60,952	\$63,817	\$58,375	Defined Contribution	\$51,984	(\$6,390)
-	-	-	Workers' Compensation	-	-
\$122,241	\$148,661	\$198,709	Other Personnel Costs	\$167,019	(\$31,690)
<b>\$1,734,619</b>	<b>\$2,067,451</b>	<b>\$2,141,068</b>	<b>TOTAL PERSONNEL</b>	<b>\$1,845,573</b>	<b>(\$295,495)</b>
			<i>OTHER EXPENSES</i>		
\$5,775,712	\$2,322,283	\$5,215,509	Purchased / Contracted Services	\$5,215,509	-
\$24,534	\$23,739	\$25,000	Supplies	\$25,000	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$4,585	\$3,531	\$8,500	Other Costs	\$8,500	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$5,804,831</b>	<b>\$2,349,553</b>	<b>\$5,249,009</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$5,249,009</b>	-
<b>\$7,539,450</b>	<b>\$4,417,003</b>	<b>\$7,390,077</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$7,094,582</b>	<b>(\$295,495)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$7,539,450	\$4,417,003	\$7,390,077	Airport Revenue Fund	\$7,094,582	(\$295,495)
<b>\$7,539,450</b>	<b>\$4,417,003</b>	<b>\$7,390,077</b>	<b>TOTAL EXPENSES</b>	<b>\$7,094,582</b>	<b>(\$295,495)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
18.14	20.23	20.54	Full Time Equivalent	20.23	(0.31)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Law

### Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$228,314)	Decrease due to salary and 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	(\$29,101)	Decrease due to personnel adjustments.
Defined Contribution	(\$6,390)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$31,690)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$295,495)</b>	
<i>OTHER EXPENSES</i>		
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	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$295,495)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Airport Revenue Fund	(\$295,495)	
<b>TOTAL EXPENSES</b>	<b>(\$295,495)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(0.31)	Decrease due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Law**  
**Water & Wastewater Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$1,547,514	\$1,892,793	\$2,847,483	Salaries, Regular	\$2,251,777	(\$595,706)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$129,430	\$5,295	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$29	\$38	\$0	Overtime	\$0	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$195,724	\$162,805	\$164,648	Pen Cont Gen Emp Pen Fd	\$153,434	(\$11,214)
\$71,123	\$68,298	\$88,131	Defined Contribution	\$75,580	(\$12,551)
-	\$973	-	Workers' Compensation	-	-
\$184,648	\$146,814	\$241,560	Other Personnel Costs	\$252,429	\$10,869
\$2,128,468	\$2,277,016	\$3,341,822	<b>TOTAL PERSONNEL</b>	\$2,733,220	(\$608,602)
			<i>OTHER EXPENSES</i>		
\$4,596,716	\$2,618,022	\$5,099,137	Purchased / Contracted Services	\$5,099,137	-
\$20,625	\$27,980	\$25,000	Supplies	\$25,000	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$4,585	\$5,657	\$8,500	Other Costs	\$8,500	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$4,621,926	\$2,651,659	\$5,132,637	<b>TOTAL OTHER EXPENSES</b>	\$5,132,637	-
<b>\$6,750,393</b>	<b>\$4,928,675</b>	<b>\$8,474,459</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$7,865,857</b>	<b>(\$608,602)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$6,750,393	\$4,928,675	\$8,474,459	Water & Wastewater Revenue Fund	\$7,865,857	(\$608,602)
<b>\$6,750,393</b>	<b>\$4,928,675</b>	<b>\$8,474,459</b>	<b>TOTAL EXPENSES</b>	<b>\$7,865,857</b>	<b>(\$608,602)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
22.61	24.76	32.50	Full Time Equivalent	31.28	(1.22)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Law

#### Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$595,706)	Decrease due to salary and 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	(\$11,214)	Decrease due to personnel adjustments.
Defined Contribution	(\$12,551)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$10,869	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$608,602)</b>	
<i>OTHER EXPENSES</i>		
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	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$608,602)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Water & Wastewater Revenue Fund	(\$608,602)	
<b>TOTAL EXPENSES</b>	<b>(\$608,602)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(1.22)	Decrease due to personnel adjustments.





# CORRECTIONS

## Mission Statement

The City of Atlanta Department of Corrections' mission is to provide a safe and secure correctional environment and 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 detainees processed into the facility from all law enforcement agencies in the Atlanta metropolitan area, Municipal Court and Grady Detention. The department provides a number of community service and improvement initiatives, and in an effort to increase youth awareness about the importance of making quality life decisions the department provides tours of the facility to youth.

## 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.

## Divisions

*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.

*Detention Services Division* is responsible for plans, directs and administers the overall security operations including 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 Division also provides a variety of inmate services and programs. The Detention Division is responsible for boarding federal detainees awaiting pretrial court proceedings, trials, or sentencing in other jurisdictions. This Division is also responsible for overseeing the Junior Corrections Leadership Academy.

*Administrative Services Division* is responsible for administrative and support services for the department, including procurement, institutional food services – including senior citizen and youth meal programs, store management, records management, budgets, accounting, payroll, personnel records and inmate accounts.

## FY2020 Accomplishments

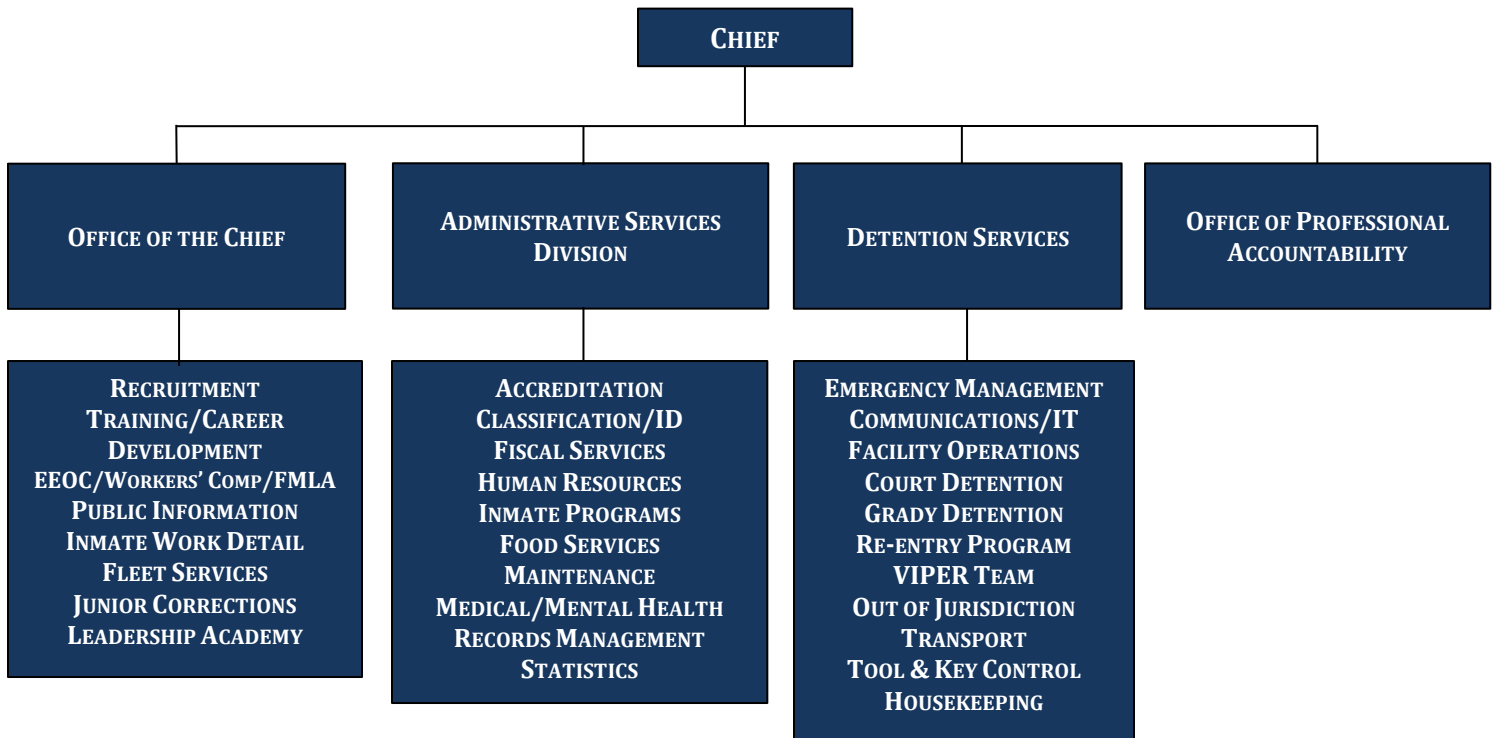
- **Training.** Department able to provide Emergency Vehicle Operations Course (EVOC) training to enhance safety while transporting detainees. Additional training to enhance staff knowledge in Correctional counselor training, Use of Force, De-escalation & Cultural Awareness Training for local law enforcement personnel, Human Trafficking and POST certified instructors.
- **Accreditation & Compliance.** Achieved perfect score (100%) on 2019 American Correctional Association (ACA) Audit. Achieved perfect score (100%) on Food & Health Inspection.
- **Preparing Adult Offenders to Transition through Training and Therapy (PAT3).** Expanded the PAT3 re-entry program in collaboration with the Georgia Department of Corrections and the City of Atlanta Department of Watershed Management to include the City of Atlanta Department of Public Works. To date, 20 state inmates have successfully completed the transition phase.
- **Inmate Work Detail.** Eligible inmates earn “good time” on their respective sentences by participating in the Inmate Work Detail Program. Eligible inmates are defined as non-violent, minimum-security detainees who are charged with misdemeanor offenses. The Inmate Work Detail assists with trash and debris pick-ups, tire abatement, graffiti removal and grass cutting in public rights-of-way, and community clean-ups.
- **Love Our City Community Improvement Campaign.** In partnership with ATL311, beginning on Valentine’s Day each year and for a period of two weeks, citizens are encouraged to submit requests for trash pick-up, graffiti removal, tire abatement and grass-cutting.
- **Senior Citizen & Youth Meal Programs.** The department provided more than 25,000 meals to feed children who participate in the summer program and more than 10,000 meals on an annual basis to seniors housed at local senior centers.
- **Cash Bail Reform.** Implemented elimination of cash bonds at the Atlanta City Detention Center on March 1, 2018 including a new signature bond process except for certain offenses and/or circumstances where signature bonds are not applicable. Between March 1, 2018 to June 30, 2019 a total of 6,044 have been released on signature bonds per the ordinance.
- **Hosea Helps’ (formerly Hosea Feed the Hungry).** For the first time in the organization’s 47-year history, they partnered with the Atlanta City Detention Center to help prepare a traditional holiday meal to feed thousands of the city’s needy families and homeless population for Thanksgiving, Christmas and the Dr. Martin Luther King, Jr. Day. The Atlanta City Detention Center, which operates the largest commercial kitchen in the City of Atlanta, provided full use of its kitchen equipment, refrigerated storage space, loading dock, and kitchen staff to help facilitate the massive meal prep operations.
- **Youth & Young Adult Empowerment Summit.** Facilitated a conversation with approximately 50 youth on Depression: Triggers, Signs and Solutions.
- **Warming Center Operations and Staffing Support.** ACDC supported the City’s warming centers multiple times a year including delivery of more than 13,000 meals and personal hygiene supplies, cleaning supplies and cleaning of linen during inclement weather events.
- **Reimagining Atlanta City Detention Center.** Supported the efforts of the taskforce by providing documents, information and facilitating tours for taskforce members, council members, stakeholders and partners.

## **FY2021 Proposed Program Highlights**

- **Atlanta City Detention Center 3.0.** Implementation of the *Atlanta City Detention Center 3.0: Changing public perception of the City's jail*, while supporting the vision of the Reimagining Atlanta City Detention Center Taskforce.
- **Software Integration Initiative.** Integration of all city law enforcement software programs to enhance efficiency and help create positive identification for all those that interact with the Atlanta City Detention Center, City of Atlanta Municipal Court, and Atlanta Police Department.

# ORGANIZATIONAL CHART

CORRECTIONS



## PERFORMANCE METRICS

CORRECTIONS

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b>Public Safety</b>				
Total Number of bookings in the Jail	26,850	20,107	19,500	19,500
Average Daily Population of the Jail	473	134	100-125	100-150



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Corrections

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$2,686,177	\$2,726,235	\$2,803,648	Salaries, Regular	\$2,618,030	(\$185,618)
\$3,224	\$0	-	Salaries, Perm Part-Time	-	-
\$11,453,227	\$8,812,823	\$7,189,673	Salaries, Sworn	\$6,342,497	(\$847,176)
\$199,517	\$361,703	\$0	Salaries, Extra Help	\$0	\$0
\$45,884	\$9,279	\$0	Salaries, Extra Help-Sworn	\$0	\$0
\$3,479,721	\$1,716,075	\$500,000	Overtime	\$900,000	\$400,000
-	-	-	Pen Cont Fire Pen Fd	-	-
\$3,434	\$17,920	-	Pen Cont Police Pen Fd	-	-
\$3,762,260	\$2,699,052	\$2,266,337	Pen Cont Gen Emp Pen Fd	\$2,103,046	(\$163,291)
\$238,496	\$212,246	\$229,157	Defined Contribution	\$354,795	\$125,638
\$381,793	\$249,650	\$243,765	Workers' Compensation	\$243,765	\$0
\$2,380,325	\$2,250,429	\$2,938,834	Other Personnel Costs	\$1,716,332	(\$1,222,502)
\$24,634,057	\$19,055,411	\$16,171,414	<b>TOTAL PERSONNEL</b>	\$14,278,464	(\$1,892,950)
<b>OTHER EXPENSES</b>					
\$2,309,340	\$1,498,804	\$623,484	Purchased / Contracted Services	\$623,484	\$0
\$8,052,176	\$7,314,457	\$3,098,797	Supplies	\$3,836,747	\$737,951
-	\$0	-	Capital Outlays	-	-
\$100,609	\$114,966	\$142,094	Interfund / Interdepartmental Charges	\$142,094	\$0
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$48,347	\$397	\$89,530	Other Financing Uses	\$19,924	(\$69,607)
\$10,510,471	\$8,928,624	\$3,953,906	<b>TOTAL OTHER EXPENSES</b>	\$4,622,250	\$668,344
<b>\$35,144,528</b>	<b>\$27,984,035</b>	<b>\$20,125,320</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$18,900,714</b>	<b>(\$1,224,607)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$35,144,528	\$27,984,035	\$20,125,320	General Fund	\$18,900,714	(\$1,224,607)
<b>\$35,144,528</b>	<b>\$27,984,035</b>	<b>\$20,125,320</b>	<b>TOTAL EXPENSES</b>	<b>\$18,900,714</b>	<b>(\$1,224,607)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
359.00	355.00	225.00	Full Time Equivalent	232.00	7.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Corrections General Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$2,686,177	\$2,726,235	\$2,803,648	Salaries, Regular	\$2,618,030	(\$185,618)
\$3,224	-	-	Salaries, Perm Part-Time	-	-
\$11,453,227	\$8,812,823	\$7,189,673	Salaries, Sworn	\$6,342,497	(\$847,176)
\$199,517	\$361,703	-	Salaries, Extra Help	-	-
\$45,884	\$9,279	-	Salaries, Extra Help-Sworn	-	-
\$3,479,721	\$1,716,075	\$500,000	Overtime	\$900,000	\$400,000
-	-	-	Pen Cont Fire Pen Fd	-	-
\$3,434	\$17,920	-	Pen Cont Police Pen Fd	-	-
\$3,762,260	\$2,699,052	\$2,266,337	Pen Cont Gen Emp Pen Fd	\$2,103,046	(\$163,291)
\$238,496	\$212,246	\$229,157	Defined Contribution	\$354,795	\$125,638
\$381,793	\$249,650	\$243,765	Workers' Compensation	\$243,765	-
\$2,380,325	\$2,250,429	\$2,938,834	Other Personnel Costs	\$1,716,332	(\$1,222,502)
<b>\$24,634,057</b>	<b>\$19,055,411</b>	<b>\$16,171,414</b>	<b>TOTAL PERSONNEL</b>	<b>\$14,278,464</b>	<b>(\$1,892,950)</b>
			<i>OTHER EXPENSES</i>		
\$2,309,340	\$1,498,804	\$623,484	Purchased / Contracted Services	\$623,484	-
\$8,052,176	\$7,314,457	\$3,098,797	Supplies	\$3,836,747	\$737,951
-	-	-	Capital Outlays	-	-
\$100,609	\$114,966	\$142,094	Interfund / Interdepartmental Charges	\$142,094	\$0
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$48,347	\$397	\$89,530	Other Financing Uses	\$19,924	(\$69,607)
<b>\$10,510,471</b>	<b>\$8,928,624</b>	<b>\$3,953,906</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,622,250</b>	<b>\$668,344</b>
<b>\$35,144,528</b>	<b>\$27,984,035</b>	<b>\$20,125,320</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$18,900,714</b>	<b>(\$1,224,607)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$35,144,528	\$27,984,035	\$20,125,320	General Fund	\$18,900,714	(\$1,224,607)
<b>\$35,144,528</b>	<b>\$27,984,035</b>	<b>\$20,125,320</b>	<b>TOTAL EXPENSES</b>	<b>\$18,900,714</b>	<b>(\$1,224,607)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
359.00	355.00	225.00	Full Time Equivalent	232.00	7.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Corrections General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$185,618)	Decrease due to salary and personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	(\$847,176)	Decrease due to salary and personnel adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$400,000	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$163,291)	Decrease due personnel adjustments.
Defined Contribution	\$125,638	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$1,222,502)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$1,892,950)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes contracts related to Inmate medical services and repair and maintenance expenses.
Supplies	\$737,951	Increase to properly align contractual and operational expenditures. This line includes contracts related to Body Worn Cameras, Inmate Food Services, and uniform expenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$0	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$69,607)	Decrease to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$668,344</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,224,607)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$1,224,607)	
<b>TOTAL EXPENSES</b>	<b>(\$1,224,607)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	7.00	Increase due to new hires.





# 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 and trusted advisor 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 Administration, Collection, Forecasting, Budgeting and Analysis
- Financial and Risk Analysis
- Financial and Technology Process Efficiency

## Summary of Operations

The Department of Finance manages and accounts for the City's financial resources. This department prepares and monitors the annual budget, invests city funds to protect assets, maintains fiscal liquidity and maximizes income in compliance with all governing financial and accounting laws. In addition, the Department of Finance provides legislative support to the Finance/Executive Committee of the Mayor's Office, City Council, and Operating Departments.

## Divisions/Offices Descriptions

*The Office of Administrative and Legislative Services* is responsible for operations optimization and management of the administrative and legislative functions of the Department of Finance. This

includes policy development and implementation, 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. This office is also responsible for departmental budget development and ongoing expense management, providing administrative support to the CFO and Finance/Executive Committee in the management of the legislative review process 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 Planning and Budgeting Cloud Services (PBCS) system and the ATLCloud Budgetary Control module.

*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 policies and procedures.

*The Office of Treasury, Debt and Investments* oversees major functions of the City's financial position with primary responsibilities for the management of the City's debt, cash and investment

functions, including debt issuances, continuing disclosure, long-term financial planning, analysis and management of existing debt, cash flow forecasting, liaising with financial advisors, bond rating agencies and investors, and maintaining banking relations. The responsibilities of this office also include performing evaluations on the City's financial position and the development of recommendations to improve the City's finances as well as determine the cost-effective access to the capital markets.

*The Office of Revenue* manages billing and collection, business licensing, revenue assurance and auditing, revenue anticipation, forecasting, reporting, analysis, accounts receivable, 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 include 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 develops, arranges and manages 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* provides 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 is also responsible 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).

### **FY 2020 Accomplishments**

- Awarded the Government Finance Officers Association (GFOA) Distinguished Budget Award for fiscal year 2020 (8<sup>th</sup> consecutive year)
- Awarded the Government Finance Officers Association (GFOA) Distinguished Award for CAFR (34<sup>th</sup> consecutive year) and PAFR (6<sup>th</sup> consecutive year) both awards are pending for fiscal year 2019
- Implemented processing payroll through APD
- Rolled out pay cards for employees
- Successfully completed the FY2019 audit on schedule
- Revised the City's credit card policy
- Received \$200,000 Kendeda Foundation to support the City of Atlanta Affordable Housing Officer
- Implemented the upgrade to the eCivis grant

tracking application

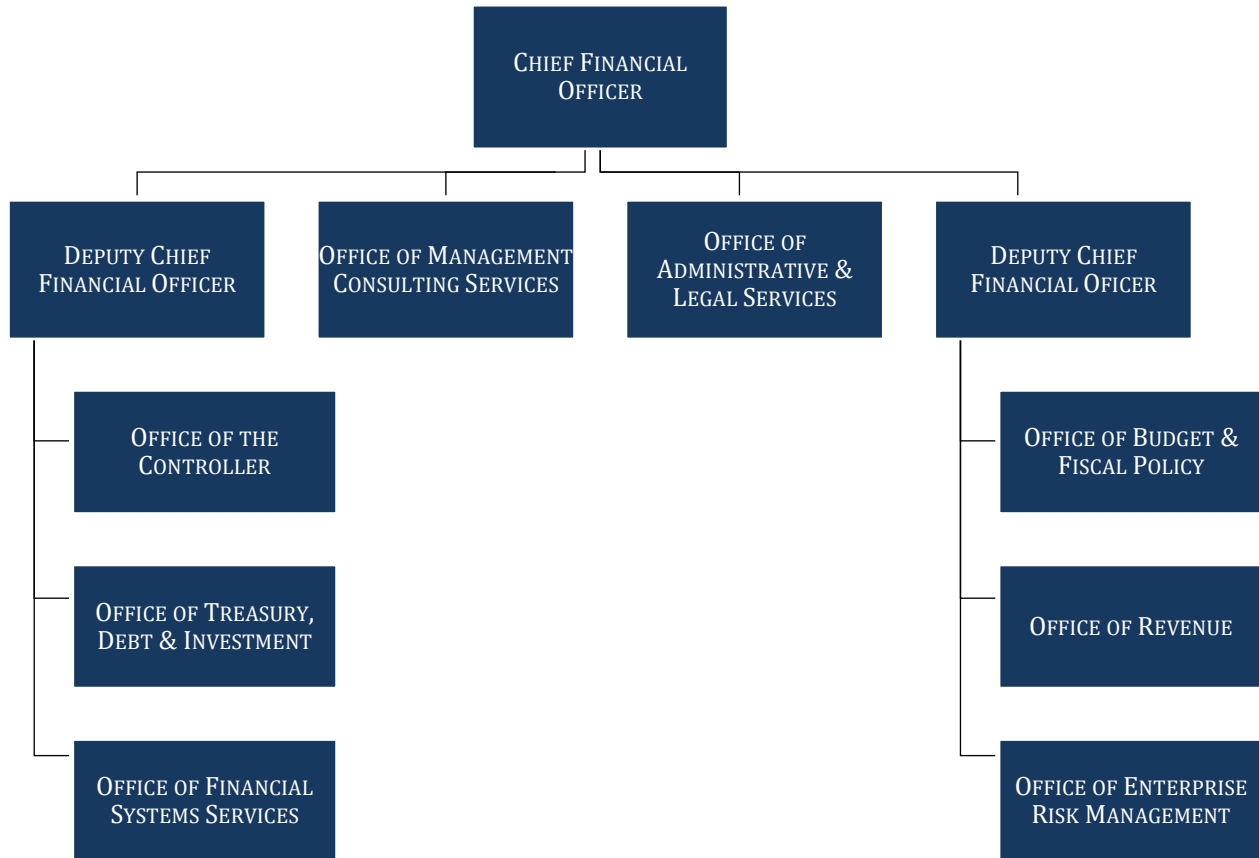
- Implemented Open Check Book application to provide transparency to City of Atlanta expenses
- Implemented GASB 75 reporting for Postemployment Benefit Plans in FY18 CAFR footnotes and financial statements
- Successfully completed the FY2018 audit on schedule after the cyber incident
- Outsourced wage payments, taxes, and garnishments to ADP to increase productivity and efficiency
- Adopted the FY2020 Budget without the utilization of fund balance
- Issue approximately \$1.9 Billion in Aviation Bonds and Commercial Paper
- Completed a \$103 Million refunding of Watershed Management revenue bonds; Additionally, a GEFA loan originally issued for \$25 Million was increased to \$45 Million during the year
- Completed an issuance of \$25 Million of AURA bonds
- Completed the issuance of \$3.4 Million new General Obligation Bonds in conjunctions with a \$16.3 Million refunding of outstanding General Obligation bonds
- Implemented the electronic submission of the \$33 Million Federal Entitlement Grant Solicitation
- Implemented a complete grants management document retention policy to ensure an efficient method of retention and transference of all files. Trashed, shredded, and/or archived over 1,000 boxes of legacy files creating a clean and efficient work environment
- Closed four aged open monitoring reports on Federal Grants which were outstanding for over two years
- Proposed the restructure of Grants to a Citywide grants management function to capture all programmatic functions of grants throughout the City
- Transitioned the Office of Grants Management into the new Department of Grants and Community Development

## **FY 2021 Proposed Program Highlights**

- Implement new software conversion from Oracle Cloud to Workiva
- Implement a new portfolio management system
- Issue approximately \$2.5 Billion in Aviation Bonds and Commercial Paper
- Implement a new cloud-based business licensing solution to improve the customer's experience and accelerate revenue receipt
- Perform citywide cyber risk assessment for mitigation and planning purposes
- Implement a Certificates of Insurance document management program
- Implement a new Branding and Communications campaign to market the new business licensing solution

# ORGANIZATIONAL CHART

FINANCE



# PERFORMANCE METRICS

FINANCE

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>An Ethical, Transparent and Fiscally Responsible Government</i></b>				
Percentage of Invoices Paid Within 30 Days	88%	86%	90%	90%
Unrestricted General Fund Reserves (in millions)	\$174	\$173	\$169	\$167



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$9,309,878	\$8,861,073	\$10,842,810	Salaries, Regular	\$9,895,906	(\$946,904)
\$25,766	\$33,759	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$425,163	\$659,727	\$419,804	Salaries, Extra Help	\$213,804	(\$206,000)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$33,061	\$118,238	\$109,908	Overtime	\$2,908	(\$107,000)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$879,072	\$963,227	\$973,627	Pen Cont Gen Emp Pen Fd	\$939,056	(\$34,571)
\$431,053	\$390,023	\$236,740	Defined Contribution	\$290,623	\$53,883
\$38,035	\$49,681	\$14,480	Workers' Compensation	\$14,480	\$0
\$1,130,863	\$1,243,818	\$1,491,773	Other Personnel Costs	\$1,379,033	(\$112,740)
\$12,272,891	\$12,319,546	\$14,089,142	<b>TOTAL PERSONNEL</b>	\$12,735,810	(\$1,353,332)
<b>OTHER EXPENSES</b>					
\$2,212,862	\$1,947,191	\$2,826,544	Purchased / Contracted Services	\$4,049,445	\$1,222,901
\$387,328	\$238,390	\$268,695	Supplies	\$258,195	(\$10,500)
-	\$7,582	-	Capital Outlays	-	-
\$8,734	\$13,357	\$21,077	Interfund / Interdepartmental Charges	\$21,078	\$0
\$1,184,115	\$1,065,338	\$885,883	Other Costs	\$859,852	(\$26,031)
-	-	-	Debt Service	-	-
-	\$0	-	Conversion / Summary	-	-
\$2,942,847	\$1,030,661	\$1,000,000	Other Financing Uses	\$1,000,000	\$0
\$6,735,886	\$4,302,518	\$5,002,199	<b>TOTAL OTHER EXPENSES</b>	\$6,188,569	\$1,186,370
<b>\$19,008,777</b>	<b>\$16,622,064</b>	<b>\$19,091,340</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$18,924,379</b>	<b>(\$166,961)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$17,403,614	\$15,046,617	\$17,153,613	General Fund	\$16,492,307	(\$661,307)
\$401,519	\$355,747	\$512,788	Airport Revenue Fund	\$784,758	\$271,970
\$473,991	\$400,338	\$563,181	Solid Waste Services Revenue Fund	\$640,660	\$77,479
\$729,653	\$819,363	\$861,758	Water & Wastewater Revenue Fund	\$854,885	(\$6,873)
-	-	-	Fleet Service Fund	\$151,770	\$151,770
\$0	\$0	\$0	Rental/Motor Vehicle Tax Fund	-	\$0
<b>\$19,008,777</b>	<b>\$16,622,064</b>	<b>\$19,091,340</b>	<b>TOTAL EXPENSES</b>	<b>\$18,924,379</b>	<b>(\$166,961)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
144.67	152.67	146.67	Full Time Equivalent	155.67	9.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

### General Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$8,321,475	\$7,948,259	\$9,765,472	Salaries, Regular	\$9,206,173	(\$559,299)
\$25,766	\$33,759	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$403,354	\$642,638	\$406,000	Salaries, Extra Help	\$200,000	(\$206,000)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$31,008	\$114,001	\$107,000	Overtime	-	(\$107,000)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$734,305	\$831,222	\$841,409	Pen Cont Gen Emp Pen Fd	\$895,352	\$53,942
\$393,701	\$356,315	\$211,030	Defined Contribution	\$272,602	\$61,572
\$32,163	\$42,198	\$397	Workers' Compensation	\$397	-
\$995,583	\$1,099,135	\$1,282,259	Other Personnel Costs	\$1,276,789	(\$5,470)
<b>\$10,937,356</b>	<b>\$11,067,527</b>	<b>\$12,613,567</b>	<b>TOTAL PERSONNEL</b>	<b>\$11,851,312</b>	<b>(\$762,255)</b>
			<i>OTHER EXPENSES</i>		
\$2,037,435	\$1,630,032	\$2,664,190	Purchased / Contracted Services	\$2,765,139	\$100,948
\$295,628	\$234,620	\$255,612	Supplies	\$255,612	-
-	\$7,582	-	Capital Outlays	-	-
\$8,734	\$13,357	\$21,077	Interfund / Interdepartmental Charges	\$21,078	\$0
\$1,181,615	\$1,062,838	\$599,167	Other Costs	\$599,167	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$2,942,847	\$1,030,661	\$1,000,000	Other Financing Uses	\$1,000,000	-
\$6,466,259	\$3,979,090	\$4,540,046	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,640,995</b>	<b>\$100,949</b>
<b>\$17,403,614</b>	<b>\$15,046,617</b>	<b>\$17,153,613</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$16,492,307</b>	<b>(\$661,307)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$17,403,614	\$15,046,617	\$17,153,613	General Fund	\$16,492,307	(\$661,307)
<b>\$17,403,614</b>	<b>\$15,046,617</b>	<b>\$17,153,613</b>	<b>TOTAL EXPENSES</b>	<b>\$16,492,307</b>	<b>(\$661,307)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
123.01	131.01	135.01	Full Time Equivalent	144.01	9.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<b>PERSONNEL</b>		
Salaries, Regular	(\$559,299)	Decrease due to salary and personnel adjustments.
Salaries, Sworn	-	
Salaries, Extra Help	(\$206,000)	Decrease due to personnel adjustments.
Salaries, Extra Help-Sworn	-	
Overtime	(\$107,000)	Decrease due to cost containment measures.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$53,942	Increase due to pension rate adjustment (actuarial study).
Defined Contribution	\$61,572	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$5,470)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$762,255)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$100,948	Increase due to properly align contractual and operational expenditures. This line includes contracts for financial, legal, operational, and technical services.
Supplies	-	This line includes office/copier supplies and software license agreements.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$0	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes Bank Charges, Credit Card Charges, and Business Meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	This line includes funding for Oracle (ATL Cloud).
<b>TOTAL OTHER EXPENSES</b>	<b>\$100,949</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$661,307)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$661,307)	
<b>TOTAL EXPENSES</b>	<b>(\$661,307)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	9.00	FTE's to be transferred upon adoption of Personnel Paper.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Fleet Service Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	-	-
-	-	-	<i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	\$151,770	\$151,770
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<i>TOTAL OTHER EXPENSES</i>	\$151,770	\$151,770
-	-	-	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$151,770</b>	<b>\$151,770</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
-	-	-	Fleet Service Fund	\$151,770	\$151,770
-	-	-	<b>TOTAL EXPENSES</b>	<b>\$151,770</b>	<b>\$151,770</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-





**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Fleet Service Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<i>TOTAL PERSONNEL</i>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$151,770	Increase to properly align contractual and operational expenditures. This line includes contracts for financial legal operational and technical services.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<i>TOTAL OTHER EXPENSES</i>	\$151,770	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$151,770</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Fleet Service Fund	\$151,770	
<b>TOTAL EXPENSES</b>	<b>\$151,770</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Water & Wastewater Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$475,686	\$523,294	\$506,682	Salaries, Regular	\$184,417	(\$322,265)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$489	\$3,006	\$1,879	Overtime	\$1,879	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$98,929	\$91,020	\$91,960	Pen Cont Gen Emp Pen Fd	\$6,178	(\$85,781)
\$13,720	\$16,422	\$13,124	Defined Contribution	\$4,548	(\$8,576)
-	-	-	Workers' Compensation	-	-
\$67,482	\$82,250	\$113,808	Other Personnel Costs	\$25,081	(\$88,727)
<b>\$656,305</b>	<b>\$715,992</b>	<b>\$727,453</b>	<b>TOTAL PERSONNEL</b>	<b>\$222,103</b>	<b>(\$505,349)</b>
			<i>OTHER EXPENSES</i>		
\$70,097	\$102,686	\$0	Purchased / Contracted Services	\$514,129	\$514,129
\$3,251	\$685	-	Supplies	\$500	\$500
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	\$134,305	Other Costs	\$118,152	(\$16,153)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$73,348</b>	<b>\$103,371</b>	<b>\$134,305</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$632,781</b>	<b>\$498,476</b>
<b>\$729,653</b>	<b>\$819,363</b>	<b>\$861,758</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$854,885</b>	<b>(\$6,873)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$729,653	\$819,363	\$861,758	Water & Wastewater Revenue Fund	\$854,885	(\$6,873)
<b>\$729,653</b>	<b>\$819,363</b>	<b>\$861,758</b>	<b>TOTAL EXPENSES</b>	<b>\$854,885</b>	<b>(\$6,873)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
12.33	11.33	3.83	Full Time Equivalent	2.83	(1.00)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

### Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$322,265)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$85,781)	Decrease due to personnel adjustments.
Defined Contribution	(\$8,576)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$88,727)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$505,349)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$514,129	Increase to properly align contractual and operational expenditures.
Supplies	\$500	Increase to properly align general office supply expenditures.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$16,153)	Decrease to properly align bank charges.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$498,476</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$6,873)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Water & Wastewater Revenue Fund	(\$6,873)	
<b>TOTAL EXPENSES</b>	<b>(\$6,873)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(1.00)	Decrease due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Solid Waste Services Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$269,759	\$220,146	\$277,998	Salaries, Regular	\$294,081	\$16,083
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,565	\$1,230	\$1,029	Overtime	\$1,029	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$45,838	\$40,985	\$40,258	Pen Cont Gen Emp Pen Fd	\$37,526	(\$2,732)
\$7,762	\$4,759	\$2,718	Defined Contribution	\$8,028	\$5,310
\$5,872	\$7,483	\$14,083	Workers' Compensation	\$14,083	-
\$39,722	\$34,374	\$51,659	Other Personnel Costs	\$51,663	\$4
<b>\$370,518</b>	<b>\$308,977</b>	<b>\$387,745</b>	<b>TOTAL PERSONNEL</b>	<b>\$406,410</b>	<b>\$18,665</b>
			<i>OTHER EXPENSES</i>		
\$17,703	\$85,556	\$162,353	Purchased / Contracted Services	\$232,167	\$69,814
\$85,770	\$5,805	\$13,083	Supplies	\$2,083	(\$11,000)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$103,473</b>	<b>\$91,361</b>	<b>\$175,436</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$234,250</b>	<b>\$58,814</b>
<b>\$473,991</b>	<b>\$400,338</b>	<b>\$563,181</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$640,660</b>	<b>\$77,479</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$473,991	\$400,338	\$563,181	Solid Waste Services Revenue Fund	\$640,660	\$77,479
<b>\$473,991</b>	<b>\$400,338</b>	<b>\$563,181</b>	<b>TOTAL EXPENSES</b>	<b>\$640,660</b>	<b>\$77,479</b>

FY18	FY19	FY20	FY21 AUTHORIZED POSITION COUNT	VARIANCE FY21-FY20
6.00	6.00	6.00	Full Time Equivalent	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

### Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$16,083	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	(\$2,732)	Decrease due to personnel adjustments.
Defined Contribution	\$5,310	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$4	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$18,665</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$69,814	Increase to properly align contractual and operational expenditures. This line includes Solid Waste billing software and FIFA recording fees.
Supplies	(\$11,000)	Decrease to properly align supply expenditures. This line includes Solid Waste billing software expenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$58,814</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$77,479</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Solid Waste Services Revenue Fund	\$77,479	
<b>TOTAL EXPENSES</b>	<b>\$77,479</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance Airport Revenue Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$242,958	\$169,374	\$292,658	Salaries, Regular	\$211,236	(\$81,422)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$21,808	\$17,090	\$13,804	Salaries, Extra Help	\$13,804	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
\$15,871	\$12,527	\$9,869	Defined Contribution	\$5,446	(\$4,423)
-	-	-	Workers' Compensation	-	-
\$28,076	\$28,058	\$44,047	Other Personnel Costs	\$25,499	(\$18,547)
\$308,712	\$227,050	\$360,377	<b>TOTAL PERSONNEL</b>	\$255,985	(\$104,392)
			<i>OTHER EXPENSES</i>		
\$87,627	\$128,917	-	Purchased / Contracted Services	\$386,240	\$386,240
\$2,680	(\$2,720)	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$2,500	\$2,500	\$152,411	Other Costs	\$142,533	(\$9,878)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$92,807	\$128,697	\$152,411	<b>TOTAL OTHER EXPENSES</b>	\$528,773	\$376,362
\$401,519	\$355,747	\$512,788	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$784,758	\$271,970

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$401,519	\$355,747	\$512,788	Airport Revenue Fund	\$784,758	\$271,970
\$401,519	\$355,747	\$512,788	<b>TOTAL EXPENSES</b>	\$784,758	\$271,970

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
3.33	4.33	1.83	Full Time Equivalent	2.83	1.00



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$81,422)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	(\$4,423)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$18,547)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$104,392)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$386,240	Increase to properly align contractual and operational expenditures.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$9,878)	Decrease to properly align bank charges.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$376,362</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$271,970</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	\$271,970	
<b>TOTAL EXPENSES</b>	<b>\$271,970</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	1.00	Increase due to personnel adjustments.





# PROCUREMENT

## Mission Statement

The **Mission** of the Department of Procurement under the authority of the Chief Procurement Officer, is to promote fair and open competition, procure high quality products and services in a timely manner, and meet the needs of our customers while maintaining public trust.

The **Vision** of the Department of Procurement is to achieve the highest standard of professional, public procurement through integrity, trust and ethical practices.

The Procurement Department plays a strategic role in ensuring the city receives the 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, to strategize to reduce risks, and to marshal market intelligence to optimize outcomes.

## Core Functions

- Acquire commodities
- Purchase services
- Procure construction
- 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, services and construction for all departments and agencies for amounts greater than the Petty Cash limit.

## 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 commodities, small purchases, and micro purchase contracts, including all citywide supply procurements and surplus auctions.

The *Services/Formal Contracts Division* manages and oversees the process of soliciting and issuing contracts for services and construction for all departments and agencies within the city.

The *Procurement Support Division* manages and oversees the Outreach, Compliance, Information Systems/ERP and DOP internal business/financial processes.

## Goals

- To achieve the highest standard of professional, public procurement through Integrity, Transparency, and Ethical practices.
- To build a transparent and fiscally responsible acquisition and procurement process.
- 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 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.
- Increasing transparency of procurement transactions.

- Pursuing opportunities to employ sustainable procurement practices.
- Implementing Best Practices to enhance procurement processes.
- Refining the City Code to reflect Best in Class Procurement practices.

## **FY2020 Accomplishments**

### **Commodities Division**

- Successfully procured and awarded 65 annual supply contracts for 13 departments for diverse commodities totaling approximately \$66M.
- Awarded 27 new contracts, 38 renewals, and 59 extensions by engaging User Agencies.
- Created and processed over 10,063 small and micro purchase orders under \$20,000 valued at \$44,111,407.
- Created and processed over 844 Commodities purchase orders valued at \$106,788,887.
- Completed online auctions of surplus property generating \$1,341,612 in revenue.
- Recovered \$30,424 in revenue from the sale of scrap metal.
- Maintained separation of duties by issuing purchase orders for all User Agencies' small purchases under \$20,000.
- Maintained a minimum of one (1) to three (3) contracted vendors for new Commodities contracts to mitigate supply interruptions.
- Ensured that Commodities Division contracts are in place for three (3) years with two (2) one (1) year renewal options to enable consistency, continuity, and best price delivery to the City.
- Rendered assistance to the City for COVID-19 by procuring technology software for DocuSign Licenses for \$299,400 with a cost savings of \$100K enabling the City to route documents electronically and maintain continuity of operation.
- Sourced and procured \$2,213,574 in personal protective equipment and other goods for various User Agencies for COVID-19 realizing a cost savings of approximately \$550K in the process.
- Procured and executed a contract for Sewer Cleaner Equipment for Watershed Management for \$16,600,000.
- Procured and executed a contract for ISCO Brand Equipment, Parts, and Accessories for Watershed Management for \$6,400,000.
- Procured and executed a contract for Microsoft Enterprise License for Atlanta Information Management in the amount of \$4,708,479.

- Procured and executed a contract for Copper Tubing and Brass Fittings for the Department of Watershed Management in the amount of \$4,413,938.
- Procured and executed a contract for Emergency Medical & Rescue Services, Supplies, and Equipment for the Atlanta Fire and Rescue in the amount of \$2,106,731.
- Procured and executed a contract for Work Uniforms for Safety and Security for the Department of Aviation in the amount of \$1,621,626.
- Procured and executed a contract for Electric Lamps for the Department of Watershed Management in the amount of \$1,000,000.
- Conducted Procurement training including ATLCLOUD for all City departments, enabling transparency of spending for Commodities and Small Purchases.
- Revised the Small Purchase Pamphlet providing User Agencies a simplistic "Cheat Sheet" on how to properly request micro-purchases and small purchases under the new procurement process, a first for the City.
- Updated all required forms for solicitation to increase submission of bids from the vendor community.
- Trained the vendor community on ATLCLOUD to increase participation.
- Edited and reviewed the right of way abandonment of petitions for DEAM generating revenues of over \$2,200,000 to the General Fund.
- Partnered with the Department of Watershed Management to develop City Wide Acquisition Process Cycle Times to allow accurate tracking of City requirements.

### **Services Division**

- Successfully procured 95 solicitations, 58 renewals, and 37 contract amendments.
- Procured Collier Road Outfall Sewer Improvements Phases 1 and 2 in the amount of \$7,543,676.
- Awarded Airfield Repairs 2019/20 at HJAIA in the amount of \$16,964,026.
- Procured Fire Station No. 22 Construction in the amount of approximately \$9.8M.
- Procured West Area Water Quality Control Facility Improvement Project in the amount of \$24,471,500.
- Procured Construction Management Support Services at HJAIA in the amount of \$20,900,000.

- Awarded Rental Car Center Operation and Maintenance for HJAIA in the amount of \$13,695,794.
- Awarded annual Contracts for Water Distribution System Rehabilitation in the amount of \$20,000.
- Successfully Advertised 10 Concessions Solicitations for HJAIA.
- DOP in partnership with DPR executed four senior meals support contracts combating COVID-19 impacts increasing the ability to serve the City's senior population from 300 to 1800 without increasing the cost.

### **Technology**

- Installed DocuSign enabling electronic coordination, signature and accountability of procurement documents.
- Deployed GovSpend empowering the city to conduct and expand Market Research with greater ease.
- Utilized Microsoft to conduct Pre-Bid/Pre-Proposal Conferences during COVID-19 pandemic to eliminate potential for personnel exposure.
- Employed GovQuote to source vendors nationally for products required during COVID-19 pandemic.
- Successfully registered close to 4,600 suppliers.

### **Operations**

- Improved City Code for the Local Preference Program by expanding it to include RFPs, enhancing opportunities for Local Atlanta Businesses to receive City contracts.
- Created, a first ever, micro-purchase authority in the City Code.
- Enhanced the Special Purchase City Code allowing for special purchases under the Small Purchase authority.
- Standardized Mandatory Procurement Submittal Forms across Departments.
- Instituted Semi-monthly training for Vendors in City Hall teaching how to conduct business with the City.
- Established, first ever, "Human Trafficking" disclosure in Mandatory Procurement Submittal forms.
- Revised and standardized the city contract nomenclature bolstering ability to build reliable consistent data and metrics.

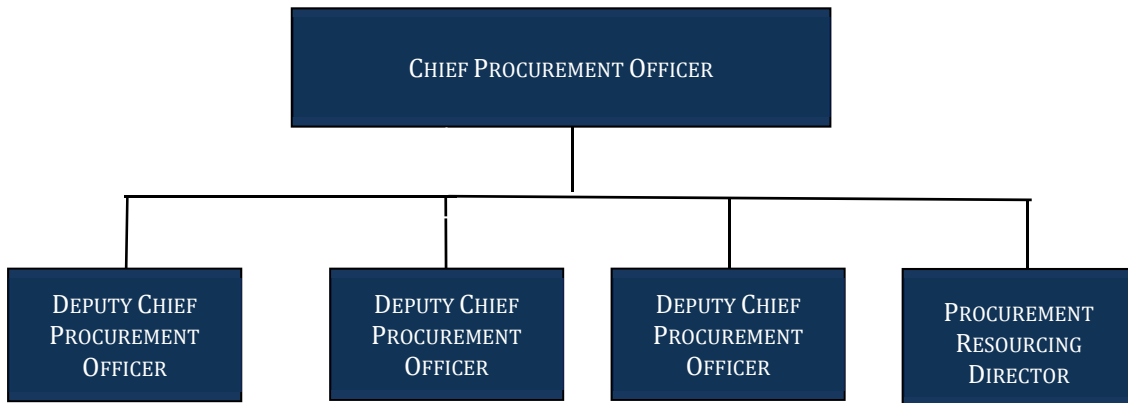
- Launched new procurement process, a Synopsis, increasing opportunities for small businesses to be successful in competitive solicitations.
- Partnered with Innovation Team and replaced paper legislative process with electronic method.
- Instituted electronic contract coordination and signature process across City.

### **FY2021 Proposed Program Highlights**

- Develop and implement a Contract Inspection Program to ensure contract compliance.
- Hire Training Manager; Develop and implement a Procurement Training Program.
- Revise and improve Contract Form templates.
- Decrease number of required Procurement Submittals increasing vendor responsiveness opportunities.
- Create new Procurement Code Article for Anti-Trafficking provisions in public contracts to remove opportunities for trafficking in City Contracts.
- Restructure the Procurement Department
- Create and hire new Procurement Resourcing Director
- Create and hire new Deputy Chief Procurement Officer

## ORGANIZATIONAL CHART

*PROCUREMENT*



## PERFORMANCE METRICS

*PROCUREMENT*

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Average number of days from advertisement to contract authorization, all solicitations – Services	216	238	276	210
Average number of days from advertisement to contract authorization, all solicitations – Goods	44	32	67	40
Average number of days from CPO to execution, duration for all solicitations – Services	34	43	30	15



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$3,950,609	\$3,874,598	\$5,320,549	Salaries, Regular	\$4,447,328	(\$873,221)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$2,686	\$4,839	\$12,500	Salaries, Extra Help	\$0	(\$12,500)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$168	\$2,625	\$1,911	Overtime	\$4,494	\$2,583
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$601,290	\$493,239	\$768,848	Pen Cont Gen Emp Pen Fd	\$524,661	(\$244,186)
\$149,949	\$147,960	\$127,327	Defined Contribution	\$123,704	(\$3,622)
\$37,297	\$73,017	\$20,032	Workers' Compensation	\$20,032	\$0
\$505,162	\$555,268	\$676,495	Other Personnel Costs	\$356,041	(\$320,454)
\$5,247,161	\$5,151,546	\$6,927,662	<b>TOTAL PERSONNEL</b>	\$5,476,260	(\$1,451,401)
			<b>OTHER EXPENSES</b>		
\$164,238	\$157,480	\$230,090	Purchased / Contracted Services	\$130,090	(\$100,000)
\$311,641	\$195,475	\$92,821	Supplies	\$92,821	\$0
\$11,783	(\$11,783)	\$1,500	Capital Outlays	\$1,500	\$0
-	-	-	Interfund / Interdepartmental Charges	-	-
\$3,380	\$2,250	\$12,500	Other Costs	\$12,500	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$491,043	\$343,421	\$336,911	<b>TOTAL OTHER EXPENSES</b>	\$236,911	(\$100,000)
<b>\$5,738,203</b>	<b>\$5,494,967</b>	<b>\$7,264,573</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$5,713,172</b>	<b>(\$1,551,401)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$2,036,539	\$2,227,443	\$3,232,746	General Fund	\$2,931,817	(\$300,929)
\$1,589,004	\$1,213,492	\$1,666,054	Airport Revenue Fund	\$1,091,028	(\$575,027)
\$45,321	\$90,107	\$101,920	Solid Waste Services Revenue Fund	\$101,804	(\$116)
\$1,946,650	\$1,840,694	\$2,078,408	Water & Wastewater Revenue Fund	\$1,397,931	(\$680,477)
\$120,688	\$123,232	\$185,444	Fleet Service Fund	\$190,592	\$5,148
<b>\$5,738,203</b>	<b>\$5,494,967</b>	<b>\$7,264,573</b>	<b>TOTAL EXPENSES</b>	<b>\$5,713,172</b>	<b>(\$1,551,401)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
81.00	82.00	77.00	Full Time Equivalent	81.00	4.00



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$1,470,947	\$1,542,401	\$2,403,931	Salaries, Regular	\$2,419,773	\$15,842
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
(\$140)	\$4,839	\$12,500	Salaries, Extra Help	-	(\$12,500)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$96	\$2,547	\$1,616	Overtime	\$4,199	\$2,583
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$165,639	\$158,678	\$295,884	Pen Cont Gen Emp Pen Fd	\$276,063	(\$19,822)
\$67,869	\$67,202	\$60,443	Defined Contribution	\$72,888	\$12,444
\$22,464	\$47,811	\$20,032	Workers' Compensation	\$20,032	-
\$215,282	\$237,509	\$262,131	Other Personnel Costs	\$62,653	(\$199,477)
\$1,942,157	\$2,060,987	\$3,056,538	<i>TOTAL PERSONNEL</i>	\$2,855,608	(\$200,930)
			<i>OTHER EXPENSES</i>		
\$43,866	\$80,645	\$131,458	Purchased / Contracted Services	\$31,458	(\$100,000)
\$47,136	\$83,561	\$33,250	Supplies	\$33,250	-
-	-	\$1,500	Capital Outlays	\$1,500	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$3,380	\$2,250	\$10,000	Other Costs	\$10,000	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$94,382	\$166,456	\$176,208	<i>TOTAL OTHER EXPENSES</i>	\$76,208	(\$100,000)
\$2,036,539	\$2,227,443	\$3,232,746	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$2,931,817	(\$300,929)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$2,036,539	\$2,227,443	\$3,232,746	General Fund	\$2,931,817	(\$300,929)
\$2,036,539	\$2,227,443	\$3,232,746	<b>TOTAL EXPENSES</b>	\$2,931,817	(\$300,929)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
26.38	28.38	24.38	Full Time Equivalent	44.00	19.62



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$15,842	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$12,500)	Decrease due to personnel adjustments.
Salaries, Extra Help-Sworn	-	
Overtime	\$2,583	Increase to properly align budget to support anticipated overtime costs.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$19,822)	Decrease due to personnel adjustments.
Defined Contribution	\$12,444	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$199,477)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$200,930)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$100,000)	Decrease to properly align contractual and operational expenditures. This line includes contract for Xerox Copier, membership, training and other operating expenses.
Supplies	-	This line includes general office supplies, purchases of software and furniture expenses.
Capital Outlays	-	This line includes purchases for computers and equipment..
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes educational materials and business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$100,000)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$300,929)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$300,929)	
<b>TOTAL EXPENSES</b>	<b>(\$300,929)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	19.62	Increase due to new hires.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Fleet Service Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$80,193	\$82,753	\$124,740	Salaries, Regular	\$132,273	\$7,533
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$937	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
(\$130)	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$22,851	\$21,144	\$34,920	Pen Cont Gen Emp Pen Fd	\$32,609	(\$2,311)
(\$57)	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
\$16,894	\$19,335	\$25,784	Other Personnel Costs	\$25,710	(\$74)
\$120,688	\$123,232	\$185,444	<b>TOTAL PERSONNEL</b>	\$190,592	\$5,148
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	-	-
\$120,688	\$123,232	\$185,444	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$190,592	\$5,148

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$120,688	\$123,232	\$185,444	Fleet Service Fund	\$190,592	\$5,148
\$120,688	\$123,232	\$185,444	<b>TOTAL EXPENSES</b>	\$190,592	\$5,148

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
3.00	3.00	3.00	Full Time Equivalent	3.00	-





**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Fleet Service Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	\$7,533	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	(\$2,311)	Decrease due to personnel adjustments.
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	(\$74)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$5,148</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$5,148</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Fleet Service Fund	\$5,148	
<b>TOTAL EXPENSES</b>	<b>\$5,148</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Airport Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$941,432	\$872,315	\$1,234,213	Salaries, Regular	\$797,163	(\$437,050)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$125	\$25	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$141,623	\$93,441	\$179,450	Pen Cont Gen Emp Pen Fd	\$116,963	(\$62,488)
\$37,081	\$35,736	\$26,932	Defined Contribution	\$22,523	(\$4,410)
\$14,833	\$25,206	\$0	Workers' Compensation	\$0	-
\$95,310	\$105,475	\$185,381	Other Personnel Costs	\$114,301	(\$71,080)
<b>\$1,230,404</b>	<b>\$1,132,198</b>	<b>\$1,625,976</b>	<b>TOTAL PERSONNEL</b>	<b>\$1,050,950</b>	<b>(\$575,027)</b>
			<i>OTHER EXPENSES</i>		
\$114,682	\$47,318	\$33,357	Purchased / Contracted Services	\$33,357	-
\$232,135	\$45,759	\$6,721	Supplies	\$6,721	-
\$11,783	(\$11,783)	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$358,600	\$81,293	\$40,078	<b>TOTAL OTHER EXPENSES</b>	<b>\$40,078</b>	-
<b>\$1,589,004</b>	<b>\$1,213,492</b>	<b>\$1,666,054</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,091,028</b>	<b>(\$575,027)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$1,589,004	\$1,213,492	\$1,666,054	Airport Revenue Fund	\$1,091,028	(\$575,027)
<b>\$1,589,004</b>	<b>\$1,213,492</b>	<b>\$1,666,054</b>	<b>TOTAL EXPENSES</b>	<b>\$1,091,028</b>	<b>(\$575,027)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
20.34	21.59	21.59	Full Time Equivalent	14.60	(6.99)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement

#### Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$437,050)	Decrease due to salary and 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	(\$62,488)	Decrease due to personnel adjustments.
Defined Contribution	(\$4,410)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$71,080)	Decrease due to personnel adjustment. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$575,027)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes contract for Xerox Copier, membership, training and other operating expenses.
Supplies	-	This line includes general office supplies, computers, software and furniture expense.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$575,027)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Airport Revenue Fund	(\$575,027)	
<b>TOTAL EXPENSES</b>	<b>(\$575,027)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(6.99)	Decrease due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Solid Waste Services Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY20 EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$40,519	\$78,385	\$85,918	Salaries, Regular	\$87,732	\$1,814
-	-	-	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	-	-
\$2,217	\$3,888	\$3,157	Defined Contribution	\$1,255	(\$1,903)
-	-	-	Workers' Compensation	-	-
\$2,585	\$7,835	\$12,845	Other Personnel Costs	\$12,817	(\$28)
<b>\$45,321</b>	<b>\$90,107</b>	<b>\$101,920</b>	<b>TOTAL PERSONNEL</b>	<b>\$101,804</b>	<b>(\$116)</b>
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<i>TOTAL OTHER EXPENSES</i>	-	-
<b>\$45,321</b>	<b>\$90,107</b>	<b>\$101,920</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$101,804</b>	<b>(\$116)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY20 FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$45,321	\$90,107	\$101,920	Solid Waste Services Revenue Fund	\$101,804	(\$116)
<b>\$45,321</b>	<b>\$90,107</b>	<b>\$101,920</b>	<b>TOTAL EXPENSES</b>	<b>\$101,804</b>	<b>(\$116)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
1.45	1.45	1.45	Full Time Equivalent	1.45	-



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Solid Waste Services Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$1,814	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	-	
Defined Contribution	(\$1,903)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$28)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$116)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$116)</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Solid Waste Services Revenue Fund	(\$116)	
<b>TOTAL EXPENSES</b>	<b>(\$116)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Water & Wastewater Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$1,417,518	\$1,298,744	\$1,471,747	Salaries, Regular	\$1,010,386	(\$461,361)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$1,889	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$76	\$53	\$295	Overtime	\$295	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$271,177	\$219,976	\$258,593	Pen Cont Gen Emp Pen Fd	\$99,027	(\$159,566)
\$42,839	\$41,134	\$36,794	Defined Contribution	\$27,039	(\$9,755)
-	-	-	Workers' Compensation	-	-
\$175,091	\$185,114	\$190,354	Other Personnel Costs	\$140,559	(\$49,795)
\$1,908,591	\$1,745,022	\$1,957,783	<i>TOTAL PERSONNEL</i>	\$1,277,306	(\$680,477)
			<i>OTHER EXPENSES</i>		
\$5,690	\$29,517	\$65,275	Purchased / Contracted Services	\$65,275	-
\$32,370	\$66,155	\$52,850	Supplies	\$52,850	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	\$2,500	Other Costs	\$2,500	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$38,060	\$95,672	\$120,625	<i>TOTAL OTHER EXPENSES</i>	\$120,625	-
\$1,946,650	\$1,840,694	\$2,078,408	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$1,397,931	(\$680,477)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$1,946,650	\$1,840,694	\$2,078,408	Water & Wastewater Revenue Fund	\$1,397,931	(\$680,477)
\$1,946,650	\$1,840,694	\$2,078,408	<b>TOTAL EXPENSES</b>	\$1,397,931	(\$680,477)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
29.83	27.58	26.58	Full Time Equivalent	17.95	(8.63)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$461,361)	Decrease due to salary and 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	(\$159,566)	Decrease due to personnel adjustments.
Defined Contribution	(\$9,755)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$49,795)	Decrease due to personnel adjustments. This line includes Group Health and Medical Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$680,477)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes contract for Xerox Copier, membership, training and other operating expenses.
Supplies	-	This includes general office supplies, computers, software and furniture expenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes educational materials and business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$680,477)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Water & Wastewater Revenue Fund	(\$680,477)	
<b>TOTAL EXPENSES</b>	<b>(\$680,477)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(8.63)	Decrease due to personnel adjustments.





# PUBLIC WORKS

## Mission Statement

The Mission of the Department of Public Works is to deliver industry leading services through strong community partnerships, transparent policies, and sustainable procedures utilizing a highly effective and dedicated workforce leading to increased public safety, health, and wellness for the City of Atlanta.

## Vision Statement

To be recognized as a premier provider of efficient and effective Public Works services.

## Core Functions

- Solid Waste Services
- Fleet Management

## Summary of Operations

The Department of Public Works is comprised of two official offices: Solid Waste Services and Fleet. A third informal office of the Commissioner provides administrative leadership and support to the three direct services offices. Public Works collects household solid waste, recycling, yard waste, and provide street sweeping and right of way mowing and cleaning. Public Works also manages and maintains the City's fleet of equipment and vehicles.

Public Works strives to continually engage our customers to ensure we are meeting their expectations with regards to the core services we provide.

## Divisions/Offices Descriptions

*Office of Commissioner (OOC)* The Office of the Commissioner provides administrative leadership and direction, and support for the overall management and operation of the Department of Public Works. These administrative services include human resource and labor relations; public relations & community outreach; budget and fiscal management; information technology; contracts and procurement; performance management and

coordination of legislative affairs for the department.

*Office of Solid Waste Services (SWS)* is responsible for the collection and disposal management of solid waste within the City of Atlanta. This office is also responsible for waste reduction and recycling; landfill post-closure management; solid waste management and analysis; education and enforcement; street sweeping and cleaning; right of way mowing and cleaning, dead animal removal; facilitating the Keep Atlanta Beautiful program, and assisting with city-wide emergency operations.

*Office of Fleet Services (OFS)* is responsible for the acquisition, maintenance and disposal of the City of Atlanta's motorized equipment fleet of 4,673 units and 756 components, totaling over 5,429 pieces. This Office is also responsible for the purchasing and dispensing of over three million gallons of fuel annually. Additionally, this office partners with other City departments in the delivery of critical City fleet management services.

## Goals

The Department of Public Works has set clear performance objectives and expectations for FY21, 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.

## **FY2020 Accomplishments**

- Reduced vacancies by 10%.
- Created an employee/management partnership committee.
- Developed cross training program on heavy equipment.
- Implemented career succession planning.
- Implemented managed competition opportunities for parts.
- Implemented light & medium/heavy duty Xpress Lube Shop.
- Implemented a second emission station.
- Improved PM compliance by 34%.
- Improved vehicle availability to 95.5%.
- Implemented vehicle customer service center.
- Completed Solid Waste Route Optimization.
- Enhanced use of technology to confirm service delivery.
- Incorporated Side Loaders into Solid Waste Collections.
- Virtual Relocation of the Fuel and Fleet Management Software servers.
- Attained a 95% city-wide PM Compliance rating.
- Attained a 95% city-wide Emission Compliance rating.
- Purchased over \$20 million in city vehicles and equipment.

## **FY2021 Proposed Program Highlights**

### ***Solid Waste***

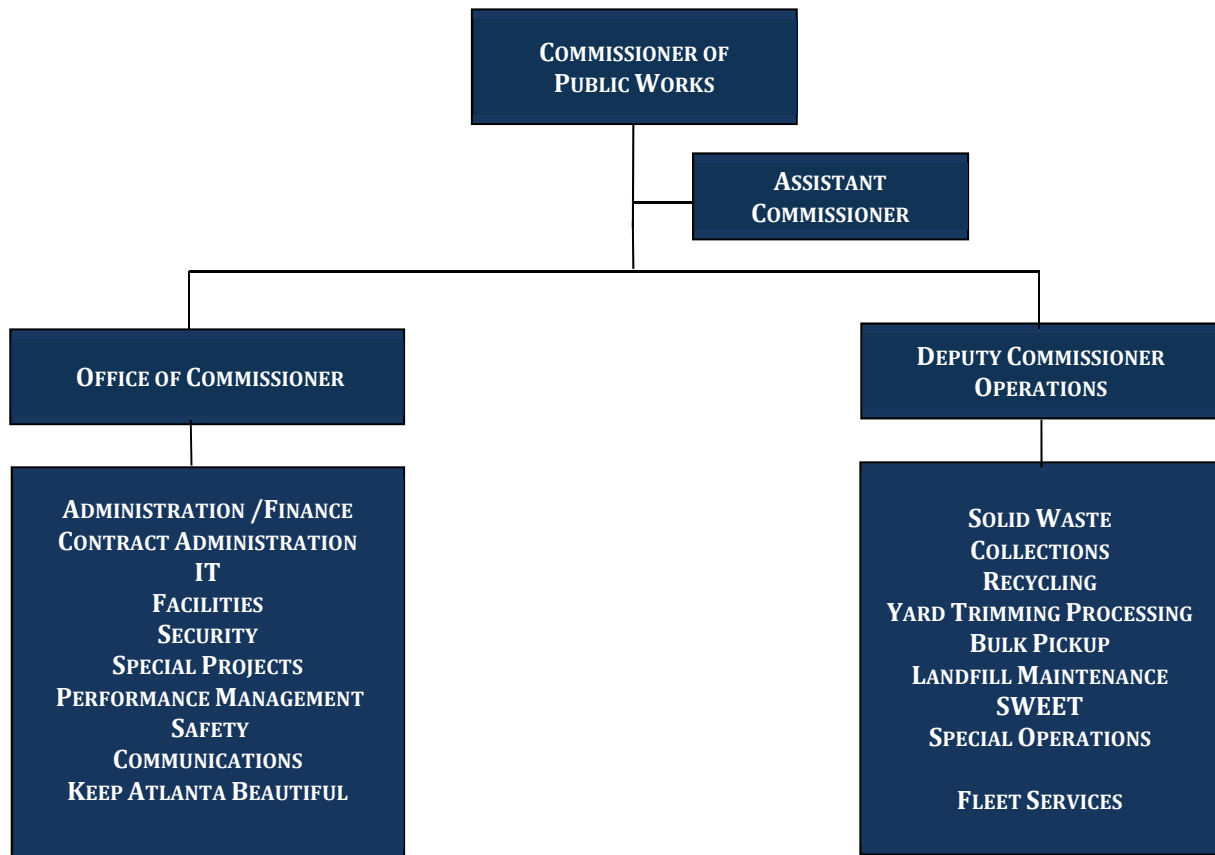
- Cross Train Labor and CDL Drivers.
- Enhanced service implementation through staffing increase and equipment order.
- Work with Airport to develop compost program for yard waste to reduce material disposal costs.
- Develop glass recycling drop-off program.
- Analyze feasibility of developing and deploying WasteZero program.
- Enhance Right-of-way maintenance operation to ensure right-of-way areas are maintained in accordance with established scheduled.
- Implement alternative recycling / yard trimming collection to increase efficiency of operation, and reduce service delivery costs.

### ***Fleet***

- Implement mobile preventative maintenance program for off road vehicles.
- Attain turn-key vehicle auction services.
- Upgrade fuel management hardware and software systems.
- Purchase City-wide Car/Truck wash.

# ORGANIZATIONAL CHART

## *PUBLIC WORKS*



# PERFORMANCE METRICS

## PUBLIC WORKS

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>Solid Waste Services</i></b>				
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
% of single family garbage pickups on scheduled day	99.92%	99.94%	99.9%	99.9%
% of yard trimmings pickups collected on scheduled day	92.91%	92.73%	99.9%	99.9%
% recycling pickups collected on scheduled day	99.91%	99.93%	99.9%	99.9%
<b><i>Fleet Services</i></b>				
<b><i>Public Safety</i></b>				
Average vehicle availability - Patrol Cars	96%	100%	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%	100%	100%	100%
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Average vehicle availability - Rear Loaders	96%	100%	100%	100%
<b><i>Sustainability</i></b>				
Average vehicle availability - Pothole Trucks	100%	100%	100%	100%



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Works

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$33,746,537	\$35,542,765	\$38,556,273	Salaries, Regular	\$30,212,092	(\$8,344,181)
\$86,955	\$262,474	-	Salaries, Perm Part-Time	\$0	\$0
-	-	-	Salaries, Sworn	-	-
\$719,935	\$620,437	\$353,548	Salaries, Extra Help	\$353,548	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$4,679,716	\$4,832,665	\$2,352,076	Overtime	\$2,188,791	(\$163,285)
-	-	-	Pen Cont Fire Pen Fd	-	-
\$824	\$0	-	Pen Cont Police Pen Fd	-	-
\$7,574,789	\$7,149,993	\$7,923,072	Pen Cont Gen Emp Pen Fd	\$6,150,809	(\$1,772,263)
\$877,519	\$958,743	\$732,236	Defined Contribution	\$614,051	(\$118,185)
\$2,819,654	\$2,623,847	\$3,506,527	Workers' Compensation	\$3,337,487	(\$169,040)
\$5,879,865	\$6,750,210	\$7,456,744	Other Personnel Costs	\$5,575,402	(\$1,881,342)
\$56,385,794	\$58,741,134	\$60,880,476	<b>TOTAL PERSONNEL</b>	\$48,432,180	(\$12,448,296)
			<b>OTHER EXPENSES</b>		
\$30,643,959	\$29,529,149	\$30,576,408	Purchased / Contracted Services	\$12,991,476	(\$17,584,932)
\$27,948,722	\$28,392,750	\$25,707,070	Supplies	\$16,095,243	(\$9,611,827)
\$611,580	\$1,445,966	\$282,246	Capital Outlays	\$69,817	(\$212,429)
\$9,565,060	\$14,564,922	\$9,843,800	Interfund / Interdepartmental Charges	\$8,155,626	(\$1,688,174)
\$11,897	\$2,386	\$4,011	Other Costs	\$0	(\$4,011)
-	\$292,990	\$2,457,649	Debt Service	\$2,457,649	\$0
-	-	\$0	Conversion / Summary	\$0	\$0
\$3,867,192	\$3,009,816	\$4,150,193	Other Financing Uses	\$2,128,706	(\$2,021,486)
\$72,648,411	\$77,237,979	\$73,021,376	<b>TOTAL OTHER EXPENSES</b>	\$41,898,518	(\$31,122,859)
<b>\$129,034,205</b>	<b>\$135,979,113</b>	<b>\$133,901,853</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$90,330,698</b>	<b>(\$43,571,155)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$53,248,147	\$50,064,206	\$51,727,267	General Fund	\$0	(\$51,727,267)
\$45,901,399	\$53,164,439	\$51,610,407	Solid Waste Services Revenue Fund	\$55,719,705	\$4,109,298
\$623,458	\$769,435	\$776,671	Water & Wastewater Revenue Fund	\$814,217	\$37,546
\$29,261,202	\$31,981,033	\$29,787,507	Fleet Service Fund	\$33,796,776	\$4,009,269
<b>\$129,034,205</b>	<b>\$135,979,113</b>	<b>\$133,901,853</b>	<b>TOTAL EXPENSES</b>	<b>\$90,330,698</b>	<b>(\$43,571,155)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
924.33	1,000.33	960.75	Full Time Equivalent	985.75	25.00



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$12,152,633	\$13,486,326	\$13,570,665	Salaries, Regular	\$0	(\$13,570,664)
\$27,139	\$24,610	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$396,477	\$100,760	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,584,330	\$1,714,582	\$163,285	Overtime	\$0	(\$163,285)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$2,174,139	\$2,213,221	\$2,152,464	Pen Cont Gen Emp Pen Fd	\$0	(\$2,152,464)
\$400,126	\$436,669	\$294,568	Defined Contribution	\$0	(\$294,567)
\$222,293	\$380,432	\$169,040	Workers' Compensation	\$0	(\$169,040)
\$1,971,069	\$2,365,238	\$1,810,795	Other Personnel Costs	\$0	(\$1,810,794)
\$18,928,206	\$20,721,839	\$18,160,815	<i>TOTAL PERSONNEL</i>	\$0	(\$18,160,815)
			<i>OTHER EXPENSES</i>		
\$16,602,480	\$8,894,313	\$17,836,354	Purchased / Contracted Services	\$0	(\$17,836,354)
\$13,536,575	\$13,985,097	\$11,809,718	Supplies	\$0	(\$11,809,719)
\$572,447	\$1,074,062	\$175,001	Capital Outlays	-	(\$175,001)
\$1,409,434	\$2,856,695	\$1,688,175	Interfund / Interdepartmental Charges	\$0	(\$1,688,175)
\$11,812	\$2,386	\$4,011	Other Costs	-	(\$4,011)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$2,187,192	\$2,529,816	\$2,053,193	Other Financing Uses	-	(\$2,053,193)
\$34,319,941	\$29,342,368	\$33,566,452	<i>TOTAL OTHER EXPENSES</i>	\$0	(\$33,566,452)
\$53,248,147	\$50,064,206	\$51,727,267	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$0	(\$51,727,267)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$53,248,147	\$50,064,206	\$51,727,267	General Fund	\$0	(\$51,727,267)
\$53,248,147	\$50,064,206	\$51,727,267	<b>TOTAL EXPENSES</b>	\$0	(\$51,727,267)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
278.99	349.00	273.03	Full Time Equivalent	327.92	54.89



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Works

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$13,570,664)	This line accounts for the position transfers to ADOT (\$11.7M), Fleet Services (\$1.3M), and Solid Waste (\$0.6M).
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	(\$163,285)	Decrease due to transfer of positions from DPW's Office of Transportation to ATLDOT.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$2,152,464)	Decreases due to transfer of positions from DPW's Office of Transportation to ADOT, Fleet Services and Solid Waste Services.
Defined Contribution	(\$294,567)	Decreases due to transfers of positions from DPW's Office of Transportation to ADOT, Fleet Services and Solid Waste Services.
Workers' Compensation	(\$169,040)	Decreases due to transfers of positions from DPW's Office of Transportation to ADOT, Fleet Services and Solid Waste Services.
Other Personnel Costs	(\$1,810,794)	Decreases due to transfers of positions from DPW's Office of Transportation to ADOT, Fleet Services and Solid Waste Services.
<b>TOTAL PERSONNEL</b>	<b>(\$18,160,815)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$17,836,354)	Decrease due to transition of DPW's Office of Transportation to ATLDOT.
Supplies	(\$11,809,719)	Decrease due to transition of DPW's Office of Transportation to ATLDOT.
Capital Outlays	(\$175,001)	Decrease due to transition of DPW's Office of Transportation to ATLDOT.
Interfund / Interdepartmental Charges	(\$1,688,175)	Decrease due to transition of DPW's Office of Transportation to ATLDOT.
Other Costs	(\$4,011)	Decrease due to transition of DPW's Office of Transportation to ATLDOT.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$2,053,193)	Decrease due to transition of DPW's Office of Transportation to ATLDOT.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$33,566,452)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$51,727,267)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$51,727,267)	
<b>TOTAL EXPENSES</b>	<b>(\$51,727,267)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	54.89	FTE's to be transferred upon adoption of Personnel Paper.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**Fleet Service Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$7,449,026	\$7,029,231	\$8,219,050	Salaries, Regular	\$9,727,458	\$1,508,407
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$14,262	\$142,046	\$0	Salaries, Extra Help	\$0	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$411,541	\$475,082	\$333,320	Overtime	\$333,320	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,845,647	\$1,627,848	\$1,759,315	Pen Cont Gen Emp Pen Fd	\$1,745,353	(\$13,962)
\$168,700	\$168,499	\$138,045	Defined Contribution	\$177,877	\$39,832
\$201,628	\$225,935	\$107,578	Workers' Compensation	\$107,578	-
\$1,250,161	\$1,324,039	\$1,617,955	Other Personnel Costs	\$1,489,532	(\$128,423)
\$11,340,965	\$10,992,680	\$12,175,263	<i>TOTAL PERSONNEL</i>	\$13,581,118	\$1,405,855
			<i>OTHER EXPENSES</i>		
\$4,642,647	\$7,600,467	\$4,310,930	Purchased / Contracted Services	\$4,572,025	\$261,095
\$12,935,716	\$12,799,768	\$12,954,518	Supplies	\$15,265,131	\$2,310,613
\$10,578	\$96,780	\$15,500	Capital Outlays	\$15,500	-
\$331,296	\$491,339	\$331,296	Interfund / Interdepartmental Charges	\$331,296	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	\$31,706	\$31,706
\$17,920,237	\$20,988,353	\$17,612,244	<i>TOTAL OTHER EXPENSES</i>	\$20,215,658	\$2,603,414
\$29,261,202	\$31,981,033	\$29,787,507	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$33,796,776</b>	<b>\$4,009,269</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$29,261,202	\$31,981,033	\$29,787,507	Fleet Service Fund	\$33,796,776	\$4,009,269
\$29,261,202	\$31,981,033	\$29,787,507	<b>TOTAL EXPENSES</b>	<b>\$33,796,776</b>	<b>\$4,009,269</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
172.49	175.49	180.16	Full Time Equivalent	173.49	(6.67)





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Works Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular General Fund.	\$1,508,407	Increase due to salary and personnel adjustments.
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$13,962)	Decrease due to personnel adjustments.
Defined Contribution	\$39,832	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$128,423)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$1,405,855</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$261,095	Increase to properly align contractual expenditures. This line includes services for repair and maintenance of citywide fleet of vehicles.
Supplies	\$2,310,613	Increase to properly align operational expenditures. This line includes parts/tools for repair and maintenance of citywide fleet of vehicles.
Capital Outlays	-	This line includes small equipment purchases.
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$31,706	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$2,603,414</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$4,009,269</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Fleet Service Fund	\$4,009,269	
<b>TOTAL EXPENSES</b>	<b>\$4,009,269</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(6.67)	FTE's to be transferred upon adoption of Personnel Paper.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**Solid Waste Services Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$13,800,184	\$14,597,573	\$16,346,779	Salaries, Regular	\$20,029,435	\$3,682,656
\$59,816	\$237,864	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$309,197	\$377,180	\$352,648	Salaries, Extra Help	\$352,648	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$2,619,049	\$2,550,031	\$1,794,725	Overtime	\$1,794,725	-
-	-	-	Pen Cont Fire Pen Fd	-	-
\$824	-	-	Pen Cont Police Pen Fd	-	-
\$3,464,469	\$3,198,724	\$3,906,348	Pen Cont Gen Emp Pen Fd	\$4,293,237	\$386,889
\$302,927	\$348,342	\$292,064	Defined Contribution	\$428,246	\$136,182
\$2,342,856	\$1,968,752	\$3,154,310	Workers' Compensation	\$3,154,310	-
\$2,593,843	\$2,978,715	\$3,920,852	Other Personnel Costs	\$3,984,243	\$63,391
<b>\$25,493,165</b>	<b>\$26,257,180</b>	<b>\$29,767,726</b>	<b>TOTAL PERSONNEL</b>	<b>\$34,036,845</b>	<b>\$4,269,118</b>
			<i>OTHER EXPENSES</i>		
\$9,398,833	\$13,034,369	\$8,429,124	Purchased / Contracted Services	\$8,419,452	(\$9,672)
\$1,476,431	\$1,607,886	\$942,833	Supplies	\$830,112	(\$112,721)
\$28,555	\$275,125	\$91,745	Capital Outlays	\$54,317	(\$37,428)
\$7,824,330	\$11,216,889	\$7,824,330	Interfund / Interdepartmental Charges	\$7,824,330	\$0
\$85	-	-	Other Costs	-	-
-	\$292,990	\$2,457,649	Debt Service	\$2,457,649	-
-	-	-	Conversion / Summary	-	-
\$1,680,000	\$480,000	\$2,097,000	Other Financing Uses	\$2,097,000	-
<b>\$20,408,234</b>	<b>\$26,907,258</b>	<b>\$21,842,681</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$21,682,860</b>	<b>(\$159,821)</b>
<b>\$45,901,399</b>	<b>\$53,164,439</b>	<b>\$51,610,407</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$55,719,705</b>	<b>\$4,109,298</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$45,901,399	\$53,164,439	\$51,610,407	Solid Waste Services Revenue Fund	\$55,719,705	\$4,109,298
<b>\$45,901,399</b>	<b>\$53,164,439</b>	<b>\$51,610,407</b>	<b>TOTAL EXPENSES</b>	<b>\$55,719,705</b>	<b>\$4,109,298</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
457.85	465.84	495.56	Full Time Equivalent	472.34	(23.22)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Works Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular DPW's General Fund.	\$3,682,656	Increase due to salary and personnel adjustments.
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	\$386,889	Increase due to personnel and pension rate adjustments (actuarial study).
Defined Contribution	\$136,182	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$63,391	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$4,269,118</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$9,672)	Decrease to properly align contractual and operational expenditures. This line includes services for disposal of municipal solid waste, yard trimmings, and post closure maintenance and care of landfills.
Supplies	(\$112,721)	Decrease to properly align the budget to support waste disposal contractual related costs.
Capital Outlays	(\$37,428)	Decrease in purchase of small equipment and vehicles.
Interfund / Interdepartmental Charges	\$0	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	This line includes payments for First Municipal Master Lease Agreement.
Conversion / Summary	-	
Other Financing Uses	-	This line includes costs associated with 5402 Solid Waste R&E Fund debt service payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$159,821)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$4,109,298</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Solid Waste Services Revenue Fund	\$4,109,298	
<b>TOTAL EXPENSES</b>	<b>\$4,109,298</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(23.22)	FTE's to be transferred upon adoption of Personnel Paper.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**Water & Wastewater Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$344,695	\$429,636	\$419,779	Salaries, Regular	\$455,199	\$35,420
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$450	\$900	Salaries, Extra Help	\$900	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$64,796	\$92,970	\$60,747	Overtime	\$60,747	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$90,534	\$110,199	\$104,945	Pen Cont Gen Emp Pen Fd	\$112,219	\$7,274
\$5,765	\$5,233	\$7,559	Defined Contribution	\$7,927	\$368
\$52,876	\$48,727	\$75,599	Workers' Compensation	\$75,599	-
\$64,793	\$82,219	\$107,143	Other Personnel Costs	\$101,626	(\$5,516)
\$623,458	\$769,435	\$776,671	<i>TOTAL PERSONNEL</i>	\$814,217	\$37,546
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<i>TOTAL OTHER EXPENSES</i>	-	-
\$623,458	\$769,435	\$776,671	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$814,217	\$37,546

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$623,458	\$769,435	\$776,671	Water & Wastewater Revenue Fund	\$814,217	\$37,546
\$623,458	\$769,435	\$776,671	<b>TOTAL EXPENSES</b>	\$814,217	\$37,546

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
15.00	10.00	12.00	Full Time Equivalent	12.00	-



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$35,420	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	\$7,274	Increase due to pension rate adjustment (actuarial study).
Defined Contribution	\$368	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$5,516)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$37,546</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$37,546</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	\$37,546	
<b>TOTAL EXPENSES</b>	<b>\$37,546</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



# 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 4,956 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, 4 indoor and 15 outdoor pools, 8 spray grounds, 135 playgrounds, 162 tennis courts, 5 tennis centers, 80 basketball courts, 5 volleyball courts, 54 baseball fields, 10 soccer fields, 9 mini soccer pitches, 6 football fields, 2 skate parks, 144 pavilions, and 13 community gardens. Special recreational facilities include three 18-hole golf courses and one 9-hole golf course, Southside Sports Complex, Lake Allatoona Resident Camp, the Outdoor Activity Center, John A. White Junior Training Golf Course, and Historic Oakland Cemetery.

Our parks vary from nature preserves to active citywide parks. DPR's inventory encompasses 412 parks totaling over 4,900 acres and includes 2 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 the implementation of balanced, enjoyable and affordable activities.

*The Office of Park Design* is responsible for providing park and facility planning, acquisitions, 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.

*Office of Financial Management* is responsible for procurement, budget development, purchasing, financial planning and analysis, enterprise funds and trust funds, and grants.

*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

- Retain accreditation through the Commission of Accreditation for Parks and Recreation Agencies (CAPRA) in 2021.
- Complete a Comprehensive Parks and Recreation Master Plan in 2021.
- Participate in Atlanta Community Schoolyards to Parkgrounds Initiative.
- Plan and implement the Cities Connecting Children to Nature Initiative.
- Broaden youth engagement programs and senior activities.
- Improve golf services model.
- 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 and recreation services.
- Perform repairs, replacement, preventative maintenance and improvements at existing and new DPR parks, buildings, structures, pools and outdoor facilities.
- Complete on-going and new capital project initiatives including Westside Park, Lake Charlotte Nature Preserve, and the future park at 4291 Danforth Rd SW.

### FY2020 Accomplishments

- Westside Park Phase I Initiated.
- COA Youth Football program competed in the 22<sup>nd</sup> annual Choo Choo Bowl in Chattanooga. The 10 and under team won the championship, while the 8 and under and 12 and under teams placed 3<sup>rd</sup>.
- Received the Trees City USA Award for the 33<sup>rd</sup> consecutive year and was named as one of the inaugural Tree City Worldwide Cities.
- Completed update and extension of Strategic Plan to 2021.
- Substantially completed Grant Park Gateway.
- Initiated Comprehensive Parks and Recreation Master Plan, ActivateATL with completion expected in early 2021.
- Completed new playground and amenity installations at Mozley Park, South Atlanta Park, Anderson Park, Pittman Park, West Manor Park, Center Hill, Collier, and Adams Park.
- In partnership with NRPA and Coca-Cola, installed trash traps in Proctor Creek.
- Completed Green Infrastructure projects with DWM at Cleopas Johnson and Morgan Boulevard.
- Initiated Green Infrastructure projects with DWM at Dean Rusk Park.
- \$3.3 million investment of Kathryn Johnston Memorial Park construction completed. The park includes a new playground, exercise equipment, green infrastructure, security lighting, and a shade structure.
- Re-opened Thomasville Recreation Center as a DPR/PAL site.
- Opened 6<sup>th</sup> official off-leash dog park at Gilliam Park in the Kirkwood neighborhood.

### Youth Development & Human Capital

- Served 234,835 snacks and hot meals previous academic school year.
- Operated 19 after school sites including 33 Centers of Hope and two Police Athletic League sites.
- Increased afterschool enrollment by 17% to over 2,500 students during FY 2019.
- Enrolled 4,000 youth in FY2019 in Camp Best Friends summer program.
- Successfully operated 11 Atlanta Teen Leaders sites.



- Served over 680 seniors at three senior summer camp locations and operated 12 Prime Time Senior sites serving over 2,000 senior citizens.
- Hosted the 2nd Annual Atlanta Teen Leaders Spring and Summer Midnight Basketball League, hosting over 100 teens across the metro-Atlanta area.
- Coordinated 35 Seniors to represent the City of Atlanta in the National Golden Olympics in Albuquerque, New Mexico.
- Leveraged the Play Mobile to engage over 4,000 youth and seniors living or visiting parks without recreation centers throughout the May – November 2019 program season.
- Expanded “at-promise” youth strategy in partnership with the Atlanta Police Department.
- Transformed the former Thomasville Fulton County Library into the Thomasville Resource Center.
- Collaborated with American Pool to offer free Lifeguard Certification to nearly 50 City of Atlanta Teen Leaders.
- Provided Youth Sports to 4,068 participants to include track, football, basketball, baseball, cheerleading, and volleyball.
- Offered 1,254 Learn to Swim Lessons to participants ages 6 months and older.
- Worked closely with the Office of Human Services to activate Emergency Warming Centers during inclement weather events.
- Partnered with Georgia Department of Behavioral Health on the Sources of Strength program to assist teens with responding to the opioid epidemic.
- Re-opened Thomasville Recreation Center.
- Initiated legislation in collaboration with DCP for the acquisition of Lake Charlotte Nature preserve approximately totaling 217 acres.
- Initial draft for a Pittman Park Master Plan completed.
- Renovated the on-course restrooms at Alfred “Tup” Holmes Golf Course.
- Completed restoration of Pumphouse at Adams Park Splashpad.
- Substantially completed Grant Park Gateway.
- Cook Park construction nearly complete (July 2020) that will include a new playground, green infrastructure, splashpad, multiple pavilions, walking paths, and exercise equipment.
- Construction of Phase 1A of the Westside Park initiated.
- Completed ADA Improvements and Renovations at Rick McDevitt Youth Center.
- Opened Phase 2 of playground renovations at Chastain Park.
- Opened memorial garden at Sara J. Gonzalez Park.
- Phase one construction of Indian Creek Park underway. Walkways installed, demolition of an abandoned structure, and invasive removal.
- Bunker renovation at Alfred “Tup” Holmes Golf Course completed.
- Lillian Cooper Shepherd Park basketball court renovations completed.
- Began daily service to Bobby Jones, Whetstone Trail PATH.
- Partnered with the Atlanta Hawks to renovate teen rooms at William Walker and Bessie Branham Park.
- Contracted with Trees Atlanta to offer a series of free arboricultural programs including pruning classes, educational tours along Atlanta’s Beltline linear arboretum and a free speaker series.

### **City Infrastructure**

- Westside Park master planning process initiated.
- New playgrounds at Mozley Park, South Atlanta Park, Anderson Park, Pittman Park, West Manor Park, Center Hill, Collier, and Adams Park.
- Second phase of Indian Creek Park initiated and will include a new pavilion, outdoor classroom, and a bridge over a creek for a connected walking path.
- Initiated construction for improvements at South Atlanta Park based off of Park Pride Vision Plan and collaboration with the Friends of South Atlanta Park.
- Instituted an extensive permitting process for gated park events with attendance between 250-50,000.
- Planted over 1,500 community-based, small tree plantings within the City of Atlanta. The Department also utilized ruminants to clear invasive species from parkland.

### **FY2021 Proposed Program Highlights**

#### **Youth Development & Human Capital**

- Developing a Student Before Athlete program designed to focus on classroom preparation.

- 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 Atlantans of both free and low-cost opportunities available at recreation centers, playgrounds, outdoor pools, sporting fields and green spaces with a specific focus on youth, young adults and seniors.
- Continuing to launch new program opportunities in conjunction with partners and sponsors to impact residents and visitors within the City of Atlanta.
- Continuing to develop a partnership management strategy to further develop guidelines for forming partnerships, measuring the impact of partnerships, increasing the number of youth served as a part of the Centers of Hope strategy, and recognizing partners for their contribution(s) in helping the Department achieve City and Department-wide goals.
- Continuing to incorporate innovative programming including a focus on STEAM and technology at the afterschool and Camp Best Friends sites.
- Making efforts to integrate the City of Atlanta golf courses to support the Department's youth development programs and outreach.
- Completing Phase 2 upgrades within Washington Park Natatorium including new exercise equipment and weight sets.
- Developing operations, maintenance, and programming plan for Cook Park, Westside Park, Grant Park Gateway, Kathryn Johnston Park, Indian Creek Park, and Lake Charlotte.
- Initiating community engagement, planning and visioning for Danforth, Lake Charlotte, and other new properties.
- Continuing work with Renew Atlanta and Park Pride for playground replacement at Knight Park.
- 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 business plan for golf operations.
- Work with Atlanta Public Schools to develop a working relationship that better leverages both organizations' facilities and coordinates programming opportunities and access to facilities.
- 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 land acquisitions throughout the City to connect trails, parks, greenspace and communities in accordance with the 2030 Project Greenspace plan.

### **City Infrastructure**

- Continuing community planning, design and construction at Westside Park Phase 1B.
- Completing Playground upgrades at John A. White Park, Mosley Park, West Manor Park, Windsor Street Park, and South Atlanta Park.
- Completing construction of Phase 2 at Indian Creek Park.
- Completing the Atlanta Memorial Park Trail.
- Completing ADA Improvements at Maddox Park Pavilion.
- Completing Safe Bike Pathway at Grant Park Gateway.
- Completing Grant Park South Greenspace and Restroom Renovations.
- Completing Technology Center at John A. White Golf Course.

### **Internal Operations**

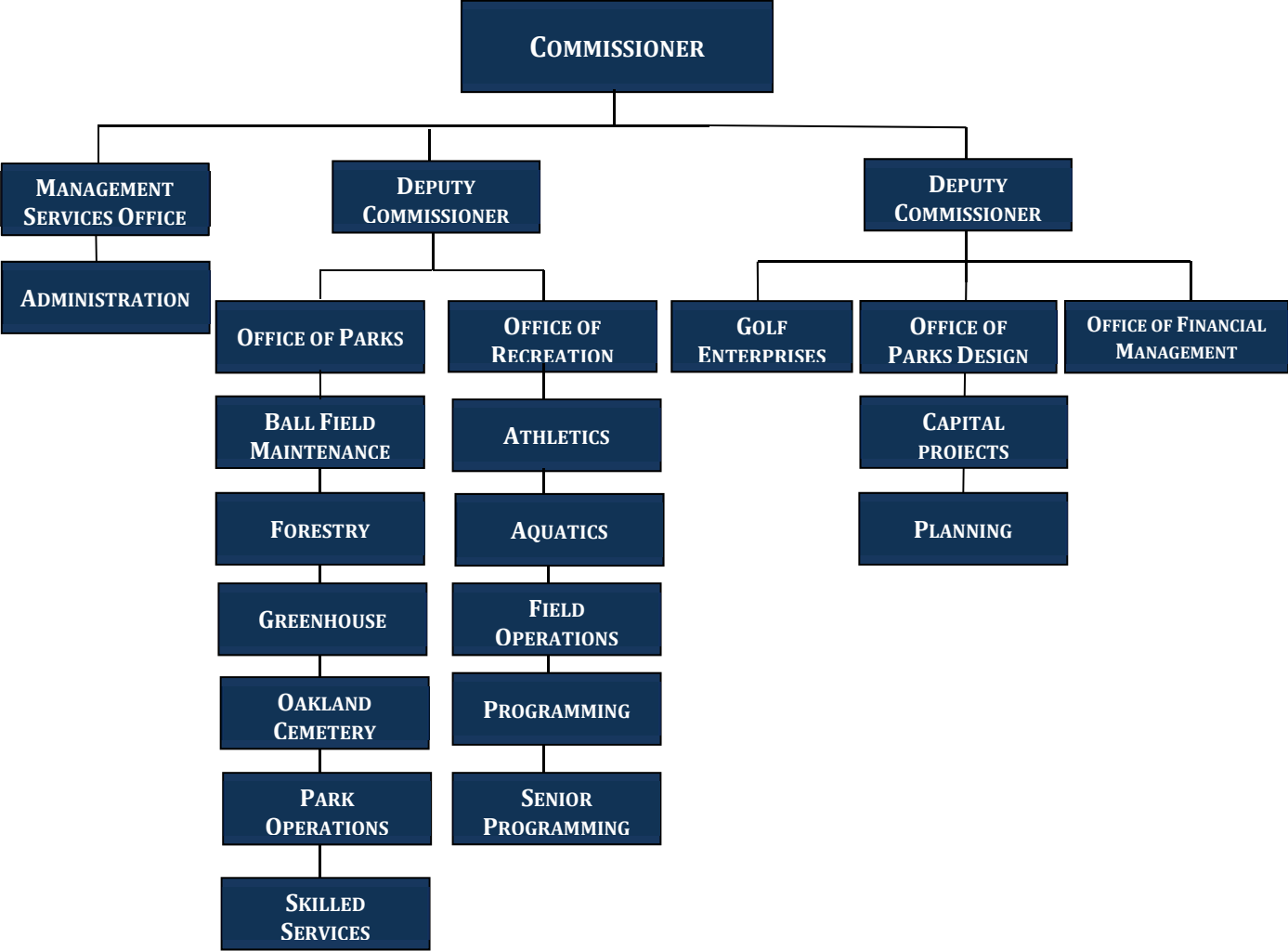
- Developing a capital budget and capital improvement plan to help manage proactive maintenance and repairs.
- Ensuring COA Golf Courses have enhanced food and beverage offerings to help overall experience and generate revenue.
- Finalizing DPR fee study exercise for Aquatics, Golf, Outdoor Event, Field & Pavilion/Shelter Rentals, and Youth Athletics.
- 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.
- Update and implement marketing and communications plan.
- Improving staff maintenance facilities.

# ORGANIZATIONAL CHART

*PARKS AND RECREATION*



# PERFORMANCE METRICS

## PARKS AND RECREATION

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>Office of Recreation</i></b>				
<b><i>Youth Development</i></b>				
Total Number Enrolled in COH Afterschool Program	2,159	2,247	2,000	2,100
Total Number Enrolled in Camp Best Friends	3,932	3,904	3,800	3,900
Total Number Enrolled in Athletic Programming	3,048	3,816	3,000	3,000
Total Youth COH Attendance	218,147	227,838	190,000	195,000
<b><i>Fiscal Stability</i></b>				
Total recreation revenue collected	\$2,394,276	\$2,699,548	\$1,800,000	\$1,850,000
<b><i>Office of Parks</i></b>				
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Percentage of mulching/mowing completed on schedule	87%	82%	95%	95%
Percentage of litter/limb removal completed on schedule	100%	96%	95%	95%
Percentage of park garbage cans collected on schedule	99%	96%	100%	100%
Percentage of park trimming and blowing completed on schedule	85%	81%	80%	80%
Percentage of Arborist Inspections completed within schedule	95%	92%	85%	85%
<b><i>Public Safety</i></b>				
% of active capital projects on/ahead of schedule	73%	66%	88%	88%
<b><i>Office of Parks Design</i></b>				
<b><i>Sustainability</i></b>				
% of active capital projects on/ahead of schedule	100%	98%	98%	98%
% of capital projects closed on/ahead of schedule	N/A	N/A	95%	95%
% of active capital projects on/under budget	100%	98%	98%	98%
% of capital projects closed on/under budget	N/A	N/A	98%	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)	\$1,849,331	\$577,683	\$2,000,000	\$2,000,000





## FY21 OPERATING BUDGET HIGHLIGHTS

### Dept of Parks & Recreation

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$15,010,677	\$14,456,826	\$16,926,724	Salaries, Regular	\$14,504,308	(\$2,422,416)
(\$82,283)	\$54,997	\$300,000	Salaries, Perm Part-Time	-	(\$300,000)
-	-	-	Salaries, Sworn	-	-
\$1,070,819	\$1,230,398	\$1,100,000	Salaries, Extra Help	\$1,100,000	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$828,854	\$674,421	\$659,389	Overtime	\$659,389	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$3,328,019	\$2,897,914	\$2,822,771	Pen Cont Gen Emp Pen Fd	\$3,034,864	\$212,093
\$383,847	\$372,789	\$233,262	Defined Contribution	\$415,498	\$182,236
\$200,087	\$230,517	\$596,692	Workers' Compensation	\$596,692	\$0
\$2,587,372	\$2,846,985	\$3,316,612	Other Personnel Costs	\$3,211,792	(\$104,820)
\$23,327,392	\$22,764,847	\$25,955,450	<b>TOTAL PERSONNEL</b>	\$23,522,542	(\$2,432,908)
			<b>OTHER EXPENSES</b>		
\$7,532,381	\$7,667,135	\$7,629,538	Purchased / Contracted Services	\$8,602,528	\$972,989
\$6,215,737	\$6,243,374	\$5,375,415	Supplies	\$5,375,415	\$0
\$24,019	\$88,200	\$190,000	Capital Outlays	\$190,000	\$0
\$2,018,303	\$2,866,652	\$2,052,715	Interfund / Interdepartmental Charges	\$2,052,716	\$0
-	\$0	\$0	Other Costs	\$0	\$0
-	\$0	\$0	Debt Service	\$0	\$0
-	-	-	Conversion / Summary	-	-
\$21,929,347	\$985,480	\$596,143	Other Financing Uses	\$1,042,909	\$446,766
\$37,719,786	\$17,850,841	\$15,843,811	<b>TOTAL OTHER EXPENSES</b>	\$17,263,568	\$1,419,757
<b>\$61,047,177</b>	<b>\$40,615,688</b>	<b>\$41,799,261</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$40,786,110</b>	<b>(\$1,013,151)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$39,344,422	\$40,611,688	\$41,799,261	General Fund	\$40,786,110	(\$1,013,151)
\$21,703,877	\$0	\$0	Civic Center Revenue Fund	\$0	\$0
(\$1,121)	\$4,000	\$0	Parks Facilities Revenue Fund	\$0	\$0
<b>\$61,047,177</b>	<b>\$40,615,688</b>	<b>\$41,799,261</b>	<b>TOTAL EXPENSES</b>	<b>\$40,786,110</b>	<b>(\$1,013,151)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
430.00	448.00	428.00	Full Time Equivalent	459.00	31.00



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Dept of Parks & Recreation**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$15,011,308	\$14,456,826	\$16,926,724	Salaries, Regular	\$14,504,307	(\$2,422,417)
(\$82,283)	\$54,997	\$300,000	Salaries, Perm Part-Time	-	(\$300,000)
-	-	-	Salaries, Sworn	-	-
\$1,070,819	\$1,230,398	\$1,100,000	Salaries, Extra Help	\$1,100,000	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$828,854	\$674,421	\$659,389	Overtime	\$659,389	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$3,328,250	\$2,897,914	\$2,822,771	Pen Cont Gen Emp Pen Fd	\$3,034,864	\$212,093
\$383,847	\$372,789	\$233,262	Defined Contribution	\$415,498	\$182,236
\$200,087	\$230,517	\$596,692	Workers' Compensation	\$596,692	-
\$2,587,519	\$2,846,985	\$3,316,612	Other Personnel Costs	\$3,211,792	(\$104,820)
\$23,328,400	\$22,764,847	\$25,955,450	<b>TOTAL PERSONNEL</b>	\$23,522,542	(\$2,432,908)
			<i>OTHER EXPENSES</i>		
\$7,294,906	\$7,663,135	\$7,629,538	Purchased / Contracted Services	\$8,602,528	\$972,989
\$5,883,227	\$6,243,374	\$5,375,415	Supplies	\$5,375,415	\$0
\$24,019	\$88,200	\$190,000	Capital Outlays	\$190,000	\$0
\$2,018,303	\$2,866,652	\$2,052,715	Interfund / Interdepartmental Charges	\$2,052,716	\$0
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$795,567	\$985,480	\$596,143	Other Financing Uses	\$1,042,909	\$446,766
\$16,016,022	\$17,846,841	\$15,843,811	<b>TOTAL OTHER EXPENSES</b>	\$17,263,568	\$1,419,757
\$39,344,422	\$40,611,688	\$41,799,261	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$40,786,110	(\$1,013,151)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$39,344,422	\$40,611,688	\$41,799,261	General Fund	\$40,786,110	(\$1,013,151)
\$39,344,422	\$40,611,688	\$41,799,261	<b>TOTAL EXPENSES</b>	\$40,786,110	(\$1,013,151)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
422.00	440.00	428.00	Full Time Equivalent	451.00	23.00





## FY21 OPERATING BUDGET HIGHLIGHTS

### Dept of Parks & Recreation

### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$2,422,417)	Decrease due to salary and personnel adjustments.
Salaries, Perm Part-Time	(\$300,000)	Decrease due to personnel adjustments.
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	\$212,093	Increase due to personnel and pension rate adjustments (actuarial study).
Defined Contribution	\$182,236	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$104,820)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$2,432,908)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$972,989	Increase to properly align contractual and operational expenditures. This line includes investments in the network of parks, greenspace and recreational centers senior programming.
Supplies	\$0	This line includes utility costs for recreational facilities.
Capital Outlays	\$0	This line includes funding for Recreation Center equipment.
Interfund / Interdepartmental Charges	\$0	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$446,766	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,419,757</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,013,151)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$1,013,151)	
<b>TOTAL EXPENSES</b>	<b>(\$1,013,151)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	23.00	Increase due to new hires.



# 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<sup>1</sup>, 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.

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<sup>1</sup> Also, the City and Fulton County each own a 50% interest in the North Area Water Treatment Plant that is operated and maintained under a separate contract.

*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 inform 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 facilitate full compliance with regulatory requirements, including the public health needs of our stakeholders and protection of our environmental resources.

*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: Efficient delivery of core services to customers through

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

Financial Resiliency - Goal Statement: Responsibly manage 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: Fulfill our compliance and resilience requirements by focusing on the triple bottom line of fiscal responsibility, environmental stewardship, and social betterment.

Smart Utility - Goal Statement: Leverage innovation, information technology, operational technology, and process technology to optimize the use and management of investment and human capital to improve financial, operational, and customer service performance and resiliency.

Safety and Security - Goal Statement: Develop, implement, and communicate comprehensive policies and processes aimed at protecting the health, well-being, and security of our employees, our assets, and the communities we serve; ensuring the effective management and continuity of generations in the face of vulnerabilities.

## **FY2020 Accomplishments**

### Service Delivery

- Delivery of over \$150M in CIP projects and completed project and design management of over 100 CIP projects.
- Completed the development of a cost loaded master schedule for the CIP.
- Successful Integration of Maximo Linear (which includes GIS integration) – to replace Hansen system.
- Launched Water Stat - various operation and dashboard applications.
- Improved the billing dispute process to better serve customers.
- Developed and implemented four surveys for external customers: New Services, Proactive Communications, Escalation, High Bill Review
- Developed “Creating World Class Customer Experiences” customer service training.
- Completed Stormwater Roadshows for 10 Watersheds.
- DWM Website redesign, Atlantawatershed.org, received the (MARCUM Platinum Award 2019).

### Infrastructure Reliability

- “Driller Mike” completed 5 miles of tunneling from the Quarry to Chattahoochee Intake Pump Station.
- Successful execution of large meter installation and repair from OLIO to OCCBS.
- The Sewer Collection Preventative Maintenance Team cleaned an average of 32 miles/month.
- Adopted 5-Year Strategic Asset Management Plan.
- Initiated 3-year Stormwater Inventory and Assessment project.
- Completed 90% distribution system inventory and started assessment and R/R plan.
- Completed construction of:
  - WSP Phase I Extended Tunnel and Pump Stations.
  - Clear Creek - Civic Center.
  - Hartsfield Jackson Manifold Improvements.
  - RM Clayton Nutrient Harvesting.

### Workforce Development

- Implemented StreamWorks workforce development program implementation.
- Expanded the Preparing Adult Offenders to Transition through Training and Therapy (PAT<sup>3</sup>). Upon completion of the vocational training phase, two participants have 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.
- Launched a department-wide Mentorship Program.
- Completed Phase I of the Operational Offices Career Progression Mapping (Office of Linear Infrastructure Operations).
- Completed Phase II of Employee Experience Mapping.

### Operational Efficiency

- Implemented mobile apps to enhance communication to internal stakeholders.
- Completed the Nutrient Recovery System Project- Ostara.
- Deployed state-of-the-art Toughbooks to all OLIO field staff.
- Earned the 2019 GAWP Distribution System Gold Award for the 1<sup>st</sup> time ever.
- Earned the 2019 GAWP Collection System Gold Award for the 1<sup>st</sup> time ever.

- Improved CSTAT SLA compliance for OLIO work order to consistent 90+ % on-time performance.
- Completed Hydraulic Modeling flow Monitoring sites in roadways to create stand-alone remote monitoring that reduced gap data, repair costs and safety hazards.
- Completion of Water Supply Program time lapse camera installation & 3D tour.

#### Financial Resiliency

- Developed a new revenue stream through from the beneficial reuse of struvite at the RM Clayton (RMC).
- Successful pursuit of state and federal funding sources including WIFIA.
- Received GFOA award of Excellence in Financial Reporting for the seventh 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

- Completed the Smart Utility Strategic Plan
- Completed the SCADA Master Plan.
- The Fats, Oil and Grease Program switched from manual to electronic delivery of the 2020 Food Service Wastewater Discharge permits.
- Oversaw the Optimatics analysis for 3 combined sewer areas to optimize mix of green and gray infrastructure projects to meet the remaining consent decree requirements.

#### Safety and Security

- Completed Risk and Resilience Vulnerability Assessment and submitted certification to EPA on March 25th to meet the March 30th deadline in accordance to the America Water Infrastructure Act 2018.
- Developed and promoted Safety First culture to recognize and report hazards to mitigated safety hazards.
- Continued to adopt and implement security guidelines based on DHS guidelines
- Continued emergency action plan training, and conduction drills/audits of process and procedures to ensure preparedness and response readiness.

## **FY2021 Proposed Program Highlights**

#### Service Delivery

- Implement improvements to address identified gaps in service delivery.
- Expand customer engagement and feedback mechanisms.
- Develop and implement customer conveniences such as self-service options via web, mobile app, kiosk, and additional service locations.

#### Infrastructure Reliability

- Optimize inventory of parts and equipment to complete preventive maintenance activities and to address emergency maintenance.
- Execute all CIP projects using DWM's Project Delivery System governance program and e-Builder as the repository for all project data and reporting.

#### 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 retention of wanted staff by 10%.
- Focus preventative maintenance within treatment facilities.
- Implement capital improvements that will result in reductions of operation and maintenance expenditures. (e.g., energy conservation projects)
- Consistently conduct performance reviews of key organizational areas and critical functions to identify key performance indicators (KPIs), assess performance, and recommend improvements.

### Financial Resiliency

- Continue focus on receivable portfolio to expedite cash flow.
- Assess both Care and Conserve and Sr. Citizen Discount programs for possible expansion.
- Identify new revenue streams (biosolids, stormwater utility, monetizing data, grease recycling and cogen/receiving facilities).

### Compliance

- Maintain full compliance with Safe Drinking Water Act.
- Execute and ensure full compliance with the new CSO permit requirements.
- Using an integrated planning approach, continue implementation of DWM's Green Infrastructure Strategic Action Plan, in close collaboration with the Clean Water Atlanta Consent Decree compliance program.
- Continue implementation strategies and processes that will enable the City to complete its commitments under the first amended consent decree within the current schedule.

### Digital Transformation

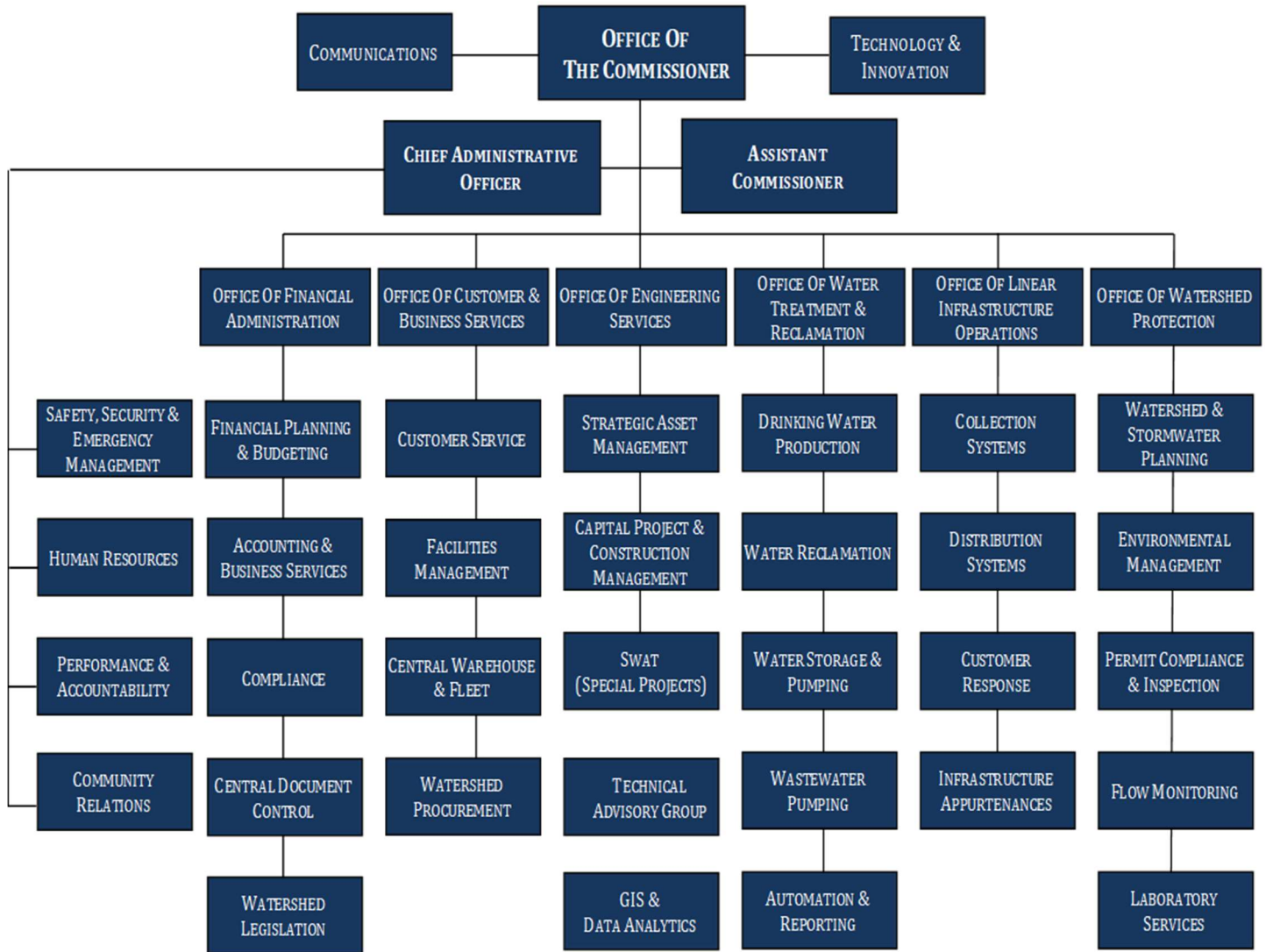
- Maximize usage of data analytics tool across all offices.
- Develop and outline a governance process for the smart utility implementation plan that result in significant buy-in from staff and ensure alignment with the Department's overall business objectives.
- Implement Automated Metering Infrastructure & Automated valve pilot.

### Safety and Security

- Continue to cultivate a culture of safety within the Department.
- Continue to expand the use of security cameras throughout the Department's identified locations.
- Increase the number of Safety Training Hours provide by 10%.

# ORGANIZATIONAL CHART

WATERSHED MANAGEMENT





# PERFORMANCE METRICS

## WATERSHED MANAGEMENT

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>Fiscal Accountability and Governmental Efficiency</i></b>				
<b><i>Financial Management</i></b>				
Estimated bills as a percent of bills mailed	5.11%	3.03%	3.00%	3.00%
<b><i>Service Delivery</i></b>				
Customer service complaints per 1,000 bills issued <sup>1</sup>	13.8	8.3	<15.0	<15.0
Technical Service Calls per 1,000 bills issued <sup>2</sup>	23.1	16.8	<25.0	<25.0
Service work orders completed within target time frame	91.4%	95.7%	90%	90%
<b><i>Compliance &amp; Safety</i></b>				
Drinking water compliance rate	100%	100%	100%	100%
Wastewater treatment compliance rate <sup>3</sup>	99.60%	79.5%	100%	100%
<b><i>Infrastructure Maintenance &amp; Reliability</i></b>				
Number of main breaks per 1000	3.52	2.08	<2.3	<2.3
Number of sewage spills per 100 miles of sewer	9.6	9.7	<8.5	<8.5
Number of water system breaks per 100 miles of pipe <sup>4</sup>	20.0	12.06	<15	<15
<b><i>Sustainability</i></b>				
<b><i>Operational Efficiency</i></b>				
Dollars spent per million gallons of water produced (water/wastewater), \$/mgal	DW564 WW925	DW570 WW893	DW500-600 WW 900-1,000	DW 500-600 WW 900-1,000
Purchased power per million gallons of water treated (water/wastewater), kWh/mgal	DW 2152 WW 3059	DW 2185 WW 2725	DW 2150 WW 3100	DW 2150 WW 3100

Notes:

<sup>1</sup> 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.

<sup>2</sup> Safety spot audit scores are unavailable; OSS plans to develop a program to track this metric

<sup>3</sup> AS a percentage of days in compliance out of the last 365 days as of the end of the period.

<sup>4</sup> The DWM will also look at water system leaks in the future.





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Watershed Management

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$54,980,247	\$57,338,265	\$67,047,874	Salaries, Regular	\$65,478,323	(\$1,569,551)
\$1,539	\$0	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$2,810,142	\$1,183,962	\$700,000	Salaries, Extra Help	\$500,000	(\$200,000)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$5,938,778	\$6,766,016	\$2,975,000	Overtime	\$5,270,000	\$2,295,000
-	-	-	Pen Cont Fire Pen Fd	-	-
\$175,514	\$128,265	-	Pen Cont Police Pen Fd	-	-
\$11,231,032	\$10,420,767	\$11,849,982	Pen Cont Gen Emp Pen Fd	\$11,138,437	(\$711,545)
\$1,723,924	\$1,740,427	\$1,229,573	Defined Contribution	\$1,702,392	\$472,819
\$1,065,285	\$1,548,908	\$962,212	Workers' Compensation	\$962,212	\$0
\$8,823,720	\$9,950,188	\$11,389,651	Other Personnel Costs	\$10,499,479	(\$890,172)
\$86,750,180	\$89,076,798	\$96,154,293	<b>TOTAL PERSONNEL</b>	\$95,550,844	(\$603,449)
<b>OTHER EXPENSES</b>					
\$34,329,839	\$42,298,975	\$61,331,345	Purchased / Contracted Services	\$64,788,800	\$3,457,455
\$38,788,989	\$45,256,864	\$44,914,266	Supplies	\$44,943,716	\$29,450
\$666,211	\$1,348,129	\$0	Capital Outlays	\$0	\$0
\$5,197,475	\$7,573,633	\$5,230,602	Interfund / Interdepartmental Charges	\$5,230,602	\$0
\$9,424,572	\$2,172,716	\$2,287,700	Other Costs	\$2,727,600	\$439,900
-	\$0	\$340,000	Debt Service	\$340,000	\$0
-	-	-	Conversion / Summary	-	-
\$200,000	\$0	\$0	Other Financing Uses	\$0	\$0
\$88,607,086	\$98,650,317	\$114,103,913	<b>TOTAL OTHER EXPENSES</b>	\$118,030,718	\$3,926,805
<b>\$175,357,267</b>	<b>\$187,727,115</b>	<b>\$210,258,206</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$213,581,562</b>	<b>\$3,323,356</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$2,930	\$29	\$0	General Fund	\$0	\$0
(\$353)	\$0	\$0	Airport Revenue Fund	\$0	\$0
\$175,354,689	\$187,727,085	\$210,258,206	Water & Wastewater Revenue Fund	\$213,581,562	\$3,323,356
<b>\$175,357,267</b>	<b>\$187,727,115</b>	<b>\$210,258,206</b>	<b>TOTAL EXPENSES</b>	<b>\$213,581,562</b>	<b>\$3,323,356</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
1,096.00	1,266.00	1,382.00	Full Time Equivalent	1,384.00	2.00



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Watershed Management**  
**Water & Wastewater Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>	
\$54,980,247	\$57,338,265	\$67,047,874	Salaries, Regular	\$65,478,323 (\$1,569,551)
\$1,539	-	-	Salaries, Perm Part-Time	-
-	-	-	Salaries, Sworn	-
\$2,810,142	\$1,183,962	\$700,000	Salaries, Extra Help	\$500,000 (\$200,000)
-	-	-	Salaries, Extra Help-Sworn	-
\$5,938,778	\$6,766,016	\$2,975,000	Overtime	\$5,270,000 \$2,295,000
-	-	-	Pen Cont Fire Pen Fd	-
\$175,514	\$128,265	-	Pen Cont Police Pen Fd	-
\$11,231,032	\$10,420,767	\$11,849,982	Pen Cont Gen Emp Pen Fd	\$11,138,437 (\$711,545)
\$1,723,924	\$1,740,427	\$1,229,573	Defined Contribution	\$1,702,392 \$472,819
\$1,062,695	\$1,548,908	\$962,212	Workers' Compensation	\$962,212 -
\$8,823,720	\$9,950,188	\$11,389,651	Other Personnel Costs	\$10,499,479 (\$890,172)
\$86,747,591	\$89,076,798	\$96,154,293	<b>TOTAL PERSONNEL</b>	<b>\$95,550,844 (\$603,449)</b>
			<i>OTHER EXPENSES</i>	
\$34,330,247	\$42,298,946	\$61,331,345	Purchased / Contracted Services	\$64,788,800 \$3,457,455
\$38,788,989	\$45,256,864	\$44,914,266	Supplies	\$44,943,716 \$29,450
\$666,211	\$1,348,129	-	Capital Outlays	-
\$5,197,080	\$7,573,633	\$5,230,602	Interfund / Interdepartmental Charges	\$5,230,602 \$0
\$9,424,572	\$2,172,716	\$2,287,700	Other Costs	\$2,727,600 \$439,900
-	-	\$340,000	Debt Service	\$340,000 -
-	-	-	Conversion / Summary	-
\$200,000	-	-	Other Financing Uses	-
\$88,607,099	\$98,650,287	\$114,103,913	<b>TOTAL OTHER EXPENSES</b>	<b>\$118,030,718 \$3,926,805</b>
<b>\$175,354,689</b>	<b>\$187,727,085</b>	<b>\$210,258,206</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$213,581,562 \$3,323,356</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 FUND BUDGET	VARIANCE FY21-FY20
\$175,354,689	\$187,727,085	\$210,258,206	Water & Wastewater Revenue Fund	\$213,581,562 \$3,323,356
<b>\$175,354,689</b>	<b>\$187,727,085</b>	<b>\$210,258,206</b>	<b>TOTAL EXPENSES</b>	<b>\$213,581,562 \$3,323,356</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
1,096.00	1,266.00	1,382.00	Full Time Equivalent	1,384.00	2.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Watershed Management Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<b>PERSONNEL</b>		
Salaries, Regular	(\$1,569,551)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$200,000)	Decrease to properly align budget with internship program costs.
Salaries, Extra Help-Sworn	-	
Overtime	\$2,295,000	Increase to properly align budget to support anticipated overtime costs.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$711,545)	Decrease due to personnel adjustments.
Defined Contribution	\$472,819	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$890,172)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$603,449)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$3,457,455	Increase due to service/maintenance contracts, solid waste hauling and disposal at DWM plant locations; other purchased/contract services reduced for budget stabilization efforts.
Supplies	\$29,450	Increase due to utility costs, chemicals/raw materials and warehouse supplies; other supplies reduced for budget stabilization efforts.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$0	This line includes motor/fuel and repair/maintenance costs.
Other Costs	\$439,900	Increase due to realignment of funds to cover increased credit card fees; funding for employee MARTA cards.
Debt Service	-	This line includes DWM portion of Dell equipment lease agreement.
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$3,926,805</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$3,323,356</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Water & Wastewater Revenue Fund	\$3,323,356	
<b>TOTAL EXPENSES</b>	<b>\$3,323,356</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	2.00	Increase due to new hires.



# AVIATION

## Mission Statement

The mission of the Department of Aviation (Department) 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.

## 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 and satisfaction.
- Enhance and deliver "Best-in-Class" customer experience.
- Preserve Airport's financial health.
- Promote sustainability and environmental stewardship.
- Focus on our role as economic engine.
- Operate a safe, secure, cost-competitive, and efficient Airport.

## Summary of Operations

The City of Atlanta's (City) Department of Aviation is responsible for operating the Airport.

Hartsfield-Jackson Atlanta International Airport (ATL/Airport) is the "World's Busiest and Most Efficient Airport". In calendar year 2019 ATL handled over 110 million incoming and outgoing passengers along with 904,000 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 includes an estimated total business revenue of more than \$46.9 billion annually, with an indirect and induced impact of \$35.5 billion annually. Including these indirect and induced effects, the total economic impact of the Airport is \$82.4 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.

ATL operates 24 hours per day, 365 days per year. The Department employs 757 full-time employees, as well as 260 firefighters and 198 police officers. Additionally, the Airport supports over 63,000 airline employees, concessionaires, contractors, and other professionals whose expertise and professionalism facilitate more than 2,500 aircraft operations per day.

## 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.

*The Human Resources Division* leads the Department's strategic initiative of building a high-performance organization.

*The Office of Public Affairs* helps the Airport accomplish its mission by advocating for and promoting significant Department priorities. The division's functions include government and community relations. The division monitors legislative action on the Federal, State and Local

levels and establishes engaging relationships with respective policy makers.

*The Office of Policy & Communications* is tasked with overseeing all media relations, issues management, and crisis communications for the Department. 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 Accounting* 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 six business units: accounting and financial reporting, budget and fiscal policy, revenue, treasury, capital finance, financial planning & analysis and risk management. 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.

*The Atlanta Information Management – Aviation Services 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.

*Internal Audit* is an independent business unit established within the Department to examine and evaluate activities as a service to senior management. The division is responsible for examining and evaluating the adequacy and effectiveness of the Department's operations, internal control systems, risk management systems, and governance practices.

*The Planning & Development Division* is responsible for the planning, design, and construction of all

capital and large-scale renewal and replacement projects. The division works with all Department business units as well as other City departments to plan and implement annual construction needs of the airport including: terminal building projects, airfield projects, roadway system projects, and other infrastructure projects. The division also provides department-wide planning services and environmental management and compliance oversight. The division further manages various grants, and the Noise Program.

*Commercial Development Division* is comprised of marketing, concessions, parking, commercial real estate, and commercial property management. These business units are responsible for optimizing aeronautical and non-aeronautical revenues through efficient asset management strategies; management of non-aeronautical customer-facing services, products and programs; developing and maintaining new passenger and cargo routes to ATL; leading the Department's marketing and branding efforts and managing all airline relationships, leases and property holdings at the Airport.

- The Parking unit's primary responsibility is to ensure the parking operation provides efficient, and professional customer service to the traveling public and account for and safeguard parking revenues.
- The Concessions unit manages over 300 retail, food and beverage, and service concession locations throughout the atrium, concourses, International and Domestic terminals.
- The Marketing unit is responsible for marketing and branding efforts to drive revenue and enhance and attract new, innovative products and services to ATL.
- The Commercial Property unit manages relations with the airlines to insure we have a strong business and operational collaboration with these core business partners.

*The Office of Operations, and Transportation* is responsible for the operations, customer service, train systems, and ground transportation units of the Airport. The organization is primarily responsible for ensuring seamless adherence to regulations and other mandates necessary to maintain ATL's operating certificate. It consists of



four primary 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 Airport People Mover (APM) system unit performs recurring strategic and operational functions supporting two automated people mover systems. The Plane Train® underground transit system and the ATL SkyTrain, which provides service between the Rental Car Center (RCC), Georgia International Convention Center (GICC) and 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 Office of Facilities and Asset Management* keeps ATL runways, taxiways, roadways, and support facilities maintained, safe and operational. It ensures that the runway lighting systems work properly and that all 37 support facilities are maintained. They also oversee the maintenance and repair of roadway lights and conduct daily inspections of the airfield to ensure that navigational signs and airfield lights are repaired. They provide sewage systems maintenance, daily inspecting all area drains and curb inlets throughout ATL.

*The Public Safety and Security division* is made up of the security division and the Atlanta Fire Rescue

airport unit and Atlanta Police Department airport unit which 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.

*The Emergency Management Division* operates 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 by coordinating and analyzing information. C4 provides Airport situational awareness, real-time information about airfield, terminal and landside operations, airport security, and facility resources and provides for dispatching of resources to respond to any situation.

### **FY2020 Accomplishments**

The Airport maintained its ranking for the 22nd consecutive year as the world’s busiest passenger airport with more than 110 million passengers and 900,000 aircraft operations. As the economic engine of the Southeast, ATL leads the aviation industry in efficiency and growth. Some significant accomplishments in fiscal year 2020 include:

- Implemented an Airport-wide smoking ban beginning January 2, 2020
- Won the OAG Mega Hub Award for “Most On-Time Airport” in North America
- Won Trazee Travel Award, “Favorite Airport Dining” for third consecutive year
- Launched Amazon Prime Air with three flights daily in December 2019
- Calendar year 2019 concessions and rental car revenues exceeded \$1 billion

ATLNext, the airports capital improvement plan, made significant progress in fiscal year 2020, as highlighted below:

- Completed construction on the iconic canopies covering the North and South roadways of the Domestic Terminal in August 2019
- Started the expansion of the South Security Checkpoint to add five lanes

- Initiated construction on the west expansion of the Plane Train tunnel system
- Taxiway and Runway 9L-27R reconstruction completed November 2019
- Finished placing concrete for all levels of the seven-level, 5,700-space ATL West Parking Deck in February 2020
- Park ATL Select completed in March 2020, providing 1,500 additional parking spaces for customers
- Completed connection from the parking deck to the SkyTrain GICC Station in May 2020
- Refurbished vestibules April 2020, which encompassed all work at entry doors, new “skin” on building exterior and interior, electrical work and column reinforcement
- Concourse T-North extension enabling work continued with the relocation of Delta Air Lines facilities and demolition of a portion of the North Economy lot

### **FY2021 Proposed Program Highlights**

The airport’s capital improvement program, ATLNext, continues its progress into FY2021. A major accomplishment will be the completion of the ATL West Deck. This parking facility will contain approximately 5,700 parking stalls and will be equipped with state-of-the-art features such as ticketless entry and exit, parking availability wayfinding, and other elements to make the parking experience as easy as possible. The deck will be connected to the Domestic Terminal via the Sky Train automated people mover.

Progress will continue on the Plane Train Tunnel West Extension. The 600-foot extension will enable reduced headways between trains, thereby creating approximately 20 percent greater passenger carrying capacity. During the upcoming year, the vertical shaft will be constructed downward to reach the location where the horizontal tunneling will occur. After the 55-foot deep shaft is completed, the tunneling will begin. This complex tunneling will occur under the Domestic Terminal, the MARTA Airport Station, and the Domestic Terminal Sky Train Station.

The construction of the five gates and aircraft ramp of the Concourse T-North Extension will begin. A large amount of enabling work has occurred to date to create the construction site for the gates and ramp.

The South Security Checkpoint Expansion project will move forward. This project will increase the size of the checkpoint from four to nine lanes and feature the latest checkpoint screening technology.

Finally, renewal and replacement work will continue inside the two terminals and all concourses. These types of work include modernizing of escalators and elevators; electrical system replacement; replacement of the fire alarm; life safety enhancements; and HVAC modernizations.

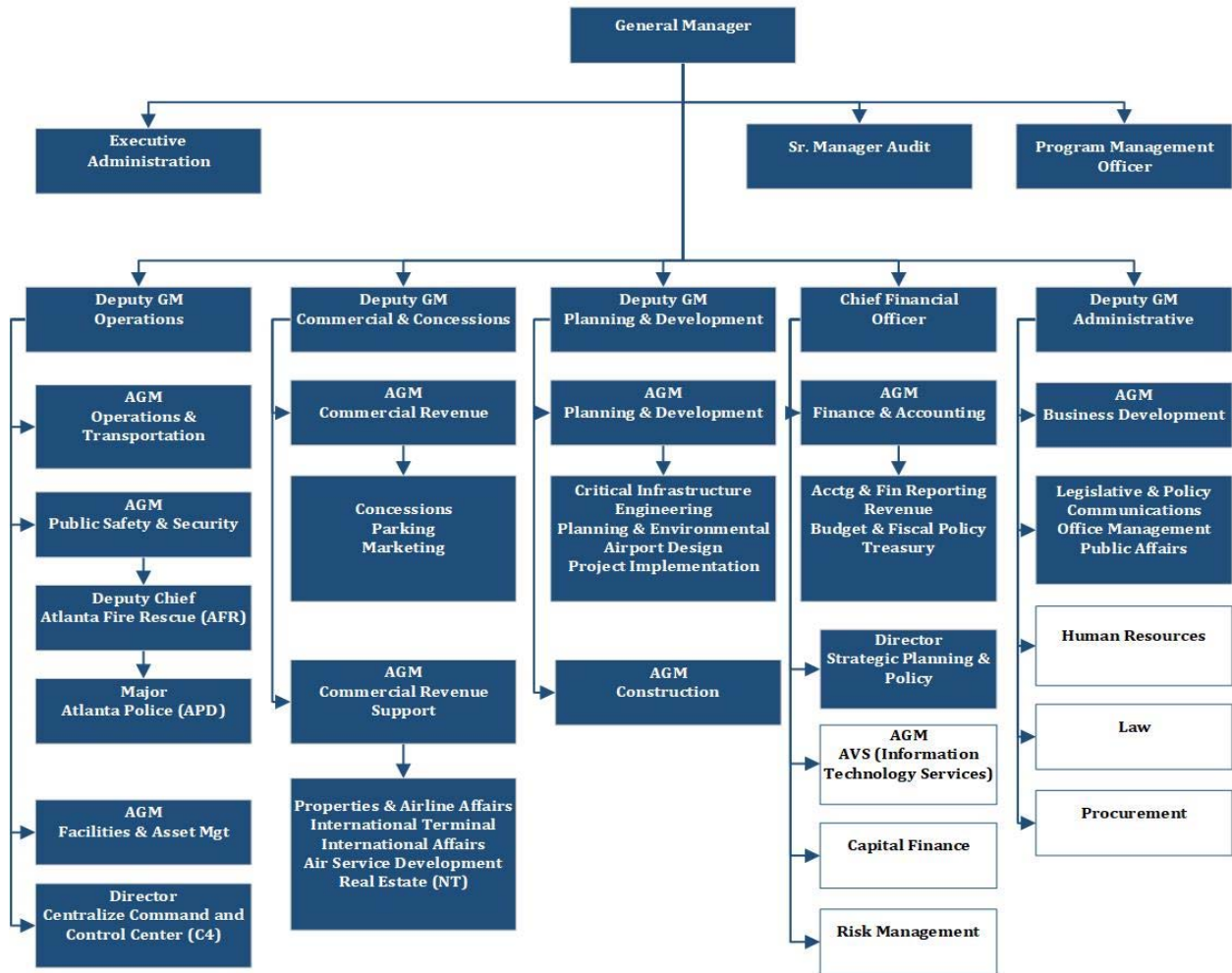
### **Coronavirus Pandemic**

By March of 2020, as the FY 2021 budget process was well underway, the Coronavirus Pandemic started and continues to have a major impact on the operations of Hartsfield-Jackson International Airport. Air traffic rapidly decreased, and the airport staff quickly began planning for the protection of passengers, employees, and members of the airport community while maintaining airport operations.

Simultaneously the airport began working on the analysis of financial scenarios to determine the airports ability to provide financial relief to the airport’s struggling business partners, while still maintaining a responsible financial position for the City of Atlanta and airport bondholders. This effort is ongoing, as the situation with the virus changes daily. The airport leadership believes the airport is in a strong position to manage through this significant event, but understands there is still a great deal of uncertainty around how things will progress in the United States and specifically in Atlanta and Georgia.

# ORGANIZATIONAL CHART

AVIATION



## PERFORMANCE METRICS

AVIATION

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Customer satisfaction with the Airport	85%	86%	87%	85%
Bond Coverage Factor	2.10	2.13	1.75	1.25
Airport parking revenue (in millions)	\$147.6M	\$147.4M	\$147.9M	\$63.5M
Airport concessions revenue (in millions)	\$169.3M	\$178.2M	\$119.3M	\$50.1M
<b><i>Business Growth &amp; Tourism</i></b>				
# of passengers traveling through Airport (millions)	105.2M	109.1M	110.4M	48.2M
Cargo volume (in metric tons)	704,576	676,778	704,000	511,000





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Aviation

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$32,437,746	\$33,904,863	\$40,687,222	Salaries, Regular	\$43,782,946	\$3,095,724
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$290,202	\$241,196	\$676,249	Salaries, Extra Help	\$423,000	(\$253,249)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$2,069,685	\$2,550,291	\$1,256,372	Overtime	\$423,680	(\$832,692)
-	\$0	-	Pen Cont Fire Pen Fd	-	-
\$6,996	\$2,744	-	Pen Cont Police Pen Fd	-	-
\$4,839,324	\$4,371,859	\$4,957,709	Pen Cont Gen Emp Pen Fd	\$4,895,760	(\$61,949)
\$1,191,174	\$1,218,962	\$806,158	Defined Contribution	\$1,140,034	\$333,875
\$206,047	\$125,702	\$105,593	Workers' Compensation	\$105,593	\$0
\$4,707,752	\$5,287,823	\$6,608,290	Other Personnel Costs	\$6,269,337	(\$338,952)
\$45,748,925	\$47,703,440	\$55,097,593	<i>TOTAL PERSONNEL</i>	\$57,040,349	\$1,942,756
<b>OTHER EXPENSES</b>					
\$134,938,320	\$141,767,681	\$180,612,724	Purchased / Contracted Services	\$198,657,237	\$18,044,513
\$14,348,486	\$15,943,754	\$17,089,590	Supplies	\$17,941,083	\$851,493
\$349,372	\$961,170	\$1,433,788	Capital Outlays	\$388,340	(\$1,045,448)
\$1,941,235	\$2,769,003	\$1,941,235	Interfund / Interdepartmental Charges	\$2,815,281	\$874,045
\$3,653,650	\$3,926,924	\$4,718,548	Other Costs	\$3,971,108	(\$747,440)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$2,710,000	\$420,000	\$0	Other Financing Uses	\$0	\$0
\$157,941,064	\$165,788,531	\$205,795,886	<i>TOTAL OTHER EXPENSES</i>	\$223,773,048	\$17,977,163
<b>\$203,689,989</b>	<b>\$213,491,971</b>	<b>\$260,893,479</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$280,813,397</b>	<b>\$19,919,919</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$203,689,989	\$213,491,971	\$260,893,479	Airport Revenue Fund	\$280,813,397	\$19,919,919
<b>\$203,689,989</b>	<b>\$213,491,971</b>	<b>\$260,893,479</b>	<b>TOTAL EXPENSES</b>	<b>\$280,813,397</b>	<b>\$19,919,919</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
657.00	689.00	734.40	Full Time Equivalent	712.00	(22.40)



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Aviation**  
**Airport Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>	
\$32,437,746	\$33,904,863	\$40,687,222	Salaries, Regular \$43,782,946	\$3,095,724
-	-	-	Salaries, Perm Part-Time -	-
-	-	-	Salaries, Sworn -	-
\$290,202	\$241,196	\$676,249	Salaries, Extra Help \$423,000	(\$253,249)
-	-	-	Salaries, Extra Help-Sworn -	-
\$2,069,685	\$2,550,291	\$1,256,372	Overtime \$423,680	(\$832,692)
-	-	-	Pen Cont Fire Pen Fd -	-
\$6,996	\$2,744	-	Pen Cont Police Pen Fd -	-
\$4,839,324	\$4,371,859	\$4,957,709	Pen Cont Gen Emp Pen Fd \$4,895,760	(\$61,949)
\$1,191,174	\$1,218,962	\$806,158	Defined Contribution \$1,140,034	\$333,875
\$206,047	\$125,702	\$105,593	Workers' Compensation \$105,593	-
\$4,707,752	\$5,287,823	\$6,608,290	Other Personnel Costs \$6,269,337	(\$338,952)
\$45,748,925	\$47,703,440	\$55,097,593	<b>TOTAL PERSONNEL \$57,040,349</b>	<b>\$1,942,756</b>
			<i>OTHER EXPENSES</i>	
\$134,938,320	\$141,767,681	\$180,612,724	Purchased / Contracted Services \$198,657,237	\$18,044,513
\$14,348,486	\$15,943,754	\$17,089,590	Supplies \$17,941,083	\$851,493
\$349,372	\$961,170	\$1,433,788	Capital Outlays \$388,340	(\$1,045,448)
\$1,941,235	\$2,769,003	\$1,941,235	Interfund / Interdepartmental Charges \$2,815,281	\$874,045
\$3,653,650	\$3,926,924	\$4,718,548	Other Costs \$3,971,108	(\$747,440)
-	-	-	Debt Service -	-
-	-	-	Conversion / Summary -	-
\$2,710,000	\$420,000	-	Other Financing Uses -	-
\$157,941,064	\$165,788,531	\$205,795,886	<b>TOTAL OTHER EXPENSES \$223,773,048</b>	<b>\$17,977,163</b>
<b>\$203,689,989</b>	<b>\$213,491,971</b>	<b>\$260,893,479</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES \$280,813,397</b>	<b>\$19,919,919</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 FUND BUDGET	VARIANCE FY21-FY20
\$203,689,989	\$213,491,971	\$260,893,479	Airport Revenue Fund \$280,813,397	\$19,919,919
<b>\$203,689,989</b>	<b>\$213,491,971</b>	<b>\$260,893,479</b>	<b>TOTAL EXPENSES \$280,813,397</b>	<b>\$19,919,919</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
657.00	689.00	734.00	Full Time Equivalent	712.00	(22.00)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Aviation

### Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$3,095,724	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$253,249)	Decrease due to Extra Help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	(\$832,692)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$61,949)	Decrease due to personnel adjustments.
Defined Contribution	\$333,875	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$338,952)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$1,942,756</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$18,044,513	Increase due to contractual services for new parking facilities (ATL Select lot and ATL West Deck), Rental Car Center elevator/escalator maintenance, airfield electrical upgrades and maintenance, insurance, contract for planning and development, cargo building repairs, customer service contracts, and other contract increases.
Supplies	\$851,493	Increase due to utilities, maintenance and janitorial supplies.
Capital Outlays	(\$1,045,448)	Decrease due to fingerprinting servers, CCTV servers and switch replacement and Switches Spare (NOC) purchase in FY20.
Interfund / Interdepartmental Charges	\$874,045	Increase due to motor/fuel and repair/maintenance cost more than anticipated.
Other Costs	(\$747,440)	Decrease due to property tax payment.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$17,977,163</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$19,919,919</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Airport Revenue Fund	\$19,919,919	
<b>TOTAL EXPENSES</b>	<b>\$19,919,919</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(22.00)	Decrease due to personnel adjustments.





# 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.

## FY2020 Accomplishments

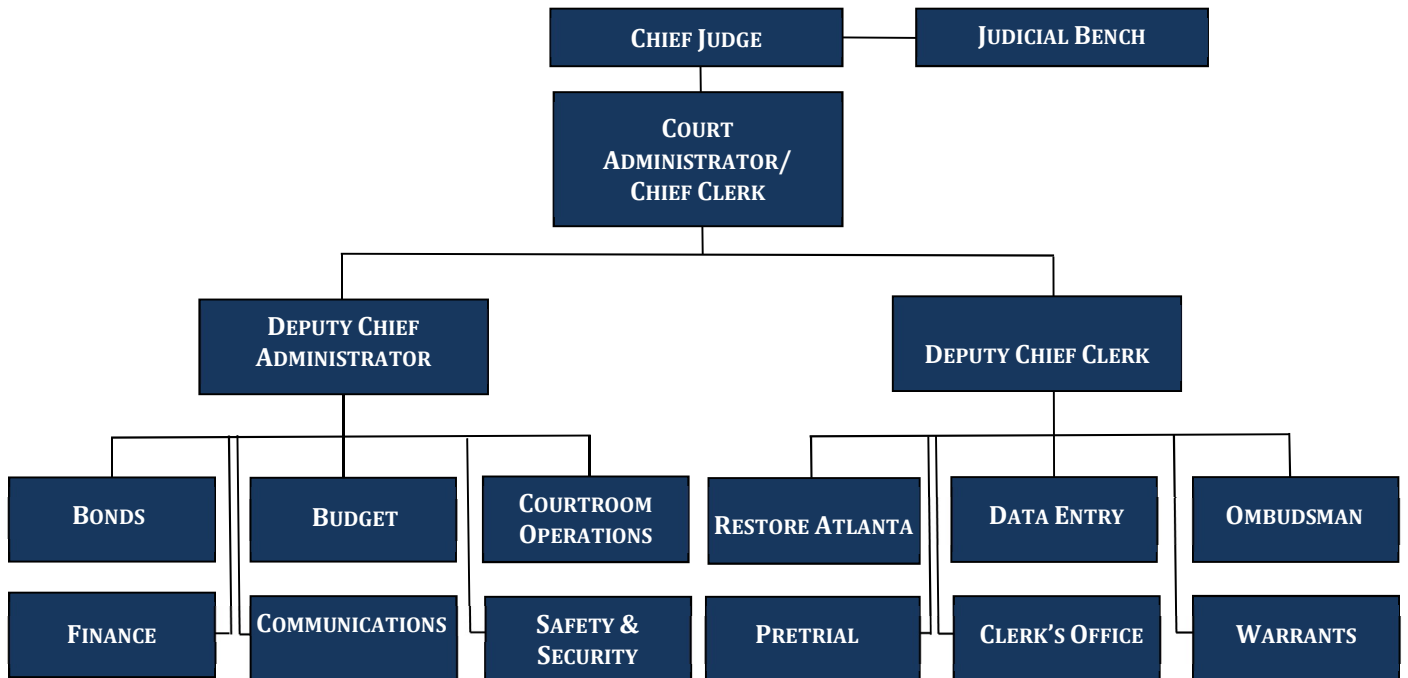
- Established the Homeless Court Program which is a comprehensive, systemic approach to addressing the needs of homeless defendants through multidisciplinary strategies that include coordination among the criminal justice, health, social service, and education systems, and the community.
- Enhanced court user experience by installing advanced technology platforms including self-service kiosks and digital information boards.
- Implemented court-wide preemption and priority system trainings to improve response time and safety of court personnel.
- Developed and implemented a systematic retention schedule for more efficient record keeping according to State Records Policy.
- Redefined and focused on streamlining the customer experience and services offered to the public through the Clerk's Office.
- Established court-wide intranet filing practice with naming convention restructure.
- Expanded the Failure to Appear (FTA) daily walk-in dockets and case reset options to efficiently process and reset outstanding cases.
- Improved the court staff experience with building upgrades to all-purpose and meeting rooms including improved technology and new furniture.
- To make appropriate use of technology to provide more efficient, cost-effective means of communication and service to citizens. Replaced aging and/or outdated computers and equipment enhancements.
- Enhanced court user experience by installing new signage and advanced technology platforms.

## FY2021 Proposed Program Highlights

- Create partnerships with outside agencies to further the mission and effectiveness of the Homeless Court Program.
- Maintain or increase the current performance metrics across all departments and partner agencies.
- To provide a comprehensive internship program with an emphasis on career exploration for young adults in the criminal law and justice fields of study.

# ORGANIZATIONAL CHART

## COURT OPERATIONS



# PERFORMANCE METRICS

## COURT OPERATIONS

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b>Public Safety</b>				
# of Traffic cases filed in Court	137,105	153,157	165,889	165,889
# of DUI cases filed in Court	3,783	1,844	2,538	2,538
# of Parking cases filed in Court	2,725	4,137	3,358	3,358
# of Criminal cases filed in Court	15,529	17,293	17,963	17,963
# of False Alarm cases filed in Court	472	450	855	855
# of Housing cases filed in Court	6,429	16,236	3,247	3,247
Municipal Court total revenue	\$17,109,855	\$24,875,181	\$19,512,520	\$19,512,520
Case Clearance Rate - Traffic	100%	100%	100%	100%
Case Clearance Rate - Criminal	100%	100%	100%	100%
% of revenue collected vs. anticipated	85%	100%	100%	100%



## FY21 OPERATING BUDGET HIGHLIGHTS Judicial Agencies

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$8,965,558	\$8,150,278	\$8,128,715	Salaries, Regular	\$8,312,576	\$183,861
\$12,232	\$39,909	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$294,728	\$162,108	\$41,507	Salaries, Extra Help	\$41,507	\$0
-	\$25,352	-	Salaries, Extra Help-Sworn	-	-
\$44,284	\$28,096	\$24,479	Overtime	\$14,479	(\$10,000)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,439,132	\$1,218,906	\$1,291,492	Pen Cont Gen Emp Pen Fd	\$1,418,981	\$127,489
\$306,226	\$258,874	\$204,267	Defined Contribution	\$271,639	\$67,372
\$41,023	\$16,462	\$36,199	Workers' Compensation	\$36,199	\$0
\$1,070,173	\$1,051,975	\$1,386,430	Other Personnel Costs	\$1,564,940	\$178,510
\$12,173,355	\$10,951,958	\$11,113,089	<b>TOTAL PERSONNEL</b>	\$11,660,321	\$547,232
<b>OTHER EXPENSES</b>					
\$1,259,429	\$974,644	\$2,083,813	Purchased / Contracted Services	\$1,184,840	(\$898,973)
\$204,750	\$236,927	\$164,782	Supplies	\$130,140	(\$34,643)
(\$29,238)	\$0	\$0	Capital Outlays	\$0	\$0
\$16,332	\$23,543	\$6,137	Interfund / Interdepartmental Charges	\$6,137	\$0
\$10,910	\$5,884	\$15,835	Other Costs	\$15,835	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$247	\$11,842	\$0	Other Financing Uses	\$19,392	\$19,392
\$1,462,430	\$1,252,842	\$2,270,568	<b>TOTAL OTHER EXPENSES</b>	\$1,356,344	(\$914,224)
<b>\$13,635,785</b>	<b>\$12,204,800</b>	<b>\$13,383,657</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$13,016,665</b>	<b>(\$366,992)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$13,635,785	\$12,199,863	\$13,383,657	General Fund	\$13,016,665	(\$366,992)
-	\$4,937	-	Water & Wastewater Revenue Fund	-	-
<b>\$13,635,785</b>	<b>\$12,204,800</b>	<b>\$13,383,657</b>	<b>TOTAL EXPENSES</b>	<b>\$13,016,665</b>	<b>(\$366,992)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
184.00	183.00	148.00	Full Time Equivalent	182.00	34.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### Judicial Agencies General Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$8,965,558	\$8,150,278	\$8,128,715	Salaries, Regular	\$8,312,576	\$183,861
\$12,232	\$39,909	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$294,728	\$162,108	\$41,507	Salaries, Extra Help	\$41,507	-
-	\$25,352	-	Salaries, Extra Help-Sworn	-	-
\$44,284	\$28,096	\$24,479	Overtime	\$14,479	(\$10,000)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,439,132	\$1,218,906	\$1,291,492	Pen Cont Gen Emp Pen Fd	\$1,418,981	\$127,489
\$306,226	\$258,874	\$204,267	Defined Contribution	\$271,639	\$67,372
\$41,023	\$16,462	\$36,199	Workers' Compensation	\$36,199	-
\$1,070,173	\$1,051,975	\$1,386,430	Other Personnel Costs	\$1,564,940	\$178,510
<b>\$12,173,355</b>	<b>\$10,951,958</b>	<b>\$11,113,089</b>	<b>TOTAL PERSONNEL</b>	<b>\$11,660,321</b>	<b>\$547,232</b>
			<i>OTHER EXPENSES</i>		
\$1,259,429	\$969,707	\$2,083,813	Purchased / Contracted Services	\$1,184,840	(\$898,973)
\$204,750	\$236,927	\$164,782	Supplies	\$130,140	(\$34,643)
(\$29,238)	-	-	Capital Outlays	-	-
\$16,332	\$23,543	\$6,137	Interfund / Interdepartmental Charges	\$6,137	\$0
\$10,910	\$5,884	\$15,835	Other Costs	\$15,835	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$247	\$11,842	-	Other Financing Uses	\$19,392	\$19,392
\$1,462,430	\$1,247,904	\$2,270,568	<b>TOTAL OTHER EXPENSES</b>	<b>\$1,356,344</b>	<b>(\$914,224)</b>
<b>\$13,635,785</b>	<b>\$12,199,863</b>	<b>\$13,383,657</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$13,016,665</b>	<b>(\$366,992)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$13,635,785	\$12,199,863	\$13,383,657	General Fund	\$13,016,665	(\$366,992)
<b>\$13,635,785</b>	<b>\$12,199,863</b>	<b>\$13,383,657</b>	<b>TOTAL EXPENSES</b>	<b>\$13,016,665</b>	<b>(\$366,992)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
184.00	183.00	148.00	Full Time Equivalent	182.00	34.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### Judicial Agencies General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$183,861	Increase due to salary and personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	(\$10,000)	Decrease to align budget with anticipated overtime costs.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$127,489	Increase due to personnel and pension rate adjustments (actuarial study).
Defined Contribution	\$67,372	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$178,510	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$547,232</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$898,973)	Decrease to properly align contractual and operational expenditures.
Supplies	(\$34,643)	Decrease to properly align supplies and operational expenditures.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$0	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	\$19,392	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$914,224)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$366,992)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$366,992)	
<b>TOTAL EXPENSES</b>	<b>(\$366,992)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	34.00	Increase due to new hires.



# 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, reasons 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 a few exceptions. The general fund budgeted reserves are set by ordinance, while reserves in capital funds may be required in accordance with the indentures.







## FY21 OPERATING BUDGET HIGHLIGHTS Non-Departmental

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURES	FY20 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY21-FY20
-	\$1,411,871	-	Salaries, Regular	-
-	\$66,259	-	Salaries, Perm Part-Time	-
-	\$428,573	-	Salaries, Sworn	-
-	\$539,737	\$0	Salaries, Extra Help	\$0
-	\$7,360	-	Salaries, Extra Help-Sworn	-
\$13	\$33,181	-	Overtime	-
(\$387)	\$19,514	-	Pen Cont Fire Pen Fd	-
(\$498)	\$22,697	-	Pen Cont Police Pen Fd	-
(\$21,755)	\$33,637	-	Pen Cont Gen Emp Pen Fd	-
-	\$35,296	-	Defined Contribution	-
\$1,540,062	\$5,597,948	\$2,886,703	Workers' Compensation	\$2,886,703
\$1,009,037	\$1,346,194	\$1,245,258	Other Personnel Costs	\$519,368
\$2,526,472	\$9,542,269	\$4,131,961	<b>TOTAL PERSONNEL</b>	\$3,406,071
			<b>OTHER EXPENSES</b>	
\$20,210,423	\$28,334,088	\$32,421,460	Purchased / Contracted Services	\$28,925,698
(\$1,941)	\$3,337	\$0	Supplies	\$4,500,000
-	\$0	-	Capital Outlays	-
\$34,697,966	\$34,245,582	\$33,660,487	Interfund / Interdepartmental Charges	\$34,179,993
\$251,265,608	\$273,504,714	\$271,989,823	Other Costs	\$259,396,132
\$24,372,360	\$22,429,042	\$63,745,352	Debt Service	\$61,725,013
\$0	\$0	\$148,710,463	Conversion / Summary	\$115,048,230
\$663,850,703	\$719,473,428	\$394,384,018	Other Financing Uses	\$437,869,796
\$994,395,120	\$1,077,990,192	\$944,911,603	<b>TOTAL OTHER EXPENSES</b>	\$941,644,863
<b>\$996,921,592</b>	<b>\$1,087,532,461</b>	<b>\$949,043,564</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$945,050,934</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURES	FY20 ADOPTED	FY21 FUND BUDGET	VARIANCE FY21-FY20
\$94,829,992	\$97,579,303	\$97,067,078	General Fund	\$94,242,078
\$264,015,003	\$297,954,849	\$258,932,563	Airport Revenue Fund	\$291,775,388
\$942,959	\$1,029,436	\$1,009,120	City Plaza Project Fund	\$1,001,000
\$44,874	\$0	\$0	Civic Center Revenue Fund	\$0
\$15,343	(\$4,000)	\$0	Parks Facilities Revenue Fund	\$0
\$3,330,686	\$7,906,363	\$6,681,397	Solid Waste Services Revenue Fund	\$6,761,187
\$399,936,743	\$430,635,299	\$355,007,222	Water & Wastewater Revenue Fund	\$330,691,874
\$39,000	(\$159,000)	-	Emergency Telephone System	-
\$3,812,153	\$5,830,650	\$3,444,339	Fleet Service Fund	\$3,497,532
\$150,136,744	\$160,241,144	\$148,809,304	Group Insurance Fund	\$151,946,307
\$78,403,629	\$85,201,268	\$76,712,025	Hotel/Motel Tax Fund	\$63,940,300
\$1,414,467	\$1,317,147	\$1,380,516	Rental/Motor Vehicle Tax Fund	\$1,195,268
<b>\$996,921,592</b>	<b>\$1,087,532,461</b>	<b>\$949,043,564</b>	<b>TOTAL EXPENSES</b>	<b>\$945,050,934</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental General Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	\$1,411,871	-	Salaries, Regular	-	-
-	\$66,259	-	Salaries, Perm Part-Time	-	-
-	\$428,573	-	Salaries, Sworn	-	-
-	\$539,737	-	Salaries, Extra Help	-	-
-	\$7,360	-	Salaries, Extra Help-Sworn	-	-
\$13	\$33,181	-	Overtime	-	-
(\$387)	\$19,514	-	Pen Cont Fire Pen Fd	-	-
(\$498)	\$22,697	-	Pen Cont Police Pen Fd	-	-
(\$25,103)	\$39,345	-	Pen Cont Gen Emp Pen Fd	-	-
-	\$35,296	-	Defined Contribution	-	-
\$1,429,734	\$5,586,941	\$2,545,000	Workers' Compensation	\$2,545,000	-
\$279,740	\$688,402	\$519,368	Other Personnel Costs	\$519,368	-
\$1,683,499	\$8,879,177	\$3,064,368	<b>TOTAL PERSONNEL</b>	\$3,064,368	-
			<i>OTHER EXPENSES</i>		
\$19,586,221	\$17,512,087	\$22,729,275	Purchased / Contracted Services	\$17,938,569	(\$4,790,706)
(\$1,941)	\$3,337	-	Supplies	\$4,500,000	\$4,500,000
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$35,580,683	\$38,334,921	\$33,428,776	Other Costs	\$33,325,778	(\$102,998)
\$11,168,029	\$6,435,494	\$33,734,401	Debt Service	\$31,303,105	(\$2,431,296)
-	-	\$4,110,258	Conversion / Summary	\$4,110,258	-
\$26,813,501	\$26,414,287	-	Other Financing Uses	-	-
\$93,146,493	\$88,700,126	\$94,002,710	<b>TOTAL OTHER EXPENSES</b>	\$91,177,710	(\$2,825,000)
\$94,829,992	\$97,579,303	\$97,067,078	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$94,242,078	(\$2,825,000)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$94,829,992	\$97,579,303	\$97,067,078	General Fund	\$94,242,078	(\$2,825,000)
\$94,829,992	\$97,579,303	\$97,067,078	<b>TOTAL EXPENSES</b>	\$94,242,078	(\$2,825,000)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	This line supports anticipated Workers' Compensation payments.
Other Personnel Costs	-	This line supports anticipated Unemployment payments.
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$4,790,706)	Decrease due to the transfer of anticipated Grady water bill payments to Supplies (utilities) account and alignment of operational expenditures. This line includes contractual support for Pre-Arrest Diversion, Atlanta Land Bank, MGT Consulting, People TV, BBT Tennis, and Litigation expenses.
Supplies	\$4,500,000	Increase due to the transfer of anticipated Grady water bill payments from the Purchase/Contracted Services account.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$102,998)	Decrease to properly align budget with anticipated costs for OPEB, Fire MOU, Animal Control, Fulton & DeKalb County Taxes, Business License Refunds and Election expenses.
Debt Service	(\$2,431,296)	Decrease due to debt bond final payments for Motorola and Watershed MOU offset by new bond AURA Parks 2019 Series.
Conversion / Summary	-	This line includes Reserves that will be utilized as needed.
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$2,825,000)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$2,825,000)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$2,825,000)	
<b>TOTAL EXPENSES</b>	<b>(\$2,825,000)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Fleet Service Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	-	-	- Salaries, Regular	-	-
-	-	-	- Salaries, Perm Part-Time	-	-
-	-	-	- Salaries, Sworn	-	-
-	-	-	- Salaries, Extra Help	-	-
-	-	-	- Salaries, Extra Help-Sworn	-	-
-	-	-	- Overtime	-	-
-	-	-	- Pen Cont Fire Pen Fd	-	-
-	-	-	- Pen Cont Police Pen Fd	-	-
-	-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	-	- Defined Contribution	-	-
-	-	-	- Workers' Compensation	-	-
-	-	-	- Other Personnel Costs	-	-
-	-	-	- <i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
\$103,000	(\$283,000)	-	- Purchased / Contracted Services	-	-
-	-	-	- Supplies	-	-
-	-	-	- Capital Outlays	-	-
\$3,675,618	\$6,062,182	\$3,423,000	Interfund / Interdepartmental Charges	\$3,476,193	\$53,193
-	-	-	- Other Costs	-	-
\$33,535	\$51,468	\$21,338	Debt Service	\$21,338	-
-	-	-	- Conversion / Summary	-	-
-	-	-	- Other Financing Uses	-	-
\$3,812,153	\$5,830,650	\$3,444,339	<i>TOTAL OTHER EXPENSES</i>	\$3,497,532	\$53,193
<b>\$3,812,153</b>	<b>\$5,830,650</b>	<b>\$3,444,339</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$3,497,532</b>	<b>\$53,193</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$3,812,153	\$5,830,650	\$3,444,339	Fleet Service Fund	\$3,497,532	\$53,193
<b>\$3,812,153</b>	<b>\$5,830,650</b>	<b>\$3,444,339</b>	<b>TOTAL EXPENSES</b>	<b>\$3,497,532</b>	<b>\$53,193</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$53,193	Increase to support anticipated indirect costs allocation.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$53,193</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$53,193</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Fleet Service Fund	\$53,193	
<b>TOTAL EXPENSES</b>	<b>\$53,193</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Airport Revenue Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	-	-	- Salaries, Regular	-	-
-	-	-	- Salaries, Perm Part-Time	-	-
-	-	-	- Salaries, Sworn	-	-
-	-	-	- Salaries, Extra Help	-	-
-	-	-	- Salaries, Extra Help-Sworn	-	-
-	-	-	- Overtime	-	-
-	-	-	- Pen Cont Fire Pen Fd	-	-
-	-	-	- Pen Cont Police Pen Fd	-	-
\$3,348	(\$5,708)	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	-	- Defined Contribution	-	-
-	-	-	- Workers' Compensation	-	-
-	-	-	- Other Personnel Costs	-	-
\$3,348	(\$5,708)	-	- <i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
(\$71,495)	\$4,390,230	-	- Purchased / Contracted Services	-	-
-	-	-	- Supplies	-	-
-	-	-	- Capital Outlays	-	-
\$11,188,855	\$11,651,466	\$10,129,000	Interfund / Interdepartmental Charges	\$10,285,814	\$156,814
\$4,418,917	\$4,495,075	\$3,455,164	Other Costs	\$3,455,164	-
-	-	-	- Debt Service	-	-
-	-	\$104,349,347	Conversion / Summary	\$89,332,410	(\$15,016,937)
\$248,475,378	\$277,423,787	\$140,999,052	Other Financing Uses	\$188,702,000	\$47,702,948
\$264,011,654	\$297,960,557	\$258,932,563	<i>TOTAL OTHER EXPENSES</i>	\$291,775,388	\$32,842,825
<b>\$264,015,003</b>	<b>\$297,954,849</b>	<b>\$258,932,563</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$291,775,388</b>	<b>\$32,842,825</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$264,015,003	\$297,954,849	\$258,932,563	Airport Revenue Fund	\$291,775,388	\$32,842,825
<b>\$264,015,003</b>	<b>\$297,954,849</b>	<b>\$258,932,563</b>	<b>TOTAL EXPENSES</b>	<b>\$291,775,388</b>	<b>\$32,842,825</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$156,814	Increase to support anticipated indirect cost allocation.
Other Costs	-	
Debt Service	-	
Conversion / Summary	(\$15,016,937)	Decrease due to fund wide reserves that will be utilized as needed.
Other Financing Uses	\$47,702,948	Increase due to anticipated Debt payments for Sinking Fund Requirements.
<b>TOTAL OTHER EXPENSES</b>	<b>\$32,842,825</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$32,842,825</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Airport Revenue Fund	\$32,842,825	
<b>TOTAL EXPENSES</b>	<b>\$32,842,825</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental City Plaza Project Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	-	-	- Salaries, Regular	-	-
-	-	-	- Salaries, Perm Part-Time	-	-
-	-	-	- Salaries, Sworn	-	-
-	-	-	- Salaries, Extra Help	-	-
-	-	-	- Salaries, Extra Help-Sworn	-	-
-	-	-	- Overtime	-	-
-	-	-	- Pen Cont Fire Pen Fd	-	-
-	-	-	- Pen Cont Police Pen Fd	-	-
-	-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	-	- Defined Contribution	-	-
-	-	-	- Workers' Compensation	-	-
-	-	-	- Other Personnel Costs	-	-
-	-	-	- <i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
\$97,727	\$117,977	\$242,870	Purchased / Contracted Services	\$234,840	(\$8,030)
-	-	-	- Supplies	-	-
-	-	-	- Capital Outlays	-	-
\$143,832	\$202,959	\$53,000	Interfund / Interdepartmental Charges	\$52,010	(\$990)
-	\$182,575	-	- Other Costs	-	-
\$701,400	\$525,925	\$713,250	Debt Service	\$714,150	\$900
-	-	-	- Conversion / Summary	-	-
-	-	-	- Other Financing Uses	-	-
\$942,959	\$1,029,436	\$1,009,120	<i>TOTAL OTHER EXPENSES</i>	\$1,001,000	(\$8,120)
<b>\$942,959</b>	<b>\$1,029,436</b>	<b>\$1,009,120</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,001,000</b>	<b>(\$8,120)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$942,959	\$1,029,436	\$1,009,120	City Plaza Project Fund	\$1,001,000	(\$8,120)
<b>\$942,959</b>	<b>\$1,029,436</b>	<b>\$1,009,120</b>	<b>TOTAL EXPENSES</b>	<b>\$1,001,000</b>	<b>(\$8,120)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-





## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental City Plaza Project Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$8,030)	Decrease to properly align contractual and operational expenditures.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$990)	Decrease to properly align operational expenditures.
Other Costs	-	
Debt Service	\$900	Increase due to Debt Service payments.
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$8,120)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$8,120)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
City Plaza Project Fund	(\$8,120)	
<b>TOTAL EXPENSES</b>	<b>(\$8,120)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Solid Waste Services Revenue Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	-	-	- Salaries, Regular	-	-
-	-	-	- Salaries, Perm Part-Time	-	-
-	-	-	- Salaries, Sworn	-	-
-	-	-	- Salaries, Extra Help	-	-
-	-	-	- Salaries, Extra Help-Sworn	-	-
-	-	-	- Overtime	-	-
-	-	-	- Pen Cont Fire Pen Fd	-	-
-	-	-	- Pen Cont Police Pen Fd	-	-
-	-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	-	- Defined Contribution	-	-
-	-	-	- Workers' Compensation	-	-
-	-	-	- Other Personnel Costs	-	-
-	-	-	- <i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
\$40,000	(\$153,000)	-	- Purchased / Contracted Services	-	-
-	-	-	- Supplies	-	-
-	-	-	- Capital Outlays	-	-
\$6,325,595	\$7,473,763	\$5,166,000	Interfund / Interdepartmental Charges	\$5,245,790	\$79,790
(\$3,200,060)	\$286,087	\$1,515,397	Other Costs	\$1,515,397	-
\$165,151	\$299,514	-	- Debt Service	-	-
-	-	-	- Conversion / Summary	-	-
-	-	-	- Other Financing Uses	-	-
\$3,330,686	\$7,906,363	\$6,681,397	<i>TOTAL OTHER EXPENSES</i>	\$6,761,187	\$79,790
<b>\$3,330,686</b>	<b>\$7,906,363</b>	<b>\$6,681,397</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,761,187</b>	<b>\$79,790</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$3,330,686	\$7,906,363	\$6,681,397	Solid Waste Services Revenue Fund	\$6,761,187	\$79,790
<b>\$3,330,686</b>	<b>\$7,906,363</b>	<b>\$6,681,397</b>	<b>TOTAL EXPENSES</b>	<b>\$6,761,187</b>	<b>\$79,790</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$79,790	Increase to support anticipated indirect cost allocation.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$79,790</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$79,790</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Solid Waste Services Revenue Fund	\$79,790	
<b>TOTAL EXPENSES</b>	<b>\$79,790</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Water & Wastewater Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
\$110,328	\$11,007	\$341,703	Workers' Compensation	\$341,703	-
-	-	-	Other Personnel Costs	-	-
<b>\$110,328</b>	<b>\$11,007</b>	<b>\$341,703</b>	<b>TOTAL PERSONNEL</b>	<b>\$341,703</b>	-
			<i>OTHER EXPENSES</i>		
\$288,853	\$6,873,004	\$9,033,250	Purchased / Contracted Services	\$9,367,747	\$334,497
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
\$10,529,014	\$7,068,552	\$13,233,311	Interfund / Interdepartmental Charges	\$13,439,009	\$205,698
\$7,797,343	\$7,515,341	\$28,657,107	Other Costs	\$26,254,973	(\$2,402,134)
\$12,242,448	\$14,867,801	\$29,276,363	Debt Service	\$29,686,420	\$410,057
-	-	\$40,250,858	Conversion / Summary	\$21,605,562	(\$18,645,296)
\$368,968,758	\$394,299,594	\$234,214,631	Other Financing Uses	\$229,996,461	(\$4,218,170)
\$399,826,415	\$430,624,292	\$354,665,520	<b>TOTAL OTHER EXPENSES</b>	<b>\$330,350,172</b>	<b>(\$24,315,348)</b>
<b>\$399,936,743</b>	<b>\$430,635,299</b>	<b>\$355,007,222</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$330,691,874</b>	<b>(\$24,315,348)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$399,936,743	\$430,635,299	\$355,007,222	Water & Wastewater Revenue Fund	\$330,691,874	(\$24,315,348)
<b>\$399,936,743</b>	<b>\$430,635,299</b>	<b>\$355,007,222</b>	<b>TOTAL EXPENSES</b>	<b>\$330,691,874</b>	<b>(\$24,315,348)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$334,497	Increase due to the reallocation of 72 Marietta lease payment from DEAM to DWM and anticipated litigation expenses.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$205,698	Increase to support anticipated indirect cost allocation.
Other Costs	(\$2,402,134)	Decrease due to Bad Debt reserve and retiree benefits.
Debt Service	\$410,057	Increase due to anticipated GEFA principal and interest payments.
Conversion / Summary	(\$18,645,296)	Decrease due to fund wide reserves that will be utilized as needed.
Other Financing Uses	(\$4,218,170)	Decrease to properly align the budget to support debt reserve requirements.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$24,315,348)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$24,315,348)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Water & Wastewater Revenue Fund	(\$24,315,348)	
<b>TOTAL EXPENSES</b>	<b>(\$24,315,348)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Group Insurance Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
\$729,297	\$657,793	\$725,890	Other Personnel Costs	-	(\$725,890)
\$729,297	\$657,793	\$725,890	<b>TOTAL PERSONNEL</b>	-	(\$725,890)
			<i>OTHER EXPENSES</i>		
\$130,118	\$39,790	\$416,064	Purchased / Contracted Services	\$1,384,542	\$968,478
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
\$2,835,053	\$1,786,661	\$1,656,175	Interfund / Interdepartmental Charges	\$1,681,176	\$25,001
\$146,380,479	\$157,508,060	\$146,011,175	Other Costs	\$148,880,589	\$2,869,414
\$61,797	\$248,840	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$149,407,447	\$159,583,351	\$148,083,414	<b>TOTAL OTHER EXPENSES</b>	\$151,946,307	\$3,862,893
<b>\$150,136,744</b>	<b>\$160,241,144</b>	<b>\$148,809,304</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$151,946,307</b>	<b>\$3,137,003</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$150,136,744	\$160,241,144	\$148,809,304	Group Insurance Fund	\$151,946,307	\$3,137,003
<b>\$150,136,744</b>	<b>\$160,241,144</b>	<b>\$148,809,304</b>	<b>TOTAL EXPENSES</b>	<b>\$151,946,307</b>	<b>\$3,137,003</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Group Insurance Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	(\$725,890)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$725,890)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$968,478	Increase to properly align contractual and operational expenditures. This line includes costs associated with the City of Atlanta Wellness Center operations.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$25,001	Increase to support anticipated indirect cost allocation.
Other Costs	\$2,869,414	Increase to properly align insurance plan expenditures.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$3,862,893</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$3,137,003</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Group Insurance Fund	\$3,137,003	
<b>TOTAL EXPENSES</b>	<b>\$3,137,003</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Hotel/Motel Tax Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	-	-	- Salaries, Regular	-	-
-	-	-	- Salaries, Perm Part-Time	-	-
-	-	-	- Salaries, Sworn	-	-
-	-	-	- Salaries, Extra Help	-	-
-	-	-	- Salaries, Extra Help-Sworn	-	-
-	-	-	- Overtime	-	-
-	-	-	- Pen Cont Fire Pen Fd	-	-
-	-	-	- Pen Cont Police Pen Fd	-	-
-	-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	-	- Defined Contribution	-	-
-	-	-	- Workers' Compensation	-	-
-	-	-	- Other Personnel Costs	-	-
-	-	-	- <i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
-	-	-	- Purchased / Contracted Services	-	-
-	-	-	- Supplies	-	-
-	-	-	- Capital Outlays	-	-
-	-	-	- Interfund / Interdepartmental Charges	-	-
\$58,810,562	\$63,865,508	\$57,541,690	- Other Costs	\$44,768,965	(\$12,772,725)
-	-	-	- Debt Service	-	-
-	-	-	- Conversion / Summary	-	-
\$19,593,067	\$21,335,760	\$19,170,335	- Other Financing Uses	\$19,171,335	\$1,000
\$78,403,629	\$85,201,268	\$76,712,025	- <i>TOTAL OTHER EXPENSES</i>	\$63,940,300	(\$12,771,725)
<b>\$78,403,629</b>	<b>\$85,201,268</b>	<b>\$76,712,025</b>	<b>- TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$63,940,300</b>	<b>(\$12,771,725)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$78,403,629	\$85,201,268	\$76,712,025	Hotel/Motel Tax Fund	\$63,940,300	(\$12,771,725)
<b>\$78,403,629</b>	<b>\$85,201,268</b>	<b>\$76,712,025</b>	<b>TOTAL EXPENSES</b>	<b>\$63,940,300</b>	<b>(\$12,771,725)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-





## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Hotel/Motel Tax Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$12,772,725)	Decrease to properly align the budget to account for the tax collected and owed to the Georgia World Congress Center and the Mercedes-Benz Stadium.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$1,000	Increase to properly align the budget to account for the taxes collected and will be transferred to the General Fund.
<b>TOTAL OTHER EXPENSES</b>	(\$12,771,725)	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	(\$12,771,725)	

FUND	VARIANCE (21-20)	EXPLANATION
Hotel/Motel Tax Fund	(\$12,771,725)	
<b>TOTAL EXPENSES</b>	(\$12,771,725)	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Rental/Motor Vehicle Tax Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	-	-	- Salaries, Regular	-	-
-	-	-	- Salaries, Perm Part-Time	-	-
-	-	-	- Salaries, Sworn	-	-
-	-	-	- Salaries, Extra Help	-	-
-	-	-	- Salaries, Extra Help-Sworn	-	-
-	-	-	- Overtime	-	-
-	-	-	- Pen Cont Fire Pen Fd	-	-
-	-	-	- Pen Cont Police Pen Fd	-	-
-	-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	-	- Defined Contribution	-	-
-	-	-	- Workers' Compensation	-	-
-	-	-	- Other Personnel Costs	-	-
-	-	-	- <i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
-	-	-	- Purchased / Contracted Services	-	-
-	-	-	- Supplies	-	-
-	-	-	- Capital Outlays	-	-
-	-	-	- Interfund / Interdepartmental Charges	-	-
\$1,414,467	\$1,317,147	\$1,380,516	- Other Costs	\$1,195,268	(\$185,248)
-	-	-	- Debt Service	-	-
-	-	-	- Conversion / Summary	-	-
-	-	-	- Other Financing Uses	-	-
\$1,414,467	\$1,317,147	\$1,380,516	<i>TOTAL OTHER EXPENSES</i>	\$1,195,268	(\$185,248)
<b>\$1,414,467</b>	<b>\$1,317,147</b>	<b>\$1,380,516</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,195,268</b>	<b>(\$185,248)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$1,414,467	\$1,317,147	\$1,380,516	Rental/Motor Vehicle Tax Fund	\$1,195,268	(\$185,248)
<b>\$1,414,467</b>	<b>\$1,317,147</b>	<b>\$1,380,516</b>	<b>TOTAL EXPENSES</b>	<b>\$1,195,268</b>	<b>(\$185,248)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Rental/Motor Vehicle Tax Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$185,248)	Decrease to properly align the budget to support debt service payments associated with the Rental/Motor Vehicle Tax Fund.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	(\$185,248)	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	(\$185,248)	

FUND	VARIANCE (21-20)	EXPLANATION
Rental/Motor Vehicle Tax Fund	(\$185,248)	
<b>TOTAL EXPENSES</b>	(\$185,248)	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



# HUMAN RESOURCES

## Mission Statement

The mission of the Department of Human Resources is to attract, retain, and develop a diverse and competent workforce that enables City departments to achieve their business objectives.

## Core Functions

- Acquire and retain top talent.
- Promote employee health and financial wellness.
- Create a learning environment that sustains a culture of excellence.
- Promote fairness and equitable treatment for all applicants and employees.
- Ensure compliance with employment-related laws and regulations.
- Develop a culture of performance.

## Summary of Operations

The Department of Human Resources partners with city agencies and employees to hire, compensate, support, and develop a diverse workforce that is dedicated to delivering high-quality services to the community. The department designs and manages the City's Human Resources programs and fosters the development of innovative policies and practices.

## Divisions/Offices Descriptions

*Human Resources Business Partners* serve as consultants and partners to city departments, offering a 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 tasks, Department performance metrics, administrative tasks, and ensures compliance with laws and regulations, governing of 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 support a diverse workforce.
- Enhance service through technology.
- Strengthen employee engagement.
- Continuously 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.

### FY2020 Accomplishments

- Streamline Recruiting Process launched City-wide; reducing our time-to-fill.
- Documented SOPs for Recruiting Process.
- Attained the goal of hiring 200 Police Officers.
- Filled critical Aviation Maintenance vacancies.
- Partnered with 2nd Chance Programs (WellSpring Living, PAT3, Georgia Works, etc.) to provide equitable access to employment opportunities with the City of Atlanta.
- Continued a City-wide Personnel Headcount and Budget reconciliation resulting in the alignment of authorized headcount and personnel funding.

- Deployed new user Interface for ATLCloud.; Implemented 3 application upgrades.
- Implemented salary increases for AFR and APD.
- Conducted over 20 Kronos classes.
- Launched City Employees Flu Shot Campaign at COA Wellness Center.
  - Over 750 Employees have received free flu shots from HealthStat and Kaiser.
- Employee Wellness Center sustained 25% increase in utilization of both Health Clinic and Fitness Center.
- Implemented EAP Total Wellness Initiative. Program consists of onsite physical and emotional activities designed to create a better quality of life for COA Employees
  - Pilot Program underway with the Department of Public Works.
- Contract renewal process completed for COA Insurance vendors.
- Completed Open Enrollment for the 2020 Benefit Plan Year.
- Received "Most Fit City" Award (8th straight Year) from Kaiser Permanente Corporate Run/Walk/Roll.
  - Over 400 City of Atlanta Employees participated in the event.
- Facilitated Health and Wellness Initiatives Re-launch of Employee Perks Program with the
  - Employee Perks Fair
  - Lunch and Learn; Suicide Prevention & Diabetes Awareness
  - Breast Cancer Awareness Month Activities -Free Mobile Mammograms provided for 32 employees.
- Pension Services – completed Defined Contribution Management Committee Election for Employee Representative Position.
- EAP provided consultation and emergency mental health support services to APD and AFRD Leadership.
- Launched OneNote (Repository Library) to house all OD content & deliverables.
- Developed ATLcloud Recruiting & Onboarding deliverables and conducted pilot with DWM and Executive Offices.
- Conducted T3 sessions for HRBPs Citywide for ATLcloud Recruiting & Onboarding process.
- Partnered with Mayors Office of Safety/APD to launch Active Shooter Instructor Led Training.
- Developed Accountability- Own It! /Accountability for Leadership.

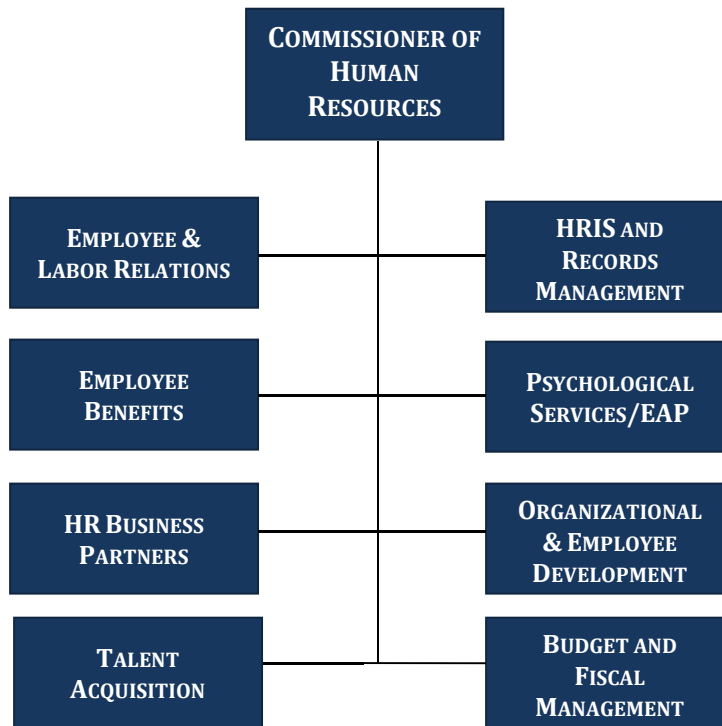
- Conducted 12 City-wide New Employee Orientation sessions throughout 2019.
  - Total number to date for NEO completion is 548.
- Conducted internal New Employee Orientation for Department of Aviation.
- Coordinated and Conducted Monthly City-wide Professional Training Offerings
  - Accountability-Own It!,
  - Bully-Free Workplace
  - Covey's Project Management Essentials
  - Maxwell's 15 Laws of Growth
  - Transition to Management
  - Covey's 5 Choices to Extraordinary Productivity
  - Computer Basics
  - Sexual Harassment sessions for remainder of staff at ATL/311; total of 9 classes conducted resulting in approximately 100 employees completing the sessions.
  - ICMA Effective Supervisory; graduating 20 employees.
- Conducted Sexual Harassment T3 sessions for DCS/ATL 311 Trainers.
- AFRD Team Building: Conflict Resolution and Team Effective Communication for Atlanta Fire Rescue Division.
- Developed and conducted numerous Customized Training series, Consultations/Teambuilding (HRIS, City Planning Departments, Procurement, Finance, DCS/Atlanta 311, DWM/OWTR, Talent Acquisition).
- Developed Facilitator Guides to accompany Professional Development courses (Accountability for Individual Contributors, Accountability for Leadership, Coaching Others and Cultural Competencies).
- Partnered with HRIS to update "Core HCM Manager Access/New Person" e-learning module.
- Supported Atlanta Hartsfield-Jackson International Airport Job Fair (Aviation Maintenance Division).
- Continue to enhance strategic partnerships.
- Continue to streamline HR Operational processes to improve our internal customer experience.
- Implement Retiree Health Initiatives Program.

### **FY2021 Proposed Program Highlights**

- Continue to support the portfolio of employee wellness initiatives in the Mayor's "Total Health" initiative.
- Develop onsite virtual Health Clinic at the Airport.

# ORGANIZATIONAL CHART

HUMAN RESOURCES



# PERFORMANCE METRICS

HUMAN RESOURCES

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Eligible employees receiving annual performance evaluation	N/A	95%	95%	100%
Average days to refer candidates	N/A	5	5	5
Employee Assistance Program utilization rate	N/A	9%	9%	7%
Increase in overall healthcare claims costs	N/A	3%	5%	8%
Increase in healthcare premiums	N/A	3%	5%	8%





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$8,964,683	\$9,109,206	\$10,512,832	Salaries, Regular	\$8,825,067	(\$1,687,765)
\$21,816	(\$299)	\$599	Salaries, Perm Part-Time	-	(\$599)
-	-	-	Salaries, Sworn	-	-
\$1,199,891	\$692,839	\$364,484	Salaries, Extra Help	\$364,484	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$19,687	\$13,325	\$5,184	Overtime	\$5,184	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,079,539	\$1,024,861	\$881,739	Pen Cont Gen Emp Pen Fd	\$888,514	\$6,775
\$436,952	\$399,705	\$215,350	Defined Contribution	\$249,364	\$34,014
\$8,992	\$40,876	\$6,107	Workers' Compensation	\$6,107	\$0
\$1,224,748	\$1,222,757	\$1,340,062	Other Personnel Costs	\$1,172,737	(\$167,325)
\$12,956,309	\$12,503,269	\$13,326,358	<b>TOTAL PERSONNEL</b>	\$11,511,457	(\$1,814,900)
<b>OTHER EXPENSES</b>					
\$1,576,194	\$551,065	\$862,804	Purchased / Contracted Services	\$927,096	\$64,292
\$107,692	\$96,409	\$88,408	Supplies	\$88,408	\$0
\$101	\$0	\$0	Capital Outlays	\$0	\$0
\$8,091	\$17,745	\$48,777	Interfund / Interdepartmental Charges	\$47,578	(\$1,199)
\$5,944	\$25,021	\$30,837	Other Costs	\$30,837	\$0
-	-	-	Debt Service	-	-
-	-	\$0	Conversion / Summary	\$0	\$0
\$287,579	\$0	\$0	Other Financing Uses	\$0	\$0
\$1,985,602	\$690,240	\$1,030,825	<b>TOTAL OTHER EXPENSES</b>	\$1,093,918	\$63,093
<b>\$14,941,910</b>	<b>\$13,193,509</b>	<b>\$14,357,183</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$12,605,376</b>	<b>(\$1,751,807)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$7,835,722	\$7,037,838	\$7,028,978	General Fund	\$6,330,048	(\$698,930)
\$1,984,753	\$1,697,088	\$2,365,152	Airport Revenue Fund	\$1,990,153	(\$374,999)
\$508,464	\$368,547	\$554,777	Solid Waste Services Revenue Fund	\$397,261	(\$157,515)
\$2,536,960	\$2,613,519	\$2,712,084	Water & Wastewater Revenue Fund	\$2,420,596	(\$291,488)
\$72,669	\$71,873	\$71,555	Fleet Service Fund	\$70,427	(\$1,129)
\$2,003,342	\$1,404,645	\$1,624,637	Group Insurance Fund	\$1,396,891	(\$227,746)
<b>\$14,941,910</b>	<b>\$13,193,509</b>	<b>\$14,357,183</b>	<b>TOTAL EXPENSES</b>	<b>\$12,605,376</b>	<b>(\$1,751,807)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
134.00	141.00	153.00	Full Time Equivalent	144.00	(9.00)



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$4,259,829	\$4,592,016	\$5,019,666	Salaries, Regular	\$4,371,243	(\$648,423)
(\$360)	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$1,091,111	\$580,113	\$227,952	Salaries, Extra Help	\$227,952	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$12,163	\$8,465	\$0	Overtime	\$0	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$544,463	\$537,662	\$406,298	Pen Cont Gen Emp Pen Fd	\$436,758	\$30,460
\$235,939	\$228,321	\$112,348	Defined Contribution	\$131,351	\$19,003
\$3,143	\$2,337	\$2,172	Workers' Compensation	\$2,172	-
\$629,980	\$648,667	\$721,314	Other Personnel Costs	\$557,052	(\$164,262)
\$6,776,269	\$6,597,579	\$6,489,752	<b>TOTAL PERSONNEL</b>	\$5,726,530	(\$763,222)
			<i>OTHER EXPENSES</i>		
\$972,022	\$310,188	\$413,948	Purchased / Contracted Services	\$478,240	\$64,292
\$76,754	\$90,162	\$57,701	Supplies	\$57,701	-
-	-	-	Capital Outlays	-	-
\$6,893	\$17,745	\$47,578	Interfund / Interdepartmental Charges	\$47,578	\$0
\$3,785	\$22,164	\$20,000	Other Costs	\$20,000	-
-	-	-	Debt Service	-	-
-	-	\$0	Conversion / Summary	\$0	-
-	-	-	Other Financing Uses	-	-
\$1,059,453	\$440,259	\$539,227	<b>TOTAL OTHER EXPENSES</b>	\$603,519	\$64,292
<b>\$7,835,722</b>	<b>\$7,037,838</b>	<b>\$7,028,978</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,330,048</b>	<b>(\$698,930)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$7,835,722	\$7,037,838	\$7,028,978	General Fund	\$6,330,048	(\$698,930)
<b>\$7,835,722</b>	<b>\$7,037,838</b>	<b>\$7,028,978</b>	<b>TOTAL EXPENSES</b>	<b>\$6,330,048</b>	<b>(\$698,930)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
63.85	69.85	75.25	Full Time Equivalent	73.15	(2.10)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$648,423)	Decrease due to salary and 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	\$30,460	Increase due to pension rate adjustment (actuarial study).
Defined Contribution	\$19,003	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$164,262)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$763,222)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$64,292	Increase to properly align contractual and operational expenditures. This line includes costs associated with Sterling Infosystems, LinkedIn, Career Builder, and Xerox contract agreements.
Supplies	-	This line includes costs associated with printing and document binding.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$0	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	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$64,292</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$698,930)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$698,930)	
<b>TOTAL EXPENSES</b>	<b>(\$698,930)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(2.10)	Decrease due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Fleet Service Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$51,630	\$51,753	\$49,661	Salaries, Regular	\$48,960	(\$701)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$860	\$525	\$747	Overtime	\$747	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$14,711	\$13,239	\$12,498	Pen Cont Gen Emp Pen Fd	\$12,070	(\$428)
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
\$5,469	\$6,356	\$8,650	Other Personnel Costs	\$8,650	-
\$72,669	\$71,873	\$71,555	<b>TOTAL PERSONNEL</b>	\$70,427	(\$1,129)
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	-	-
\$72,669	\$71,873	\$71,555	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$70,427	(\$1,129)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$72,669	\$71,873	\$71,555	Fleet Service Fund	\$70,427	(\$1,129)
\$72,669	\$71,873	\$71,555	<b>TOTAL EXPENSES</b>	\$70,427	(\$1,129)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
1.00	1.00	1.00	Full Time Equivalent	1.00	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$701)	Decrease due to salary and 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	(\$428)	Decrease due to personnel adjustments.
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$1,129)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,129)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Fleet Service Fund	(\$1,129)	
<b>TOTAL EXPENSES</b>	<b>(\$1,129)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Airport Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$1,563,294	\$1,371,329	\$1,942,597	Salaries, Regular	\$1,566,906	(\$375,691)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$10,876	\$18,152	\$31,204	Salaries, Extra Help	\$31,204	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$498	\$563	\$192	Overtime	\$192	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$109,935	\$85,146	\$85,204	Pen Cont Gen Emp Pen Fd	\$83,036	(\$2,167)
\$78,898	\$64,115	\$36,330	Defined Contribution	\$41,990	\$5,661
-	-	-	Workers' Compensation	-	-
\$181,460	\$151,752	\$218,405	Other Personnel Costs	\$215,603	(\$2,802)
<b>\$1,944,961</b>	<b>\$1,691,056</b>	<b>\$2,313,931</b>	<b>TOTAL PERSONNEL</b>	<b>\$1,938,931</b>	<b>(\$374,999)</b>
			<i>OTHER EXPENSES</i>		
\$39,792	\$6,032	\$50,809	Purchased / Contracted Services	\$50,809	-
-	-	\$412	Supplies	\$412	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$39,792	\$6,032	\$51,221	<b>TOTAL OTHER EXPENSES</b>	\$51,221	-
<b>\$1,984,753</b>	<b>\$1,697,088</b>	<b>\$2,365,152</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,990,153</b>	<b>(\$374,999)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$1,984,753	\$1,697,088	\$2,365,152	Airport Revenue Fund	\$1,990,153	(\$374,999)
<b>\$1,984,753</b>	<b>\$1,697,088</b>	<b>\$2,365,152</b>	<b>TOTAL EXPENSES</b>	<b>\$1,990,153</b>	<b>(\$374,999)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
24.40	25.40	27.20	Full Time Equivalent	24.60	(2.60)



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$375,691)	Decrease due to salary and 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	(\$2,167)	Decrease due to personnel adjustments.
Defined Contribution	\$5,661	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$2,802)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$374,999)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	This line includes costs associated with Sterling Background, LinkedIn, Career Builder, and Xerox contract agreements.
Supplies	-	This line includes costs associated with printing and document binding.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes costs associated with business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$374,999)</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	(\$374,999)	
<b>TOTAL EXPENSES</b>	<b>(\$374,999)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(2.60)	Decrease due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Solid Waste Services Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$407,834	\$300,933	\$455,110	Salaries, Regular	\$309,141	(\$145,970)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	\$2,675	Salaries, Extra Help	\$2,675	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$2,036	\$365	\$1,290	Overtime	\$1,290	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$24,580	\$7,618	\$28,983	Pen Cont Gen Emp Pen Fd	\$23,491	(\$5,491)
\$19,023	\$14,934	\$9,463	Defined Contribution	\$10,160	\$697
\$509	\$255	\$1,098	Workers' Compensation	\$1,098	-
\$55,443	\$44,442	\$56,157	Other Personnel Costs	\$49,405	(\$6,751)
\$509,426	\$368,547	\$554,777	<i>TOTAL PERSONNEL</i>	\$397,261	(\$157,515)
			<i>OTHER EXPENSES</i>		
(\$961)	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
(\$961)	-	-	<i>TOTAL OTHER EXPENSES</i>	-	-
\$508,464	\$368,547	\$554,777	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$397,261	(\$157,515)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$508,464	\$368,547	\$554,777	Solid Waste Services Revenue Fund	\$397,261	(\$157,515)
\$508,464	\$368,547	\$554,777	<b>TOTAL EXPENSES</b>	\$397,261	(\$157,515)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
6.35	6.35	7.35	Full Time Equivalent	6.55	(0.80)





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$145,970)	Decrease due to salary and 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	(\$5,491)	Decrease due to personnel adjustments.
Defined Contribution	\$697	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$6,751)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$157,515)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$157,515)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Solid Waste Services Revenue Fund	(\$157,515)	
<b>TOTAL EXPENSES</b>	<b>(\$157,515)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(0.80)	Decrease due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Water & Wastewater Revenue Fund**

<b>FY18 ACTUAL EXPENDITURE</b>	<b>FY19 ACTUAL EXPENDITURE</b>	<b>FY20 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY21 BUDGET</b>	<b>VARIANCE FY21-FY20</b>
			<i>PERSONNEL</i>		
\$1,795,818	\$1,946,781	\$2,006,955	Salaries, Regular	\$1,714,171	(\$292,784)
\$22,176	(\$299)	\$599	Salaries, Perm Part-Time	-	(\$599)
-	-	-	Salaries, Sworn	-	-
\$57,602	\$52,787	\$47,300	Salaries, Extra Help	\$47,300	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,824	\$2,480	\$1,914	Overtime	\$1,914	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$316,747	\$278,138	\$250,482	Pen Cont Gen Emp Pen Fd	\$237,790	(\$12,692)
\$57,894	\$60,186	\$38,173	Defined Contribution	\$46,301	\$8,128
-	-	-	Workers' Compensation	-	-
\$236,066	\$264,340	\$235,884	Other Personnel Costs	\$242,344	\$6,459
\$2,488,127	\$2,604,414	\$2,581,307	<b>TOTAL PERSONNEL</b>	\$2,289,819	(\$291,488)
			<i>OTHER EXPENSES</i>		
\$46,674	\$6,338	\$93,206	Purchased / Contracted Services	\$93,206	-
-	\$68	\$26,734	Supplies	\$26,734	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$2,159	\$2,700	\$10,837	Other Costs	\$10,837	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$48,833	\$9,106	\$130,777	<b>TOTAL OTHER EXPENSES</b>	\$130,777	-
<b>\$2,536,960</b>	<b>\$2,613,519</b>	<b>\$2,712,084</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,420,596</b>	<b>(\$291,488)</b>

<b>FY18 ACTUAL EXPENDITURE</b>	<b>FY19 ACTUAL EXPENDITURE</b>	<b>FY20 ADOPTED</b>	<b>FUND</b>	<b>FY21 BUDGET</b>	<b>VARIANCE FY21-FY20</b>
\$2,536,960	\$2,613,519	\$2,712,084	Water & Wastewater Revenue Fund	\$2,420,596	(\$291,488)
<b>\$2,536,960</b>	<b>\$2,613,519</b>	<b>\$2,712,084</b>	<b>TOTAL EXPENSES</b>	<b>\$2,420,596</b>	<b>(\$291,488)</b>

<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY21</b>	<b>VARIANCE FY21-FY20</b>
26.40	26.40	29.20	Full Time Equivalent	27.70	(1.50)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$292,784)	Decrease due to salary and personnel adjustments.
Salaries, Perm Part-Time	(\$599)	Decrease due to salary and personnel adjustments.
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	(\$12,692)	Decrease due to personnel adjustments.
Defined Contribution	\$8,128	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$6,459	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$291,488)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes costs associated with Sterling Background, LinkedIn, Career Builder, and Xerox contract agreements.
Supplies	-	This line includes costs associated with printing and document binding.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes costs associated with business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$291,488)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Water & Wastewater Revenue Fund	(\$291,488)	
<b>TOTAL EXPENSES</b>	<b>(\$291,488)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(1.50)	Decrease due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Group Insurance Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$886,277	\$846,394	\$1,038,842	Salaries, Regular	\$814,646	(\$224,196)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$40,302	\$41,787	\$55,354	Salaries, Extra Help	\$55,354	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$2,306	\$928	\$1,041	Overtime	\$1,041	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$69,105	\$103,058	\$98,275	Pen Cont Gen Emp Pen Fd	\$95,368	(\$2,907)
\$45,198	\$32,150	\$19,036	Defined Contribution	\$19,561	\$526
\$5,340	\$38,283	\$2,836	Workers' Compensation	\$2,836	-
\$116,330	\$107,200	\$99,652	Other Personnel Costs	\$99,683	\$30
<b>\$1,164,857</b>	<b>\$1,169,801</b>	<b>\$1,315,036</b>	<b>TOTAL PERSONNEL</b>	<b>\$1,088,489</b>	<b>(\$226,547)</b>
			<i>OTHER EXPENSES</i>		
\$518,668	\$228,508	\$304,841	Purchased / Contracted Services	\$304,841	-
\$30,938	\$6,180	\$3,561	Supplies	\$3,561	-
\$101	-	-	Capital Outlays	-	-
\$1,199	-	\$1,199	Interfund / Interdepartmental Charges	-	(\$1,199)
-	\$157	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$287,579	-	-	Other Financing Uses	-	-
\$838,485	\$234,844	\$309,600	<b>TOTAL OTHER EXPENSES</b>	<b>\$308,402</b>	<b>(\$1,199)</b>
<b>\$2,003,342</b>	<b>\$1,404,645</b>	<b>\$1,624,637</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,396,891</b>	<b>(\$227,746)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$2,003,342	\$1,404,645	\$1,624,637	Group Insurance Fund	\$1,396,891	(\$227,746)
<b>\$2,003,342</b>	<b>\$1,404,645</b>	<b>\$1,624,637</b>	<b>TOTAL EXPENSES</b>	<b>\$1,396,891</b>	<b>(\$227,746)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
12.00	12.00	13.00	Full Time Equivalent	11.00	(2.00)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

#### Group Insurance Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$224,196)	Decrease due to salary and 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	(\$2,907)	Decrease due to personnel adjustments.
Defined Contribution	\$526	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$30	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$226,547)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes costs associated with the Wellness Center agreement.
Supplies	-	This line includes costs associated with printing and document binding.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$1,199)	Decrease to properly align operational expenditures.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$1,199)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$227,746)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Group Insurance Fund	(\$227,746)	
<b>TOTAL EXPENSES</b>	<b>(\$227,746)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(2.00)	Decrease due to personnel adjustments.



# FIRE RESCUE SERVICES

## Mission Statement

Atlanta Fire Rescue Department (AFRD) provides prompt quality services that promote safety and well-being, 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 465,000 residents, businesses and visitors. As 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 organizational priorities such as: Human Resources, Fire Stations and Facilities, and Fire Apparatus. The personnel strength is 1,153 of which 1,050 are sworn firefighters spread throughout six of the seven 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 Bottoms' priorities, departmental mission, and the needs of the community. This division includes the offices of: Professional Standards, Medical Director, Homeland Security and Emergency Preparedness, 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, Accreditation Section, Office of Chaplaincy, Assessment and Planning Section, Background and Recruitment, Special Events, and Member Services.

*The Division of Fiscal and Administrative Affairs* provides fiscal oversight and management of all departmental resources. In addition, the division houses a satellite Human Resources office. This division assures strategic business continuity across both the General Fund and Airport Revenue Fund accounts. In addition to financial oversight, this division plans and facilitates key business imperatives that are aligned with the Mayor's and the Fire Chief's initiatives and priorities while maintaining transparency and ethical financial practices.

*The Division of Technical Services* provides effective resource management for the department. The division includes the Real Property section for fire station maintenance and repair coordination with the Department of Enterprise and Asset Management. In addition, the division houses the Fire Training Academy, Community Risk Reduction and the Fire Marshal's Office, Fire Investigations, Fire Inspections, and Community Affairs. Lastly, the division has a Logistics section which includes the department's Fleet Liaison, Warehouse and Fire Equipment, and Information Technology and Communication.

*The Division of Field Operations* is responsible for responding to, preventing, and mitigating disastrous incidents. Field Operations includes fire suppression, 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 to the traveling public and 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 special events throughout the City. As emerging threats such as active shooters and infectious diseases evolve, the Emergency Medical Services Division develops and executes response plans to mitigate various types of incidents.

## **Goals**

**Enhance Emergency Medical Services preparedness necessary for effective responses and employee safety during epidemics and pandemics.**

**Maintain Class 1 Insurance Service Office (ISO) Rating.**

**Improve response to fires and Emergency Medical Service (EMS) calls:**

- Maintain adequate staffing per apparatus.
- Maintain EMS field supervision and quality assurance.
- Restore 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.

## **FY2020 Accomplishments**

- In partnership with the Mayor's Administration and the Atlanta Fire Foundation, AFRD successfully developed and implemented the AFRD Competitive Compensation Program for all sworn firefighters.
- Proactively responded to the COVID-19 Pandemic through partnership with local, state and national agencies.
- Developed and launched AFRD Safety Stand Down in response to COVID-19.
- Achieved re-accreditation through Commission for Public Safety Excellence Accreditation.
- Maintained Insurance Service Office rating of one.
- Maintained Paramedic Program accredited status from the Commission on Accreditation of Allied Health Education Programs.
- Enhanced GIS and performance measurement systems and processes.
- Launched comprehensive assessment of personal protection equipment and began phased approach to replacing expired items.
- Continued Apparatus Replacement plan purchasing 12 new apparatus: eight engines and four ladder trucks.
- Continued the Station Replacement and Refurbishment plan.
- Improved Fire Standard of Response Coverage (SORC).
- Improved EMS Standard of Response Coverage (SORC).
- Maintained sworn employee Health and Wellness Initiative including health physicals.
- Continued the Atlanta Emergency Preparedness Institute (AEPI).
- Continued the Rising Phoenix professional development and leadership program for Sworn employees.
- Continued recruitment efforts through the Delayed Entry program in local high schools.
- Continued AFRD's Senior Link Program.
- Launched civilian Mobile Medic Response Teams at Hartsfield-Jackson Atlanta International Airport (H-JAIA).
- Maintained training service delivery at H-JAIA through additional staffing, resources and training programs.

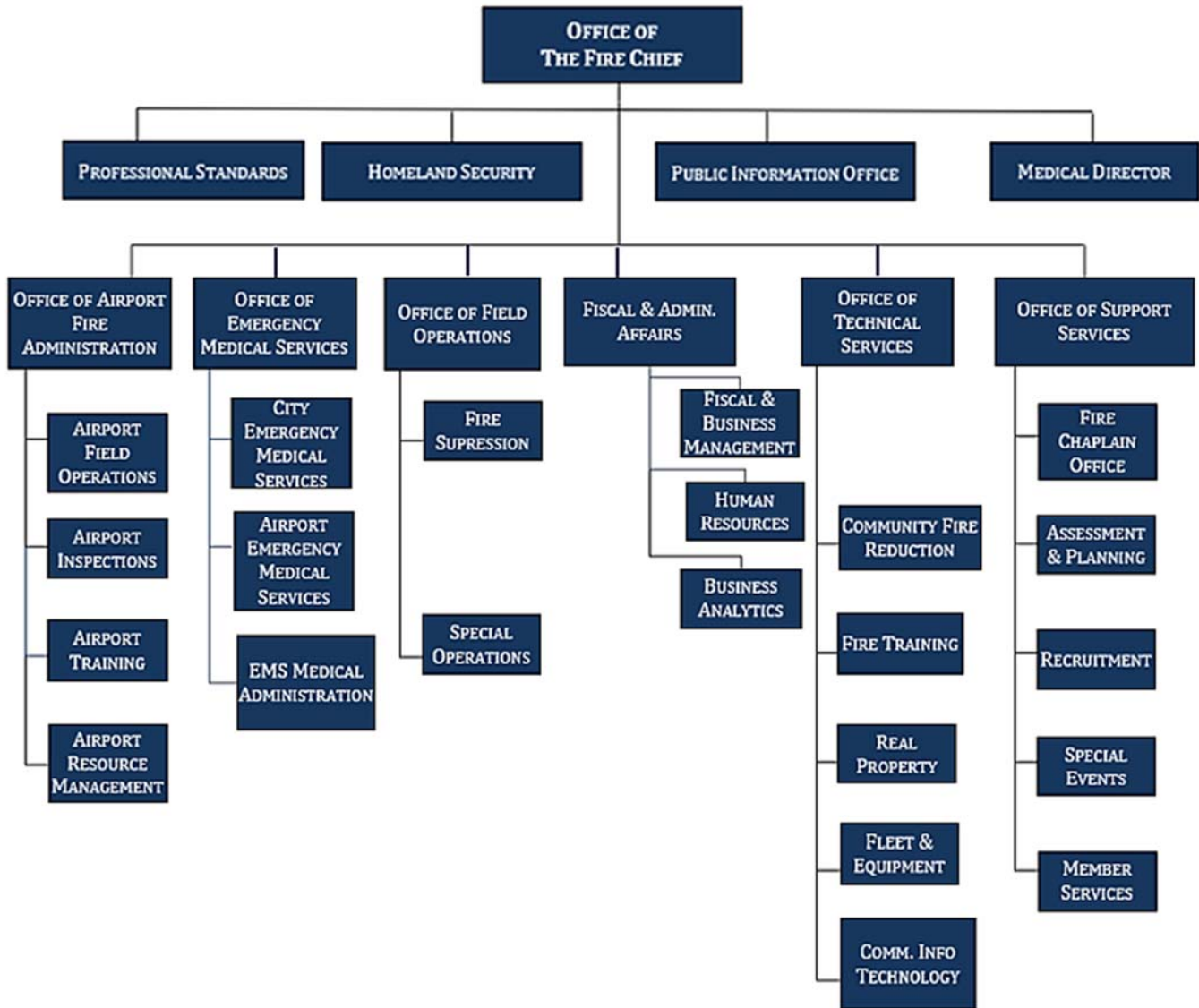


### **FY2021 Proposed Program Highlights**

- Maintain readiness and response to the novel Coronavirus-19, other infectious diseases and other environmental challenges.
- Continue all efforts that assures the safety and wellness of AFRD and city employees during epidemic and pandemic instances.
- Maintain adequate supplies and equipment to sustain the City of Atlanta during emergency responses or special events within the City.
- Redefine and remodel AFRD to best serve the City of Atlanta during the post-pandemic era.
- Maintain Accredited Status.
- 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 operations for services currently provided.
- Continue execution and implementation of the AFRD FY2019-FY2024 Strategic Plan.
- Enhance life safety initiative and quality of life.
- Stabilize supervisory over-site in Community Risk Reductions by creating civilian supervisors downtown and at the airport.
- Enhance public safety at H-JAIA by creating a Technical Rescue Response Team.

# ORGANIZATIONAL CHART

FIRE RESCUE SERVICES



# PERFORMANCE METRICS

FIRE RESCUE SERVICES

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b>Public Safety</b>				
Number of Incidents	90,091	89,196	86,963	86,963
Number of Fire Incidents	15,660	16,356	20,658	20,658
Number of EMS Incidents	64,487	67,856	67,856	67,856
90 <sup>th</sup> Percentile 1 <sup>st</sup> Due Total Response Time Structure Fire All Risk	8:02	7:05	8:04	8:04
90 <sup>th</sup> Percentile 1 <sup>st</sup> Due Total Response Time EMS All Risk	9:16	9:16	9:25	9:25



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$3,446,258	\$4,938,629	\$5,633,298	Salaries, Regular	\$1,429,338	(\$4,203,960)
\$55,363	\$40,905	-	Salaries, Perm Part-Time	-	-
\$50,513,580	\$50,484,675	\$55,833,744	Salaries, Sworn	\$63,169,212	\$7,335,467
\$562,100	\$257,441	\$241,136	Salaries, Extra Help	\$241,136	\$0
\$336,214	\$842,452	\$0	Salaries, Extra Help-Sworn	\$0	\$0
\$13,826,069	\$15,562,336	\$8,780,356	Overtime	\$6,578,206	(\$2,202,150)
\$21,413,660	\$20,700,519	\$17,217,911	Pen Cont Fire Pen Fd	\$25,725,000	\$8,507,089
-	\$1,830	-	Pen Cont Police Pen Fd	-	-
\$764,335	\$943,762	\$895,551	Pen Cont Gen Emp Pen Fd	\$847,301	(\$48,250)
\$550,005	\$672,603	\$1,907,470	Defined Contribution	\$2,726,665	\$819,194
\$913,029	\$859,174	\$1,092,017	Workers' Compensation	\$1,092,017	\$0
\$10,422,163	\$11,190,593	\$10,177,743	Other Personnel Costs	\$9,444,763	(\$732,980)
\$102,802,777	\$106,494,918	\$101,779,228	<b>TOTAL PERSONNEL</b>	\$111,253,639	\$9,474,410
<b>OTHER EXPENSES</b>					
\$2,250,830	\$2,988,554	\$5,607,693	Purchased / Contracted Services	\$3,803,270	(\$1,804,423)
\$4,808,247	\$4,894,569	\$6,769,730	Supplies	\$4,847,589	(\$1,922,141)
\$172,983	\$562,679	\$773,130	Capital Outlays	\$597,821	(\$175,309)
\$4,111,397	\$7,033,390	\$4,199,368	Interfund / Interdepartmental Charges	\$4,176,369	(\$22,999)
\$24,245	\$10,510	\$2,570	Other Costs	\$2,070	(\$500)
-	-	\$0	Debt Service	\$0	\$0
-	-	-	Conversion / Summary	-	-
\$3,137,020	\$3,052,635	\$2,009,939	Other Financing Uses	\$3,564,450	\$1,554,511
\$14,504,723	\$18,542,338	\$19,362,429	<b>TOTAL OTHER EXPENSES</b>	\$16,991,569	(\$2,370,860)
<b>\$117,307,499</b>	<b>\$125,037,256</b>	<b>\$121,141,658</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$128,245,208</b>	<b>\$7,103,550</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$90,073,122	\$97,466,862	\$91,213,948	General Fund	\$96,162,247	\$4,948,300
\$27,234,377	\$27,570,643	\$29,927,710	Airport Revenue Fund	\$32,082,960	\$2,155,251
-	(\$250)	\$0	Water & Wastewater Revenue Fund	\$0	\$0
<b>\$117,307,499</b>	<b>\$125,037,256</b>	<b>\$121,141,658</b>	<b>TOTAL EXPENSES</b>	<b>\$128,245,208</b>	<b>\$7,103,550</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
1,150.00	1,186.00	1,153.00	Full Time Equivalent	1,207.33	54.33



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services General Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$2,568,828	\$3,835,075	\$4,556,273	Salaries, Regular	\$1,116,578	(\$3,439,696)
\$55,363	\$40,905	-	Salaries, Perm Part-Time	-	-
\$39,266,560	\$39,637,801	\$42,932,874	Salaries, Sworn	\$48,039,571	\$5,106,697
\$562,115	\$257,281	\$241,136	Salaries, Extra Help	\$241,136	-
\$223,072	\$801,145	-	Salaries, Extra Help-Sworn	-	-
\$10,422,744	\$11,827,796	\$4,734,280	Overtime	\$3,468,262	(\$1,266,018)
\$16,380,784	\$15,825,900	\$13,668,427	Pen Cont Fire Pen Fd	\$20,034,691	\$6,366,264
-	\$954	-	Pen Cont Police Pen Fd	-	-
\$513,483	\$677,965	\$626,295	Pen Cont Gen Emp Pen Fd	\$583,705	(\$42,590)
\$506,853	\$613,744	\$1,447,220	Defined Contribution	\$2,126,538	\$679,318
\$645,738	\$624,457	\$768,471	Workers' Compensation	\$768,471	-
\$8,104,808	\$8,872,681	\$7,918,775	Other Personnel Costs	\$7,179,900	(\$738,875)
<b>\$79,250,348</b>	<b>\$83,015,704</b>	<b>\$76,893,751</b>	<b>TOTAL PERSONNEL</b>	<b>\$83,558,851</b>	<b>\$6,665,100</b>
			<i>OTHER EXPENSES</i>		
\$1,438,843	\$2,226,283	\$3,427,348	Purchased / Contracted Services	\$2,449,901	(\$977,447)
\$3,186,811	\$3,452,817	\$5,217,597	Supplies	\$3,326,448	(\$1,891,149)
(\$26,557)	\$96,489	\$488,616	Capital Outlays	\$85,901	(\$402,715)
\$3,086,656	\$5,621,288	\$3,174,627	Interfund / Interdepartmental Charges	\$3,174,627	\$0
-	\$1,645	\$2,070	Other Costs	\$2,070	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$3,137,020	\$3,052,635	\$2,009,939	Other Financing Uses	\$3,564,450	\$1,554,511
\$10,822,774	\$14,451,158	\$14,320,197	<b>TOTAL OTHER EXPENSES</b>	<b>\$12,603,397</b>	<b>(\$1,716,800)</b>
<b>\$90,073,122</b>	<b>\$97,466,862</b>	<b>\$91,213,948</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$96,162,247</b>	<b>\$4,948,300</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$90,073,122	\$97,466,862	\$91,213,948	General Fund	\$96,162,247	\$4,948,300
<b>\$90,073,122</b>	<b>\$97,466,862</b>	<b>\$91,213,948</b>	<b>TOTAL EXPENSES</b>	<b>\$96,162,247</b>	<b>\$4,948,300</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
892.50	926.00	889.00	Full Time Equivalent	947.33	58.33



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$3,439,696)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	\$5,106,697	Increase due to salary adjustments offset by personnel adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	(\$1,266,018)	Decrease due to cost containment measures.
Pen Cont Fire Pen Fd	\$6,366,264	Increase due to personnel and pension rate adjustments (actuarial study).
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$42,590)	Decrease due to personnel adjustments.
Defined Contribution	\$679,318	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$738,875)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$6,665,100</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$977,447)	Decrease to properly align contractual and operational expenditures. This line includes costs associated with the Lytx Drive Cams, Medical Service Provider, Target Solutions Learning, Phipps Plaza Lease Payments, Lieutenants & Captains Promotional testing and Calcium Wellness testing.
Supplies	(\$1,891,149)	Decrease to properly align operational expenditures. This line includes costs associated with furniture, equipment, and annual GALLS uniform allotment.
Capital Outlays	(\$402,715)	Decrease to properly align operational expenditures.
Interfund / Interdepartmental Charges	\$0	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes Commissioner Contingency expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$1,554,511	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$1,716,800)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$4,948,300</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	\$4,948,300	
<b>TOTAL EXPENSES</b>	<b>\$4,948,300</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	58.33	Increase due to new hires.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Fire Services**  
**Airport Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 BUDGET	VARIANCE FY21-FY20
			<b>EXPENDITURES AND APPROPRIATIONS</b>	
			<i>PERSONNEL</i>	
\$877,430	\$1,103,553	\$1,077,025	\$312,760	(\$764,265)
-	-	-	-	-
\$11,247,020	\$10,846,873	\$12,900,871	\$15,129,641	\$2,228,771
(\$15)	\$160	-	-	-
\$113,143	\$41,307	\$0	\$0	-
\$3,403,325	\$3,734,540	\$4,046,076	\$3,109,944	(\$936,132)
\$5,032,876	\$4,874,618	\$3,549,484	\$5,690,309	\$2,140,825
-	\$876	-	-	-
\$250,852	\$265,797	\$269,256	\$263,596	(\$5,660)
\$43,152	\$58,860	\$460,250	\$600,127	\$139,877
\$267,291	\$234,717	\$323,547	\$323,547	-
\$2,317,355	\$2,317,912	\$2,258,968	\$2,264,863	\$5,895
\$23,552,428	\$23,479,214	\$24,885,478	\$27,694,788	\$2,809,311
			<i>OTHER EXPENSES</i>	
\$811,987	\$762,521	\$2,180,345	\$1,353,369	(\$826,976)
\$1,621,436	\$1,441,752	\$1,552,132	\$1,521,141	(\$30,991)
\$199,540	\$466,191	\$284,514	\$511,920	\$227,406
\$1,024,741	\$1,412,101	\$1,024,741	\$1,001,742	(\$22,999)
\$24,245	\$8,865	\$500	-	(\$500)
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
\$3,681,949	\$4,091,430	\$5,042,232	\$4,388,172	(\$654,060)
\$27,234,377	\$27,570,643	\$29,927,710	\$32,082,960	\$2,155,251

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 BUDGET	VARIANCE FY21-FY20
\$27,234,377	\$27,570,643	\$29,927,710	\$32,082,960	\$2,155,251
\$27,234,377	\$27,570,643	\$29,927,710	\$32,082,960	\$2,155,251

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
257.50	260.00	264.00	Full Time Equivalent	260.00	(4.00)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services

#### Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$764,265)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	\$2,228,771	Increase due to salary adjustments offset by personnel adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	(\$936,132)	Decrease due to cost containment measures.
Pen Cont Fire Pen Fd	\$2,140,825	Increase due to personnel and pension rate adjustments (actuarial study).
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$5,660)	Decrease due to personnel adjustments.
Defined Contribution	\$139,877	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$5,895	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$2,809,311</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$826,976)	Decrease to properly align contractual and operational expenditures. This line includes costs associated with the Medical Service Provider, Target Solutions Learning, Lieutenants & Captains Promotional testing and Calcium Wellness testing.
Supplies	(\$30,991)	Decrease to properly align operational expenditures. This line includes costs associated with furniture, equipment, and annual GALLS uniform allotment.
Capital Outlays	\$227,406	Increase due to alignment of the budget to related equipment purchases.
Interfund / Interdepartmental Charges	(\$22,999)	Decrease to properly align operational expenditures.
Other Costs	(\$500)	Decrease due to Commissioner Contingency expenses less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$654,060)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,155,251</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Airport Revenue Fund	\$2,155,251	
<b>TOTAL EXPENSES</b>	<b>\$2,155,251</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(4.00)	Decrease due to personnel adjustments.







# ATLANTA POLICE DEPARTMENT

## Mission Statement

Our mission is to create a safer Atlanta by reducing crime, ensuring the safety of our residents 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 provides service to Hartsfield-Jackson Atlanta International Airport (HJAIA). The Department works closely with Neighborhood Planning Units (NPU), independent community organizations, and business associations 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, SWAT, and Code Enforcement Section operations.

*The Contingency Operations Division (COD)* is responsible for Homeland Security, 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 is 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, 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, Body Worn Camera Unit, APEX 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, Project Management, Open records, Crime Analysis, The Atlanta Retired Police Reserve (ARPR), 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 crime through targeted enforcement of violent repeat offenders.
- Expand the At-Promise Center and Police Athletic League programs.
- Increase the department's technological footprint in economically challenged areas of the city.

## FY2020 Accomplishments

- The Atlanta Police Department achieved a 2% reduction in overall part 1 crimes in CY2019.
- The Atlanta Proactive Enforcement and Interdiction Unit (APEX) experienced a 11.26% increase in gun seizures in CY2019 compared to 2018 in targeted enforcement areas.
- Increased joint agency operations impacting crime reduction and closing of some problem locations.
- Implemented the Atlanta Crime Research Center (ACRC) in partnership with Georgia State University and the Atlanta Police Foundation.
- Conducted joint training for tactical response to critical events with our Atlanta Fire Rescue colleagues.
- Expanded the partnership of Special Victims Unit (SVU) with other metro law enforcement personnel to continue investigations into the Atlanta Sexual Assault Cold Case.
- Deployed 61 additional License Plate Readers (LPR's) and continued our goal of enhancing the Video Integration Center.
- Continued technology enhancements to the Video Integration Center camera footprint.
- The Police Athletic League (PAL) helped 120 youth during the summer camp program.
- Achieved a 50% increase in hiring over CY2018 through increased recruitment efforts.
- Achieved 98% Compliance of Body Camera usage.
- Atlanta PAL hosted its Annual Golf fundraiser with 88 participants.
- 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 Bias Based Diversity Training sessions for the International Law Enforcement Academy in Budapest, Hungary.
- Atlanta PAL participated in a Prom Dress Drive and the 8<sup>th</sup> Annual Toy Drive supporting local youth.

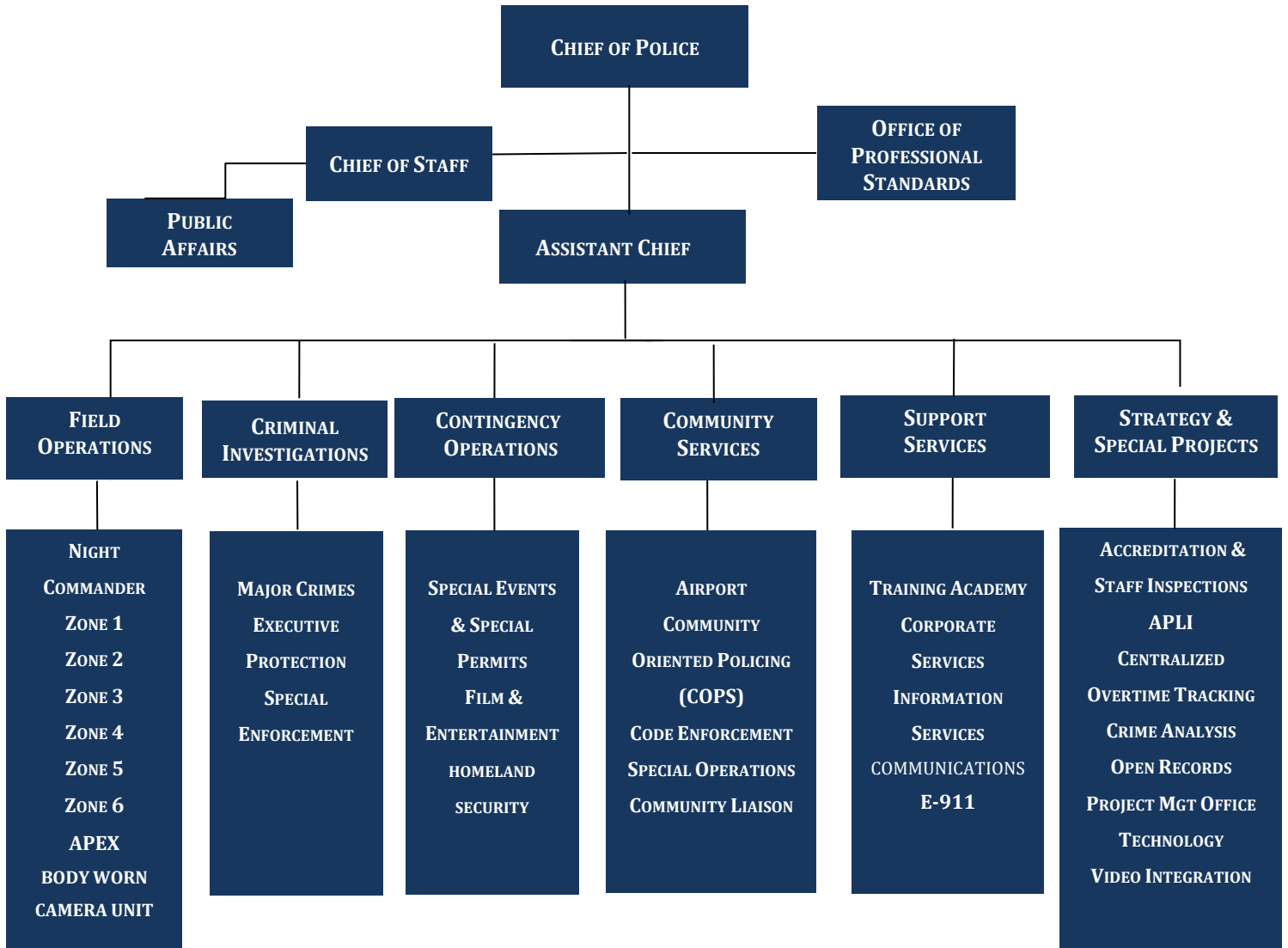
- Held monthly Clippers and Cops forums in different barbershops throughout the city.
- Received 3308 Crime Stoppers tips that led to 103 arrests and 13 weapons seized.
- Continued work with at-risk youth via the mentorship, group exercise, confidence building, and team building skills programs at the At-Promise Center.
- Participated in the groundbreaking of the 2<sup>nd</sup> At-Promise Center coordinated by 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%.

## FY2021 Proposed Program Highlights

- Open the new Zone 3 precinct.
- Open a 2nd At-Promise Center.
- Implement a new Computer-Aided Dispatch (CAD) System.
- Implement a new Report Management System (RMS).

# ORGANIZATIONAL CHART

*POLICE SERVICES*



# PERFORMANCE METRICS

## POLICE SERVICES

PERFORMANCE MEASURE	2018 ACTUALS	2019 ACTUALS	2020 TARGET	2021 TARGET
<b>Public Safety</b>				
Major Crimes Total	26,905	25,233	23,971	22,773
Homicide	88	99	94	89
Rape	245	233	221	210
Robbery	1,099	1,016	965	917
Aggravated Assaults	2,382	2,021	1,920	1,824
Burglaries	3,082	2,846	2,704	2,569
Larcenies	16,701	16,072	15,268	14,505
Auto Thefts	3,308	2,976	2,827	2,686
9-1-1 Call Volume	1,050,135	1,061,059	1,071,670	1,082,386
9-1-1 Call Answer Time, Less Than 10 Seconds	96%	96%	93%	93%
9-1-1 Call Dispatch, Overall Time (High Priority Calls)	2:20 min	2:40 min	2:40 min	2:40 min
Code Enforcement, New Cases Received	9,737	10,337	10,518	11,043
Code Enforcement, Compliance Resolution Cases Closed	146	122	143	225
Code Enforcement, Inspection Cases Closed	9,059	10,772	9,475	13,033

\*CALENDAR YEAR DATA



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$18,209,383	\$17,470,700	\$21,290,811	Salaries, Regular	\$20,722,656	(\$568,155)
\$159,230	\$114,979	-	Salaries, Perm Part-Time	-	-
\$92,463,447	\$99,579,711	\$117,897,860	Salaries, Sworn	\$112,709,434	(\$5,188,426)
\$426,481	\$727,627	\$263,698	Salaries, Extra Help	\$263,698	\$0
\$3,218,985	\$2,676,185	\$0	Salaries, Extra Help-Sworn	\$0	\$0
\$24,123,995	\$17,040,643	\$14,420,514	Overtime	\$12,493,697	(\$1,926,817)
\$18,793	\$2,071	-	Pen Cont Fire Pen Fd	-	-
\$34,044,290	\$30,890,011	\$21,356,724	Pen Cont Police Pen Fd	\$35,159,631	\$13,802,907
\$4,318,923	\$3,766,167	\$4,623,504	Pen Cont Gen Emp Pen Fd	\$4,974,513	\$351,010
\$1,364,033	\$1,524,875	\$2,591,804	Defined Contribution	\$5,389,386	\$2,797,582
\$3,037,030	\$3,642,511	\$4,406,560	Workers' Compensation	\$4,406,560	\$0
\$19,863,869	\$20,841,292	\$28,573,757	Other Personnel Costs	\$20,624,557	(\$7,949,200)
\$201,248,460	\$198,276,772	\$215,425,232	<b>TOTAL PERSONNEL</b>	\$216,744,133	\$1,318,901
			<b>OTHER EXPENSES</b>		
\$15,640,463	\$18,222,077	\$16,080,480	Purchased / Contracted Services	\$23,214,638	\$7,134,158
\$5,712,887	\$7,290,917	\$4,395,658	Supplies	\$4,437,818	\$42,160
(\$90,895)	\$439,852	\$246,370	Capital Outlays	\$6,138,782	\$5,892,412
\$8,762,493	\$9,644,615	\$8,214,819	Interfund / Interdepartmental Charges	\$8,214,819	\$0
\$24,026	\$60,491	\$443,014	Other Costs	\$443,014	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$1,741,451	\$2,260,597	\$3,703,202	Other Financing Uses	\$3,004,764	(\$698,438)
\$31,790,424	\$37,918,549	\$33,083,544	<b>TOTAL OTHER EXPENSES</b>	\$45,453,836	\$12,370,292
<b>\$233,038,885</b>	<b>\$236,195,321</b>	<b>\$248,508,776</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$262,197,968</b>	<b>\$13,689,192</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$199,597,586	\$199,933,504	\$205,450,904	General Fund	\$217,565,960	\$12,115,056
\$17,009,223	\$19,864,724	\$23,298,599	Airport Revenue Fund	\$24,286,380	\$987,782
\$2,000	\$0	\$0	Solid Waste Services Revenue Fund	\$0	\$0
\$159,202	\$197,028	\$159,678	Water & Wastewater Revenue Fund	\$134,100	(\$25,578)
\$16,270,873	\$16,200,065	\$19,599,595	Emergency Telephone System	\$20,211,528	\$611,933
<b>\$233,038,885</b>	<b>\$236,195,321</b>	<b>\$248,508,776</b>	<b>TOTAL EXPENSES</b>	<b>\$262,197,968</b>	<b>\$13,689,192</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
2,589.00	2,583.00	2,373.00	Full Time Equivalent	2,594.00	221.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services General Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$11,400,276	\$11,288,197	\$13,029,014	Salaries, Regular	\$13,309,925	\$280,910
\$159,230	\$114,979	-	Salaries, Perm Part-Time	-	-
\$84,449,823	\$89,471,971	\$103,504,308	Salaries, Sworn	\$99,466,365	(\$4,037,943)
\$366,003	\$514,050	-	Salaries, Extra Help	-	-
\$2,660,907	\$2,343,955	-	Salaries, Extra Help-Sworn	-	-
\$19,773,588	\$11,468,452	\$10,547,963	Overtime	\$8,450,000	(\$2,097,963)
\$18,793	\$2,071	-	Pen Cont Fire Pen Fd	-	-
\$31,178,388	\$28,244,521	\$19,068,321	Pen Cont Police Pen Fd	\$31,517,873	\$12,449,552
\$2,538,424	\$2,365,595	\$2,762,182	Pen Cont Gen Emp Pen Fd	\$3,157,591	\$395,409
\$1,229,495	\$1,398,778	\$2,077,621	Defined Contribution	\$4,730,238	\$2,652,617
\$2,954,226	\$3,562,925	\$4,322,577	Workers' Compensation	\$4,322,577	-
\$17,177,550	\$17,862,684	\$25,359,044	Other Personnel Costs	\$17,395,862	(\$7,963,182)
<b>\$173,906,703</b>	<b>\$168,638,179</b>	<b>\$180,671,030</b>	<b>TOTAL PERSONNEL</b>	<b>\$182,350,430</b>	<b>\$1,679,400</b>
			<i>OTHER EXPENSES</i>		
\$10,362,075	\$12,700,779	\$9,216,635	Purchased / Contracted Services	\$14,996,657	\$5,780,022
\$5,440,303	\$7,044,108	\$3,490,428	Supplies	\$3,490,428	\$0
(\$95,992)	\$433,102	\$246,370	Capital Outlays	\$5,600,442	\$5,354,072
\$8,231,398	\$8,841,339	\$7,683,724	Interfund / Interdepartmental Charges	\$7,683,724	-
\$11,650	\$15,400	\$439,514	Other Costs	\$439,514	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$1,741,451	\$2,260,597	\$3,703,202	Other Financing Uses	\$3,004,764	(\$698,438)
\$25,690,884	\$31,295,325	\$24,779,874	<b>TOTAL OTHER EXPENSES</b>	<b>\$35,215,530</b>	<b>\$10,435,656</b>
<b>\$199,597,586</b>	<b>\$199,933,504</b>	<b>\$205,450,904</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$217,565,960</b>	<b>\$12,115,056</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$199,597,586	\$199,933,504	\$205,450,904	General Fund	\$217,565,960	\$12,115,056
<b>\$199,597,586</b>	<b>\$199,933,504</b>	<b>\$205,450,904</b>	<b>TOTAL EXPENSES</b>	<b>\$217,565,960</b>	<b>\$12,115,056</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
2,190.00	2,198.00	1,953.00	Full Time Equivalent	2,223.00	270.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$280,910	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	(\$4,037,943)	Decrease due to personnel adjustments offset by salary adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	(\$2,097,963)	Decrease due to cost containment measures.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	\$12,449,552	Increase due to pension rate adjustment (actuarial study).
Pen Cont Gen Emp Pen Fd	\$395,409	Increase due to personnel and pension rate adjustments (actuarial study).
Defined Contribution	\$2,652,617	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$7,963,182)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$1,679,400</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$5,780,022	Increase to properly align contractual and operational expenditures. This line includes Demolition, Body Camera maintenance and various contracts such as Motorola, Edge 360, Enterprise, Lexis Nexus, NEC Corporation, and GC&E.
Supplies	\$0	This line includes contracts such as GALLS uniforms and GT Distributors.
Capital Outlays	\$5,354,072	Increase due to expenses related to AXON contract.
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	(\$698,438)	Decrease to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$10,435,656</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$12,115,056</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	\$12,115,056	
<b>TOTAL EXPENSES</b>	<b>\$12,115,056</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	270.00	Increase due to new hires.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Police Services**  
**Airport Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$874,279	\$612,553	\$276,285	Salaries, Regular	\$265,909	(\$10,376)
-	-	-	Salaries, Perm Part-Time	-	-
\$7,874,048	\$9,949,245	\$14,280,293	Salaries, Sworn	\$13,159,208	(\$1,121,085)
\$2,365	\$20,563	-	Salaries, Extra Help	-	-
\$558,078	\$332,230	-	Salaries, Extra Help-Sworn	-	-
\$2,353,117	\$3,505,015	\$2,948,646	Overtime	\$3,119,792	\$171,146
-	-	-	Pen Cont Fire Pen Fd	-	-
\$2,727,100	\$2,494,903	\$2,249,621	Pen Cont Police Pen Fd	\$3,556,659	\$1,307,038
\$220,511	\$42,546	\$233,367	Pen Cont Gen Emp Pen Fd	\$244,055	\$10,688
\$18,238	\$11,681	\$410,999	Defined Contribution	\$505,814	\$94,815
\$62,187	\$43,464	\$43,770	Workers' Compensation	\$43,770	-
\$1,592,369	\$1,836,161	\$1,758,388	Other Personnel Costs	\$1,751,068	(\$7,320)
\$16,282,292	\$18,848,361	\$22,201,370	<b>TOTAL PERSONNEL</b>	\$22,646,275	\$444,906
			<i>OTHER EXPENSES</i>		
\$13,162	\$107,823	\$134,818	Purchased / Contracted Services	\$97,194	(\$37,624)
\$176,268	\$102,729	\$427,816	Supplies	\$469,976	\$42,160
-	-	-	Capital Outlays	\$538,340	\$538,340
\$531,095	\$803,275	\$531,095	Interfund / Interdepartmental Charges	\$531,095	-
\$6,406	\$2,536	\$3,500	Other Costs	\$3,500	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$726,931	\$1,016,363	\$1,097,229	<b>TOTAL OTHER EXPENSES</b>	\$1,640,105	\$542,876
\$17,009,223	\$19,864,724	\$23,298,599	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$24,286,380	\$987,782

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$17,009,223	\$19,864,724	\$23,298,599	Airport Revenue Fund	\$24,286,380	\$987,782
\$17,009,223	\$19,864,724	\$23,298,599	<b>TOTAL EXPENSES</b>	\$24,286,380	\$987,782

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
228.00	214.00	227.00	Full Time Equivalent	198.00	(29.00)





**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Police Services**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$10,376)	Decrease due to salary and personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	(\$1,121,085)	Decrease due to personnel adjustments offset by salary adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$171,146	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	\$1,307,038	Increase due to pension rate adjustment (actuarial study).
Pen Cont Gen Emp Pen Fd	\$10,688	Increase due to pension rate adjustment (actuarial study).
Defined Contribution	\$94,815	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$7,320)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$444,906</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	(\$37,624)	Decrease to properly align contractual and operational expenditures. This line includes contracts such as Public Safety Systems Inc. and ESRI.
Supplies	\$42,160	Increase to properly align contractual and operational expenditures. This line includes general office supplies.
Capital Outlays	\$538,340	Increase due to equipment \$5,000+ more than anticipated.
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes business meeting expense.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$542,876</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$987,782</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	\$987,782	
<b>TOTAL EXPENSES</b>	<b>\$987,782</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(29.00)	Decrease due to personnel adjustments.



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services Water & Wastewater Revenue Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
\$46,739	\$64,330	\$113,259	Salaries, Sworn	\$83,861	(\$29,398)
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$5,321	\$5,149	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
\$104,568	\$117,187	\$21,461	Pen Cont Police Pen Fd	\$25,829	\$4,368
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	\$3,912	Defined Contribution	\$3,787	(\$125)
\$999	\$7,496	\$3,615	Workers' Compensation	\$3,615	-
\$775	\$1,547	\$17,432	Other Personnel Costs	\$17,007	(\$424)
\$158,402	\$195,709	\$159,678	<b>TOTAL PERSONNEL</b>	\$134,100	(\$25,578)
			<i>OTHER EXPENSES</i>		
-	\$520	-	Purchased / Contracted Services	-	-
\$800	\$800	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$800	\$1,320	-	<b>TOTAL OTHER EXPENSES</b>	-	-
\$159,202	\$197,028	\$159,678	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$134,100	(\$25,578)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$159,202	\$197,028	\$159,678	Water & Wastewater Revenue Fund	\$134,100	(\$25,578)
\$159,202	\$197,028	\$159,678	<b>TOTAL EXPENSES</b>	\$134,100	(\$25,578)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
2.00	2.00	2.00	Full Time Equivalent	2.00	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	(\$29,398)	Decrease due to salary adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	\$4,368	Increase due to pension rate adjustment (actuarial study).
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	(\$125)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$424)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$25,578)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$25,578)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Water & Wastewater Revenue Fund	(\$25,578)	
<b>TOTAL EXPENSES</b>	<b>(\$25,578)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services Emergency Telephone System

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$5,934,829	\$5,569,951	\$7,985,512	Salaries, Regular	\$7,146,822	(\$838,690)
-	-	-	Salaries, Perm Part-Time	-	-
\$92,836	\$94,165	-	Salaries, Sworn	-	-
\$58,113	\$193,014	\$263,698	Salaries, Extra Help	\$263,698	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,991,969	\$2,062,027	\$923,905	Overtime	\$923,905	-
-	-	-	Pen Cont Fire Pen Fd	-	-
\$34,234	\$33,400	\$17,321	Pen Cont Police Pen Fd	\$59,270	\$41,948
\$1,559,989	\$1,358,025	\$1,627,955	Pen Cont Gen Emp Pen Fd	\$1,572,868	(\$55,087)
\$116,301	\$114,416	\$99,273	Defined Contribution	\$149,548	\$50,275
\$19,617	\$28,627	\$36,598	Workers' Compensation	\$36,598	-
\$1,093,176	\$1,140,900	\$1,438,893	Other Personnel Costs	\$1,460,620	\$21,727
<b>\$10,901,064</b>	<b>\$10,594,524</b>	<b>\$12,393,154</b>	<b>TOTAL PERSONNEL</b>	<b>\$11,613,328</b>	<b>(\$779,827)</b>
			<i>OTHER EXPENSES</i>		
\$5,263,226	\$5,412,956	\$6,729,027	Purchased / Contracted Services	\$8,120,787	\$1,391,760
\$95,517	\$143,280	\$477,414	Supplies	\$477,414	-
\$5,097	\$6,750	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$5,970	\$42,555	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$5,369,809	\$5,605,541	\$7,206,441	<b>TOTAL OTHER EXPENSES</b>	<b>\$8,598,201</b>	<b>\$1,391,760</b>
<b>\$16,270,873</b>	<b>\$16,200,065</b>	<b>\$19,599,595</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$20,211,528</b>	<b>\$611,933</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$16,270,873	\$16,200,065	\$19,599,595	Emergency Telephone System	\$20,211,528	\$611,933
<b>\$16,270,873</b>	<b>\$16,200,065</b>	<b>\$19,599,595</b>	<b>TOTAL EXPENSES</b>	<b>\$20,211,528</b>	<b>\$611,933</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
169.00	169.00	191.00	Full Time Equivalent	171.00	(20.00)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services Emergency Telephone System

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$838,690)	Decrease due to salary and 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	\$41,948	Increase due to pension rate adjustment (actuarial study).
Pen Cont Gen Emp Pen Fd	(\$55,087)	Decrease due to personnel adjustments.
Defined Contribution	\$50,275	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$21,727	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$779,827)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$1,391,760	Increase to properly align contractual and operational expenditures. This line includes the Disaster Recovery Site, Computer-aided Dispatch System, and Records Management System replacement.
Supplies	-	This line includes expenses related to Computer-aided Dispatch and Records Management systems.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,391,760</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$611,933</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Emergency Telephone System	\$611,933	
<b>TOTAL EXPENSES</b>	<b>\$611,933</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(20.00)	Decrease due to personnel adjustments.



# DEPARTMENT OF CITY PLANNING

## Mission Statement

The City of Atlanta Department of City Planning's mission 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) shapes the city and the places and spaces Atlanta shares, bearing responsibility for outcomes that allow residents to thrive. Guided by the vision and values of Atlanta City Design - Equity, Progress, Ambition, Access, and Nature - DCP makes intentional decisions for Atlanta's future.

Our objective is to guide the development of the city through effective, customer-focused urban design, review, planning, construction plan approval, code compliance, and housing assistance. DCP works closely with the Neighborhood Planning Units (NPU's), independent community organizations, residents, and the private sector to provide policy guidance and assistance supporting the growth of our community. DCP's commitment to public service is backed by intentionally designed structures, affordable housing, an inviting and functional public realm and well-kept green spaces.

## Office Descriptions

The Department of City Planning underwent organizational changes as a result of some functions moving to newly created departments: The Office of Mobility Planning moved to the new Department of Transportation and the management of the federal grant's program moved from the Office of Housing and Community Development to the new Department of Grants and Community Development.

The following is a description of each office's current functions.

*Office of the Commissioner* provides leadership, policy direction, and centralized staff support for the Offices. Services include administration, budget, personnel management, legislative liaison, policy collaboration, coordination, performance management and accountability; and technical support.

*Office of Design* provides leadership for the physical design of our city - through the design of plans for the logical organization of our future city, creation of vibrant public spaces that cultivate public life, and architectural guidance, including preservation of buildings that contribute to a cohesive public realm.

*Office of Zoning and Development* administers the zoning ordinance for new development and renovations. The policies implemented pave the way to a greater Atlanta. The Office reviews projects for compliance with zoning codes, subdivision regulations, and other applicable land development codes.

*Office of Buildings* ensures that advancing our city aligns with responsible development and safely built structures. The office reviews, approves, and issues permits required by the city's codes, and inspects the construction of the permitted projects for repairs, alterations and additions to existing structures. The Arborist Division maintains the Tree Protection Ordinance (TPO) and is

responsible for reviewing tree removal permits on private property.

*Office of Housing and Community Development* is focused on enhancing affordable housing policy, community and economic development, and revitalizing existing neighborhoods. The Office works with both public and private partners to improve the lives of residents in distressed and under-invested communities by encouraging investment in and neighborhood-based commercial development and strategies to retain legacy residents.

The Department of City Planning has set clear performance objectives and expectations for FY2021, which are as follows:

### **Goals**

- Educate our communities about the principles of urbanism, foster collaboration by utilizing programs and activities that support Atlanta City Design.
- Enable community revitalization 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.
- Implement holistic and comprehensive community development policies to keep the city livable and affordable.
- Promote sustainable development and transportation policies which stimulate the city's economic growth.
- Elevate and incorporate ecology and nature into departmental plans and processes.
- Incorporate the city's historic properties as meaningful components that compliment new growth and development.
- Implement innovative and sustainable code reform for both zoning and building code platforms.

### **Objectives**

- Implement strategies from the Atlanta City Design that promote its key values: equity, progress, ambition, access and nature and incorporate these values into all major initiatives.
- Update the Zoning Ordinance to promote intentional development and reshape land use

in a way that encourages growth and affordability.

- Apply technology-driven solutions to reduce the time required to issue building permits, complete building inspections, and increase customer satisfaction.
- Work with the Administration and partner agencies to develop and implement a transformative affordable housing program that revitalizes existing neighborhoods through community development.

### **FY2020 Accomplishments**

#### **Office of the Commissioner**

The Office continued to implement Atlanta City Design through the following activities:

- Completed the Urban Ecology Framework (UEF), which identifies how ecosystems can be restored while the City grows in population.
- Established the Concept Review Committee (CRC) to aid the navigation of the City's development processes with tree protection as a primary area of focus.
- Preserved a portion of the tree canopy via the acquisition of 216 acres of forested land.
- Launched NPU University which offers 20 courses designed to train and equip community leaders.
- Implemented NPU Dashboard, an interactive online platform for the public that provides meeting information and the status of any zoning, event or alcohol permit application.
- Successfully completed all federal requirements for the city's Local Update of Census Address (LUCA) Verification and new construction program in preparation for the 2020 Census Count.
- Successfully digitized historical maps, cadastral, and parcel conversion.

#### **Office of Design**

The migration of functions to newly created departments presented the opportunity to rethink DCP operations. Namely, moving planning activities (including master plans, LCIs, District plans, etc.), previously housed in the Office of Zoning and Development, to the Office of Design. This will allow for better integration of planning and design to position our work for more effective implementation.



The Office of Design relocated the Atlanta City Studio, its pop-up urban design studio, from Cascade Heights to Downtown Atlanta. The Studio moves to different locations throughout the city to allow residents the opportunity to participate in the design of our city. With its relocation, the Studio is leading the exceptional design of our city's public spaces and championing the resurgence of South Downtown. Its projects include revisiting the Broad Street Pedestrian Plaza design, advancing the Peachtree Shared Street Design Concept, Five Points MARTA Station Transformation, and design improvements to South Broad Street among others.

The Studio's work isn't limited to Downtown but supports public space projects throughout the City. This includes on-going work at the West End MARTA Station in partnership with Station Soccer and MARTA, working with the communities of English Avenue and Vine City for placemaking improvements at the intersection of Cameron Madison Alexander Blvd and James P Brawley Drive, and many other tactical projects through its Placemaking Program.

At a regional scale, the Studio has been the Department of City Planning's key collaborator in the partnership with the Atlanta Regional Commission, the Trust for Public Land, and Cobb County to envision a 100-mile greenway along the Chattahoochee River. While this is a regional vision, it depicts a clear pathway for connecting the residents of Atlanta with one of its most critical natural assets: the Chattahoochee River. That planning study was completed in April 2020 and is moving towards implementation.

The Historic Preservation Division worked to retain the city's rich cultural building heritage by launching Future Places Project (formerly the Historic Revitalization Strategy), a comprehensive assessment of the City's historic preservation work to ensure that Atlanta can retain its identity and authenticity in the future.

With a new vision for historic preservation regulation in the City, four new historic designations for the city reflecting a renewed interest in retaining the city's building heritage and incorporating into the city's future. Those designations were: Spring Hill Mortuary Landmark Building/Site (LBS), Ponce de Leon Tourist Home LBS, Grove Park Apartments LBS, and Bonaventure-Somerset Historic District.

Finally, the Office of Design continues to spearhead the creation of the City's Housing Innovation Lab. In close collaboration with other offices and departments, the Lab is focused on implementing affordable housing design and policy recommendations in the Cascade Heights and Hunter Hills neighborhoods as models for expanding this work throughout the city.

### **Office of Zoning and Development**

The Office completed Phases I and II of an update to the Atlanta Zoning Ordinance drafted to create simpler codes that will make Atlanta more affordable while protecting residents. Changes included allowing the expansion of accessory dwelling units (ADUs), easement of building parking requirements and changes to bicycle parking standards. Updates also included approval and adoption of Multifamily Multiunit and Industrial-Mix zoning districts and expansion of sidewalk requirements to R-4, R-4A, R-4B and R-5 residential districts and R-G R-LC, O-I, C-1, C-2, C-3, C-4, C-5, I-1 and I-2 zoning districts. These updates provide consistency with the Atlanta City Design, alignment with state and federal law, and advance the public health, safety and welfare of citizens.

The Land Use team continued work with stakeholders in the adoption of small area plans including: West End LCI, NPU H Plan, and CD 12 Blueprint – Perkerson and Hammond Park. In addition, grants were provided for projects working on Brownfield cleanup through the City's Brownfield program. Two noteworthy projects are: 105 McDonough Blvd, which is removing three underground storage tanks, gas pumps and lines, and canopy, and the English Avenue location, which is assessing a 1.5 rail corridor that will connect Downtown to the Atlanta BeltLine.

Zoning and Development was instrumental in providing guidance to City Council on annexations throughout the year.

### **Office of Buildings**

The Office of Buildings continues to implement the FY20 Work Plan with a focus on three primary areas: communications, training strategies, and inspections. Ninety percent of inspectors are now field based, which has increased productivity by 15-20%. We have acquired supplemental services for inspections to handle the increasing demand.

This has not only improved the inspectors' workload but also customer experience.

This office, along with the Department of Human Resources Organizational Development, successfully conducted customer service and accountability training for the entire staff. This is the first of many training courses to support FY20 Work Plan goals.

The office continues to surpass previous records relative to construction valuation. This trend has continued over the last four consecutive years. The construction valuation increased an average of 15% each year based on data recorded from FY16 to current.

To support the Mayor's Affordable Housing initiative, the Office of Buildings has implemented a streamlined permitting process and a task force dedicated to affordable housing projects. This process offers technical assistance to developers and non-profit organizations and meetings with all affiliated parties, including outside review agencies, to maintain communications and manage the expectations of the customer and the City.

The "Epicenter" was launched to streamline the permitting process through effective navigation; getting customers the information they need and where they need to go as quickly and efficiently as possible – eliminating excessive wait times.

Enhancements to the Interactive Voice Response (IVR) system have enabled the use of this technology for routing all calls. Customers can now use speech recognition in English or Spanish, or touch-tone buttons to interact with the IVR system. These enhancements enable customers to: schedule inspections; obtain inspection results and plan review status; determine current permit fees owed and pay fees by phone/credit card. The enhanced system also allows inspectors to post inspection results and leave voice messages for contractors.

### **Office of Housing and Community Development**

The Office of Housing and Community Development continued to implement initiatives and policy efforts to improve neighborhood economic development and increase the long-term affordability of Atlanta's housing stock.

- *Formerly the Housing Needs Assessment, now, A City by Design: Housing:* assesses the current

state of housing and proposes planning and design-based strategies to increase the quantity, quality, and diversity of Atlanta's housing stock.

- *Atlanta Main Street:* launched in 2019 to provide support and investment to Atlanta's neighborhood business districts. The 2019 fellowship program includes West End, Sweet Auburn, East Atlanta, and Westview.
- *Urban Agriculture:* Working with the Mayor's One Atlanta Office, the Department has launched a local food promotion program to support and promote Atlanta's urban farms with funding from a \$450,000 federal grant.
- *Blight Remediation:* a new pilot program enabling 16 properties to address abandoned and blighted properties on the City's west side. The program is set to expand in 2020 following the successful pilot.
- *Homesteading Program:* Three initial properties were identified as ideal for inclusion in this new program, which will provide affordable housing opportunities (for purchase) in residential parts of the city. RFPs to develop these three sites will be released in early 2020.
- *Housing Innovation:* Working with the Atlanta City Studio, we developed new housing types for the Atlanta market and are discussing with local for-profit and non-profit developer's ways to increase density and ensure greater housing affordability, with particular focus on traditional single-family lots.
- *Inclusionary Zoning:* Completed the first full year of the program, bringing 16 inclusionary projects through the process. We will be evaluating the opportunity and viability of expanding the Inclusionary Zoning footprint in 2020.

### **FY2021 Proposed Program Highlights**

#### **Office of the Commissioner**

The Office will continue to provide leadership, policy direction, and centralized staff support for Offices in the Department. Activities will include:

- Continuing to strategically implement planning initiatives, monitor and track performance and continuously improve operations and service.
- Launch *Participate!*, an initiative to increase NPU participation by 25%.

- Develop and implement the Master Address Repository (MAD) as the centralized address database for all City applications.
- Establish a GIS/CAD Digital submission standard for subdivision plat submittal. This will allow the seamless integration of new parcel developments into our new digital GIS cadastral layer.
- Propose for City Council adoption a new Tree Protection Ordinance that will detail new ways to regulate the removal, protection and planting of trees in the city.
- Create user-friendly and innovative processes, tools and services for both internal and external clients.

### Office of Design

*Historic Preservation:* Continue to promote the identification, evaluation, rehabilitation, adaptive use, and responsible restoration of the city's historic resources. Activities will include:

- Completion of the city-wide historic revitalization strategy or *Future Places Project*.
- Designation of new historic and landmark districts as well as individual buildings.
- Expanding outreach and education activities about the City's history and historic resources.

*(Urban) Design Studio:* Sharpen its focus and leadership on designing, delivering, and creatively using public spaces within the city – which include:

- Revisiting the Broad Street Pedestrian Plaza design, along with implementing the Peachtree Shared Street design concept and South Broad Street public space improvements among others.
- Creating innovative ways to engage city residents about design by providing more opportunities and activities outside the Studio.
- Continuing to partners with Soccer in the Streets and MARTA to bring public space improvements to transit stations, specifically West End Station and H.E. Holmes Station.
- Supporting English Avenue and Vine City to implement public space and design improvements at the intersection of Cameron M. Alexander Blvd. and James P. Brawley Dr.
- Repositioning the Placemaking Program to more quickly conceive, deploy, and test the projects it undertakes with community partners.

- Supporting the Housing Innovation Lab towards the development and implementation of innovative, affordable housing types.

*The Planning Studio:* that was formed in FY2020 will in FY2021 inform policy and regulatory activities to ensure the desired result. Activities will include:

- Complete the Comprehensive Development Plan (CDP) update.
- Continue the Chattahoochee River Greenway Study and move it towards implementation
- Complete the Peachtree Street Concept Plan and Activation Study
- Conduct the Lindberg-Amour Study/Master Plan to unlock the area's potential as key hub for new development, transit/transportation access, and connection with nature
- Partner with the newly forming Atlanta Department of Transportation (ADOT) to ensure the continuity of all mobility planning functions including the support of the More MARTA initiative
- Work with MARTA to complete the study for the Five Points MARTA Station transformation project

### Office of Zoning and Development

*Regulatory Reform:* Focus on the administration of the City's Zoning Ordinance. Activities will include:

- Leading the full re-write of the City's Zoning Ordinance, a multi-year effort to improve the public realm and streamline regulations.
- Implementing a Code Innovation Team to reduce and streamline the permitting and development review processes; revise existing or implement new zoning codes to support housing affordability, in collaboration with the Office of Buildings.

*Land Use:* Manage the City's Brownfields Program, including:

- Implementing EPA funded Brownfields Assessment program and the Brownfields Revolving Loan program.
- Updating land use changes in the CDP.

*Development Services:* Specializing in the entitlement review process, activities will include:

- Increasing the percentage of Special Administrative Permit approvals within 30 days of the submittal date.

- Increasing the percentage of zoning approvals over the counter, while customer is waiting
- Streamlining/aligning the Development Review Committee (DRC) process to minimize the overall review time.

### **Office of Buildings**

*Permitting Process Review and Reorganization:* Consolidating functions that are housed in other City departments to improve customer experience.

- Creating real-time metrics for tracking customers' permitting process from start to finish in partnership with AIM.
- Developing automated surveys gauge customer experience and satisfaction.
- Updating the City's Administrative Code to reflect the most current adopted building codes.
- Partnering with other City agencies to make the review and issuance of permits a seamless process for customers.
- Developing an outreach program to engage all stakeholders in improving customer service.
- Implementing auto permit issuance for permits with no associated plan review.

*Enable Electronic Plans Submission:* Introduce new technology to allow for online building plan submission and electronic plan review.

- Implementing the Electronic Plan Review in Q1 of FY21 to improve customer service and reduce cost.

*Inspections Process Transformation:* Implement a reorganization of the inspections group improve efficiencies and reduce wait times.

- Continuing extensive staff training.
- Implementing digital tools to provide customer notifications of anticipated or rescheduled inspections.
- Continuing to pilot the relocation of inspectors to field-based locations.
- Continuing implementation of third party and video inspections.

### **Office of Housing and Community Development**

*Housing Policy & Special Initiatives:* Continue engagement efforts to create and sustain affordable housing.

- Supporting implementation of the Mayor's Housing Affordability Action Plan

- Providing staff and policy support to the City Council-led Housing Commission and the City of Atlanta Affordable Housing Task Force.
- Participating in the Shared Equity of Economic Development Fellowship to provide education on wealth building by converting businesses to worker-owned cooperatives.
- Continuing efforts to further fair housing and educate residents, housing service providers and real estate professionals on Fair Housing Laws.
- Completing the Analysis to Impediments of Fair Housing for the City of Atlanta.

*Launch an Inclusionary Zoning 2.0 Strategy:* Work with City Council members and the Administration to refine the ordinance, assess impact and explore opportunities for expansion to support and sustain inclusionary zoning.

- Fully implementing a strategy that includes education and outreach designed to achieve maximum program benefits.

*Support Neighborhood Business Districts:* Deploy the National Main Street approach and other revitalization strategies to Atlanta's neighborhood commercial areas.

- Engaging 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 City by Design: Housing:* Continue efforts to understand the housing needs as the City continues to grow.

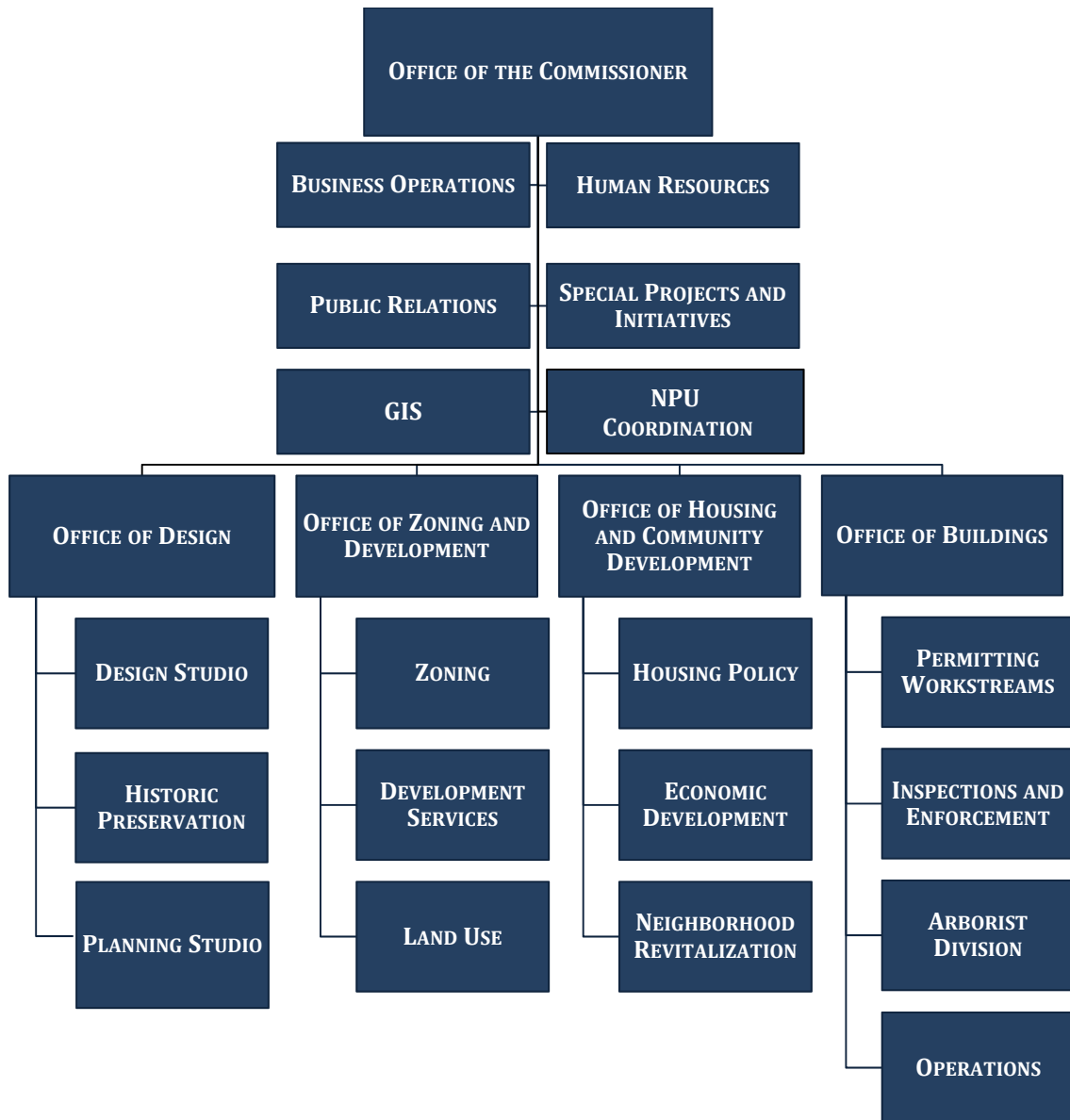
- Engaging residents to determine specific outcomes of affordable housing programs.
- Creating the first set of metrics on housing needs in Atlanta.

*Low-Income Housing Design and Funding:* Engage the private sector in developing a new design and financing approach to low-income housing.

- Addressing fundamentals of increased cost of development and low-income housing subsidy.

# ORGANIZATIONAL CHART

DEPARTMENT OF CITY PLANNING



# PERFORMANCE METRICS

*Department of City Planning*

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>Office of Buildings World Class Employees, Infrastructure, and Services</i></b>				
% Plans Approved Upon First Review	70%	70%	75%	75%
% Plans Approved for Review After First Quality Control Review (QCR) Inspection	34%	33%	20%	20%
% Inspections completed within SLA	99%	95%	99%	99%
<b><i>Office of Housing and Community Development Thriving Neighborhoods, Communities, and Businesses</i></b>				
% residents within ½ mile of fresh food access	60% (est.)	65%	70%	75%
Storefront Façade Improvement Projects Completed	N/A	5	6	10
Inclusionary Zoning Developments	N/A	2	14	15
<b><i>Office of Zoning and Development World Class Employees, Infrastructure, and Services</i></b>				
% Zoning Variance Cases Completed Within 90 Days or Less	93%	89%	93%	93%
% Special Administrative Permit Reviews completed within 30-day SLA	64%	46%	64%	64%
<b><i>Office of Design – Historical Preservation World Class Employees, Infrastructure, and Services</i></b>				
% UDC Cert of Appr. – Type II and III – 25 Day SLA	66%	66%	70%	70%



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department of City Planning

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$11,424,971	\$12,859,013	\$14,005,827	Salaries, Regular	\$12,861,280	(\$1,144,546)
\$7,584	\$49,551	\$0	Salaries, Perm Part-Time	-	\$0
\$94,584	\$98,653	-	Salaries, Sworn	-	-
\$416,344	\$292,654	\$497,554	Salaries, Extra Help	\$497,554	\$0
-	\$0	\$0	Salaries, Extra Help-Sworn	\$0	\$0
\$5,415	\$7,336	\$0	Overtime	\$0	\$0
\$40,442	\$30,296	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,117,597	\$1,102,436	\$1,089,714	Pen Cont Gen Emp Pen Fd	\$969,549	(\$120,165)
\$537,957	\$594,912	\$344,939	Defined Contribution	\$473,386	\$128,447
\$239,031	\$31,589	\$105,895	Workers' Compensation	\$105,895	\$0
\$1,473,183	\$1,879,482	\$2,082,933	Other Personnel Costs	\$1,913,770	(\$169,163)
\$15,357,108	\$16,945,922	\$18,126,862	<b>TOTAL PERSONNEL</b>	\$16,821,435	(\$1,305,427)
			<b>OTHER EXPENSES</b>		
\$4,232,690	\$1,930,836	\$3,437,378	Purchased / Contracted Services	\$3,036,160	(\$401,218)
\$681,284	\$323,933	\$398,931	Supplies	\$398,931	\$0
\$505,493	(\$58,497)	\$0	Capital Outlays	\$0	\$0
\$100,961	\$292,950	\$157,235	Interfund / Interdepartmental Charges	\$157,236	\$1
\$344,732	\$382,000	\$386,000	Other Costs	\$386,000	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$17,530,809	\$1,450,000	-	Other Financing Uses	\$57,843	\$57,843
\$23,395,969	\$4,321,221	\$4,379,544	<b>TOTAL OTHER EXPENSES</b>	\$4,036,170	(\$343,374)
<b>\$38,753,077</b>	<b>\$21,267,144</b>	<b>\$22,506,406</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$20,857,605</b>	<b>(\$1,648,802)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$38,752,889	\$21,267,332	\$22,506,406	General Fund	\$20,857,605	(\$1,648,802)
\$188	(\$188)	\$0	Building Permits Fund	\$0	\$0
<b>\$38,753,077</b>	<b>\$21,267,144</b>	<b>\$22,506,406</b>	<b>TOTAL EXPENSES</b>	<b>\$20,857,605</b>	<b>(\$1,648,802)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
213.97	263.75	233.30	Full Time Equivalent	236.00	2.70



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department of City Planning General Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$11,424,971	\$12,859,013	\$14,005,827	Salaries, Regular	\$12,861,280	(\$1,144,546)
\$7,584	\$49,551	-	Salaries, Perm Part-Time	-	-
\$94,584	\$98,653	-	Salaries, Sworn	-	-
\$416,344	\$292,654	\$497,554	Salaries, Extra Help	\$497,554	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$5,415	\$7,336	-	Overtime	-	-
\$40,442	\$30,296	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,117,597	\$1,102,436	\$1,089,714	Pen Cont Gen Emp Pen Fd	\$969,549	(\$120,165)
\$537,957	\$594,912	\$344,939	Defined Contribution	\$473,386	\$128,447
\$239,031	\$31,589	\$105,895	Workers' Compensation	\$105,895	-
\$1,473,183	\$1,879,482	\$2,082,933	Other Personnel Costs	\$1,913,770	(\$169,163)
<b>\$15,357,108</b>	<b>\$16,945,922</b>	<b>\$18,126,862</b>	<b>TOTAL PERSONNEL</b>	<b>\$16,821,435</b>	<b>(\$1,305,427)</b>
			<i>OTHER EXPENSES</i>		
\$4,232,502	\$1,931,024	\$3,437,378	Purchased / Contracted Services	\$3,036,160	(\$401,218)
\$681,284	\$323,933	\$398,931	Supplies	\$398,931	-
\$505,493	(\$58,497)	-	Capital Outlays	-	-
\$100,961	\$292,950	\$157,235	Interfund / Interdepartmental Charges	\$157,236	\$1
\$344,732	\$382,000	\$386,000	Other Costs	\$386,000	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$17,530,809	\$1,450,000	-	Other Financing Uses	\$57,843	\$57,843
\$23,395,781	\$4,321,409	\$4,379,544	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,036,170</b>	<b>(\$343,374)</b>
<b>\$38,752,889</b>	<b>\$21,267,332</b>	<b>\$22,506,406</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$20,857,605</b>	<b>(\$1,648,802)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$38,752,889	\$21,267,332	\$22,506,406	General Fund	\$20,857,605	(\$1,648,802)
<b>\$38,752,889</b>	<b>\$21,267,332</b>	<b>\$22,506,406</b>	<b>TOTAL EXPENSES</b>	<b>\$20,857,605</b>	<b>(\$1,648,802)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
213.97	263.75	233.30	Full Time Equivalent	236.00	2.70





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department of City Planning General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$1,144,546)	Decrease due to salary and personnel adjustments.
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	(\$120,165)	Decrease due to personnel adjustments.
Defined Contribution	\$128,447	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$169,163)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$1,305,427)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$401,218)	Decrease to properly align contractual and operational expenditures. This line includes contracts related to Accela, EDR, OpenCounter and Zoning Rewrite.
Supplies	-	This line includes general office supplies, computers, education and training expenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$1	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes educational materials and business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$57,843	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$343,374)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,648,802)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$1,648,802)	
<b>TOTAL EXPENSES</b>	<b>(\$1,648,802)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	2.70	FTE's to be transferred upon adoption of Personnel Paper.



# 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 Alternative 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 general traffic and criminal cases. This includes prosecuting DUI charges and all underlying violations, traffic offenses, civil offenses such as false alarms, parking ticket challenges, school bus camera violations and city ordinance infractions from case inception through bench trial and appeal, where applicable.

*Prosecution Support Services:* The functions of the office are sustained by Case Screening, Record Restriction, (formerly known as Expungements), Records Management, Investigative Support, Legal

Support, and Plea in absentia which 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 charging document 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 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 Alternative Prosecution Programs*

- *Pre-trial Intervention for Traffic Offenses:* Commonly known as PTIT, provides traffic offenders an alternative to prosecution and possible conviction.
- *Pre-trial Intervention for Criminal Offenses:* Commonly known as CPTI, provides offenders charged with minor criminal offenses with no prior convictions, pending cases or prior participation in any diversion program, an alternative to prosecution and possible conviction. Offenders must complete community service and educational requirements, or both.

- *Pre-trial Intervention for Business License and City Code Violations:* Commonly known as PTIBL, allows violators opportunity to come into compliance and avoid prosecution.

*Specialty Programs:* These are collaborative initiatives that seek ways to prevent and reduce crime through partnerships, communication, and education.

- *Internship Program:* This program is designed to provide summer internships for high school, undergraduate and graduate students interested in pursuing a career in public service and law with a comprehensive hands-on experience 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 health and 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.

**FY2020 Accomplishments**

**Community Prosecution**

- The Office of the City Solicitor has expanded its role in community prosecution. The office has continued to partner with APD, AFRD, other city departments and stakeholders to develop solutions to crimes and circumstances affecting the elderly, school-aged and life-challenged members of our communities. Our endeavors continue through partnerships with Fulton County, the U.S. Attorney’s Office, the Atlanta Code Enforcement Task Force, Westside Subcabinet, the Phoenix Project, and the City of Atlanta Code Collaborative to fight blight. The office continues to engage the communities at NPU and other public meetings.

**Diversions and Alternative Prosecution Programs**

The diversion programs (PTIT, CPTIT, and BLPTI) were modified to include ordinance violations along with criminal and traffic offenses. Initiatives were established to enable us to easily identify eligible defendants. Our goal has been to make citizens aware of alternatives to resolving cases in lieu of prosecution. These programs were efficient and effective in resolving cases and reduced the footprint in court.

**General Traffic and Criminal Cases**

The office continues to provide DUI/traffic enforcement training to educate and refresh law enforcement officers in the observation and apprehension of serious traffic offenders.

- *Police Academy Training*  
Accepted several invitations to support and be involved in “Courtroom Demeanor and Ticket Writing Training” at the Atlanta Police Academy for new recruits and seasoned officers. The training reinforces the importance of effective ticket and report writing and what to expect on traffic and non-traffic misdemeanors.
- Appellate process/practice has been successful with 90% of decisions affirmed.

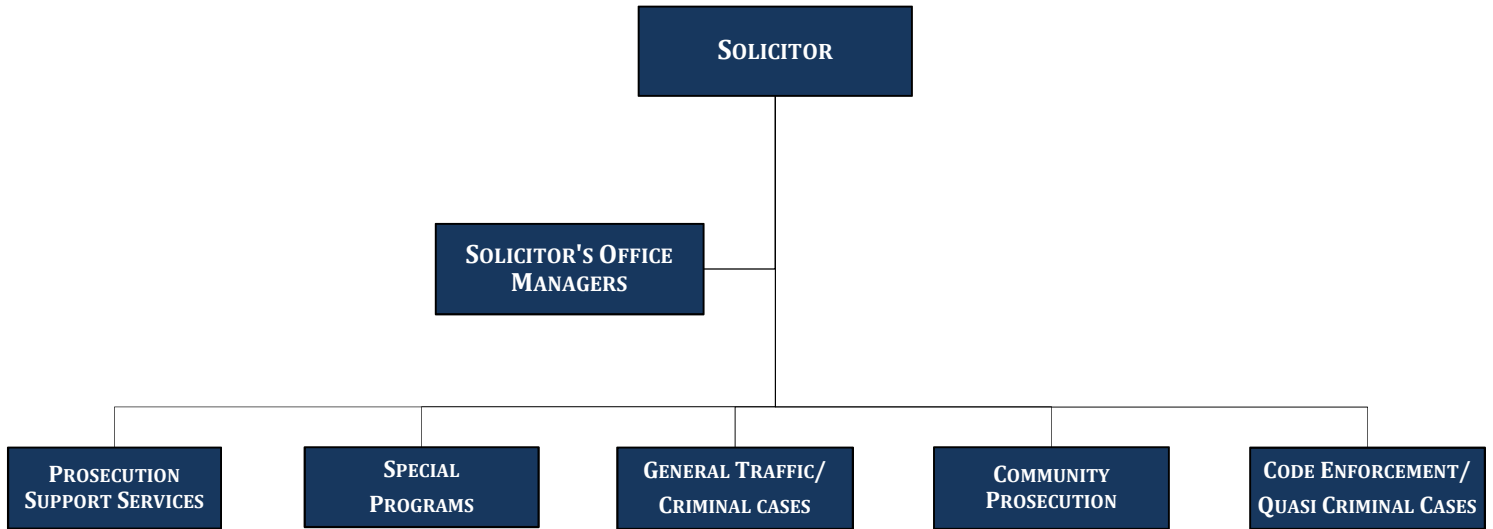
**FY2021 Proposed Program Highlights**

- Increase the presence of the Office of the City Solicitor in community prosecution. This is a preventative resource, 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 Atlanta Police Academy and other law enforcement agencies 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.
- The Office of the City Solicitor persists in the implementation of the Atlanta/Fulton County Pre-Arrest Diversion Initiative, PAD. This is a collaboration between Atlanta and Fulton County, along with law agencies, to address recidivism through attention to the underlying mental health, substance addiction, and/or extreme poverty that may contribute to criminal activity.

# ORGANIZATIONAL CHART

OFFICE OF THE CITY SOLICITOR



# PERFORMANCE METRICS

OFFICE OF THE CITY SOLICITOR

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b>Public Safety</b>				
Conviction rate of criminal cases	91%	91%	91%	91%
Conviction rate of traffic cases	93%	93%	93%	95%
Criminal Diversion Participants	734	700	700	700
Traffic Diversion Participants	34,900	35,400	35,400	35,400
Diversion Fees Collected	\$5.1M	\$5.3M	\$5.3M	\$5.3M



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of The Solicitor

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$5,406,218	\$5,528,314	\$4,935,284	Salaries, Regular	\$4,793,699	(\$141,585)
-	\$6,077	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$29,253	\$98,070	\$64,768	Salaries, Extra Help	\$64,768	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$897	\$206	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$728,960	\$762,977	\$612,535	Pen Cont Gen Emp Pen Fd	\$833,030	\$220,495
\$199,597	\$181,866	\$106,433	Defined Contribution	\$157,210	\$50,777
\$1,785	\$8,690	-	Workers' Compensation	-	-
\$715,368	\$821,375	\$629,339	Other Personnel Costs	\$725,829	\$96,490
\$7,082,078	\$7,407,575	\$6,348,358	<b>TOTAL PERSONNEL</b>	\$6,574,535	\$226,177
<b>OTHER EXPENSES</b>					
\$74,806	\$93,266	\$125,788	Purchased / Contracted Services	\$83,569	(\$42,219)
\$165,674	\$94,461	\$158,003	Supplies	\$100,222	(\$57,781)
\$0	(\$1,467)	\$0	Capital Outlays	\$0	\$0
\$9,386	\$19,919	\$8,507	Interfund / Interdepartmental Charges	\$8,507	\$0
-	-	-	Other Costs	-	-
-	\$0	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$147	\$7,055	\$139,607	Other Financing Uses	\$17,353	(\$122,254)
\$250,012	\$213,234	\$431,904	<b>TOTAL OTHER EXPENSES</b>	\$209,651	(\$222,254)
<b>\$7,332,090</b>	<b>\$7,620,810</b>	<b>\$6,780,262</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,784,186</b>	<b>\$3,923</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$7,261,368	\$7,542,932	\$6,703,400	General Fund	\$6,703,401	\$1
\$70,722	\$77,878	\$76,862	Water & Wastewater Revenue Fund	\$80,784	\$3,922
<b>\$7,332,090</b>	<b>\$7,620,810</b>	<b>\$6,780,262</b>	<b>TOTAL EXPENSES</b>	<b>\$6,784,186</b>	<b>\$3,923</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
79.00	86.00	80.00	Full Time Equivalent	88.00	8.00



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of The Solicitor**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$5,340,830	\$5,463,218	\$4,870,188	Salaries, Regular	\$4,725,673	(\$144,515)
-	\$6,077	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$29,544	\$98,070	\$64,044	Salaries, Extra Help	\$64,044	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$897	\$206	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$728,960	\$762,977	\$612,535	Pen Cont Gen Emp Pen Fd	\$833,030	\$220,495
\$199,597	\$179,282	\$104,252	Defined Contribution	\$154,138	\$49,886
\$1,785	\$8,690	-	Workers' Compensation	-	-
\$709,742	\$811,177	\$620,477	Other Personnel Costs	\$716,866	\$96,388
<b>\$7,011,355</b>	<b>\$7,329,697</b>	<b>\$6,271,496</b>	<b>TOTAL PERSONNEL</b>	<b>\$6,493,750</b>	<b>\$222,254</b>
			<i>OTHER EXPENSES</i>		
\$74,806	\$93,266	\$125,788	Purchased / Contracted Services	\$83,569	(\$42,219)
\$165,674	\$94,461	\$158,003	Supplies	\$100,222	(\$57,781)
-	(\$1,467)	-	Capital Outlays	-	-
\$9,386	\$19,919	\$8,507	Interfund / Interdepartmental Charges	\$8,507	\$0
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$147	\$7,055	\$139,607	Other Financing Uses	\$17,353	(\$122,254)
<b>\$250,012</b>	<b>\$213,234</b>	<b>\$431,904</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$209,651</b>	<b>(\$222,254)</b>
<b>\$7,261,368</b>	<b>\$7,542,932</b>	<b>\$6,703,400</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,703,401</b>	<b>\$1</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$7,261,368	\$7,542,932	\$6,703,400	General Fund	\$6,703,401	\$1
<b>\$7,261,368</b>	<b>\$7,542,932</b>	<b>\$6,703,400</b>	<b>TOTAL EXPENSES</b>	<b>\$6,703,401</b>	<b>\$1</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
78.00	85.00	78.00	Full Time Equivalent	87.00	9.00





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of The Solicitor

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$144,515)	Decrease due to salary and 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	\$220,495	Increase due to personnel and pension rate adjustments(actuarial study).
Defined Contribution	\$49,886	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$96,388	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$222,254</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$42,219)	Decrease to properly align contractual and operational expenditures.
Supplies	(\$57,781)	Decrease to properly align supplies and operational expenditures.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$0	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$122,254)	Decrease to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$222,254)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	\$1	
<b>TOTAL EXPENSES</b>	<b>\$1</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	9.00	Increase due to new hires.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of The Solicitor**  
**Water & Wastewater Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$65,388	\$65,096	\$65,096	Salaries, Regular	\$68,026	\$2,930
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
(\$292)	-	\$724	Salaries, Extra Help	\$724	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	\$2,584	\$2,181	Defined Contribution	\$3,072	\$891
-	-	-	Workers' Compensation	-	-
\$5,626	\$10,198	\$8,861	Other Personnel Costs	\$8,963	\$102
\$70,722	\$77,878	\$76,862	<b>TOTAL PERSONNEL</b>	<b>\$80,784</b>	<b>\$3,922</b>
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	<b>-</b>
\$70,722	\$77,878	\$76,862	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$80,784</b>	<b>\$3,922</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$70,722	\$77,878	\$76,862	Water & Wastewater Revenue Fund	\$80,784	\$3,922
\$70,722	\$77,878	\$76,862	<b>TOTAL EXPENSES</b>	<b>\$80,784</b>	<b>\$3,922</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
1.00	1.00	2.00	Full Time Equivalent	1.00	(1.00)



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of The Solicitor**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	\$2,930	Increase due to salary and 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	-	
Defined Contribution	\$891	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$102	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$3,922</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$3,922</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	\$3,922	
<b>TOTAL EXPENSES</b>	<b>\$3,922</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(1.00)	Decrease due to personnel adjustments.



# ETHICS OFFICE

## Mission Statement

The *Ethics Office* 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 *Ethics Office* 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 *Ethics Office* educates and advises City officials, employees, board members, prohibited sources, and citizens about conflicts of interest and gift rules. The *Ethics Office* investigates ethics complaints and brings enforcement actions for violations of the Ethics Code; and administers the financial disclosure program.

## Divisions/Office Descriptions

The *Governing Board* is an independent, citizen-appointed board composed of nine city residents selected by legal, business, civic, and educational groups to serve a three-year term of office. The board meets routinely and holds hearings on appeals brought before the Board.

The *Ethics Office* is an eight-person office headed by the Ethics Officer, who reports to the Governing Board. The staff issues advisory opinions, 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 enforces financial disclosure laws, 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 less than five percent of all persons required to file the financial disclosure statement.

## FY2020 Accomplishments

- Developed and launched new electronic filing system.
- Hired an Administrative Assistant.
- Provided classroom and online ethics training to 1,231 employees, board members, and vendors and contractors.
- Received joint proclamation with City Auditor from the Atlanta City Council during International Fraud Awareness Week for outstanding efforts to raise awareness amongst city employees of the key indicators of potentially fraudulent and unethical behavior in the workplace.

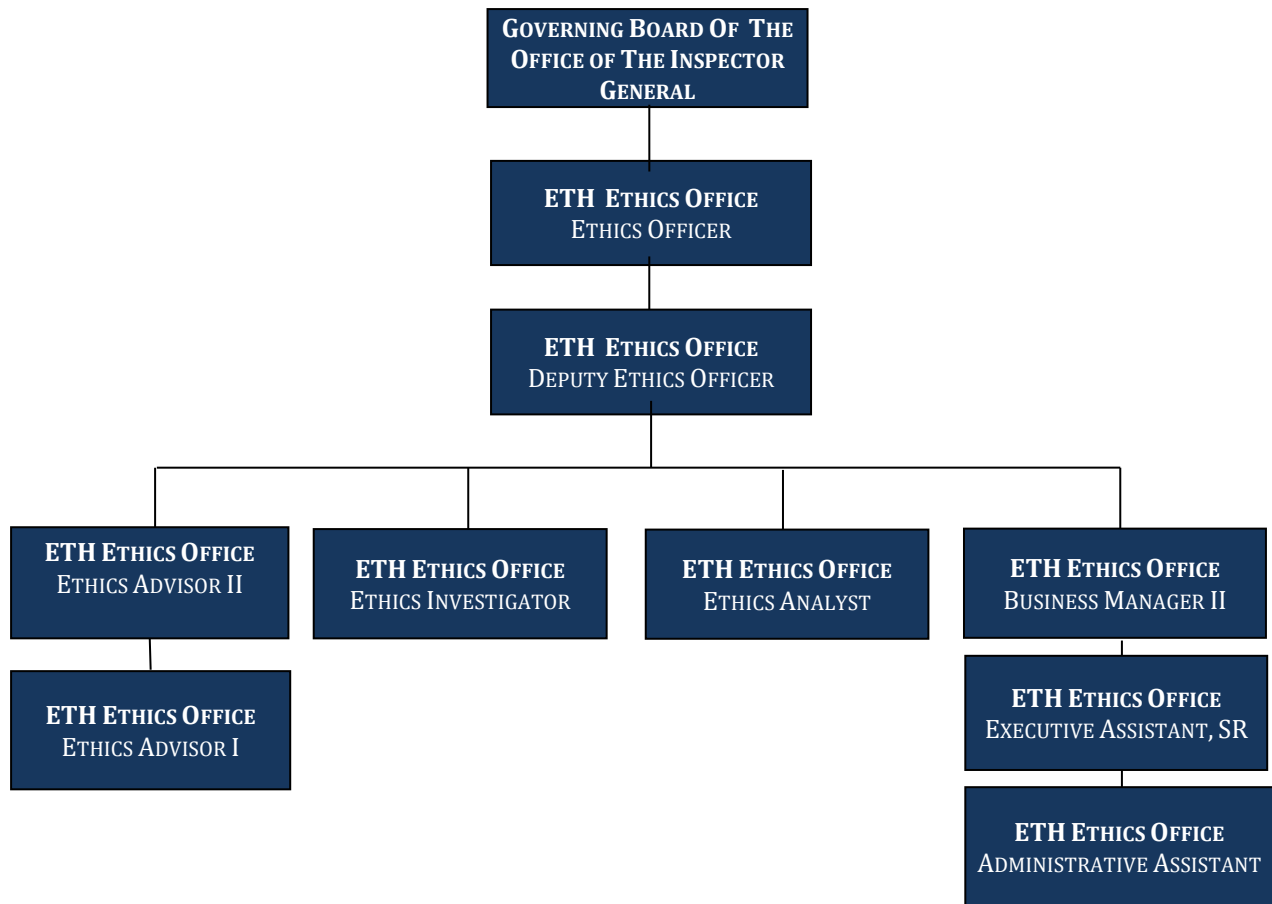
- Issued 188 advisory emails and verbal opinions.
- Continued investigation and enforcement of 14 open ethics matters; initiated 23 ethics investigations; and closed 17 ethics matters. Assessed \$18,700 in sanctions and \$86,322.60 in restitution in ethics matters. Collected \$2,000 in restitution.
- Achieved a successful 92 percent filing rate of City Financial Disclosure Statements; collected \$1,825 in fines in financial disclosure cases.
- Awarded Transparent Diamond Award to 15 departments and 33 boards with exemplary financial disclosure filing records.

### **FY2021 Proposed Program Highlights**

- Develop and launch second phase of Ethics e-learning course.
- Continue to increase training opportunities for city officials and employees.
- Issue and update Formal Advisory Opinions.
- Update and revise existing ethics materials.
- Fill Ethics Advisor position.

# ORGANIZATIONAL CHART

BOARD OF ETHICS \*



# PERFORMANCE METRICS

ETHICS OFFICE

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>Government Excellence &amp; Efficiency</i></b>				
Ethics Training Provided	2,634	1,212	1,000	1,000
Written Advice Given	126	156	100	100
Advice Given Within One Week (Written & Verbal)	100%	100%	95%	95%
Ethics Investigations Completed	6	4	N/A	N/A
Ethics Advisories issued	4	2	5	5
Ethics Pledges Signed	722	687	700	700
Fines Collected	\$975	\$1,825	N/A	N/A
Financial Disclosure Timely Filers	96%	92%	95%	95%
Financial Disclosure Delinquent Filer Cases	43	72	N/A	N/A

\* Board of Ethics & Independent Compliance is now a part of the Office of Inspector General per legislation 19-O-1729.







## FY21 OPERATING BUDGET HIGHLIGHTS

### Board of Ethics & Independent Compliance

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$393,361	\$509,998	\$1,304,677	Salaries, Regular	\$1,124,845	(\$179,832)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$29,994	\$41,393	\$67,630	Salaries, Extra Help	\$67,630	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$6,646	\$15,454	\$31,324	Pen Cont Gen Emp Pen Fd	\$45,977	\$14,653
\$23,089	\$29,425	\$18,910	Defined Contribution	\$26,292	\$7,382
-	-	-	Workers' Compensation	-	-
\$41,767	\$61,201	\$79,013	Other Personnel Costs	\$75,560	(\$3,453)
\$494,856	\$657,471	\$1,501,554	<b>TOTAL PERSONNEL</b>	\$1,340,304	(\$161,250)
<b>OTHER EXPENSES</b>					
\$109,574	\$114,179	\$404,254	Purchased / Contracted Services	\$695,934	\$291,680
\$10,098	\$42,124	\$34,530	Supplies	\$34,530	\$0
-	-	\$35,000	Capital Outlays	\$35,000	\$0
-	-	-	Interfund / Interdepartmental Charges	-	-
\$660	\$0	\$2,000	Other Costs	\$2,000	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$177,980	\$0	\$0	Other Financing Uses	\$0	\$0
\$298,313	\$156,303	\$475,784	<b>TOTAL OTHER EXPENSES</b>	\$767,464	\$291,680
<b>\$793,169</b>	<b>\$813,774</b>	<b>\$1,977,338</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,107,768</b>	<b>\$130,430</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$516,583	\$609,182	\$1,477,864	General Fund	\$1,644,168	\$166,304
\$112,430	\$111,486	\$249,737	Airport Revenue Fund	\$231,801	(\$17,936)
\$9,660	\$0	\$0	Solid Waste Services Revenue Fund	\$0	\$0
\$154,497	\$93,106	\$249,737	Water & Wastewater Revenue Fund	\$231,799	(\$17,937)
<b>\$793,169</b>	<b>\$813,774</b>	<b>\$1,977,338</b>	<b>TOTAL EXPENSES</b>	<b>\$2,107,768</b>	<b>\$130,430</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
5.00	7.00	9.00	Full Time Equivalent	11.00	2.00



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Board of Ethics & Independent Compliance**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$275,354	\$360,806	\$951,827	Salaries, Regular	\$818,739	(\$133,088)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$24,160	\$30,868	\$60,962	Salaries, Extra Help	\$60,962	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$4,570	\$13,401	\$23,025	Pen Cont Gen Emp Pen Fd	\$33,282	\$10,257
\$16,159	\$24,742	\$13,797	Defined Contribution	\$18,405	\$4,608
-	-	-	Workers' Compensation	-	-
\$29,237	\$50,902	\$55,380	Other Personnel Costs	\$48,227	(\$7,153)
<b>\$349,479</b>	<b>\$480,718</b>	<b>\$1,104,991</b>	<b>TOTAL PERSONNEL</b>	<b>\$979,615</b>	<b>(\$125,377)</b>
			<i>OTHER EXPENSES</i>		
\$95,837	\$92,468	\$313,285	Purchased / Contracted Services	\$604,965	\$291,680
\$9,795	\$35,996	\$23,188	Supplies	\$23,188	-
-	-	\$35,000	Capital Outlays	\$35,000	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$462	-	\$1,400	Other Costs	\$1,400	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$61,010	-	-	Other Financing Uses	-	-
<b>\$167,104</b>	<b>\$128,464</b>	<b>\$372,873</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$664,553</b>	<b>\$291,680</b>
<b>\$516,583</b>	<b>\$609,182</b>	<b>\$1,477,864</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,644,168</b>	<b>\$166,304</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$516,583	\$609,182	\$1,477,864	General Fund	\$1,644,168	\$166,304
<b>\$516,583</b>	<b>\$609,182</b>	<b>\$1,477,864</b>	<b>TOTAL EXPENSES</b>	<b>\$1,644,168</b>	<b>\$166,304</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
3.50	4.90	6.30	Full Time Equivalent	8.60	2.30



## FY21 OPERATING BUDGET HIGHLIGHTS

### Board of Ethics & Independent Compliance

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$133,088)	Decrease due to salary and 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	\$10,257	Increase due to pension rate adjustment (actuarial study).
Defined Contribution	\$4,608	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$7,153)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$125,377)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$291,680	Increase to properly align contractual and operations expenditures. This line includes contracts related to E-file system and Ethics E-Learning software.
Supplies	-	This line includes general office supplies expenses.
Capital Outlays	-	This line includes expenses related to the E-file system.
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes Commissioner contingency expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$291,680</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$166,304</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	\$166,304	
<b>TOTAL EXPENSES</b>	<b>\$166,304</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	2.30	Increase due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Board of Ethics & Independent Compliance**  
**Airport Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$59,004	\$82,498	\$176,425	Salaries, Regular	\$153,053	(\$23,372)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$3,000	\$5,311	\$3,334	Salaries, Extra Help	\$3,334	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,034	\$1,015	\$4,150	Pen Cont Gen Emp Pen Fd	\$6,348	\$2,198
\$3,465	\$2,816	\$2,557	Defined Contribution	\$3,944	\$1,387
-	-	-	Workers' Compensation	-	-
\$6,265	\$5,985	\$11,816	Other Personnel Costs	\$13,666	\$1,850
\$72,768	\$97,625	\$198,281	<b>TOTAL PERSONNEL</b>	<b>\$180,345</b>	<b>(\$17,936)</b>
			<i>OTHER EXPENSES</i>		
\$7,838	\$10,962	\$45,485	Purchased / Contracted Services	\$45,485	-
(\$1,215)	\$2,899	\$5,671	Supplies	\$5,671	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$99	-	\$300	Other Costs	\$300	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$32,940	-	-	Other Financing Uses	-	-
\$39,662	\$13,861	\$51,456	<b>TOTAL OTHER EXPENSES</b>	<b>\$51,456</b>	<b>-</b>
<b>\$112,430</b>	<b>\$111,486</b>	<b>\$249,737</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$231,801</b>	<b>(\$17,936)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$112,430	\$111,486	\$249,737	Airport Revenue Fund	\$231,801	(\$17,936)
<b>\$112,430</b>	<b>\$111,486</b>	<b>\$249,737</b>	<b>TOTAL EXPENSES</b>	<b>\$231,801</b>	<b>(\$17,936)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
0.75	1.05	1.35	Full Time Equivalent	1.20	(0.15)



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Board of Ethics & Independent Compliance**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$23,372)	Decrease due to salary and 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	\$2,198	Increase due to pension rate adjustment (actuarial study).
Defined Contribution	\$1,387	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$1,850	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$17,936)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	This line includes expenses related to Ethics E-Learning software and Hotline service agreement.
Supplies	-	This line includes general offices supplies and annual lunch series.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes Commissioner contingency expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$17,936)</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	(\$17,936)	
<b>TOTAL EXPENSES</b>	<b>(\$17,936)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(0.15)	Decrease due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Board of Ethics & Independent Compliance**  
**Water & Wastewater Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$59,003	\$66,694	\$176,425	Salaries, Regular	\$153,053	(\$23,372)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$2,834	\$5,215	\$3,334	Salaries, Extra Help	\$3,334	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,042	\$1,037	\$4,150	Pen Cont Gen Emp Pen Fd	\$6,348	\$2,198
\$3,465	\$1,868	\$2,557	Defined Contribution	\$3,944	\$1,387
-	-	-	Workers' Compensation	-	-
\$6,265	\$4,314	\$11,817	Other Personnel Costs	\$13,666	\$1,849
<b>\$72,609</b>	<b>\$79,128</b>	<b>\$198,282</b>	<b>TOTAL PERSONNEL</b>	<b>\$180,345</b>	<b>(\$17,937)</b>
			<i>OTHER EXPENSES</i>		
\$5,900	\$10,748	\$45,484	Purchased / Contracted Services	\$45,484	-
\$1,518	\$3,229	\$5,671	Supplies	\$5,671	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$99	-	\$300	Other Costs	\$300	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$74,370	-	-	Other Financing Uses	-	-
<b>\$81,887</b>	<b>\$13,977</b>	<b>\$51,455</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$51,455</b>	<b>-</b>
<b>\$154,497</b>	<b>\$93,106</b>	<b>\$249,737</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$231,799</b>	<b>(\$17,937)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$154,497	\$93,106	\$249,737	Water & Wastewater Revenue Fund	\$231,799	(\$17,937)
<b>\$154,497</b>	<b>\$93,106</b>	<b>\$249,737</b>	<b>TOTAL EXPENSES</b>	<b>\$231,799</b>	<b>(\$17,937)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
0.75	1.05	1.35	Full Time Equivalent	1.20	(0.15)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Board of Ethics & Independent Compliance

#### Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$23,372)	Decrease due to salary and 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	\$2,198	Increase due to pension rate adjustment (actuarial study).
Defined Contribution	\$1,387	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$1,849	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$17,937)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes expenses related to Ethics E-Learning software and Hotline service agreement.
Supplies	-	This line includes general office supplies and annual lunch series.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes Commissioner contingency expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$17,937)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Water & Wastewater Revenue Fund	(\$17,937)	
<b>TOTAL EXPENSES</b>	<b>(\$17,937)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(0.15)	Decrease due to personnel adjustment.





# ATLANTA CITIZEN REVIEW BOARD

## Mission Statement

Our mission is to provide the citizens of Atlanta credible, fair, and independent investigations and recommendations on Atlanta police and corrections officer misconduct complaints. Our work provides opportunities for both departments to consider policy change recommendations and correct officer behavior in order to promote the highest standards of conduct. Our aim is to lessen the possibility of urban unrest and promote public confidence in the Atlanta Police and Corrections Departments.

In order to achieve our mission, the City Council has authorized the ACRB to investigate and review cases involving the allegations of abuse of authority, abusive language, appropriate action required, conduct, discrimination, discriminatory reference, failing to provide identification, false arrest, false imprisonment, harassment, retaliation, use of excessive force, serious bodily injury, death and violation of department standard operating procedures which is alleged to be the result of the actions of a sworn employee of the police department or department of corrections.

## 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 file a complaint with 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

- Comprised of thirteen Board members, representing the diversity of the City of Atlanta, who are appointed by four Neighborhood Planning Units (NPU's), the Mayor, City Council, the President of City Council, the Gate City Bar Association, the Atlanta Bar Association, the Atlanta Business League, League of Women Voters of Atlanta, Georgia Coalition for the People's Agenda, and the Urban League of Greater Atlanta.
- 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.

## **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.

## **FY2020 Accomplishments**

- Conducted intake on 153 complaints, an increase of 13%.
- Completed 63 full investigations, an increase of 31.92%
- Board increased adjudicated complaints by 42.09%
- Board adjudicated 55 complaints, sustaining 60% of the complaints.
- Reduced complaint investigative timeline by 29.9%
- APD discipline on sustained complaints increased to 31%.
- Conducted 20 "Know Your Rights" trainings to over 700 citizens.
- Participated in over 100 community events.
- Maintained positive working relationships with Atlanta Police and Corrections Departments.
- Initiated 4<sup>th</sup> Art & Essay Contest.
- Logged over 6000 miles in ACRB-wrapped vehicle throughout the city.

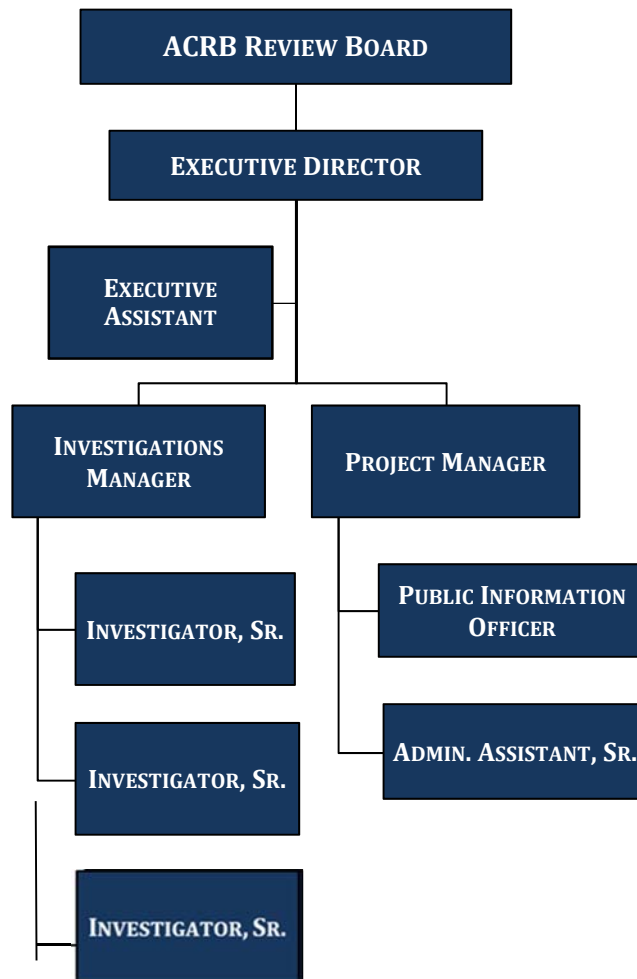
- Highlighted the agency's work in two regional training conferences.
- Expanded coalition building opportunities.
- Completed and released first community engagement survey report.

## **FY2021 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 to make recommendations related to APD and ACRB sustained complaints and discipline.
- Continue ACRB/APD/ACD Training Plan for Board members.
- Continue to engage in mediation outreach.
- Continue to inform the public on officer accountability actions, issues, and trends.
- Continue to reduce percentage of disagreement rate between ACRB and APD on sustained ACRB complaints.
- Increase strategic partnerships and establish broader coalitions with community entities.
- Conduct feasibility study of ten-year study of officer accountability mechanisms and results.
- Conduct and analyze second community survey.
- Complete 4<sup>th</sup> Arts and Essay Contest.
- Expand social media platforms with added technology to promote and enhance interactive communication between Citizens and ACRB.

# ORGANIZATIONAL CHART

ATLANTA CITIZEN REVIEW BOARD



## PERFORMANCE METRICS

ATLANTA CITIZEN REVIEW BOARD

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020* TARGET	FY2021 TARGET
<b><i>A Safe, Welcoming, and Inclusive City</i></b>				
Number of Complaints	135	153	165	177
Dismissals	71	94	94	97
Average Number of Investigative Days	265	207	180	180
Board Sustained Rate	31%	60%	N/A	N/A
Chief's Discipline on Sustained ACRB Complaints	17%	31%	75%**	75%**
Cases Closed	47	55	60	65
Community Engagement Activities	115	150	120	130

*\*Subject to Coronavirus impact/\*\*Ideal percentage*





## FY21 OPERATING BUDGET HIGHLIGHTS

### Atlanta Citizens Review Board

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$500,669	\$519,280	\$569,762	Salaries, Regular	\$560,091	(\$9,671)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$0	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$0	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$37,095	\$39,881	\$60,538	Pen Cont Gen Emp Pen Fd	\$57,390	(\$3,148)
\$27,080	\$27,429	\$18,072	Defined Contribution	\$25,293	\$7,220
\$30,331	\$3,489	-	Workers' Compensation	-	-
\$61,989	\$71,784	\$53,258	Other Personnel Costs	\$79,811	\$26,553
\$657,164	\$661,863	\$701,631	<b>TOTAL PERSONNEL</b>	\$722,584	\$20,954
			<b>OTHER EXPENSES</b>		
\$82,876	\$114,490	\$133,527	Purchased / Contracted Services	\$166,099	\$32,572
\$11,844	\$6,357	\$19,779	Supplies	\$19,779	\$0
-	\$0	-	Capital Outlays	-	-
-	\$1,460	-	Interfund / Interdepartmental Charges	\$1,482	\$1,482
\$5,556	\$8,291	\$24,982	Other Costs	\$24,982	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$37,731	Other Financing Uses	\$6,015	(\$31,716)
\$100,276	\$130,599	\$216,019	<b>TOTAL OTHER EXPENSES</b>	\$218,356	\$2,338
<b>\$757,440</b>	<b>\$792,462</b>	<b>\$917,649</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$940,940</b>	<b>\$23,291</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$757,440	\$792,462	\$917,649	General Fund	\$940,940	\$23,291
<b>\$757,440</b>	<b>\$792,462</b>	<b>\$917,649</b>	<b>TOTAL EXPENSES</b>	<b>\$940,940</b>	<b>\$23,291</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
8.00	9.00	8.00	Full Time Equivalent	9.00	1.00



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Atlanta Citizens Review Board**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$500,669	\$519,280	\$569,762	Salaries, Regular	\$560,091	(\$9,671)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$37,095	\$39,881	\$60,538	Pen Cont Gen Emp Pen Fd	\$57,390	(\$3,148)
\$27,080	\$27,429	\$18,072	Defined Contribution	\$25,293	\$7,220
\$30,331	\$3,489	-	Workers' Compensation	-	-
\$61,989	\$71,784	\$53,258	Other Personnel Costs	\$79,811	\$26,553
<b>\$657,164</b>	<b>\$661,863</b>	<b>\$701,631</b>	<b>TOTAL PERSONNEL</b>	<b>\$722,584</b>	<b>\$20,954</b>
			<i>OTHER EXPENSES</i>		
\$82,876	\$114,490	\$133,527	Purchased / Contracted Services	\$166,099	\$32,572
\$11,844	\$6,357	\$19,779	Supplies	\$19,779	-
-	-	-	Capital Outlays	-	-
-	\$1,460	-	Interfund / Interdepartmental Charges	\$1,482	\$1,482
\$5,556	\$8,291	\$24,982	Other Costs	\$24,982	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$37,731	Other Financing Uses	\$6,015	(\$31,716)
<b>\$100,276</b>	<b>\$130,599</b>	<b>\$216,019</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$218,356</b>	<b>\$2,338</b>
<b>\$757,440</b>	<b>\$792,462</b>	<b>\$917,649</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$940,940</b>	<b>\$23,291</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$757,440	\$792,462	\$917,649	General Fund	\$940,940	\$23,291
<b>\$757,440</b>	<b>\$792,462</b>	<b>\$917,649</b>	<b>TOTAL EXPENSES</b>	<b>\$940,940</b>	<b>\$23,291</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
8.00	9.00	8.00	Full Time Equivalent	9.00	1.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### Atlanta Citizens Review Board

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$9,671)	Decrease due to salary and personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$3,148)	Decrease due to personnel adjustments.
Defined Contribution	\$7,220	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$26,553	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$20,954</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$32,572	Increase to properly align contractual and operational expenditures. This line includes advertising cost, outreach initiatives, and travel for annual conference.
Supplies	-	This line includes supplies for outreach projects, investigation recording equipment and general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$1,482	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes board member expenses, training, and stipend payments.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$31,716)	Decrease to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$2,338</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$23,291</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	\$23,291	
<b>TOTAL EXPENSES</b>	<b>\$23,291</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	1.00	Increase due to personnel adjustment.





# CITY AUDITOR'S OFFICE

## Mission Statement

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in City government.

## Core Functions

- Conducting performance audits 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 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.

Audit topics are selected through a biennial 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 the scope of an audit. 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 workable 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 implementation status of recommendations after report release.

*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.

## FY2020 Accomplishments

- **Audit Reports**
  - APD Fleet Acquisition and Maintenance
  - APD Code Enforcement Section
  - Renew Atlanta Construction Audit for Martin Luther King Jr. Recreation and Aquatic Center
  - Actuarial Audit of Firefighter, Police and General Employee Pension funds
  - Northside Drive Pedestrian Bridge
  - WorkSource Atlanta
  - Aviation Security

- Management of Live Nation Lease Agreements
  - Renew Atlanta
  - City Hiring Processes
  - Comcast Franchise Fees
- We worked with the Office of the Chief Operating Officer to follow up on the status of 157 open audit recommendations. Implementing recommendations helped the city to better target underserved communities, strengthen controls over the stewardship of assets, improve information available to support decision-making, and streamline and standardize city processes.
  - **Independent Procurement Review**  
Pursuant to Section 2-603(5) of the City Charter, we implemented the independent procurement review function last fiscal year, developing detailed procedures and testing methods to flag procurement risks before high-value contracts are awarded. Through mid-March 2020, we completed reports on 23 solicitations totaling more than \$300 million. Ordinance 19-O-1729, passed by the City Council and approved by the Mayor in February 2020, shifts the independent procurement review function to the newly created Office of Inspector General.
  - **Investigations**  
We completed one investigative report in FY2020—Hiring and Payment of 2017-2018 Mayoral Transition Team—conducted jointly with the Ethics Office. Ordinance 19-O-1729 prohibits the City Auditor’s Office from conducting future investigations.

## **FY2021 Proposed Program Highlights**

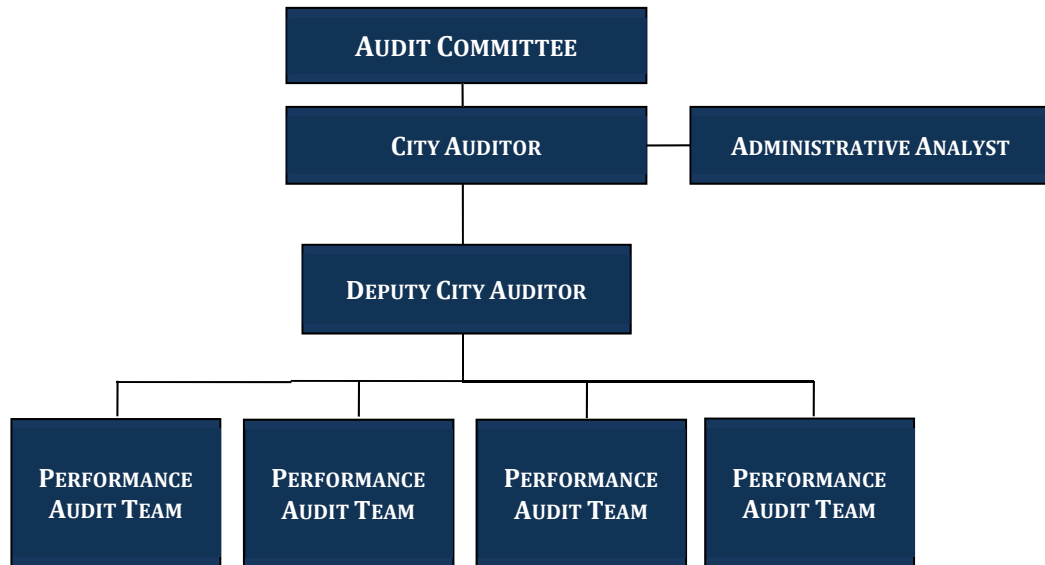
- Upcoming audits include:
  - Forensic Review of Selected Transactions
  - Office of Contract Compliance
  - APD Licenses and Permits
  - Tree Trust Fund
  - DWM Engineering Services Contract Management
  - Cybersecurity
  - Scooter Regulation and Enforcement
  - Solid Waste Services
- Implement a system to facilitate real-time tracking and reporting on the status of audit recommendations.

## **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 successfully completed its fifth review in November 2018.

# ORGANIZATIONAL CHART

AUDITOR'S OFFICE



# PERFORMANCE METRICS

AUDITOR'S OFFICE

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Number of audit reports released	7	10	10	10
Average staff hours per audit	2,602	1,864	1,650	1,650
Recommendation agreement rate	97%	87%	95%	95%
Recommendations closed	77	47	75	75
Percent of closed recommendations implemented	78%	100%		
Allegations reviewed	18	7		N/A
Investigative cases opened	5	5		N/A
Investigative cases closed	2	3		N/A
Investigative reports released	2	1		N/A
Percent of professional staff with advanced degrees or certification	79%	81%	88%	88%





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$1,337,679	\$1,454,965	\$1,726,456	Salaries, Regular	\$1,448,422	(\$278,034)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
(\$1,782)	\$61,844	\$0	Salaries, Extra Help	\$0	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$16,349	\$64,353	\$35,652	Pen Cont Gen Emp Pen Fd	\$52,392	\$16,739
\$76,340	\$79,683	\$85,678	Defined Contribution	\$63,212	(\$22,466)
-	-	-	Workers' Compensation	-	-
\$105,119	\$131,096	\$226,982	Other Personnel Costs	\$159,441	(\$67,541)
\$1,533,705	\$1,791,941	\$2,074,768	<b>TOTAL PERSONNEL</b>	\$1,723,467	(\$351,302)
<b>OTHER EXPENSES</b>					
\$2,009,809	\$2,670,827	\$2,205,900	Purchased / Contracted Services	\$2,436,614	\$230,714
\$19,834	\$13,036	\$36,274	Supplies	\$36,274	\$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$2,184	\$2,436	\$4,198	Other Costs	\$4,198	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$2,031,827	\$2,686,299	\$2,246,372	<b>TOTAL OTHER EXPENSES</b>	\$2,477,086	\$230,714
<b>\$3,565,532</b>	<b>\$4,478,240</b>	<b>\$4,321,140</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$4,200,553</b>	<b>(\$120,587)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$1,656,629	\$2,086,241	\$2,016,044	General Fund	\$2,048,652	\$32,608
\$896,935	\$1,327,040	\$1,154,596	Airport Revenue Fund	\$1,058,098	(\$96,497)
\$1,011,968	\$1,064,959	\$1,150,501	Water & Wastewater Revenue Fund	\$1,093,803	(\$56,698)
<b>\$3,565,532</b>	<b>\$4,478,240</b>	<b>\$4,321,140</b>	<b>TOTAL EXPENSES</b>	<b>\$4,200,553</b>	<b>(\$120,587)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
15.81	16.36	21.00	Full Time Equivalent	17.29	(3.71)



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Audit**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$775,439	\$860,473	\$1,091,743	Salaries, Regular	\$875,393	(\$216,350)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
(\$1,325)	\$36,575	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$9,451	\$50,596	\$9,577	Pen Cont Gen Emp Pen Fd	\$30,984	\$21,407
\$44,216	\$65,495	\$51,389	Defined Contribution	\$38,232	(\$13,157)
-	-	-	Workers' Compensation	-	-
\$61,944	\$101,478	\$86,372	Other Personnel Costs	\$96,365	\$9,993
\$889,725	\$1,114,618	\$1,239,080	<b>TOTAL PERSONNEL</b>	<b>\$1,040,974</b>	<b>(\$198,106)</b>
			<i>OTHER EXPENSES</i>		
\$751,950	\$961,753	\$760,133	Purchased / Contracted Services	\$990,848	\$230,714
\$13,628	\$8,622	\$14,030	Supplies	\$14,030	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$1,326	\$1,248	\$2,800	Other Costs	\$2,800	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$766,904	\$971,623	\$776,963	<b>TOTAL OTHER EXPENSES</b>	<b>\$1,007,678</b>	<b>\$230,714</b>
<b>\$1,656,629</b>	<b>\$2,086,241</b>	<b>\$2,016,044</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,048,652</b>	<b>\$32,608</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$1,656,629	\$2,086,241	\$2,016,044	General Fund	\$2,048,652	\$32,608
<b>\$1,656,629</b>	<b>\$2,086,241</b>	<b>\$2,016,044</b>	<b>TOTAL EXPENSES</b>	<b>\$2,048,652</b>	<b>\$32,608</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
9.35	9.90	12.60	Full Time Equivalent	10.45	(2.15)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$216,350)	Decrease due to salary and 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	\$21,407	Increase due to pension rate adjustment (actuarial study).
Defined Contribution	(\$13,157)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$9,993	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$198,106)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$230,714	Increase to properly align the budget to support the timing of contracted audit payments. This line includes financial and contracted special audits.
Supplies	-	This line includes expenses related to furniture, computers, and software purchases.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes audit committee meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$230,714</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$32,608</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	\$32,608	
<b>TOTAL EXPENSES</b>	<b>\$32,608</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(2.15)	Decrease due to personnel adjustments.



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit Airport Revenue Fund

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$273,716	\$297,246	\$319,596	Salaries, Regular	\$270,621	(\$48,975)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
(\$229)	\$12,635	\$0	Salaries, Extra Help	\$0	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$3,435	\$6,802	\$22,749	Pen Cont Gen Emp Pen Fd	\$10,704	(\$12,046)
\$15,655	\$7,094	\$16,877	Defined Contribution	\$11,772	(\$5,105)
-	-	-	Workers' Compensation	-	-
\$21,451	\$14,809	\$60,158	Other Personnel Costs	\$29,786	(\$30,372)
\$314,028	\$338,586	\$419,380	<b>TOTAL PERSONNEL</b>	\$322,883	(\$96,497)
			<i>OTHER EXPENSES</i>		
\$579,799	\$985,643	\$722,883	Purchased / Contracted Services	\$722,883	-
\$2,679	\$2,151	\$11,734	Supplies	\$11,734	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$429	\$660	\$598	Other Costs	\$598	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$582,907	\$988,454	\$735,215	<b>TOTAL OTHER EXPENSES</b>	\$735,215	-
\$896,935	\$1,327,040	\$1,154,596	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$1,058,098	(\$96,497)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$896,935	\$1,327,040	\$1,154,596	Airport Revenue Fund	\$1,058,098	(\$96,497)
\$896,935	\$1,327,040	\$1,154,596	<b>TOTAL EXPENSES</b>	\$1,058,098	(\$96,497)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
3.23	3.04	4.20	Full Time Equivalent	3.23	(0.97)





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$48,975)	Decrease due to salary and 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	(\$12,046)	Decrease due to personnel adjustments.
Defined Contribution	(\$5,105)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$30,372)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$96,497)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes financial and contracted special audits.
Supplies	-	This line includes furniture, computers, and software purchases.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes audit committee meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$96,497)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Airport Revenue Fund	(\$96,497)	
<b>TOTAL EXPENSES</b>	<b>(\$96,497)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(0.97)	Decrease due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Audit**  
**Water & Wastewater Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$288,525	\$297,246	\$315,117	Salaries, Regular	\$302,409	(\$12,708)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
(\$229)	\$12,635	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$3,463	\$6,954	\$3,326	Pen Cont Gen Emp Pen Fd	\$10,704	\$7,378
\$16,469	\$7,094	\$17,413	Defined Contribution	\$13,207	(\$4,205)
-	-	-	Workers' Compensation	-	-
\$21,724	\$14,809	\$80,452	Other Personnel Costs	\$33,290	(\$47,162)
\$329,953	\$338,737	\$416,308	<b>TOTAL PERSONNEL</b>	\$359,609	(\$56,698)
			<i>OTHER EXPENSES</i>		
\$678,059	\$723,431	\$722,883	Purchased / Contracted Services	\$722,883	-
\$3,527	\$2,263	\$10,510	Supplies	\$10,510	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$429	\$528	\$800	Other Costs	\$800	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$682,015	\$726,222	\$734,193	<b>TOTAL OTHER EXPENSES</b>	\$734,193	-
<b>\$1,011,968</b>	<b>\$1,064,959</b>	<b>\$1,150,501</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,093,803</b>	<b>(\$56,698)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$1,011,968	\$1,064,959	\$1,150,501	Water & Wastewater Revenue Fund	\$1,093,803	(\$56,698)
<b>\$1,011,968</b>	<b>\$1,064,959</b>	<b>\$1,150,501</b>	<b>TOTAL EXPENSES</b>	<b>\$1,093,803</b>	<b>(\$56,698)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
3.23	3.42	4.20	Full Time Equivalent	3.61	(0.59)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$12,708)	Decrease due to salary and 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	\$7,378	Increase due to pension rate adjustment (actuarial study).
Defined Contribution	(\$4,205)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$47,162)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$56,698)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes financial and contracted special audits.
Supplies	-	This line includes furniture, computers, and software purchases.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes audit committee meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$56,698)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Water & Wastewater Revenue Fund	(\$56,698)	
<b>TOTAL EXPENSES</b>	<b>(\$56,698)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(0.59)	Decrease due to personnel adjustments.



# 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 the client 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 substance dependency. Attorneys, client advocates, and social workers in the department seek 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 employment. The office also partners with Atlanta Public Schools, Purpose Built Schools, Virginia Highland Church, First Presbyterian

Church of Atlanta, @Promise Center, City of Refuge, Lutheran Church of the Redeemer, AWDA, and various training agencies and outreach centers; investing in the future of Atlanta's youth and men and women working to restore their lives.

## FY2020 Accomplishments

- **Lawyers Initiative for Transforming Society (L.I.F.T.S)**

The department established an outreach program to reduce legal obstacles to placing homeless citizens in shelters, temporary housing, transitional housing and permanent housing. The LIFTS program primarily assists in obtaining the removal or resolution of outstanding criminal warrants. The immediate impact increases public safety, reduces recidivism and provides community and family stability.

- **Financial Empowerment Group**

The department conducts weekly financial literacy programming under an established curriculum in conjunction with our Employment Referral Advocacy. Participants are assisted with setting and achieving goals, building money management skills, learning about credit and debt, and choosing appropriate financial products and services. The program is specifically targeted to meet the needs and obligations of each individual participant, and better ensures the long-term success and retention of employment.

- **John D. and Catherine T. MacArthur Grant**

The MacArthur Foundation selected the department to become a participant of the Safety & Justice Challenge Network, an initiative that funds innovative programs that seeks to improve the criminal justice system. The grant will fund technical assistance and the acquisition of a case management system.

- **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.
- **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 must be accomplished to become eligible for license restoration can be confusing, and present barriers to lawful driving. The department implemented an assistance program that provides guidance and technical assistance in restoring the privilege to drive.
- **Know Your Rights-Community Outreach**  
The department engaged with communities to provide "Know Your Rights" education to Atlanta's citizens that foster an understanding of the criminal justice system and support positive interaction and law enforcement engagement.
- **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. The program helps with submitting applications for record restrictions.
- **Homeless Connections**  
The department has continued its partnership with the Continuum of Care/Partners for Home in FY19. 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.

## FY2021 Proposed Program Highlights

- **Client Case Management System**

The office launched the use of DefenderData© as its client case management system with the support of a grant from the MacArthur Foundation Safety and Justice Challenge Innovation Fund together with the assistance of the Urban Institute. The case management system will allow the office to maintain client case information, manage caseload obligations, check for conflicts, screen for collateral consequences and track client centered holistic outcomes.
- **Immigration Defense Unit**

In partnership with the Mayor's Office of Immigrant Affairs and the Vera Institute of Justice SAFE Cities Network, the Office of the Public Defender has launched an Immigration Defense Unit within the office where immigration attorney(s) will provide access to counsel to immigrants that are in Immigration removal proceedings in the Atlanta Immigration Court. Most immigrants go unrepresented in immigration court, often despite being eligible for forms of relief from deportation but unable to fairly present their individual circumstances due to lack of representation. Removal is a dire consequence-leading to prolonged detention, separation from one's family, loss of employment, and potential violence or death on return to the country of origin.
- **AmeriCorps NLADA Vista**

The City of Atlanta Office of the Public Defender has been selected as one of the founding host sites for *Defending Communities in Service - A New AmeriCorps VISTA program*. The National Legal Aid & Defender Association (NLADA) has partnered with the Corporation for National and Community Service (CNCS) to create an innovative pilot program that will train AmeriCorps VISTA (Volunteers in Service to America) members in best practices in Community-Oriented Defense and place them in public defense agencies to put these principles into practice and establish systems for ongoing sustainability.
- **American Council of Chief Defenders**

Through the Chief Public Defender, the department is a member of a national community of public defense leaders endorsing a national voice for public defense; promoting best practices in leadership, management, and the administration of justice; and supporting the development and reform of the public defense system.
- **Defender Council**

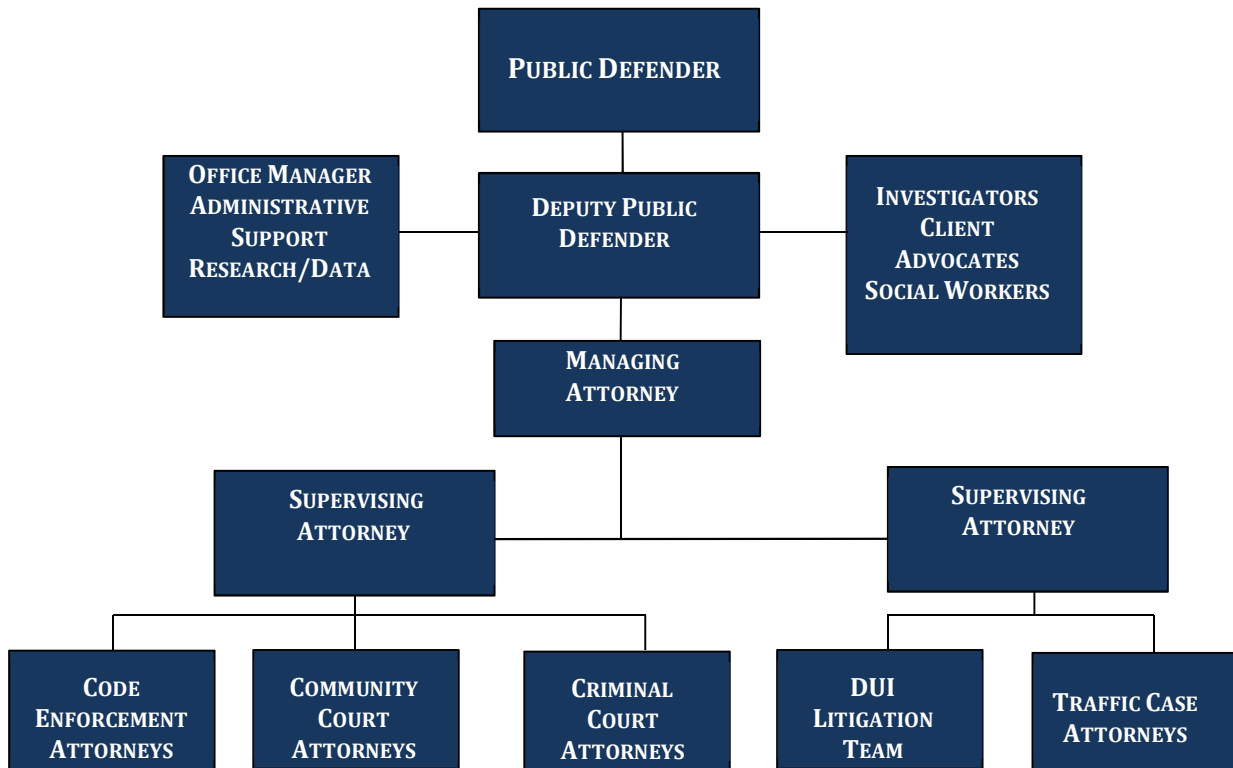
The department's Chief Public Defender was appointed to the Council in FY20 to advise the Board of Directors of the National Legal Aid and Defender Association regarding policy and programming related to the provision of defender legal services.
- **Pre-Arrest Diversion (PAD)**

The department will continue to support the Atlanta/ Fulton County Initiative by providing legal assistance and outcome tracking to program participants and leading a legal clinic to directly engage PAD participants with service and/or referral needs.
- **Employment Referral Advocacy**

The Office of the Public Defender will continue its partnership with private employers and non-profit job readiness and career development training agencies to support clients seeking employment. Service support will include criminal record restriction applications, license and identification restoration, housing sustainability measures, and financial literacy, that can remove barriers to employment.

## ORGANIZATIONAL CHART

*PUBLIC DEFENDER*



## PERFORMANCE METRICS

*PUBLIC DEFENDER*

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>Public Safety</i></b>				
Total # of cases assigned to Public Defender	36,281	28,437	15,000est.*	21,000





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Defender

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
\$2,276,944	\$2,649,771	\$2,896,694	Salaries, Regular	\$2,797,665	(\$99,030)
\$28,166	\$26,397	\$9,905	Salaries, Perm Part-Time	-	(\$9,905)
-	-	-	Salaries, Sworn	-	-
\$89,919	\$102,101	\$3,922	Salaries, Extra Help	\$3,922	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$263	\$19	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$178,200	\$159,449	\$151,016	Pen Cont Gen Emp Pen Fd	\$154,636	\$3,620
\$115,836	\$140,786	\$78,766	Defined Contribution	\$110,495	\$31,729
\$11,180	\$0	-	Workers' Compensation	-	-
\$277,472	\$338,041	\$397,986	Other Personnel Costs	\$359,779	(\$38,207)
\$2,977,980	\$3,416,564	\$3,538,289	<b>TOTAL PERSONNEL</b>	\$3,426,497	(\$111,792)
<b>OTHER EXPENSES</b>					
\$341,844	\$304,719	\$298,049	Purchased / Contracted Services	\$409,842	\$111,794
\$72,807	\$48,531	\$61,487	Supplies	\$61,487	\$0
-	\$0	-	Capital Outlays	-	-
\$1,565	\$1,042	\$357	Interfund / Interdepartmental Charges	\$357	\$0
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$0	Other Financing Uses	\$0	\$0
\$416,216	\$354,292	\$359,892	<b>TOTAL OTHER EXPENSES</b>	\$471,686	\$111,794
<b>\$3,394,196</b>	<b>\$3,770,856</b>	<b>\$3,898,181</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$3,898,182</b>	<b>\$1</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$3,394,196	\$3,770,856	\$3,898,181	General Fund	\$3,898,182	\$1
<b>\$3,394,196</b>	<b>\$3,770,856</b>	<b>\$3,898,181</b>	<b>TOTAL EXPENSES</b>	<b>\$3,898,182</b>	<b>\$1</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
39.00	56.00	36.00	Full Time Equivalent	45.00	9.00



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Defender**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
\$2,276,944	\$2,649,771	\$2,896,694	Salaries, Regular	\$2,797,665	(\$99,030)
\$28,166	\$26,397	\$9,905	Salaries, Perm Part-Time	-	(\$9,905)
-	-	-	Salaries, Sworn	-	-
\$89,919	\$102,101	\$3,922	Salaries, Extra Help	\$3,922	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$263	\$19	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$178,200	\$159,449	\$151,016	Pen Cont Gen Emp Pen Fd	\$154,636	\$3,620
\$115,836	\$140,786	\$78,766	Defined Contribution	\$110,495	\$31,729
\$11,180	-	-	Workers' Compensation	-	-
\$277,472	\$338,041	\$397,986	Other Personnel Costs	\$359,779	(\$38,207)
\$2,977,980	\$3,416,564	\$3,538,289	<b>TOTAL PERSONNEL</b>	\$3,426,497	(\$111,792)
			<i>OTHER EXPENSES</i>		
\$341,844	\$304,719	\$298,049	Purchased / Contracted Services	\$409,842	\$111,794
\$72,807	\$48,531	\$61,487	Supplies	\$61,487	\$0
-	-	-	Capital Outlays	-	-
\$1,565	\$1,042	\$357	Interfund / Interdepartmental Charges	\$357	\$0
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$416,216	\$354,292	\$359,892	<b>TOTAL OTHER EXPENSES</b>	\$471,686	\$111,794
<b>\$3,394,196</b>	<b>\$3,770,856</b>	<b>\$3,898,181</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$3,898,182</b>	<b>\$1</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 FUND	FY21 BUDGET	VARIANCE FY21-FY20
\$3,394,196	\$3,770,856	\$3,898,181	General Fund	\$3,898,182	\$1
<b>\$3,394,196</b>	<b>\$3,770,856</b>	<b>\$3,898,181</b>	<b>TOTAL EXPENSES</b>	<b>\$3,898,182</b>	<b>\$1</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
39.00	56.00	36.00	Full Time Equivalent	45.00	9.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Defender General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$99,030)	Decrease due to salary and personnel adjustments.
Salaries, Perm Part-Time	(\$9,905)	Decrease due to personnel adjustments.
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	\$3,620	Increase due to pension rate adjustment (actuarial study).
Defined Contribution	\$31,729	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$38,207)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$111,792)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$111,794	Increase due to building lease agreements. This line includes contracted services for attorney's and data entry vendors.
Supplies	\$0	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$0	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$111,794</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	\$1	
<b>TOTAL EXPENSES</b>	<b>\$1</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	9.00	Increase due to new hires.



# ENTERPRISE ASSETS MANAGEMENT

## Mission Statement

The mission of the Department of Enterprise Assets Management is to:

- Provide strategic oversight, direction, construction, and management of the City of Atlanta's real estate asset holdings, facilities and enterprise assets
- Provide safe, clean, well maintained and sustainable facilities
- Provide efficient management of leases, property acquisitions and enterprise assets.
- Maximize revenue and utilization of Enterprise Assets

## Vision Statement

To create efficient and sustainable world-class facilities that engage and provide an optimized experience for our constituents, employees, and guests.

## Summary of Operations

The Department of Enterprise Assets Management is comprised of three major divisions. These divisions are Real Estate, Capital Projects, and Building Operations. All three divisions work together to maintain our infrastructure inventory, which is currently at 126 facilities, averages 46 years of age, and is approximately 4.2 million sq. ft.

## Divisions/Offices Descriptions

The *Administration* Division provides budget, procurement, personnel, legislative and marketing support within the department and external support to internal and external City of Atlanta customers through events, parking, and utility tracking and payment.

The *Real Estate* Division maintains the City's inventory of owned and leased properties, excluding Department of Aviation; acquires & disposes of real property; leases and manages City owned property for revenue and/or department operations. The Real Estate division is led by John Lavelle.

The *Building Operations* Division maintains direct responsibility of building envelope for many of the General Fund facilities; provides indirect maintenance assistance to Public Works, Parks/ Recreation and Watershed facilities. The Building Operations division is led by Chonte Martin.

The *Capital Projects* Division provides in-house architecture, engineering and construction services (A/E); manages contracting for A/E and construction services; performs and tracks Americans with Disabilities Act (ADA) improvements. The Technical Services division is led by Chris Davis.

## FY2020 Accomplishments

### Administration

- Assisted in the development of a new Parking Strategy for City of Atlanta employees

### Real Estate

- Led negotiations on a revised land deal with AHA that resulted in an offer that will net the City over \$6M, plus receipt of a 15-acre parcel, and a reduction in rent on the extension of a lease for DWM at Hill St. and Englewood Ave.
- Closed 6 street abandonments that netted the City over \$2.2M
- Completed 3 telecom leases that will bring in over \$105K annually
- Managed 15 ADOT projects involving approximately 250 parcels
- Managed the City Plaza and Clear Creek properties that will generate approximately \$2.8M in Net Operating Income this year
- Managed the Lakewood property with 2 tenants that will generate approximately \$1.2M this year
- Managed 3 Neighborhood Centers and the 818 Pollard property, with 44 leases
- Collected 2nd quarter rent receipts of almost \$139K
- Identified, canvassed and presented parking options for the 160 Trinity Avenue property

- Legislation approved for 2 APD leases with base rent of \$74K annually
- Legislation approved to sell surplus city-owned house in Stone Mountain
- Leased surplus commercial property to the Atlanta Police Foundation that will generate \$29K annually
- Demolished a hazardous city-owned house
- Reviewed right-of-way plans on 3 projects for Midtown Alliance and Livable Buckhead; provided advice and direction on their course of action
- Reviewed over 100 appraisal reports and recommended approval to the CPO for offers to be made to acquire property for all city departments except Airport
- Assisted Mayor's Affordable Housing Initiative by obtaining 146 title reports and consulted on next steps

### **Capital Projects**

#### *Construction completion*

- 911 Call Center tenant improvements
- DCP OZD and UDC suite renovation phase II
- AFRD Fire Station #3 new construction
- DOF CHT 6th and 7th floor suite renovation
- DOP tenant improvements: suite 1700 and 1850 with no MEP upgrade
- DEAM CHT 4th floor tenant improvement with no MEP upgrade
- DCP OOB Tech room for online review build out
- DWM Site Development suite renovation
- APD Zone 3 new construction
- 72 Marietta St.: 2nd and 9th floor corridor, break room and restroom renovation
- Kiosk new Centennial Park 12 receptacles power restoration
- North Avenue generator critical power upgrade
- City Plaza parking garage repairs
- City Plaza elevator upgrade
- Clear Creek Center repairs/upgrades
- Security upgrades at reception/waiting area of AFRD PSHQ
- Municipal Court Assembly Room upgrades
- Municipal Court Data Entry suite relocation
- Municipal Court Administration conference room upgrades
- Municipal Court Courtroom support build out
- Municipal Court public area upgrades
- Central Park recreation center renovation
- Lang Carson Recreation center – warming kitchen
- West End Park – tennis courts resurfacing
- Goldsboro Park – tennis courts resurfacing
- Lenox Wildwood Park – tennis courts resurfacing
- McClatchy Park – tennis courts resurfacing
- Rev. James Orange Park – tennis courts resurfacing
- Adams Park – tennis courts resurfacing
- English Park – tennis courts resurfacing
- Peachtree Hills Park – tennis courts resurfacing
- C.T. Martin Aquatic and Recreation Center renovation
- Peachtree Hills Recreation Center Interior and exterior renovations
- AFRD Fire Station #21 – structural evaluation, waterproofing, ADA and gender-neutral restroom renovations
- AFRD Fire Station #27 – exterior ADA improvement
- AFRD Fire Station #7 – interior renovations
- APD 455 North Ave Tenant build out
- APD Zone 1 HVAC upgrade
- APD Zone 4 CIT tenant build out
- APD Firing range pavilion
- APD SWAT locker room tenant improvements
- APD 1038 White St. tenant build out for the Patch Force
- APD Zone 6 - 69 Mayson tenant build out
- APD Zone 1 roof repair
- APD Academy A/C repair
- APD aviation tenant improvement
- APD Firing range ammo building build out
- APD Academy roof repair
- APD Zone 6 CSU 655 Parkway tenant build out
- Department of Correction roof repairs
- Candler Park Golf Shop ADA upgrades
- Rosel Fann Improvements and Roof retrofit
- Georgia Hill Roof replacement
- Dunbar Roof replacement
- AFRD Fire Station #34 Roof replacement
- City Hall 4th Floor waterproofing
- 818 Pollard Waterproofing
- AFRD Fire Station # 4 Roof repairs
- AFRD Fire Station # 5 Roof repairs
- AFRD Fire Station # 14 Roof repairs
- AFRD Fire Station # 23 Roof repairs
- AFRD Fire Station # 31 Roof repairs
- AFRD Fire Station # 38 Roof repairs
- City Hall Tower roof drains replacement
- City Hall Annex: 5th Floor Law Department HVAC, PIU/ VAV, Controls Replacement
- City Hall Data Center HVAC Liebert unit 3 of 5 units replacements
- Municipal Court Chiller 1, Chiller 2, and Pump Repairs
- Chastain Park Conservatory Build out
- AFD Station #1 Renovation
- FC-8047 B-1, GESPC, w/ Ameresco ARS, LLC – 19 COA Buildings (DEAM, DPR, DPW-Transportation)

- FC-8047 B-2, GESPC, w/ JCI – 4 COA DEAM Buildings
- Candler Park Building renovations
- Grove Park Boiler Service Repair
- Washington Park Pool Pak and HVAC System Repair
- 72 Marietta, Phase 1 and Phase 2 HVAC PIU/VAV replacements, 134 of 181 Replaced
- 160 Trinity - VRF HVAC System Review
- 818 Pollard AHU Repair and Return Air Fan Replacement
- 818 Pollard chill water and condenser water replacement
- Georgia Hill chiller and chill water pump replacement
- ADOT tenant improvements
- AIM tenant improvements

### **Building Operations**

- HVAC Air handling preventative maintenance City Hall
- Chiller and cooling tower preventative maintenance City Hall, Municipal Court, PSHQ & PSA, 72 Marietta, 911 Georgia Hill, 818 Pollard, JC Birdine and Dunbar
- Preventative maintenance filter changing of all DEAM managed facilities
- 4 team members completed the HR Effective Supervisory Practices training
- 1 team member completed the Building Operators Certification program
- Maintenance cross training of entry level team members to facilitate more in-house work vs contractors
- Upgrades and repairs to Building Automation System has allowed for more efficient management of facility operations.

### **Safety & Security**

- Reviewed and improved our Over All Physical Security Plan for DEAM Facilities which includes Post-Orders and updated scope of services for contract security
- Implemented Emergency Notification system & Alerts for DEAM staff through Everbridge
- Access Control integration and credentialing for DEAM Facilities
- Reviewed and revised on-boarding and off-boarding protocols
- Improved access Card/Control policies & procedures
- Conducted threat/vulnerability assessment with Homeland Security at City Hall
- Increased collaboration with AIM when improving and implementing new security equipment

- Completed practical Evacuation exercises at City Hall and Municipal Court
- Achieved approval from ASIS Security to take CPP (Certified Protection Professional) and PSP (Physical Security Professional) Certification exam
- Scheduled and completed ASIS Security CPP and PSP certification training
- Completed DEAM Warming Center Logistics; key representatives identified and coordination of staff during citywide activations and deactivations
- Enhanced relationships with the Atlanta Downtown Improvement District and other local partners
- Enhanced ability to send emergency notifications to DEAM facilities
- Completed Annual Life Safety Assessment for DEAM facilities

### **FY2021 Proposed Program Highlights**

#### **Administration**

- Fill in personnel gaps throughout the department while being financially responsible
- Execute the new parking strategy for City of Atlanta employees

#### **Real Estate**

##### *Acquisition*

- Implement real estate acquisition for ADOT in accordance with the recently defined Risk Order request
- Assemble and sell 143 Alabama Gulch property

##### *Disposition*

- Complete \$6M sale of Hill and Englewood properties to AHA
- Assist in completing Gulch real estate transactions with CIM Group
- Sell surplus parcels not selected for affordable housing projects
- Sell City Plaza property to AHA
- Resolve remaining issues with APS

##### *Leasing*

- Complete leases with CIM Group for 160 Trinity Avenue and 185 Ted Turner Drive
- Complete lease for APD Training Academy at Greenbriar Mall
- Complete lease for AFRD Training Academy at Seaboard Industrial
- Negotiate parking agreements for 200 spaces to support 160 Trinity Avenue

### *Property Management*

- Manage 2 major tenants at Lakewood
- Manage 46 tenants in 3 neighborhood centers
- Manage City Plaza until it is sold

### *Administrative*

- Advertise, hire and complete orientation of new Director of Real Estate Portfolio

### **Building Operations**

- Procure new Janitorial, Elevator, Fire Alarm, and Sprinkler System Contracts
- Procure new Computerized Maintenance Management System (CMMS) Maximo for efficient work order and facility management
- Continuous industry training for maintenance technicians through BOMA and technical schools

### *City Hall*

- Isolation valve replacements for the cooling towers
- Preventative maintenance program
- Replace main switchgear
- Replace Mayor's hallway lighting
- Redistribute electrical wiring that feeds Mayor's area
- Replace atrium fountain ring
- Reinstall fire doors between Annex and Tower on the 1<sup>st</sup> and 2<sup>nd</sup> floors

### *Municipal Court*

- Connect Power-grid to network power
- Reseal Chiller #2
- Waterproofing outside windows
- Leak check and repair chiller #1
- Repair roof heat recovery unit

### *Public Safety Headquarters*

- Leak check and repair chiller #1

### *PS Annex*

- Replace Generator to 100% power
- Repair HVAC Metasys system

### **Capital Projects**

- 160 Trinity Avenue tenant build out and relocation
- AFRD Fire Station #22 new construction
- AFRD Fire Station #31 new construction
- AFRD Fire Station #36 new construction
- 185 Ted Turner Drive tenant build out and relocation
- DOF CHT 14th and 15th floor suite renovations
- Law Department tenant improvement
- Solicitors office PTIT room expansion

- DOF CHT 8th and 11th floor suite renovations
- Mayor's hallway cove LED lighting repair
- Public Safety Annex Generator upgrade
- Bluetooth beacon navigation systems for City Hall Complex
- AFRD Training Center at Seaboard
- AFRD fleet new and emergency vehicle parking
- AFRD Fire Station #23 purchase of property
- A.D. Williams Recreation Center – interior renovations
- William Walker Recreation Center exterior ADA and concessions/ restroom building upgrades
- Rev. James Orange Recreation Center – interior and exterior renovations
- AFRD Fire Station #12 – ADA and kitchen renovation
- AFRD Fire Station #17 – ADA and kitchen renovation
- AFRD Fire Station #29 – ADA and kitchen renovation

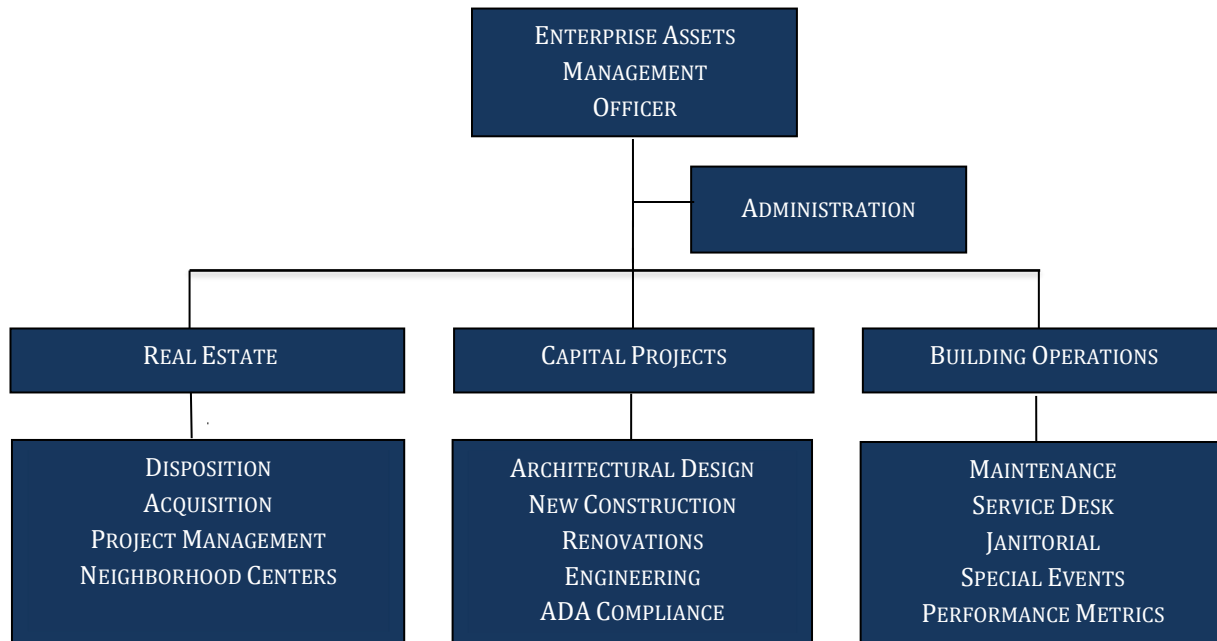
### **Safety & Security**

- Implement physical security recommendations for DEAM facilities
- Upgrade and assist with camera systems installations for DEAM Facilities
- Improve and assist with access control integration and credentialing for DEAM Facilities
- Implement on-boarding and off-boarding protocols created during FY2020
- Implement negotiated contract security agreement from FY2020
- Complete threat/vulnerability assessments at Dunbar, JC Birdine, Georgia Hill and 818 Pollard Blvd. facilities
- Complete and improve on the annual practical evacuation exercises from FY2020
- Pass CPP and PSP exams
- Schedule Incident Command System and National Incident Management System training
- Update and revise Continuity of Operations Plan (COOP)
- Enhance ability to send emergency notifications to DEAM facilities and employees during warming center activations and inclement weather conditions
- Review Life Safety documentation to ensure annual compliance for each DEAM property for FY2021



# ORGANIZATIONAL CHART

ENTERPRISE ASSETS MANAGEMENT



## PERFORMANCE METRICS

ENTERPRISE ASSETS MANAGEMENT

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>An Ethical, Transparent and Fiscally Responsible Government</i></b>				
Lease savings	\$100,000	\$100,000	\$0	\$2,500,000
Fast Track team construction savings	\$500,000	\$500,000	\$550,000	\$500,000
In-house design savings	\$800,000	\$800,000	\$350,000	\$900,000
<b><i>World Class Employees, Infrastructure, and Services</i></b>				
Capital projects	40	40	70	40
Service request tickets	11,000	11,000	11,000	10,000
Inspections completed within SLA	95%	95%	89%	95%
Safety incidences	0	0	7	0
Security incidences	0	0	8	0
Drills	1	1	3	2
<b><i>Thriving Neighborhoods, Communities and Businesses</i></b>				
Acquisitions	10	10	50	2
Dispositions	10	10	6	4





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Enterprise Assets Management

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
-	\$5,863,917	\$6,634,826	Salaries, Regular	\$5,960,320	(\$674,506)
-	-	-	Salaries, Perm Part-Time	-	-
-	\$4,154	-	Salaries, Sworn	-	-
-	\$390,412	\$425,942	Salaries, Extra Help	\$194,294	(\$231,648)
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$180,866	-	Overtime	\$200,000	\$200,000
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$740,718	\$966,360	Pen Cont Gen Emp Pen Fd	\$660,680	(\$305,681)
-	\$227,315	\$117,050	Defined Contribution	\$179,256	\$62,207
-	\$30,236	\$70,445	Workers' Compensation	\$70,445	\$0
-	\$915,005	\$849,322	Other Personnel Costs	\$811,377	(\$37,945)
-	\$8,352,622	\$9,063,945	<b>TOTAL PERSONNEL</b>	\$8,076,372	(\$987,573)
			<b>OTHER EXPENSES</b>		
-	\$8,792,648	\$5,082,885	Purchased / Contracted Services	\$4,860,667	(\$222,218)
-	\$3,291,324	\$4,151,067	Supplies	\$4,151,067	\$0
-	\$54,406	\$15,750	Capital Outlays	\$15,750	\$0
-	\$93,123	\$62,032	Interfund / Interdepartmental Charges	\$62,032	\$0
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$247,392	Other Financing Uses	\$22,002	(\$225,390)
-	\$12,231,500	\$9,559,126	<b>TOTAL OTHER EXPENSES</b>	\$9,111,518	(\$447,608)
-	<b>\$20,584,122</b>	<b>\$18,623,071</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$17,187,890</b>	<b>(\$1,435,181)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
-	\$20,584,122	\$18,623,071	General Fund	\$17,187,890	(\$1,435,181)
-	<b>\$20,584,122</b>	<b>\$18,623,071</b>	<b>TOTAL EXPENSES</b>	<b>\$17,187,890</b>	<b>(\$1,435,181)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	123.00	Full Time Equivalent	131.00	8.00



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Enterprise Assets Management**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	\$5,863,917	\$6,634,826	Salaries, Regular	\$5,960,320	(\$674,506)
-	-	-	Salaries, Perm Part-Time	-	-
-	\$4,154	-	Salaries, Sworn	-	-
-	\$390,412	\$425,942	Salaries, Extra Help	\$194,294	(\$231,648)
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$180,866	-	Overtime	\$200,000	\$200,000
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$740,718	\$966,360	Pen Cont Gen Emp Pen Fd	\$660,680	(\$305,681)
-	\$227,315	\$117,050	Defined Contribution	\$179,256	\$62,207
-	\$30,236	\$70,445	Workers' Compensation	\$70,445	-
-	\$915,005	\$849,322	Other Personnel Costs	\$811,377	(\$37,945)
-	\$8,352,622	\$9,063,945	<i>TOTAL PERSONNEL</i>	\$8,076,372	(\$987,573)
			<i>OTHER EXPENSES</i>		
-	\$8,792,648	\$5,082,885	Purchased / Contracted Services	\$4,860,667	(\$222,218)
-	\$3,291,324	\$4,151,067	Supplies	\$4,151,067	\$0
-	\$54,406	\$15,750	Capital Outlays	\$15,750	-
-	\$93,123	\$62,032	Interfund / Interdepartmental Charges	\$62,032	\$0
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$247,392	Other Financing Uses	\$22,002	(\$225,390)
-	\$12,231,500	\$9,559,126	<i>TOTAL OTHER EXPENSES</i>	\$9,111,518	(\$447,608)
-	\$20,584,122	\$18,623,071	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$17,187,890</b>	<b>(\$1,435,181)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FY21 FUND	FY21 BUDGET	VARIANCE FY21-FY20
-	\$20,584,122	\$18,623,071	General Fund	\$17,187,890	(\$1,435,181)
-	\$20,584,122	\$18,623,071	<b>TOTAL EXPENSES</b>	<b>\$17,187,890</b>	<b>(\$1,435,181)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	123.00	Full Time Equivalent	131.00	8.00



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Enterprise Assets Management General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular from Executive Offices.	(\$674,506)	Decrease due to salary and personnel adjustments.
Salaries, Sworn	-	
Salaries, Extra Help	(\$231,648)	Decrease due to personnel adjustments.
Salaries, Extra Help-Sworn	-	
Overtime	\$200,000	Increase to support building operations and special events at City Hall.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$305,681)	Decrease due to personnel adjustments.
Defined Contribution	\$62,207	Increase due to personnel and pension rate adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$37,945)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$987,573)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$222,218)	Decrease to properly align contractual and operational expenditures. This line includes operational, service and maintenance contracts.
Supplies	\$0	This line includes utilities and general office supplies.
Capital Outlays	-	This line includes equipment expenses.
Interfund / Interdepartmental Charges	\$0	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$225,390)	Decrease to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$447,608)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,435,181)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	(\$1,435,181)	
<b>TOTAL EXPENSES</b>	<b>(\$1,435,181)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	8.00	FTE's to be transferred upon adoption of Personnel Paper.



# CUSTOMER SERVICE

## Mission Statement

The Department of Customer Service-ATL311's (DCS) mission is to provide the public with simple and convenient access to all City of Atlanta government services and information while offering quality service that emphasizes Accountability, Responsiveness, and Efficiency. We **ARE** a diverse workforce serving our vibrant business community, visitors and constituency through a centralized point of contact.

## Vision Statement

ATL311's vision is to be **THE** world class customer service center for the City of Atlanta that creates, supports and sustains the community through easy access to all city services.

## Core Values

Accountable  
Responsive  
Efficient  
Knowledgeable  
Committed

## Summary of Operations

ATL311 is the City of Atlanta's non-emergency customer service center that is responsible for providing Atlanta residents, visitors and business owners with fast, easy access to information and services. We operate as an omnichannel contact center that is accessible by phone, web portal, mobile app, fax, email and all social media platforms. ATL311 works closely with City of Atlanta departments to constantly improve the quality and efficiency of the services delivered. We provide direct call intake support to the following departments:

- Department of Watershed Management
- Department of Public Works
- Department of Finance-Revenue
- Atlanta Municipal Court
- Mayor's Office of Film and Entertainment
- Atlanta Police Department Non-Emergency
- Code Enforcement
- Department of Transportation

## Objectives

Be the City of Atlanta's "One Source for City Services"  
Deliver consistent and accurate information for all City services  
Reduce call volume and resource requirements for non-emergency services by increasing self-service functionality  
Provide end-to-end service request tracking to ensure timely and satisfactory resolution of customer's requests

## FY2020 Accomplishments

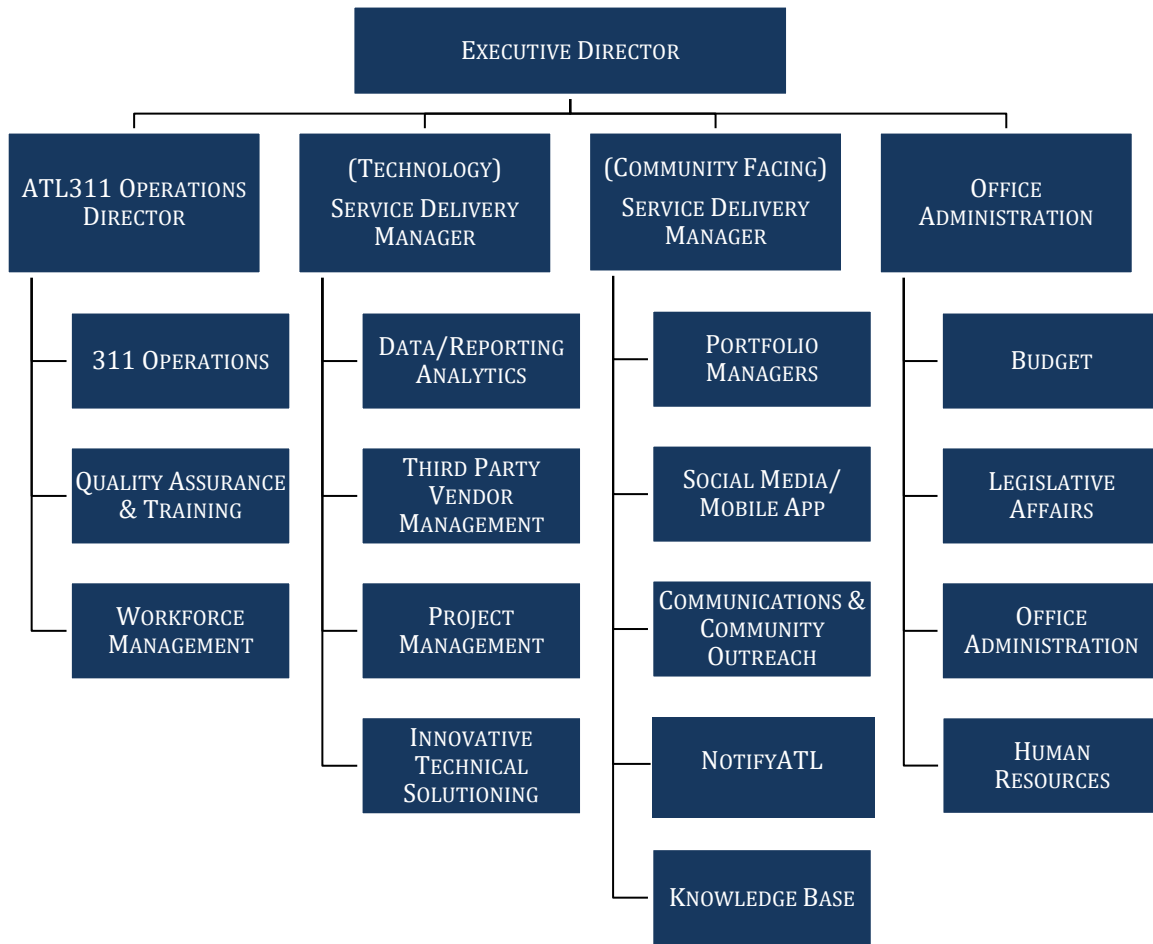
- Made improvements to the Interactive Voice Response System (IVR) that resulted in more efficiency and improved customer satisfaction
- Improved customer satisfaction response rate by more than 100%
- Achieved and maintained a Customer Satisfaction rating of 90% or higher
- Enhanced the Emergency Response Team to safeguard business continuity
- Implemented TTY as a contact channel for the hearing and speech impaired
- Finalist for the Golden Post Award for Best Social Media Customer Service by the Government Social Media Conference
- Increased community outreach efforts across the City of Atlanta
- Enhanced the ATL311 mobile app to improve usability, which surpassed 10,000 downloads
- Onboarded a dedicated Human Resource Business Partner that improved employee onboarding and performance management

## FY2021 Proposed Program Highlights

- Onboard more departments into the ATL311 customer service model
- Offer more alternative self-service contact channels to equip residents for success
- Drive callers to existing self-service contact channels by making continuous improvements to the technology
- Invest in new technology that will advance data analytics and improve reporting accuracy

# ORGANIZATIONAL CHART

CUSTOMER SERVICE



# PERFORMANCE METRICS

CUSTOMER SERVICE

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
<b><i>World Class Employees, Infrastructure, and Services</i></b>				
Service Level (Phone, Web/Mobile, Social Media)	N/A	55%	80%	80%
Abandonment Rate	N/A	7%	5%	5%





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Customer Service

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
-	\$4,613,239	\$4,634,241	Salaries, Regular	\$4,898,134	\$263,892
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$258,419	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$31,107	\$1,373	Overtime	\$3,373	\$2,000
-	-	-	Pen Cont Fire Pen Fd	-	-
-	\$66,864	-	Pen Cont Police Pen Fd	-	-
-	\$938,410	\$1,044,385	Pen Cont Gen Emp Pen Fd	\$966,800	(\$77,585)
-	\$169,261	\$169,124	Defined Contribution	\$160,444	(\$8,680)
-	\$497	-	Workers' Compensation	-	-
-	\$840,785	\$1,268,684	Other Personnel Costs	\$951,335	(\$317,349)
-	\$6,918,583	\$7,117,806	<b>TOTAL PERSONNEL</b>	\$6,980,085	(\$137,722)
			<b>OTHER EXPENSES</b>		
-	\$2,142,657	\$1,763,273	Purchased / Contracted Services	\$1,737,638	(\$25,635)
-	\$55,369	\$44,289	Supplies	\$44,289	\$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	\$2,198,026	\$1,807,562	<b>TOTAL OTHER EXPENSES</b>	\$1,781,927	(\$25,635)
-	<b>\$9,116,609</b>	<b>\$8,925,368</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$8,762,011</b>	<b>(\$163,357)</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
-	\$1,304,640	\$2,786,218	General Fund	\$2,803,117	\$16,899
-	\$640,407	-	Airport Revenue Fund	-	-
-	\$817,175	\$1,420,922	Solid Waste Services Revenue Fund	\$980,791	(\$440,131)
-	\$6,354,387	\$4,718,229	Water & Wastewater Revenue Fund	\$4,978,104	\$259,875
-	<b>\$9,116,609</b>	<b>\$8,925,368</b>	<b>TOTAL EXPENSES</b>	<b>\$8,762,011</b>	<b>(\$163,357)</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	113.55	Full Time Equivalent	114.00	0.45



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Customer Service**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	\$787,393	\$2,349,450	Salaries, Regular	\$2,249,778	(\$99,672)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$5,071	-	Overtime	\$2,000	\$2,000
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$109,465	\$139,875	Pen Cont Gen Emp Pen Fd	\$192,571	\$52,696
-	\$21,782	\$25,752	Defined Contribution	\$36,137	\$10,385
-	-	-	Workers' Compensation	-	-
-	\$96,147	\$142,593	Other Personnel Costs	\$194,083	\$51,490
-	\$1,019,858	\$2,657,670	<b>TOTAL PERSONNEL</b>	<b>\$2,674,569</b>	<b>\$16,899</b>
			<i>OTHER EXPENSES</i>		
-	\$278,428	\$128,548	Purchased / Contracted Services	\$128,548	-
-	\$6,354	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	\$284,782	\$128,548	<b>TOTAL OTHER EXPENSES</b>	<b>\$128,548</b>	<b>-</b>
-	<b>\$1,304,640</b>	<b>\$2,786,218</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,803,117</b>	<b>\$16,899</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
-	\$1,304,640	\$2,786,218	General Fund	\$2,803,117	\$16,899
-	<b>\$1,304,640</b>	<b>\$2,786,218</b>	<b>TOTAL EXPENSES</b>	<b>\$2,803,117</b>	<b>\$16,899</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	51.30	Full Time Equivalent	23.95	(27.35)



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Customer Service**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$99,672)	Decrease due to salary and personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$2,000	Increase to support high call volume and/or peak operational periods.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$52,696	Increase due to pension rate adjustment (actuarial study).
Defined Contribution	\$10,385	Increase due to pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$51,490	Increase due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$16,899</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	This line includes the service contract for the ATL311 Mobile Application and communications expenses.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$16,899</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
General Fund	\$16,899	
<b>TOTAL EXPENSES</b>	<b>\$16,899</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(27.35)	Decrease due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Customer Service**  
**Solid Waste Services Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	\$422,998	\$683,151	Salaries, Regular	\$517,898	(\$165,253)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$2,743	\$138	Overtime	\$138	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$48,841	\$210,717	Pen Cont Gen Emp Pen Fd	\$86,199	(\$124,519)
-	\$10,293	\$26,338	Defined Contribution	\$14,896	(\$11,442)
-	-	-	Workers' Compensation	-	-
-	\$53,875	\$209,268	Other Personnel Costs	\$95,987	(\$113,282)
-	\$538,750	\$1,129,613	<b>TOTAL PERSONNEL</b>	\$715,117	(\$414,496)
			<i>OTHER EXPENSES</i>		
-	\$278,425	\$291,309	Purchased / Contracted Services	\$265,674	(\$25,635)
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	\$278,425	\$291,309	<b>TOTAL OTHER EXPENSES</b>	\$265,674	(\$25,635)
-	\$817,175	\$1,420,922	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$980,791	(\$440,131)

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
-	\$817,175	\$1,420,922	Solid Waste Services Revenue Fund	\$980,791	(\$440,131)
-	\$817,175	\$1,420,922	<b>TOTAL EXPENSES</b>	\$980,791	(\$440,131)

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	16.65	Full Time Equivalent	11.45	(5.20)



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Customer Service Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$165,253)	Decrease due to salary and 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	(\$124,519)	Decrease due to personnel adjustments.
Defined Contribution	(\$11,442)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$113,282)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$414,496)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$25,635)	Decrease to properly align contractual and operational expenditures. This line includes the service contract for the ATL311 Mobile Application and advertising expenses.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$25,635)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$440,131)</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Solid Waste Services Revenue Fund	(\$440,131)	
<b>TOTAL EXPENSES</b>	<b>(\$440,131)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	(5.20)	Decrease due to personnel adjustments.



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Customer Service**  
**Water & Wastewater Revenue Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	\$3,165,429	\$1,601,640	Salaries, Regular	\$2,130,458	\$528,818
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$258,419	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$21,739	\$1,235	Overtime	\$1,235	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	\$66,864	-	Pen Cont Police Pen Fd	-	-
-	\$752,699	\$693,792	Pen Cont Gen Emp Pen Fd	\$688,030	(\$5,763)
-	\$132,650	\$117,034	Defined Contribution	\$109,411	(\$7,623)
-	\$497	-	Workers' Compensation	-	-
-	\$661,193	\$916,823	Other Personnel Costs	\$661,265	(\$255,557)
-	\$5,059,490	\$3,330,524	<b>TOTAL PERSONNEL</b>	\$3,590,399	\$259,875
			<i>OTHER EXPENSES</i>		
-	\$1,258,497	\$1,343,416	Purchased / Contracted Services	\$1,343,416	-
-	\$36,400	\$44,289	Supplies	\$44,289	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	\$1,294,897	\$1,387,705	<b>TOTAL OTHER EXPENSES</b>	\$1,387,705	-
-	\$6,354,387	\$4,718,229	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$4,978,104	\$259,875

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
-	\$6,354,387	\$4,718,229	Water & Wastewater Revenue Fund	\$4,978,104	\$259,875
-	\$6,354,387	\$4,718,229	<b>TOTAL EXPENSES</b>	\$4,978,104	\$259,875

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	45.60	Full Time Equivalent	78.40	32.80



## FY21 OPERATING BUDGET HIGHLIGHTS

### Department Of Customer Service Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$528,818	Increase due to salary and 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	(\$5,763)	Decrease due to personnel adjustments.
Defined Contribution	(\$7,623)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$255,557)	Decrease due to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$259,875</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes the service contract for the ATL311 Mobile Application and training/travel expenses.
Supplies	-	This line includes general office supplies and subscriptions.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$259,875</b>	

FUND	VARIANCE (21-20)	EXPLANATION
Water & Wastewater Revenue Fund	\$259,875	
<b>TOTAL EXPENSES</b>	<b>\$259,875</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	32.80	Increase due to personnel adjustments.





# ATLANTA DEPARTMENT OF TRANSPORTATION

## Mission Statement

The mission of Atlanta Department of Transportation (ATLDOT) is to design, deliver, and maintain an efficient multi-modal mobility system (e.g., walk, cycle, transit, car, freight) that provides Atlanta residents, commuters, and visitors safe and equitable access within and to the city in alignment with the Atlanta Transportation Plan.

## Vision Statement

ATLDOT will deliver a standard of excellence with consistent quality and value for safety, equity, and mobility to our community.

## Core Functions

- Mobility Strategy, Planning, and Performance
- Capital Project Delivery
- Transportation Infrastructure Management

## Summary of Operations

The Atlanta Department of Transportation strives to improve the safety, efficiency, and accessibility of the City's transportation network to improve the quality of life of all Atlantans. These operations include assets owned by the City of Atlanta as well as coordination with key partners within the Atlanta region including Georgia Department of Transportation, MARTA, Atlanta Regional Commission, Atlanta Beltline Inc., Georgia Regional Transportation Authority, the Atlanta-region Transit Link.

## Division/Offices Descriptions

*Office of Mobility Strategy, Planning, & Performance* is responsible for developing the mobility vision for the City of Atlanta and tracking progress towards that vision. They work across the Atlanta DOT teams to support project planning, project prioritization, policy development, and strategy for the department.

*Office of Capital Project Delivery* delivers major projects for the department using available funding sources (e.g., Renew Atlanta Bond, TSPLOST, Impact Fees, grant funding). These projects include, but are not limited to: resurfacing, multi-modal streets, sidewalks, multi-use trails, bridge replacements.

*Office of Transportation Infrastructure Management* is responsible for transportation assets within the public right-of-way. This office ensures that day-to-day operations run smoothly through monitoring, street interventions, minor street rehabilitation, and permitting.

## Goals

- Develop a Vision Zero Program for Atlanta.
- Take every opportunity to make Atlanta's streets safer.
- Reduce injuries and fatalities on Atlanta's streets.
- Use data to guide Vision Zero street safety interventions.
- Develop a safety education and messaging strategy.
- Make walking safer and more pleasant.
- Make bicycling and micro-mobility a safe transportation option for more Atlantans.
- Build a 21st-century transit network for Atlanta.
- Manage parking to better serve Atlanta's merchants, commuters and residents.
- Leverage technology and partnerships to better manage congestion.
- Make it easier to access jobs and services without a car.
- Implement neighborhood interventions that make our communities safer and more vibrant.
- Improve the movement of goods through the city.
- Improve the condition and maintenance of Atlanta's roads.
- Make ATLDOT a great place to work.
- Improve workplace culture and support innovation.
- Recruit a talented and diverse workforce.

- Enhance employee safety.
- Improve the city's response to emergencies.
- Improve street lighting throughout the city.
- Implement an asset management plan to improve city infrastructure.
- Plan and distribute resources based on safety, equity, and mobility conditions.
- Deliver transportation projects faster and more efficiently.
- Strengthen regional and local partnerships.
- Use innovative tools and methods to communicate with and engage the public.
- Make city contracts more competitive and consistent.
- Improve departmental coordination of work in the city right of way.

## **FY 2020 Accomplishments**

### ***Mobility Strategy, Planning, and Performance***

- Developed Atlanta's first of its kind One Atlanta: Strategic Transportation Plan.
- Hired ATLDOT's inaugural Commissioner to lead the newly formed organization.
- Hired key leadership roles to support the Commissioner and fill out the leadership team.
- Consolidated three existing departments into one integrated Department of Transportation.
- Adopted Vision Zero centering safety as the key principle for transportation decisions in Atlanta.
- Launched the action Plan for Safer Streets to triple the on-street protected bike network in Atlanta in just three years.
- Adopted a new e-scooter ordinance to better manage micro-mobility across the city.
- Launched social media platforms and conducted community outreach and engagement on the launch of ATLDOT.

### ***Capital Project Delivery***

- Launched a new website for transparency and tracking purposes for Renew Atlanta & TSPLOST.
- Complete Street design is substantially complete for the 5<sup>th</sup> Street, Piedmont Ave., Cascade Rd Ph I, DeKalb Ave, RD Abernathy Blvd, and South Blvd. Complete Street projects, with construction bid documents being compiled.
- MLK Jr Drive Complete Street construction is ongoing.

- Complete Street design NTP has been issued for the Monroe/Boulevard, North Avenue, Monroe Dr., and South Boulevard Complete Street projects.
- Design has commenced for the Safer Streets scope at W. Peachtree St. and Spring St.
- Design has commenced for the 10<sup>th</sup> Street Multimodal Bridge Connectivity Improvements project.
- Construction is complete on the Childress Drive Bridge and Powers Ferry Bridge projects.
- Resurfacing projects, including Group A and Local Groups 1 and 2, are substantially complete.
- Group B resurfacing has commenced.
- PATH400 expansion design is underway.
- Westside Quarry Park construction is complete.
- Several signal improvement projects have completed construction, including 10<sup>th</sup> St. Pedestrian Safety, AIM Fiber installation, and Campbellton Road.
- Citywide ITS/Signal construction has commenced in several locations.
- Design of Howell Mill @ Moores Mill Intersection improvements is complete.
- Roadway improvement construction has started at Inman Park and West Wieuca Road.
- Local Neighborhood sidewalk improvement construction is complete in Midtown, Candler Park and Poncey Highlands.
- Sidewalk construction at Atlanta Memorial Park is complete.
- Several TCC, signalization, and roadway resurfacing projects were advertised for bid.
- A project list that includes the rebaselined and reprioritized projects has been maintained, and several dashboards have been created to monitor project and program performance.
- A ROW dashboard has been developed, aiding in monitoring, tracking, and progressing the ROW process.
- Over \$10M of additional Federal and local funds have been added to the Program's budget.
- With the development of the ATLDOT, coordination with the Program and other COA departments has commenced.
- Building and ADA Upgrades of Department of Parks and Recreation facilities including Central Park Recreation Center, Lang Carson Recreation Center and East Lake Park.
- HVAC and facility upgrades at Atlanta Fire Rescue Stations #4, #26 and #2.
- Exterior and interior renovations to the Chastain Arts Center and Grant Park Pool.

- Kitchen upgrades at Atlanta Fire Rescue Stations #5, #9, #11 and #38.
- New playground at Kathryn Johnson Memorial Park in Vine City.
- Relocate and restore public art project, Birth of Atlanta”, at the new Quarry Park.
- Window installation, exterior concrete apron replacement and interior renovations at Atlanta Fire Rescue Station #16.
- Restoration of Several Public Art in the City’s Inventory including Atlanta From the Ashes, Folk Art Park, Andrew Young Tribute Plaza, Five Points Monument, The Phoenix, Legends, and Birth of Atlanta.
- Dudley Lane Sidewalk partnering with the City of Sandy Springs.

***Transportation Infrastructure Management***

- Completed the Marietta Road Bridge Study and applied for design funding through ARC’s TIP solicitation process.
- Created and implemented the sidewalk repair prioritization system.
- Released the updated Public ROW Manual.
- Completed the citywide pavement assessment and approximately 80% of sidewalk assessment.
- Submitted first comprehensive ADA report to the US Department of Justice.
- Processed more than 200 permits to launch 5G technology in the City.

**FY 2021 Proposed Program Highlights**

***Mobility Strategy, Planning, and Performance***

- Complete 6 miles of new protected bike lanes as part of Action Plan for Safer Streets
- Implement speed reductions on all roads impacted by Vision Zero legislation.
- Design and adopt Vision Zero Action Plan to reduce traffic deaths.
- Implement automated speed enforcement cameras in 10 high-risk school zones.
- Continue the financial stability of the ATL Plus parking program to increase program revenue to over \$8 million dollars from expanding the program footprint to new locations.

***Capital Project Delivery***

- Complete Street Design will be substantially complete for the Campbellton Road, Euclid Ave.,

Fairburn Rd., Howell Mill Rd., and JE Lowery Complete Street projects.

- Construction is expected to commence on the Cascade Rd., JE Lowery, DeKalb Ave., and RD Abernathy Blvd. Complete Street projects.
- Construction is expected to be complete on the JE Boone Complete Street project.
- Complete facility upgrades for the Department of Public Works Main Transportation Building at North Avenue.
- Install Emergency Generator at Department of Public Works Main Transportation Building at North Avenue.
- Start the installation of Neighborhood and Landmark public art projects.
- New Playground at Knight Park.
- Exterior ADA, infrastructure and concrete apron replacement at Atlanta Fire Rescue Station #27.
- West Peachtree Street & Spring Street Quick Build (Atlanta Safer Streets) will complete construction.
- Design for the Central Ave Bridge project will be substantially complete.
- Confluence Trail Pedestrian Bridge construction will commence.
- Design for the Moores Mill @ West Wesley Intersection Improvements will project will be complete.
- Construction is expected to commence for the Piedmont Rd Capacity Improvements project.
- Unpaved Roadway construction will commence in several locations.
- Sidewalk improvements in the Little 5 Points neighborhood will commence.
- Incorporation of the Renew projects with other departments’ projects with the ATLDOT will continue.

***Transportation Infrastructure Management***

- Complete 2019 & 2020 LMIG Resurfacing Programs.
- Complete 25,000 Linear Feet of concrete repairs.
- Complete 100 lane miles of thermoplastic pavement markings.





## FY21 OPERATING BUDGET HIGHLIGHTS

### Atlanta Department of Transportation

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
-	-	\$630,500	Salaries, Regular	\$12,344,476	\$11,713,976
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	\$0	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	\$159,177	\$159,177
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	\$2,070,048	\$2,070,048
-	-	\$19,500	Defined Contribution	\$350,076	\$330,576
-	-	-	Workers' Compensation	\$164,715	\$164,715
-	-	\$0	Other Personnel Costs	\$2,104,255	\$2,104,255
-	-	\$650,000	<b>TOTAL PERSONNEL</b>	\$17,192,746	\$16,542,746
			<b>OTHER EXPENSES</b>		
-	-	\$100,000	Purchased / Contracted Services	\$12,377,454	\$12,277,454
-	-	-	Supplies	\$11,809,718	\$11,809,718
-	-	-	Capital Outlays	\$175,001	\$175,001
-	-	-	Interfund / Interdepartmental Charges	\$1,688,175	\$1,688,175
-	-	-	Other Costs	\$4,011	\$4,011
-	-	-	Debt Service	\$0	\$0
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	\$1,074,784	\$1,074,784
-	-	\$100,000	<b>TOTAL OTHER EXPENSES</b>	\$27,129,142	\$27,029,142
-	-	<b>\$750,000</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$44,321,889</b>	<b>\$43,571,889</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
-	-	\$750,000	General Fund	\$44,321,889	\$43,571,889
-	-	<b>\$750,000</b>	<b>TOTAL EXPENSES</b>	<b>\$44,321,889</b>	<b>\$43,571,889</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	6.00	Full Time Equivalent	6.00	0.00



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Atlanta Department of Transportation**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	-	\$630,500	Salaries, Regular	\$12,344,476	\$11,713,976
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	\$159,177	\$159,177
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	\$2,070,048	\$2,070,048
-	-	\$19,500	Defined Contribution	\$350,076	\$330,576
-	-	-	Workers' Compensation	\$164,715	\$164,715
-	-	-	Other Personnel Costs	\$2,104,255	\$2,104,255
-	-	\$650,000	<b>TOTAL PERSONNEL</b>	<b>\$17,192,746</b>	<b>\$16,542,746</b>
			<i>OTHER EXPENSES</i>		
-	-	\$100,000	Purchased / Contracted Services	\$12,377,454	\$12,277,454
-	-	-	Supplies	\$11,809,718	\$11,809,718
-	-	-	Capital Outlays	\$175,001	\$175,001
-	-	-	Interfund / Interdepartmental Charges	\$1,688,175	\$1,688,175
-	-	-	Other Costs	\$4,011	\$4,011
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	\$1,074,784	\$1,074,784
-	-	\$100,000	<b>TOTAL OTHER EXPENSES</b>	<b>\$27,129,142</b>	<b>\$27,029,142</b>
-	-	\$750,000	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$44,321,889</b>	<b>\$43,571,889</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
-	-	\$750,000	General Fund	\$44,321,889	\$43,571,889
-	-	\$750,000	<b>TOTAL EXPENSES</b>	<b>\$44,321,889</b>	<b>\$43,571,889</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	6.00	Full Time Equivalent	6.00	-



## FY21 OPERATING BUDGET HIGHLIGHTS

### Atlanta Department of Transportation

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (21-20)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$11,713,976	Increase due to salary and personnel adjustments. This line includes \$11.7M to account for position transfers from DPW's Office of Transportation.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$159,177	Increase to properly align the budget to support personnel/operational services.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$2,070,048	Increase due to the transition of DPW's Office of Transportation.
Defined Contribution	\$330,576	Increase due to transition of DPW's Office of Transportation.
Workers' Compensation	\$164,715	Increase due to transition of DPW's Office of Transportation.
Other Personnel Costs	\$2,104,255	Increase due to transition of DPW's Office of Transportation. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$16,542,746</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$12,277,454	Increase due to transition of DPW's Office of Transportation.
Supplies	\$11,809,718	Increase due to transition of DPW's Office of Transportation. This line includes utility expenses.
Capital Outlays	\$175,001	Increase due to transition of DPW's Office of Transportation. This line includes purchases of small equipment and vehicles.
Interfund / Interdepartmental Charges	\$1,688,175	Increase due to transition of DPW's Office of Transportation. This line includes motor/fuel and repair/maintenance expenses.
Other Costs	\$4,011	Increase due to transition of DPW's Office of Transportation. This line includes business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$1,074,784	Increase due to transition of DPW's Office of Transportation. This line includes the budget costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$27,029,142</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$43,571,889</b>	

FUND	VARIANCE (21-20)	EXPLANATION
General Fund	\$43,571,889	
<b>TOTAL EXPENSES</b>	<b>\$43,571,889</b>	

AUTHORIZED POSITION COUNT	VARIANCE (21-20)	EXPLANATION
Full Time Equivalent	-	FTE's to be transferred upon adoption of Personnel Paper.





# DEPARTMENT OF GRANTS & COMMUNITY DEVELOPMENT

## Mission Statement

Welcome to the new Department of Grants and Community Development. This Department was formed to strengthen the delivery of grant programs City-wide. This department is the lead entity in preparing and implementing the City's federal entitlement programs. This department also supports the sourcing and submission of competitive grants for user departments. Our Mission is to use grant funding to further affordable, equitable, and resilient communities throughout Atlanta.

The City of Atlanta is the recipient of four (4) annual entitlement grants from the U.S. Department of Housing and Urban Development (HUD). These grants are: The Community Development Block Grant (CDBG); Emergency Solutions Grant (ESG); Home Investment Partnership Program (HOME); and Housing Opportunities for Persons with AIDS (HOPWA) program.

## Core Functions

- Fiscal stewardship of HUD Entitlement funds in excess of \$30M annually.
- Draft, plan, and implement Community Development projects that align with the City's Annual Action Plans and 5-year Consolidated Plan Goals.
- Regulatory compliance and oversight of all HUD funded projects.

## Summary of Operations

The Department of Grants and Community Development is organized into three (3) distinct offices that serve various functions related to the administration and management of grants.

The Department's objective is to use both federal and competitive grant dollars to stabilize communities, provide housing assistance, and further economic development activities City-wide.

## Office Descriptions

*Office of the Commissioner* provides leadership, policy direction and centralized business support for the Offices within the Department.

*Office of Planning & Program Operations* provides program and project management functions for all HUD funded federal programs at the City of Atlanta. This work includes but is not limited to: federal program project management, annual recertifications, rent calculations, Housing Assistance Payments (HAP), contract execution, budget management, performance monitoring, program evaluations, Annual Consolidated Planning, Annual Action Planning, Fair Housing Planning, community engagement, and oversight of system-level planning. This office currently maintains the City's designation through HUD as a Public Housing Authority (PHA) through the Section 8 Moderate Rehabilitation Program where we serve 190 formerly homeless residents.

*Office of Administrative & Technical Services* maintains fiduciary responsibility for all City of Atlanta Grant programs. The office is responsible for financial management and fiscal monitoring, procedure development, training, environmental reviews, and construction compliance (Davis-Bacon, Section 3). The Finance and Data team is responsible for the financial setup of each project in Integrated Disbursement Information System (IDIS) and Oracle, submitting draw request to the Office of Grant Accounting, the Annual Consolidated Annual Performance and Evaluation Report (CAPER), management and planning of expenditures across the portfolios, book and track program income, receive loan payments, and manages the City's timeliness ratio. The office also drafts financial legislation to anticipate and appropriate funding, enters project budgets into Oracle and IDIS, completes internal controls for audit purposes, and processes and approves expenditures.

## Goals and Objectives

The Department of Grants and Community Development has identified goals and objectives that align with the FY2020 – 2024 Consolidated Plan Priorities. These objectives include:

- Affordable Housing Supply and Support
- Safe, Sanitary, and Low-Barrier Housing and Supportive Services for People Living with HIV/AIDS
- Economic Development and Small Business Incentives
- Assistance for currently homeless persons and families
- Public Facilities, Facility Improvements, and Public Infrastructure
- Blight Reduction and Neighborhood Cleanup
- Public Services - job training and employment assistance, youth-and senior-focused activities, health and substance abuse services, etc.
- Fair Housing, Housing Counseling, and Legal Services

## FY2020 Accomplishments

- CDBG funding is designated to address a variety of services and needs, with a portion covering community development needs such as neighborhood stabilization code enforcement, public infrastructure improvements and economic development; A total of 2,520 were served with CDBG funding. Non-housing activities served 79 persons and housing activities serviced 701 households. The City expended **\$7,228,171** in CDBG funding in FY2019
- HOME funding is used as production tool to address affordable housing for low-income households; There are several housing objectives that contribute to helping achieve this goal, including: increasing homeownership opportunities for very low-income and moderate-income residents, providing opportunities for low income renter households, reconstruction of substandard, owner-occupied and seniors homes activities served 62 households: 2 White and 60 Black/African American. The City expended **\$2,044,201** in HOME funding in FY2019.

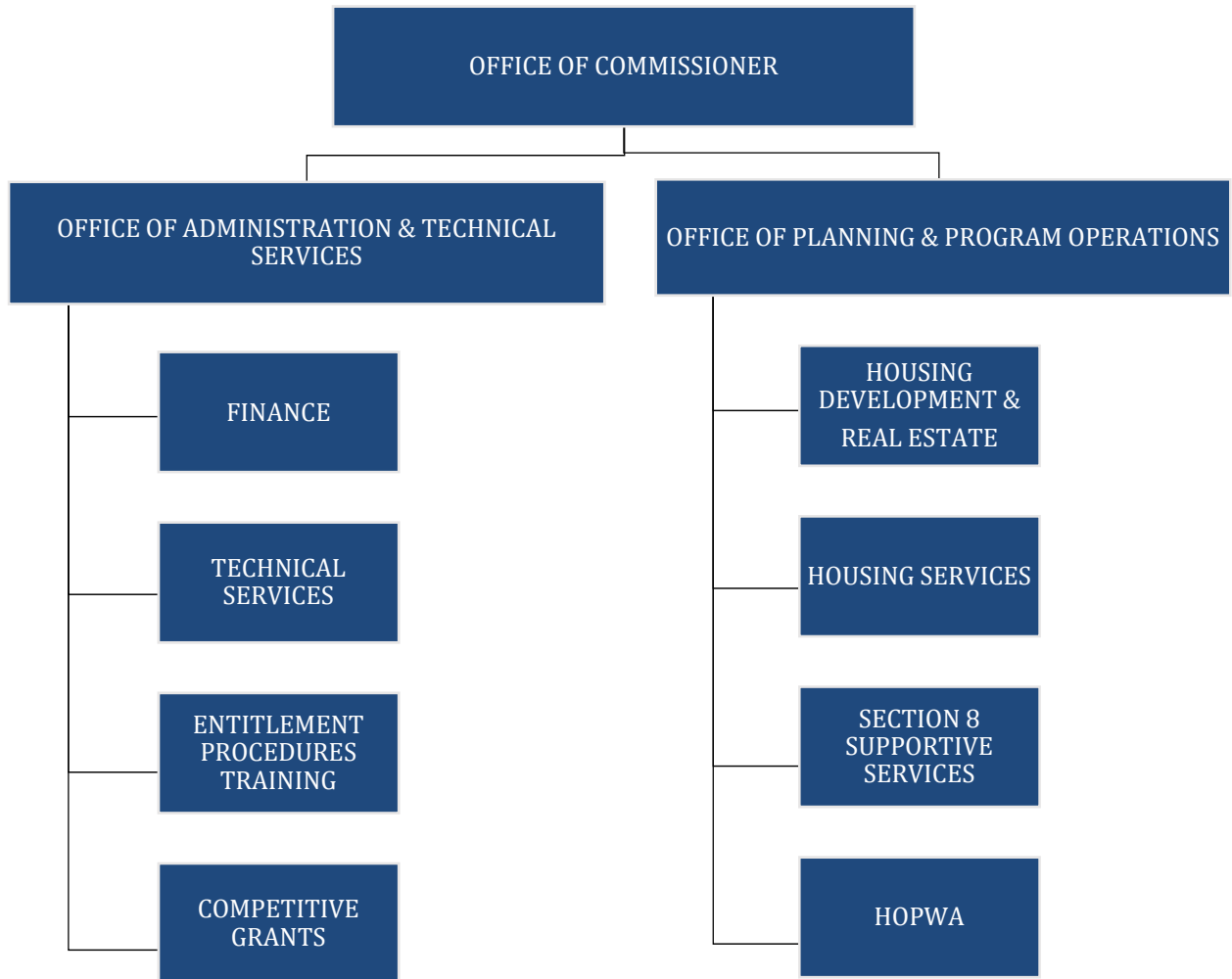
- ESG funding provides homeless assistance and homeless prevention; ESG funds were designed and used to be the first step in a continuum of assistance to prevent homelessness and enable homeless individuals and families to move toward independent living. The racial/ethnic composition of families 3124 assisted with ESG funds were as follows: 260 White, 2,832 Black/African Americans, 10 Asian, 11 American Indian or American Native, and 11 Native Hawaiian/Other Pacific Islander and 48 multiple races identified which is reported in the chart as black or African American. Of these, 96 identified as Hispanic. The City expended **\$522,306** ESG funding in FY 2019.
- HOPWA funding is designated to housing and related supportive services for low-income persons with HIV/AIDS. HOPWA funds provided housing assistance to persons living with HIV/AIDS and their families. The racial/ethnic composition of the 2451 households assisted was: **273** White, **2132** Black/African American, 1 Asian and 45 who identified as multiracial. Of these, 80 identified as Hispanic. The City expended **\$18,067,786** HOPWA funding in FY2019.

## FY2021 Proposed Program Highlights

- Increase the number of qualified respondents for federal awards.
- Meet annual timeliness ratios and expenditure deadlines.
- Increase technical assistance and training to project sponsors, developers and grantees.
- Efficiently and effectively deploy resources timely.
- Acquire physical assets that will aid in providing long term affordability for residents.

# ORGANIZATIONAL CHART

GRANTS & COMMUNITY DEVELOPMENT



## PERFORMANCE METRICS

GRANTS & COMMUNITY DEVELOPMENT

PERFORMANCE MEASURE	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 TARGET	FY2021 TARGET
Community Development Block Grant (CDBG)	N/A	N/A	N/A	7,156,340
Home Investment Partnership Program (HOME)	N/A	N/A	N/A	3,613,138
Emergency Solutions Grant (ESG)	N/A	N/A	N/A	627,336
Housing Opportunities for Persons with AIDS (HOPWA)	N/A	N/A	N/A	22,795,464





## FY21 OPERATING BUDGET HIGHLIGHTS

### Department of Grants and Community Development

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
-	-	-	Salaries, Regular	\$313,400	\$313,400
-	-	-	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	\$0	\$0
-	-	-	<b>TOTAL PERSONNEL</b>	<b>\$313,400</b>	<b>\$313,400</b>
			<b>OTHER EXPENSES</b>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	\$0	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	<b>\$0</b>
-	-	-	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$313,400</b>	<b>\$313,400</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
-	-	-	General Fund	\$313,400	\$313,400
-	-	-	<b>TOTAL EXPENSES</b>	<b>\$313,400</b>	<b>\$313,400</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department of Grants and Community**  
**Development**  
**General Fund**

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY21 BUDGET	VARIANCE FY21-FY20
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	\$313,400	\$313,400
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	-	-
-	-	-	<b>TOTAL PERSONNEL</b>	<b>\$313,400</b>	<b>\$313,400</b>
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	<b>-</b>
-	-	-	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$313,400</b>	<b>\$313,400</b>

FY18 ACTUAL EXPENDITURE	FY19 ACTUAL EXPENDITURE	FY20 ADOPTED	FUND	FY21 BUDGET	VARIANCE FY21-FY20
-	-	-	General Fund	\$313,400	\$313,400
-	-	-	<b>TOTAL EXPENSES</b>	<b>\$313,400</b>	<b>\$313,400</b>

FY18	FY19	FY20	AUTHORIZED POSITION COUNT	FY21	VARIANCE FY21-FY20
-	-	-	Full Time Equivalent	-	-



**FY21 OPERATING BUDGET HIGHLIGHTS**  
**Department of Grants and Community**  
**Development**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	\$313,400	Increase due to newly created Department of Grants & Community Development.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>\$313,400</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$313,400</b>	

<b>FUND</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
General Fund	\$313,400	
<b>TOTAL EXPENSES</b>	<b>\$313,400</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (21-20)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	FTE's to be transferred upon adoption of Personnel Paper.





CAPITAL  
PROJECT  
STATUS  
SUMMARIES

CAPITAL PROJECT STATUS OVERVIEW

BOND/RENEWAL & EXTENSION/SPECIAL REVENUE FUNDS

RENEW ATLANTA/TSPLOST

GRANTS

TRUST FUNDS

PROPOSED BUDGET  
FY 2021



## 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  $\geq$  \$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.

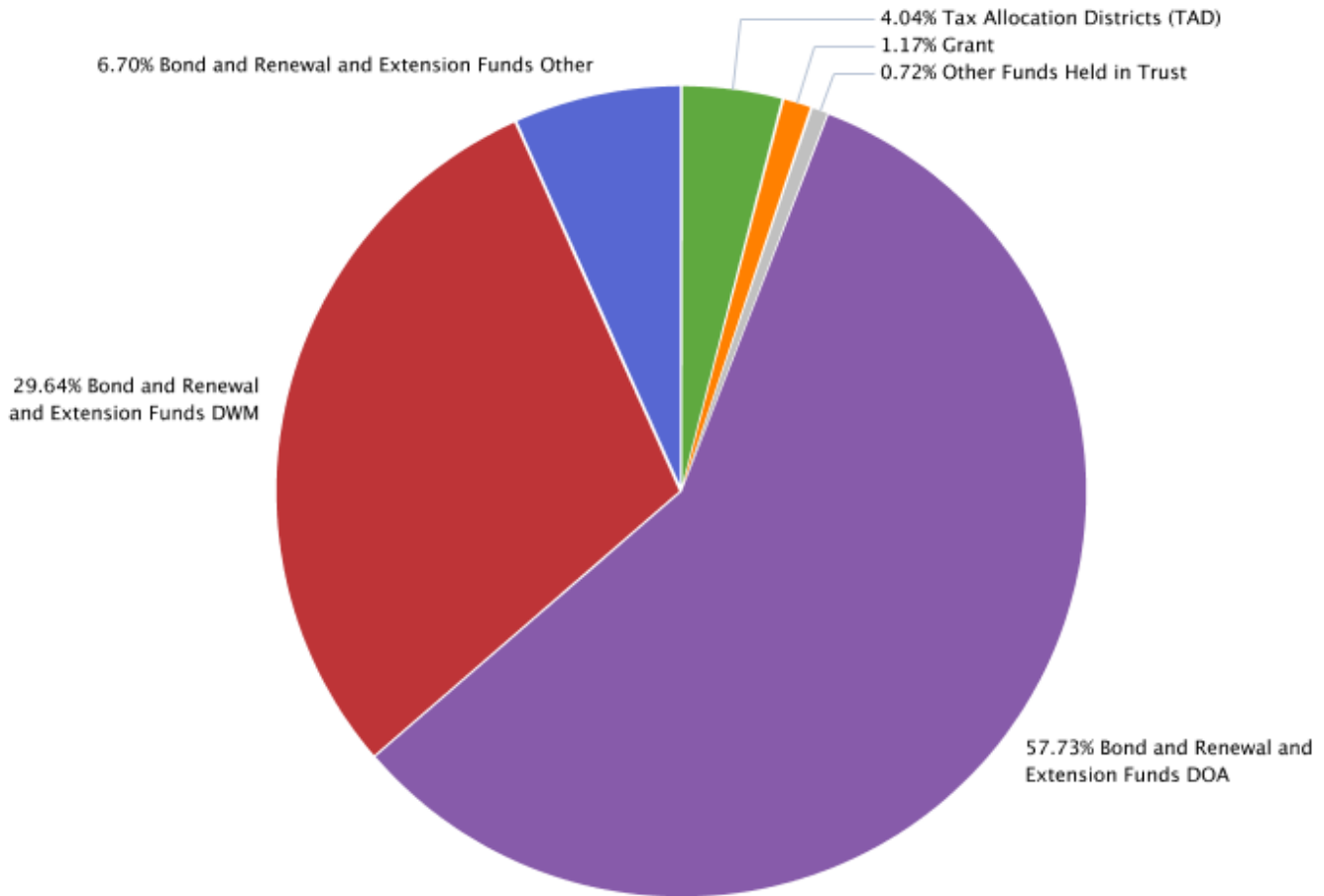
Major capital projects that are intended for the construction of new facilities, major renovation projects, or the acquisition of expensive equipment, may require additional maintenance and operating expenses, the hiring of new personnel, or the issuance and repayment of debt. The impact on operations (net of measurable savings) of approved projects is included by city departments in their operating budget requests and the final FY2021 proposed 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 FY2021 to FY2025 budget provides the status of active capital projects that are new or will continue from the previous fiscal year. It is based on the FY2020 projected, roll-forward balance plus any additional funding from new bonds or interest. For FY2021, the capital projects projected expenditure amount totals \$5.9B, and the funding by source is depicted on the next page.

A few of the items listed in the Capital section will have an operating impact. These items include public safety vehicles and equipment that are budgeted as an operating transfer from the General Fund to the Capital Finance Fund.

## FY21 Capital Budget By Funding Source



	<b>FY21 Projected</b>
Bond and Renewal and Extension Funds DOA	\$3,419,559,447
Bond and Renewal and Extension Funds DWM	\$1,755,541,662
Bond and Renewal and Extension Funds Other	\$397,104,070
Tax Allocation Districts (TAD)	\$239,126,822
Grants	\$69,348,013
Other Funds Held in Trust	\$42,398,263
<b>Total</b>	<b><u>\$5,923,078,278</u></b>

*Since we have not received audited numbers, certain budgets may be amended at a later date.*

# CAPITAL PROJECT STATUS OVERVIEW

	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected
<b>Special Revenue/Bonds/Renewal &amp; Extension Funds</b>					
Tsplost Capital Project Fund	57,869,290	27,544,238	-	-	-
Atlantic Station Tad Fund	23,119,950	0	0	0	-
Westside Tad Fund	48,152,000	0	0	0	-
Nw Atlanta Tad Fund	10,244,738	0	0	0	-
Princeton Lakes Tad Fund	5,997,017	0	0	0	-
Eastside Tad Fund	53,541,000	0	0	0	-
Atlanta Beltline Tad	89,501,517	0	0	0	-
Campbellton Road Tad Fund	3,856,500	0	0	0	-
Hollowell/M.L. King Tad Fund	2,809,000	0	0	0	-
Metropolitan Parkway Tad Fund	1,403,600	0	0	0	-
Stadium Neighborhoods Tad Fund	501,500	0	0	0	-
2005A Park Improvement Bond Fund	1,339,638	943,766	0	0	0
Public Safety Facility Fund	5,510,644	-	-	-	-
2008A Quality Of Life Improvement Bond Fd	2,345	-	-	-	-
2014A Park Improvement Revenue	763,089	0	0	0	-
2015 Infrastructure Bond Fund	46,626,951	26,122,196	9,583,453	6,675,525	-
2015 Municipal Facilites Bond Fund	18,182,734	-	-	-	-
2016 Go Project Fund	116,270	-	-	-	-
2017 Afkra Zoo Parking Project	1,728,758	0	0	0	0
Park Improvement Fund	15,370,630	15,916,066	16,481,076	17,066,367	17,672,671
General Government Capital Fund	51,263,047	0	0	0	0
Capital Finance Fund	39,842,213	3,212,306	1,261,006	0	0
Special Assessment Fund	2,753,913	0	-	-	-
Solid Waste Management Fac Const Fund	1,360,773	-	-	-	-
Capital Asset - Finance Fund	44,798,823	2,041,139	0	0	-
Capital Finance-Recovery Zone (Eco. Dev.)	203,871	0	-	-	-
2018 Public Safety Project	34,615,040	4,500,000	-	-	-
Bond Sinking Fund	72,653,916	75,408,593	78,268,036	81,236,267	84,317,430
Water & Wastewater Renewal & Extension	997,883,539	141,383,916	89,172,230	63,411,831	56,001,206
2001 Water & Wastewater Bond Fund	5,479,968	-	-	-	-
Special 1% Sales And Use Tax Fund	110,000,000	130,000,000	130,000,000	130,000,000	130,000,000
Water & Wastewater Sinking Fund	494,036,112	494,051,138	494,299,050	490,108,375	492,388,450
Ser. 2009A Water & Wastewater Rev Bd Fd	22,074,414	6,630,152	-	-	-
2018 Water & Wastewater Commercial Paper	63,031,355	21,000,000	10,000,000	10,000,000	-
2018B Water & Wastewater Revenue And	63,036,274	-	-	-	-
Solid Waste R&E Fund	2,102,125	2,097,000	0	0	-
Airport Renewal And Extension Fund	508,853,510	87,751,870	30,779,867	15,602,364	14,010,762
Airport Passenger Facility Charge Fund	1,027,277,577	86,174,374	52,599,274	19,014,150	5,634,455
2000 Airport Revenue Bond Fund	1,958,514	156,000	156,000	156,000	156,000

*Since we have not received audited numbers, certain budgets may be amended at a later date.*

# CAPITAL PROJECT STATUS OVERVIEW

	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected
Conrac Customer Service Fac Ch	101,872,292	177,923	274,759	959,959	1,544,679
Airport Fac Revenue Bond Sinking Fd	513,506,490	0	0	0	-
Airport Commercial Paper Series 2010A/B	5,483,006	1,756,586	705,643	293,975	298,914
2012A Bond General Airport Revenue	15,141,007	365,030	270,368	96,599	18,757
2012C Bond General Airport Revenue	14,805,969	669,036	495,539	177,050	34,379
Doa Series 2015 Commerical Paper Program	21,687,474	-	-	-	-
Doa Series 2016 Bond Anticipation Notes	370,631,136	-	-	-	-
Aviation Encumbrance Program Fund	548,015,180	498,034,976	309,519,751	111,352,055	33,733,539
2019A General Airport Revenue Bond	2,723,067	2,184,189	796,383	279,677	166,714
2019B General Airport Revenue Bond	16,145,300	14,412,375	10,648,078	3,804,276	742,364
2019C Airport PFC & Sub Lien Revenue	24,932,112	22,268,569	16,493,774	5,893,034	1,144,280
2019D Airport PFC & Sub Lien Revenue	47,164,219	42,125,578	31,201,366	11,147,885	2,164,641
City Plaza Project R & E Fund	65,309	-	-	-	-
Doa Series 2016 F-G Commerical Paper	199,297,286	-	-	-	-
<b>Sub-Total</b>	<b>\$5,811,332,002</b>	<b>\$1,706,927,016</b>	<b>\$1,283,005,651</b>	<b>\$967,275,390</b>	<b>\$840,029,241</b>
<b>Grants Funds</b>					
Community Development Block Grant Fund	2,716,001	1,222,491	354,329	0	0
Intergovernmental Grant Fund	62,441,989	26,211,729	11,395,935	139,634	0
Job Training Grant Fund	2,169,442	0	0	0	0
Home Investment Partnerships Program Fund	2,020,582	546,811	605,019	0	0
<b>Sub-Total</b>	<b>\$69,348,013</b>	<b>\$27,981,031</b>	<b>\$12,355,283</b>	<b>\$139,634</b>	<b>\$0</b>
<b>Other Funds Held in Trust</b>					
Trust	42,398,263	-	-	-	-
<b>Sub-Total</b>	<b>\$42,398,263</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
 Non-Operating	 <b>\$5,923,078,278</b>	 <b>\$1,734,908,047</b>	 <b>\$1,295,360,934</b>	 <b>\$967,415,023</b>	 <b>\$840,029,241</b>

*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.





## FY21 CAPITAL BUDGET STATUS Tsplost Capital Project Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	57,869,290	27,544,238	-	-	-	\$85,413,528
Expenses	57,869,290	27,544,238	-	-	-	\$85,413,528
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	57,869,290	27,544,238	-	-	-	\$85,413,528
<b>Revenues</b>	\$57,869,290	\$27,544,238	-	-	-	\$85,413,528
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	2,146,513	-	-	-	-	\$2,146,513
Department Of Public Works	55,591,527	27,544,238	-	-	-	\$83,135,765
Atlanta Department of Transportation	131,250	-	-	-	-	\$131,250
<b>Total City Wide</b>	\$57,869,290	\$27,544,238	-	-	-	\$85,413,528



## FY21 CAPITAL BUDGET STATUS Tsplost Capital Project Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Program Managemnet - 112763	2,146,513	-	-	-	-	\$2,146,513
Sub-Total	\$2,146,513	-	-	-	-	\$2,146,513
<b>Department Of Public Works</b>						
Program Managemnet - 112763	55,591,527	27,544,238	-	-	-	\$83,135,765
Sub-Total	\$55,591,527	\$27,544,238	-	-	-	\$83,135,765
<b>Atlanta Department of Transportation</b>						
Program Managemnet - 112763	131,250	-	-	-	-	\$131,250
Sub-Total	\$131,250	-	-	-	-	\$131,250
<b>Total City Wide</b>	<b>\$57,869,290</b>	<b>\$27,544,238</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$85,413,528</b>



## FY21 CAPITAL BUDGET STATUS Atlantic Station Tad Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	23,119,950	-	-	-	-	\$23,119,950
Expenses	23,119,950	-	-	-	-	\$23,119,950
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
REVENUE GROUP TOTALS						
Taxes	21,234,037	-	-	-	-	\$21,234,037
Investment Income	400,000	-	-	-	-	\$400,000
Miscellaneous Revenues	1,485,913	-	-	-	-	\$1,485,913
<b>Revenues</b>	\$23,119,950	-	-	-	-	\$23,119,950
<b>APPROPRIATIONS</b>						
DEPARTMENT TOTALS						
Non-Departmental	23,119,950	-	-	-	-	\$23,119,950
<b>Total City Wide</b>	\$23,119,950	-	-	-	-	\$23,119,950



## FY21 CAPITAL BUDGET STATUS Atlantic Station Tad Fund

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Non-Departmental						
Default - 000000	23,119,950	-	-	-	-	\$23,119,950
Sub-Total	\$23,119,950	-	-	-	-	\$23,119,950
<b>Total City Wide</b>	<b>\$23,119,950</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$23,119,950</b>





## FY21 CAPITAL BUDGET STATUS Westside Tad Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	48,152,000	-	-	-	-	\$48,152,000
Expenses	48,152,000	-	-	-	-	\$48,152,000
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	20,717,724	-	-	-	-	\$20,717,724
Charges For Services	70,000	-	-	-	-	\$70,000
Investment Income	350,000	-	-	-	-	\$350,000
Miscellaneous Revenues	27,014,276	-	-	-	-	\$27,014,276
<b>Revenues</b>	\$48,152,000	-	-	-	-	\$48,152,000
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	48,152,000	-	-	-	-	\$48,152,000
<b>Total City Wide</b>	\$48,152,000	-	-	-	-	\$48,152,000



## FY21 CAPITAL BUDGET STATUS Westside Tad Fund

	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	48,152,000	-	-	-	-	\$48,152,000
Sub-Total	\$48,152,000	-	-	-	-	\$48,152,000
<b>Total City Wide</b>	<b>\$48,152,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$48,152,000</b>



## FY21 CAPITAL BUDGET STATUS Nw Atlanta Tad Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	10,244,738	-	-	-	-	\$10,244,738
Expenses	10,244,738	-	-	-	-	\$10,244,738
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	4,641,115	-	-	-	-	\$4,641,115
Investment Income	150,000	-	-	-	-	\$150,000
Miscellaneous Revenues	5,453,623	-	-	-	-	\$5,453,623
<b>Revenues</b>	\$10,244,738	-	-	-	-	\$10,244,738
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	10,244,738	-	-	-	-	\$10,244,738
<b>Total City Wide</b>	\$10,244,738	-	-	-	-	\$10,244,738



## FY21 CAPITAL BUDGET STATUS Nw Atlanta Tad Fund

	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	10,244,738	-	-	-	-	\$10,244,738
Sub-Total	\$10,244,738	-	-	-	-	\$10,244,738
<b>Total City Wide</b>	<b>\$10,244,738</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$10,244,738</b>



## FY21 CAPITAL BUDGET STATUS Princeton Lakes Tad Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	5,997,017	-	-	-	-	\$5,997,017
Expenses	5,997,017	-	-	-	-	\$5,997,017
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY21	FY22	FY23	FY24	FY25	Total
Taxes	2,079,702	-	-	-	-	\$2,079,702
Investment Income	5,000	-	-	-	-	\$5,000
Miscellaneous Revenues	3,912,315	-	-	-	-	\$3,912,315
<b>Revenues</b>	<b>\$5,997,017</b>	-	-	-	-	<b>\$5,997,017</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY21	FY22	FY23	FY24	FY25	Total
Non-Departmental	1,939,745	-	-	-	-	\$1,939,745
Department Of Fire Services	4,057,272	-	-	-	-	\$4,057,272
<b>Total City Wide</b>	<b>\$5,997,017</b>	-	-	-	-	<b>\$5,997,017</b>



## FY21 CAPITAL BUDGET STATUS Princeton Lakes Tad Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	1,939,745	-	-	-	-	\$1,939,745
Sub-Total	\$1,939,745	-	-	-	-	\$1,939,745
Department Of Fire Services						
Princeton Lakes - 112692	4,057,272	-	-	-	-	\$4,057,272
Sub-Total	\$4,057,272	-	-	-	-	\$4,057,272
<b>Total City Wide</b>	<b>\$5,997,017</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$5,997,017</b>



## FY21 CAPITAL BUDGET STATUS Eastside Tad Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	53,541,000	-	-	-	-	\$53,541,000
Expenses	53,541,000	-	-	-	-	\$53,541,000
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
REVENUE GROUP TOTALS						
Taxes	22,000,000	-	-	-	-	\$22,000,000
Investment Income	3,100,000	-	-	-	-	\$3,100,000
Miscellaneous Revenues	28,441,000	-	-	-	-	\$28,441,000
<b>Revenues</b>	\$53,541,000	-	-	-	-	\$53,541,000
<b>APPROPRIATIONS</b>						
DEPARTMENT TOTALS						
Non-Departmental	53,541,000	-	-	-	-	\$53,541,000
<b>Total City Wide</b>	\$53,541,000	-	-	-	-	\$53,541,000



## FY21 CAPITAL BUDGET STATUS Eastside Tad Fund

	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	53,541,000	-	-	-	-	\$53,541,000
Sub-Total	\$53,541,000	-	-	-	-	\$53,541,000
<b>Total City Wide</b>	<b>\$53,541,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$53,541,000</b>





## FY21 CAPITAL BUDGET STATUS Atlanta Beltline Tad

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	89,501,517	-	-	-	-	\$89,501,517
Expenses	89,501,517	-	-	-	-	\$89,501,517
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY21	FY22	FY23	FY24	FY25	Total
Taxes	46,632,035	-	-	-	-	\$46,632,035
Investment Income	5,000	-	-	-	-	\$5,000
Miscellaneous Revenues	42,864,482	-	-	-	-	\$42,864,482
<b>Revenues</b>	\$89,501,517	-	-	-	-	\$89,501,517
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY21	FY22	FY23	FY24	FY25	Total
Non-Departmental	89,501,517	-	-	-	-	\$89,501,517
<b>Total City Wide</b>	\$89,501,517	-	-	-	-	\$89,501,517



## FY21 CAPITAL BUDGET STATUS Atlanta Beltline Tad

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Non-Departmental						
Default - 000000	89,501,517	-	-	-	-	\$89,501,517
Sub-Total	\$89,501,517	-	-	-	-	\$89,501,517
<b>Total City Wide</b>	\$89,501,517	-	-	-	-	\$89,501,517



## FY21 CAPITAL BUDGET STATUS Campbellton Road Tad Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	3,856,500	-	-	-	-	\$3,856,500
Expenses	3,856,500	-	-	-	-	\$3,856,500
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
REVENUE GROUP TOTALS						
Taxes	1,745,837	-	-	-	-	\$1,745,837
Investment Income	3,500	-	-	-	-	\$3,500
Miscellaneous Revenues	2,107,163	-	-	-	-	\$2,107,163
<b>Revenues</b>	\$3,856,500	-	-	-	-	\$3,856,500
<b>APPROPRIATIONS</b>						
DEPARTMENT TOTALS						
Non-Departmental	3,856,500	-	-	-	-	\$3,856,500
<b>Total City Wide</b>	\$3,856,500	-	-	-	-	\$3,856,500



## FY21 CAPITAL BUDGET STATUS Campbellton Road Tad Fund

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Non-Departmental						
Default - 000000	3,856,500	-	-	-	-	\$3,856,500
Sub-Total	\$3,856,500	-	-	-	-	\$3,856,500
<b>Total City Wide</b>	<b>\$3,856,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$3,856,500</b>



## FY21 CAPITAL BUDGET STATUS Hollowell/M.L. King Tad Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	2,809,000	-	-	-	-	\$2,809,000
Expenses	2,809,000	-	-	-	-	\$2,809,000
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	790,682	-	-	-	-	\$790,682
Investment Income	600	-	-	-	-	\$600
Miscellaneous Revenues	2,017,718	-	-	-	-	\$2,017,718
<b>Revenues</b>	<b>\$2,809,000</b>	-	-	-	-	<b>\$2,809,000</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	2,809,000	-	-	-	-	\$2,809,000
<b>Total City Wide</b>	<b>\$2,809,000</b>	-	-	-	-	<b>\$2,809,000</b>



## FY21 CAPITAL BUDGET STATUS Hollowell/M.L. King Tad Fund

	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	2,809,000	-	-	-	-	\$2,809,000
Sub-Total	\$2,809,000	-	-	-	-	\$2,809,000
<b>Total City Wide</b>	<b>\$2,809,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,809,000</b>



## FY21 CAPITAL BUDGET STATUS Metropolitan Parkway Tad Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	1,403,600	-	-	-	-	\$1,403,600
Expenses	1,403,600	-	-	-	-	\$1,403,600
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	456,827	-	-	-	-	\$456,827
Investment Income	1,500	-	-	-	-	\$1,500
Miscellaneous Revenues	945,273	-	-	-	-	\$945,273
<b>Revenues</b>	\$1,403,600	-	-	-	-	\$1,403,600
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	1,403,600	-	-	-	-	\$1,403,600
<b>Total City Wide</b>	\$1,403,600	-	-	-	-	\$1,403,600



## FY21 CAPITAL BUDGET STATUS Metropolitan Parkway Tad Fund

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Non-Departmental						
Default - 000000	1,403,600	-	-	-	-	\$1,403,600
Sub-Total	\$1,403,600	-	-	-	-	\$1,403,600
<b>Total City Wide</b>	<b>\$1,403,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,403,600</b>





## FY21 CAPITAL BUDGET STATUS Stadium Neighborhoods Tad Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	501,500	-	-	-	-	\$501,500
Expenses	501,500	-	-	-	-	\$501,500
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	275,259	-	-	-	-	\$275,259
Investment Income	100	-	-	-	-	\$100
Miscellaneous Revenues	226,141	-	-	-	-	\$226,141
<b>Revenues</b>	\$501,500	-	-	-	-	\$501,500
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	501,500	-	-	-	-	\$501,500
<b>Total City Wide</b>	\$501,500	-	-	-	-	\$501,500



## FY21 CAPITAL BUDGET STATUS Stadium Neighborhoods Tad Fund

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Non-Departmental						
Default - 000000	501,500	-	-	-	-	\$501,500
Sub-Total	\$501,500	-	-	-	-	\$501,500
<b>Total City Wide</b>	<b>\$501,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$501,500</b>



## FY21 CAPITAL BUDGET STATUS 2005A Park Improvement Bond Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	1,339,638	943,766	-	-	-	\$2,283,404
Expenses	1,339,638	943,766	-	-	-	\$2,283,404
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,339,638	943,766	-	-	-	\$2,283,404
<b>Revenues</b>	<b>\$1,339,638</b>	<b>\$943,766</b>	-	-	-	<b>\$2,283,404</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Dept of Parks & Recreation	1,339,638	943,766	-	-	-	\$2,283,404
<b>Total City Wide</b>	<b>\$1,339,638</b>	<b>\$943,766</b>	-	-	-	<b>\$2,283,404</b>



## FY21 CAPITAL BUDGET STATUS 2005A Park Improvement Bond Fund

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Dept of Parks & Recreation						
Construction Of Bldgs., City-Wide - 100229	386,802	-	-	-	-	\$386,802
Ground & Site Imprvs., City-Wide - 100247	943,767	943,766	-	-	-	\$1,887,533
City Wide Park Furniture & Play Equip. - 100271	9,069	-	-	-	-	\$9,069
Sub-Total	\$1,339,638	\$943,766	-	-	-	\$2,283,404
<b>Total City Wide</b>	<b>\$1,339,638</b>	<b>\$943,766</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,283,404</b>



## FY21 CAPITAL BUDGET STATUS Public Safety Facility Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	5,510,644	-	-	-	-	\$5,510,644
Expenses	5,510,644	-	-	-	-	\$5,510,644
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	5,510,644	-	-	-	-	\$5,510,644
<b>Revenues</b>	\$5,510,644	-	-	-	-	\$5,510,644
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	5,510,644	-	-	-	-	\$5,510,644
<b>Total City Wide</b>	\$5,510,644	-	-	-	-	\$5,510,644



## FY21 CAPITAL BUDGET STATUS Public Safety Facility Fund

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Non-Departmental						
Default - 000000	5,510,644	-	-	-	-	\$5,510,644
Sub-Total	\$5,510,644	-	-	-	-	\$5,510,644
<b>Total City Wide</b>	<b>\$5,510,644</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$5,510,644</b>



## FY21 CAPITAL BUDGET STATUS 2008A Quality Of Life Improvement Bond Fd

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	2,345	-	-	-	-	\$2,345
Expenses	2,345	-	-	-	-	\$2,345
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	2,345	-	-	-	-	\$2,345
<b>Revenues</b>	\$2,345	-	-	-	-	\$2,345
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	2,345	-	-	-	-	\$2,345
<b>Total City Wide</b>	\$2,345	-	-	-	-	\$2,345



## FY21 CAPITAL BUDGET STATUS

### 2008A Quality Of Life Improvement Bond Fd

	FY21	FY22	FY23	FY24	FY25	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Public Works						
2008 Qol Bond Administration - 110266	2,345	-	-	-	-	\$2,345
Sub-Total	\$2,345	-	-	-	-	\$2,345
<b>Total City Wide</b>	<b>\$2,345</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,345</b>





## FY21 CAPITAL BUDGET STATUS

### 2014A Park Improvement Revenue Refunding Bond

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	763,089	-	-	-	-	\$763,089
Expenses	763,089	-	-	-	-	\$763,089
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	763,089	-	-	-	-	\$763,089
<b>Revenues</b>	\$763,089	-	-	-	-	\$763,089
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Dept of Parks & Recreation	763,089	-	-	-	-	\$763,089
<b>Total City Wide</b>	\$763,089	-	-	-	-	\$763,089



## FY21 CAPITAL BUDGET STATUS

### 2014A Park Improvement Revenue Refunding Bond

	FY21	FY22	FY23	FY24	FY25	Total
PROJECT TOTALS BY DEPARTMENT						
Dept of Parks & Recreation						
Default - 000000	763,089	-	-	-	-	\$763,089
Sub-Total	\$763,089	-	-	-	-	\$763,089
<b>Total City Wide</b>	<b>\$763,089</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$763,089</b>



## FY21 CAPITAL BUDGET STATUS 2015 Infrastructure Bond Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	46,626,951	26,122,196	9,583,453	6,675,525	-	\$89,008,125
Expenses	46,626,951	26,122,196	9,583,453	6,675,525	-	\$89,008,125
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	46,570,701	26,122,196	9,583,453	6,675,525	-	\$88,951,875
Other Financing Sources	56,250	-	-	-	-	\$56,250
<b>Revenues</b>	\$46,626,951	\$26,122,196	\$9,583,453	\$6,675,525	-	\$89,008,125
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	1,623,431	-	-	-	-	\$1,623,431
Department Of Public Works	45,003,520	26,122,196	9,583,453	6,675,525	-	\$87,384,694
<b>Total City Wide</b>	\$46,626,951	\$26,122,196	\$9,583,453	\$6,675,525	-	\$89,008,125



## FY21 CAPITAL BUDGET STATUS 2015 Infrastructure Bond Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Transportation Infrastructure - 112184	1,623,431	-	-	-	-	\$1,623,431
Sub-Total	\$1,623,431	-	-	-	-	\$1,623,431
<b>Department Of Public Works</b>						
Transportation Infrastructure - 112184	31,477,969	14,287,342	1,129,985	6,675,525	-	\$53,570,821
District 1 - 112203	1,170,721	1,024,380	731,701	-	-	\$2,926,802
District 2 - 112204	1,176,513	1,029,449	735,320	-	-	\$2,941,282
District 3 - 112205	1,121,960	981,715	701,226	-	-	\$2,804,901
District 4 - 112206	1,360,740	1,190,647	850,462	-	-	\$3,401,849
District 5 - 112207	1,445,450	1,264,768	903,406	-	-	\$3,613,624
District 6 - 112208	1,351,322	1,182,406	844,576	-	-	\$3,378,304
District 7 - 112209	1,544,235	1,351,205	965,147	-	-	\$3,860,587
District 8 - 112210	1,070,129	936,362	668,830	-	-	\$2,675,321
District 9 - 112211	1,323,700	1,158,238	827,313	-	-	\$3,309,251
Council District 10 - 112212	479,078	419,194	299,424	-	-	\$1,197,696
District 11 - 112213	702,326	614,535	438,953	-	-	\$1,755,814
District 12 - 112214	779,377	681,955	487,110	-	-	\$1,948,442
Sub-Total	\$45,003,520	\$26,122,196	\$9,583,453	\$6,675,525	-	\$87,384,694
<b>Total City Wide</b>	\$46,626,951	\$26,122,196	\$9,583,453	\$6,675,525	-	\$89,008,125



## FY21 CAPITAL BUDGET STATUS 2015 Municipal Facilities Bond Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	18,182,734	-	-	-	-	\$18,182,734
Expenses	18,182,734	-	-	-	-	\$18,182,734
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	18,182,734	-	-	-	-	\$18,182,734
<b>Revenues</b>	\$18,182,734	-	-	-	-	\$18,182,734
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	827,318	-	-	-	-	\$827,318
Department Of Enterprise Assets Management	17,355,416	-	-	-	-	\$17,355,416
<b>Total City Wide</b>	\$18,182,734	-	-	-	-	\$18,182,734



## FY21 CAPITAL BUDGET STATUS 2015 Municipal Facilities Bond Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Municipal Facilities - 112217	719,229	-	-	-	-	\$719,229
District 10-Facilities - 112231	108,089	-	-	-	-	\$108,089
Sub-Total	\$827,318	-	-	-	-	\$827,318
<b>Department Of Enterprise Assets Management</b>						
Municipal Facilities - 112217	7,303,878	-	-	-	-	\$7,303,878
District 1-Facilities - 112221	707,779	-	-	-	-	\$707,779
District 2-Facilities - 112223	960,957	-	-	-	-	\$960,957
District 3-Facilities - 112224	247,346	-	-	-	-	\$247,346
District 4-Facilities - 112225	1,078,874	-	-	-	-	\$1,078,874
District 5-Facilities - 112226	34,719	-	-	-	-	\$34,719
District 6-Facilities - 112227	1,271,531	-	-	-	-	\$1,271,531
District 7-Facilities - 112228	1,287,645	-	-	-	-	\$1,287,645
District 8-Facilities - 112229	657,117	-	-	-	-	\$657,117
District 9-Facilities - 112230	898,233	-	-	-	-	\$898,233
District 10-Facilities - 112231	807,781	-	-	-	-	\$807,781
District 11-Facilities - 112232	1,224,690	-	-	-	-	\$1,224,690
District 12-Facilities - 112233	874,866	-	-	-	-	\$874,866
Sub-Total	\$17,355,416	-	-	-	-	\$17,355,416
<b>Total City Wide</b>	<b>\$18,182,734</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$18,182,734</b>



## FY21 CAPITAL BUDGET STATUS 2016 Go Project Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	116,270	-	-	-	-	\$116,270
Expenses	116,270	-	-	-	-	\$116,270
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	116,270	-	-	-	-	\$116,270
<b>Revenues</b>	\$116,270	-	-	-	-	\$116,270
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	116,270	-	-	-	-	\$116,270
<b>Total City Wide</b>	\$116,270	-	-	-	-	\$116,270



## FY21 CAPITAL BUDGET STATUS 2016 Go Project Fund

	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
Citywide Restacking - 112288	116,270	-	-	-	-	\$116,270
Sub-Total	\$116,270	-	-	-	-	\$116,270
<b>Total City Wide</b>	<b>\$116,270</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$116,270</b>





## FY21 CAPITAL BUDGET STATUS 2017 Afkra Zoo Parking Project

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	1,728,758	-	-	-	-	\$1,728,758
Expenses	1,728,758	-	-	-	-	\$1,728,758
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,728,758	-	-	-	-	\$1,728,758
<b>Revenues</b>	\$1,728,758	-	-	-	-	\$1,728,758
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Dept of Parks & Recreation	1,728,758	-	-	-	-	\$1,728,758
<b>Total City Wide</b>	\$1,728,758	-	-	-	-	\$1,728,758



## FY21 CAPITAL BUDGET STATUS 2017 Afkra Zoo Parking Project

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Dept of Parks & Recreation						
Grant Park Parking Garage - 112703	1,728,758	-	-	-	-	\$1,728,758
Sub-Total	\$1,728,758	-	-	-	-	\$1,728,758
<b>Total City Wide</b>	<b>\$1,728,758</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,728,758</b>



## FY21 CAPITAL BUDGET STATUS Park Improvement Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	15,370,630	15,916,066	16,481,076	17,066,367	17,672,671	\$82,506,810
Expenses	15,370,630	15,916,066	16,481,076	17,066,367	17,672,671	\$82,506,810
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	15,301,727	15,845,782	16,409,387	16,993,244	17,598,087	\$82,148,227
Investment Income	2,251	2,296	2,342	2,389	2,437	\$11,715
Miscellaneous Revenues	66,652	67,988	69,347	70,734	72,147	\$346,868
<b>Revenues</b>	<b>\$15,370,630</b>	<b>\$15,916,066</b>	<b>\$16,481,076</b>	<b>\$17,066,367</b>	<b>\$17,672,671</b>	<b>\$82,506,810</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Dept of Parks & Recreation	8,468,661	11,206,066	11,778,326	12,361,742	12,972,421	\$56,787,216
Non-Departmental	6,901,969	4,710,000	4,702,750	4,704,625	4,700,250	\$25,719,594
<b>Total City Wide</b>	<b>\$15,370,630</b>	<b>\$15,916,066</b>	<b>\$16,481,076</b>	<b>\$17,066,367</b>	<b>\$17,672,671</b>	<b>\$82,506,810</b>



## FY21 CAPITAL BUDGET STATUS Park Improvement Fund

	FY21	FY22	FY23	FY24	FY25	Total
PROJECT TOTALS BY DEPARTMENT						
Dept of Parks & Recreation						
City Wide Park Furniture & Play Equip. - 100271	973	-	-	-	-	\$973
Default - 000000	8,467,688	11,206,066	11,778,326	12,361,742	12,972,421	\$56,786,243
Sub-Total	\$8,468,661	\$11,206,066	\$11,778,326	\$12,361,742	\$12,972,421	\$56,787,216
Non-Departmental						
Default - 000000	6,901,969	4,710,000	4,702,750	4,704,625	4,700,250	\$25,719,594
Sub-Total	\$6,901,969	\$4,710,000	\$4,702,750	\$4,704,625	\$4,700,250	\$25,719,594
<b>Total City Wide</b>	<b>\$15,370,630</b>	<b>\$15,916,066</b>	<b>\$16,481,076</b>	<b>\$17,066,367</b>	<b>\$17,672,671</b>	<b>\$82,506,810</b>



## FY21 CAPITAL BUDGET STATUS

### General Government Capital Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	51,263,047	-	-	-	-	\$51,263,047
Expenses	51,263,047	-	-	-	-	\$51,263,047
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	51,263,047	-	-	-	-	\$51,263,047
<b>Revenues</b>	\$51,263,047	-	-	-	-	\$51,263,047
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	503,442	-	-	-	-	\$503,442
Department of Atlanta Information Management	398,782	-	-	-	-	\$398,782
Department Of Finance	7,684,297	-	-	-	-	\$7,684,297
Department Of Public Works	31,708,822	-	-	-	-	\$31,708,822
Dept of Parks & Recreation	5,446,531	-	-	-	-	\$5,446,531
Department Of Fire Services	4,995,827	-	-	-	-	\$4,995,827
Department Of Police Services	458,066	-	-	-	-	\$458,066
Department of City Planning	67,280	-	-	-	-	\$67,280
<b>Total City Wide</b>	\$51,263,047	-	-	-	-	\$51,263,047



## FY21 CAPITAL BUDGET STATUS

### General Government Capital Fund

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
<b>Executive Offices</b>						
Municipal Court Building Construction - 100177	503,442	-	-	-	-	\$503,442
Sub-Total	\$503,442	-	-	-	-	\$503,442
<b>Department of Atlanta Information Management</b>						
Financial Information System - 101976	398,782	-	-	-	-	\$398,782
Sub-Total	\$398,782	-	-	-	-	\$398,782
<b>Department Of Finance</b>						
Admin.Development Recoupment Fees - 201072	7,684,297	-	-	-	-	\$7,684,297
Sub-Total	\$7,684,297	-	-	-	-	\$7,684,297
<b>Department Of Public Works</b>						
Closure, Gun Club Road Landfill - 101335	62,781	-	-	-	-	\$62,781
Bicycle Rack Project - 101491	1,513	-	-	-	-	\$1,513
Old Hapeville Road Sidewalk - 101637	274,000	-	-	-	-	\$274,000
Wieuca Road Sidewalk (Phase Ii) - 101639	28,608	-	-	-	-	\$28,608
Old Fourth Ward Sidewalk - 101641	86,410	-	-	-	-	\$86,410
Peopletown Sidewalk - 101642	999	-	-	-	-	\$999
Buckhead Pedestrian Bridge - 101651	221,394	-	-	-	-	\$221,394
Pryor Road Streetscape - 101659	64,544	-	-	-	-	\$64,544
Jonesboro Rd. (Sr54) Sidewalk (Phase I) - 101803	1	-	-	-	-	\$1
Defoors Avenue Sidewalk - 101854	37,403	-	-	-	-	\$37,403
Lindbergh/Lavista/Cheshire Br. Imprvs - 101982	200,000	-	-	-	-	\$200,000
Citywide Traffic Signal Improvement - 101985	1,320,394	-	-	-	-	\$1,320,394
Villages Of East Lake - 102101	74,880	-	-	-	-	\$74,880
Midtown Streetscape - 102109	55,084	-	-	-	-	\$55,084
North Highland Ave Streetscapes - 102111	186,636	-	-	-	-	\$186,636
Peachtree Road Streetscapes - 102112	250,554	-	-	-	-	\$250,554
Mlk, Jr., Dr. Corridor Improvements - 102281	1	-	-	-	-	\$1
Lee Street Lci Grant - 102383	62,721	-	-	-	-	\$62,721
Barge Rd./Campellton Lci Grant - 102385	50,250	-	-	-	-	\$50,250
Morningside/Lenox Park - 102389	33,314	-	-	-	-	\$33,314
Highland Corridor - 102390	65,941	-	-	-	-	\$65,941
Landrum Drive Exit - 102391	175,054	-	-	-	-	\$175,054
City Wide Intersection Timing Loop - Det - 102642	63,725	-	-	-	-	\$63,725
Hermi'S Bridge Project - 102730	23,309	-	-	-	-	\$23,309
Citywide Greenway Trail Projects - 102847	114,184	-	-	-	-	\$114,184
Piedmont Intersection Impr - 110253	500,000	-	-	-	-	\$500,000
Memorial Dr Sidewalks - 110255	27,092	-	-	-	-	\$27,092
Windemere Dr Sidewalks - 110256	564	-	-	-	-	\$564
Freemont Ave Rd Constr - 110257	99,472	-	-	-	-	\$99,472
City Hall Sidewalks - 110259	200,000	-	-	-	-	\$200,000
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
DI Hollowell/Westlake-Lci - 111105	248,418	-	-	-	-	\$248,418
Glenwood/Moreland-Lci - 111106	1,990,132	-	-	-	-	\$1,990,132
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	198,922	-	-	-	-	\$198,922



## FY21 CAPITAL BUDGET STATUS

### General Government Capital Fund

	FY21	FY22	FY23	FY24	FY25	Total
12Th Street Two-Way Conversion - 112174	30,000	-	-	-	-	\$30,000
Huff Road Complete Street - 112175	1,473,269	-	-	-	-	\$1,473,269
Sr260/Sr42 Intersection Realignment - 112176	107,595	-	-	-	-	\$107,595
Moores Mill Road Extn - 112186	1,408,000	-	-	-	-	\$1,408,000
Juniper St Bicycle/Ped Fac - 112503	1,272,660	-	-	-	-	\$1,272,660
10Th Street Tcc - 112648	240,000	-	-	-	-	\$240,000
Monroe Drive Tcc - 112649	720,000	-	-	-	-	\$720,000
Piedmt & Linden Ave - 112650	65,000	-	-	-	-	\$65,000
N. Highland & Inman - 112652	65,000	-	-	-	-	\$65,000
Roxboro Rd Tcc - 112653	260,000	-	-	-	-	\$260,000
Cheshire Br. & Lenox - 112654	60,000	-	-	-	-	\$60,000
Peachtree St. Tcc - 112655	1,211,400	-	-	-	-	\$1,211,400
North Ave & Somerset - 112656	65,000	-	-	-	-	\$65,000
Howell Mill Rd Tcc - 112657	1,100,000	-	-	-	-	\$1,100,000
Piedmont Ave Tcc - 112658	260,000	-	-	-	-	\$260,000
Mt. Paran & Northside - 112659	609,125	-	-	-	-	\$609,125
Wieuca & Phipps Blvd - 112660	1,000,000	-	-	-	-	\$1,000,000
15Th Street - 112668	1,250,000	-	-	-	-	\$1,250,000
Cleveland Ave Pedestrian Mobility Improvement - 112723	210,000	-	-	-	-	\$210,000
Atlanta Traffic Control Center-Its - 112725	113,495	-	-	-	-	\$113,495
Huff Road Project - 112743	343,221	-	-	-	-	\$343,221
Boulevard Pedestrian Improvements - 112744	210,000	-	-	-	-	\$210,000
Mlk Corridor Improvements - 112745	520,418	-	-	-	-	\$520,418
Smart Lighting Pilot - 112746	810,388	-	-	-	-	\$810,388
Cycle Atlanta Fy 18 - 112808	295,800	-	-	-	-	\$295,800
Stratford Road Widening - 113060	208,431	-	-	-	-	\$208,431
13 Loring Heights Neighborhood - 113265	115,000	-	-	-	-	\$115,000
D.I.F.Admin-Transportation-City - 201053	10,244,745	-	-	-	-	\$10,244,745
<b>Sub-Total</b>	<b>\$31,708,822</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$31,708,822</b>
<b>Dept of Parks &amp; Recreation</b>						
Comprehen Imps Major Pks, City-Wide - 101519	33,761	-	-	-	-	\$33,761
Centennial Park Trail - 101643	250,000	-	-	-	-	\$250,000
English Avenue Trail - 101644	100,000	-	-	-	-	\$100,000
Ada Compliant - 112737	1,600,000	-	-	-	-	\$1,600,000
System Improvement - 112738	2,209,203	-	-	-	-	\$2,209,203
Green Space Pgm., Parks North - 201997	1,253,566	-	-	-	-	\$1,253,566
<b>Sub-Total</b>	<b>\$5,446,531</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$5,446,531</b>
<b>Department Of Fire Services</b>						
Fire Station 22 Construction - 100170	4,954,404	-	-	-	-	\$4,954,404
Fire Station 28 Construction - 100172	41,423	-	-	-	-	\$41,423
<b>Sub-Total</b>	<b>\$4,995,827</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$4,995,827</b>
<b>Department Of Police Services</b>						
Police Academy Expansion - 101630	256,399	-	-	-	-	\$256,399
Workspace-Police Special Operation Sec. - 101957	176,424	-	-	-	-	\$176,424
New Zone 3 Precinct - 111450	25,243	-	-	-	-	\$25,243
<b>Sub-Total</b>	<b>\$458,066</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$458,066</b>
<b>Department of City Planning</b>						
Arc Ctp Funding Assistance Program - 212319	2,280	-	-	-	-	\$2,280
Update To Impact Program And Fee Schedule - 212610	65,000	-	-	-	-	\$65,000



## FY21 CAPITAL BUDGET STATUS General Government Capital Fund

	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
Sub-Total	\$67,280	-	-	-	-	\$67,280
<b>Total City Wide</b>	<b>\$51,263,047</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$51,263,047</b>





## FY21 CAPITAL BUDGET STATUS

### Capital Finance Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	39,842,213	3,212,306	1,261,006	-	-	\$44,315,525
Expenses	39,842,213	3,212,306	1,261,006	-	-	\$44,315,526
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	38,842,213	3,212,306	1,261,006	-	-	\$43,315,525
Other Financing Sources	1,000,000	-	-	-	-	\$1,000,000
<b>Revenues</b>	<b>\$39,842,213</b>	<b>\$3,212,306</b>	<b>\$1,261,006</b>	-	-	<b>\$44,315,525</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	678,306	-	-	-	-	\$678,306
Department of Atlanta Information Management	1,239,852	-	-	-	-	\$1,239,852
Department Of Corrections	874,377	-	-	-	-	\$874,377
Department Of Finance	8,951,527	1,083,653	-	-	-	\$10,035,180
Department Of Public Works	3,937,563	348,460	-	-	-	\$4,286,023
Dept of Parks & Recreation	3,238,743	-	-	-	-	\$3,238,743
Department Of Fire Services	3,292,957	-	-	-	-	\$3,292,957
Department Of Police Services	1,020,469	-	-	-	-	\$1,020,469
Department of City Planning	12,665,642	1,780,193	1,261,006	-	-	\$15,706,841
Board of Ethics & Independent Compliance	58,675	-	-	-	-	\$58,675
Department Of Enterprise Assets Management	3,884,103	-	-	-	-	\$3,884,103
<b>Total City Wide</b>	<b>\$39,842,213</b>	<b>\$3,212,306</b>	<b>\$1,261,006</b>	-	-	<b>\$44,315,526</b>



## FY21 CAPITAL BUDGET STATUS

### Capital Finance Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Oeam Repair & Maint Ada Comp - 111214	55,749	-	-	-	-	\$55,749
Oeam Ch Infrastructure Repairs - 111215	96,339	-	-	-	-	\$96,339
72 Marietta St Viaduct Project - 111891	226,434	-	-	-	-	\$226,434
Citywide Restacking - 112288	151,314	-	-	-	-	\$151,314
Coa Citywide Re-Stacking Project - 211595	148,470	-	-	-	-	\$148,470
<b>Sub-Total</b>	<b>\$678,306</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$678,306</b>
<b>Department of Atlanta Information Management</b>						
Oracle Upgrade - 111897	109,157	-	-	-	-	\$109,157
Itsm-It Service Mgt - 212713	1,130,695	-	-	-	-	\$1,130,695
<b>Sub-Total</b>	<b>\$1,239,852</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,239,852</b>
<b>Department Of Corrections</b>						
Cor Upgrades 2016 - 112522	133,665	-	-	-	-	\$133,665
Cor Upgrades 2017 - 112622	260,375	-	-	-	-	\$260,375
Cor Upgrades 2018 - 113053	375,142	-	-	-	-	\$375,142
Default - 000000	76,788	-	-	-	-	\$76,788
Cor Repair & Maint 2012 - 211198	28,407	-	-	-	-	\$28,407
<b>Sub-Total</b>	<b>\$874,377</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$874,377</b>
<b>Department Of Finance</b>						
Dof Business Process Transformation - 112687	7,867,875	-	-	-	-	\$7,867,875
Bls Upgrade Dof Revenue - 112949	1,083,652	1,083,653	-	-	-	\$2,167,305
<b>Sub-Total</b>	<b>\$8,951,527</b>	<b>\$1,083,653</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$10,035,180</b>
<b>Department Of Public Works</b>						
Westside Trail - 101538	350,000	150,000	-	-	-	\$500,000
Bicycle Route Sign & Marks - 110071	235,704	-	-	-	-	\$235,704
Lynhurst Sidewalk Impr - 110254	50,479	-	-	-	-	\$50,479
Memorial Dr Sidewalks - 110255	36,305	-	-	-	-	\$36,305
Sidewalks - Ada Ramps - 110820	678,874	-	-	-	-	\$678,874
Memorial Drive Corridor - 111322	93,030	39,870	-	-	-	\$132,900
Led Conversion Project - 112013	217,553	-	-	-	-	\$217,553
Atlanta University Center Pedestrian Streetscape - 112170	87,850	37,650	-	-	-	\$125,500
District 8 - 112210	750,000	-	-	-	-	\$750,000
Barge Road - 112683	2,319	-	-	-	-	\$2,319
Battle Of Atlanta Trail - 112684	73,290	31,410	-	-	-	\$104,700
Huff Road Project - 112743	75,904	32,530	-	-	-	\$108,434
Gardenhills - 112778	227,039	-	-	-	-	\$227,039
Spring Street Viaduct - 112811	294,531	-	-	-	-	\$294,531
Memorial Drive Sidewalk Impr - 113081	380,685	-	-	-	-	\$380,685
Sidewalks Repairs CD 10 - 113087	175,000	-	-	-	-	\$175,000
Quick Implementation Bicycle - 113099	133,000	57,000	-	-	-	\$190,000
Default - 000000	76,000	-	-	-	-	\$76,000
<b>Sub-Total</b>	<b>\$3,937,563</b>	<b>\$348,460</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$4,286,023</b>
<b>Dept of Parks &amp; Recreation</b>						
Westside Quarry - 112998	3,132,533	-	-	-	-	\$3,132,533
Dprca Repair & Maint Ada Comp - 211201	106,210	-	-	-	-	\$106,210
<b>Sub-Total</b>	<b>\$3,238,743</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$3,238,743</b>
<b>Department Of Fire Services</b>						
Fire Station 22 - 112771	800,000	-	-	-	-	\$800,000



## FY21 CAPITAL BUDGET STATUS

### Capital Finance Fund

	FY21	FY22	FY23	FY24	FY25	Total
Default - 000000	2,156,492	-	-	-	-	\$2,156,492
Afr Facilities Repair & Maint. - 211200	336,465	-	-	-	-	\$336,465
<b>Sub-Total</b>	<b>\$3,292,957</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$3,292,957</b>
<b>Department Of Police Services</b>						
Default - 000000	553,371	-	-	-	-	\$553,371
Apd Facility Improvements 2012 - 211204	270,587	-	-	-	-	\$270,587
Apd Reloca/Reno Cops/Cc - 211207	196,511	-	-	-	-	\$196,511
<b>Sub-Total</b>	<b>\$1,020,469</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,020,469</b>
<b>Department of City Planning</b>						
Oob Technology Initiatives - 112953	1,364,436	1,023,327	1,023,327	-	-	\$3,411,090
143 Alabama - 113000	10,633,015	-	-	-	-	\$10,633,015
OOB & OZD Restack - 113229	280,511	420,767	-	-	-	\$701,278
Atlas Geographic Data - 212646	50,000	-	-	-	-	\$50,000
Government District - 212711	237,679	237,679	237,679	-	-	\$713,038
Placemaking Projects - 300019	100,000	98,420	-	-	-	\$198,420
<b>Sub-Total</b>	<b>\$12,665,642</b>	<b>\$1,780,193</b>	<b>\$1,261,006</b>	<b>-</b>	<b>-</b>	<b>\$15,706,841</b>
<b>Board of Ethics &amp; Independent Compliance</b>						
Ethics E-Filing System (E-File 3.0) - 112513	58,675	-	-	-	-	\$58,675
<b>Sub-Total</b>	<b>\$58,675</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$58,675</b>
<b>Department Of Enterprise Assets Management</b>						
Energy Service Performance Initiatives-Ameresco Ars - 112945	2,958,235	-	-	-	-	\$2,958,235
Energy Service Performance Initiatives-Johnson Controls Inc - 112946	627,364	-	-	-	-	\$627,364
Default - 000000	298,504	-	-	-	-	\$298,504
<b>Sub-Total</b>	<b>\$3,884,103</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$3,884,103</b>
<b>Total City Wide</b>	<b>\$39,842,213</b>	<b>\$3,212,306</b>	<b>\$1,261,006</b>	<b>-</b>	<b>-</b>	<b>\$44,315,526</b>



## FY21 CAPITAL BUDGET STATUS Special Assessment Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	2,753,913	-	-	-	-	\$2,753,913
Expenses	2,753,913	-	-	-	-	\$2,753,913
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	2,753,913	-	-	-	-	\$2,753,913
<b>Revenues</b>	\$2,753,913	-	-	-	-	\$2,753,913
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	67,555	-	-	-	-	\$67,555
Department Of Watershed Management	1,180,989	-	-	-	-	\$1,180,989
Department Of Police Services	1,505,369	-	-	-	-	\$1,505,369
<b>Total City Wide</b>	\$2,753,913	-	-	-	-	\$2,753,913



## FY21 CAPITAL BUDGET STATUS Special Assessment Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Public Works						
Curb, Sidewalk & Gutter Construction - 100495	66,380	-	-	-	-	\$66,380
Private Property Clearance - 200496	1,175	-	-	-	-	\$1,175
Sub-Total	\$67,555	-	-	-	-	\$67,555
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 Prop Demolition - 113219	1,500,000	-	-	-	-	\$1,500,000
Private Property Demolition - 200497	5,369	-	-	-	-	\$5,369
Sub-Total	\$1,505,369	-	-	-	-	\$1,505,369
<b>Total City Wide</b>	<b>\$2,753,913</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,753,913</b>



## FY21 CAPITAL BUDGET STATUS

### Solid Waste Management Fac Const Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	1,360,773	-	-	-	-	\$1,360,773
Expenses	1,360,773	-	-	-	-	\$1,360,773
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,360,773	-	-	-	-	\$1,360,773
<b>Revenues</b>	\$1,360,773	-	-	-	-	\$1,360,773
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	1,230,319	-	-	-	-	\$1,230,319
Department Of Watershed Management	130,454	-	-	-	-	\$130,454
<b>Total City Wide</b>	\$1,360,773	-	-	-	-	\$1,360,773



## FY21 CAPITAL BUDGET STATUS

### Solid Waste Management Fac Const Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Public Works						
Closure, Gun Club Road Landfill - 101335	748,667	-	-	-	-	\$748,667
Key Road Landfill Closure - 101588	109,510	-	-	-	-	\$109,510
Cascade Road Landfill Closure - 101589	237,145	-	-	-	-	\$237,145
Dpw Post Closure Care - 112812	134,997	-	-	-	-	\$134,997
Sub-Total	<u>\$1,230,319</u>	-	-	-	-	<u>\$1,230,319</u>
Department Of Watershed Management						
East Confederate Landfill Closure - 101590	130,454	-	-	-	-	\$130,454
Sub-Total	<u>\$130,454</u>	-	-	-	-	<u>\$130,454</u>
<b>Total City Wide</b>	<u>\$1,360,773</u>	-	-	-	-	<u>\$1,360,773</u>



## FY21 CAPITAL BUDGET STATUS

### Capital Asset - Finance Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	44,798,823	2,041,139	-	-	-	\$46,839,962
Expenses	44,798,823	2,041,139	-	-	-	\$46,839,962
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	36,250,877	2,041,139	-	-	-	\$38,292,016
Other Financing Sources	8,547,946	-	-	-	-	\$8,547,946
<b>Revenues</b>	\$44,798,823	\$2,041,139	-	-	-	\$46,839,962
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	34,000	-	-	-	-	\$34,000
Department of Atlanta Information Management	202,000	-	-	-	-	\$202,000
Department Of Corrections	242,000	-	-	-	-	\$242,000
Department Of Public Works	3,382,488	-	-	-	-	\$3,382,488
Dept of Parks & Recreation	1,374,100	-	-	-	-	\$1,374,100
Non-Departmental	11,127,922	2,041,139	-	-	-	\$13,169,061
Department Of Fire Services	16,416,125	-	-	-	-	\$16,416,125
Department Of Police Services	11,340,588	-	-	-	-	\$11,340,588
Department of City Planning	270,000	-	-	-	-	\$270,000
Department Of The Solicitor	154,600	-	-	-	-	\$154,600
Department Of Enterprise Assets Management	255,000	-	-	-	-	\$255,000
<b>Total City Wide</b>	\$44,798,823	\$2,041,139	-	-	-	\$46,839,962





## FY21 CAPITAL BUDGET STATUS

### Capital Asset - Finance Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Default - 000000	34,000	-	-	-	-	\$34,000
Sub-Total	\$34,000	-	-	-	-	\$34,000
<b>Department of Atlanta Information Management</b>						
Default - 000000	202,000	-	-	-	-	\$202,000
Sub-Total	\$202,000	-	-	-	-	\$202,000
<b>Department Of Corrections</b>						
Default - 000000	242,000	-	-	-	-	\$242,000
Sub-Total	\$242,000	-	-	-	-	\$242,000
<b>Department Of Public Works</b>						
Default - 000000	3,382,488	-	-	-	-	\$3,382,488
Sub-Total	\$3,382,488	-	-	-	-	\$3,382,488
<b>Dept of Parks &amp; Recreation</b>						
Default - 000000	1,374,100	-	-	-	-	\$1,374,100
Sub-Total	\$1,374,100	-	-	-	-	\$1,374,100
<b>Non-Departmental</b>						
Default - 000000	11,127,922	2,041,139	-	-	-	\$13,169,061
Sub-Total	\$11,127,922	\$2,041,139	-	-	-	\$13,169,061
<b>Department Of Fire Services</b>						
Default - 000000	16,416,125	-	-	-	-	\$16,416,125
Sub-Total	\$16,416,125	-	-	-	-	\$16,416,125
<b>Department Of Police Services</b>						
Default - 000000	11,340,588	-	-	-	-	\$11,340,588
Sub-Total	\$11,340,588	-	-	-	-	\$11,340,588
<b>Department of City Planning</b>						
Default - 000000	270,000	-	-	-	-	\$270,000
Sub-Total	\$270,000	-	-	-	-	\$270,000
<b>Department Of The Solicitor</b>						
Default - 000000	154,600	-	-	-	-	\$154,600
Sub-Total	\$154,600	-	-	-	-	\$154,600
<b>Department Of Enterprise Assets Management</b>						
Default - 000000	255,000	-	-	-	-	\$255,000
Sub-Total	\$255,000	-	-	-	-	\$255,000
<b>Total City Wide</b>	<b>\$44,798,823</b>	<b>\$2,041,139</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$46,839,962</b>



## FY21 CAPITAL BUDGET STATUS

### Capital Finance-Recovery Zone (Eco. Dev.) Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	203,871	-	-	-	-	\$203,871
Expenses	203,871	-	-	-	-	\$203,871
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	203,871	-	-	-	-	\$203,871
<b>Revenues</b>	\$203,871	-	-	-	-	\$203,871
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	203,823	-	-	-	-	\$203,823
Department Of Police Services	48	-	-	-	-	\$48
<b>Total City Wide</b>	\$203,871	-	-	-	-	\$203,871



## FY21 CAPITAL BUDGET STATUS

### Capital Finance-Recovery Zone (Eco. Dev.) Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Public Works						
Rec Zone Economic Dev Bond - 111318	203,823	-	-	-	-	\$203,823
Sub-Total	\$203,823	-	-	-	-	\$203,823
Department Of Police Services						
Distressed Properties Clean-Up - 211364	48	-	-	-	-	\$48
Sub-Total	\$48	-	-	-	-	\$48
<b>Total City Wide</b>	\$203,871	-	-	-	-	\$203,871



## FY21 CAPITAL BUDGET STATUS 2018 Public Safety Project

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	34,615,040	4,500,000	-	-	-	\$39,115,040
Expenses	34,615,040	4,500,000	-	-	-	\$39,115,040
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	34,615,040	4,500,000	-	-	-	\$39,115,040
<b>Revenues</b>	\$34,615,040	\$4,500,000	-	-	-	\$39,115,040
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Fire Services	1,193,085	-	-	-	-	\$1,193,085
Department Of Police Services	4,000,000	4,500,000	-	-	-	\$8,500,000
Department Of Enterprise Assets Management	29,421,955	-	-	-	-	\$29,421,955
<b>Total City Wide</b>	\$34,615,040	\$4,500,000	-	-	-	\$39,115,040



## FY21 CAPITAL BUDGET STATUS 2018 Public Safety Project

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Fire Services</b>						
Gma Cops Records Management - 113050	1,193,085	-	-	-	-	\$1,193,085
Sub-Total	\$1,193,085	-	-	-	-	\$1,193,085
<b>Department Of Police Services</b>						
Gma Cops Records Management - 113050	1,500,000	2,000,000	-	-	-	\$3,500,000
Gma Cops Computer Aided - 113051	2,500,000	2,500,000	-	-	-	\$5,000,000
Sub-Total	\$4,000,000	\$4,500,000	-	-	-	\$8,500,000
<b>Department Of Enterprise Assets Management</b>						
Gma Cops City Of Atlanta Public Safety Project Series 2018 - 112705	29,252,811	-	-	-	-	\$29,252,811
Default - 000000	169,144	-	-	-	-	\$169,144
Sub-Total	\$29,421,955	-	-	-	-	\$29,421,955
<b>Total City Wide</b>	<b>\$34,615,040</b>	<b>\$4,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$39,115,040</b>



## FY21 CAPITAL BUDGET STATUS Bond Sinking Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	72,653,916	75,408,593	78,268,036	81,236,267	84,317,430	\$391,884,242
Expenses	72,653,916	75,408,593	78,268,036	81,236,267	84,317,430	\$391,884,242
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	72,548,839	75,299,532	78,154,840	81,118,778	84,195,485	\$391,317,474
Investment Income	105,077	109,061	113,196	117,489	121,945	\$566,768
<b>Revenues</b>	\$72,653,916	\$75,408,593	\$78,268,036	\$81,236,267	\$84,317,430	\$391,884,242
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	41,979,303	37,943,169	26,453,628	23,592,315	23,632,049	\$153,600,464
Default / Revenue Department	30,674,613	37,465,424	51,814,408	57,643,952	60,685,381	\$238,283,778
<b>Total City Wide</b>	\$72,653,916	\$75,408,593	\$78,268,036	\$81,236,267	\$84,317,430	\$391,884,242



## FY21 CAPITAL BUDGET STATUS Bond Sinking Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	41,979,303	37,943,169	26,453,628	23,592,315	23,632,049	\$153,600,464
Sub-Total	<u>\$41,979,303</u>	<u>\$37,943,169</u>	<u>\$26,453,628</u>	<u>\$23,592,315</u>	<u>\$23,632,049</u>	<u>\$153,600,464</u>
Default / Revenue Department						
Default - 000000	30,674,613	37,465,424	51,814,408	57,643,952	60,685,381	\$238,283,778
Sub-Total	<u>\$30,674,613</u>	<u>\$37,465,424</u>	<u>\$51,814,408</u>	<u>\$57,643,952</u>	<u>\$60,685,381</u>	<u>\$238,283,778</u>
<b>Total City Wide</b>	<u>\$72,653,916</u>	<u>\$75,408,593</u>	<u>\$78,268,036</u>	<u>\$81,236,267</u>	<u>\$84,317,430</u>	<u>\$391,884,242</u>



## FY21 CAPITAL BUDGET STATUS

### Water & Wastewater Renewal & Extension Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	997,883,539	141,383,916	89,172,230	63,411,831	56,001,206	\$1,347,852,722
Expenses	997,883,539	141,383,916	89,172,230	63,411,831	56,001,206	\$1,347,852,722
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY21	FY22	FY23	FY24	FY25	Total
Intergovernmental Revenues	42,007,000	-	-	-	-	\$42,007,000
Charges For Services	5,000,000	-	-	-	-	\$5,000,000
Investment Income	8,700,000	-	-	-	-	\$8,700,000
Miscellaneous Revenues	735,973,763	141,383,916	89,172,230	63,411,831	56,001,206	\$1,085,942,946
Other Financing Sources	206,202,776	-	-	-	-	\$206,202,776
<b>Revenues</b>	\$997,883,539	\$141,383,916	\$89,172,230	\$63,411,831	\$56,001,206	\$1,347,852,722
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY21	FY22	FY23	FY24	FY25	Total
Executive Offices	319,055	-	-	-	-	\$319,055
Department Of Finance	21,372,743	-	-	-	-	\$21,372,743
Department Of Watershed Management	331,231,676	124,230,120	72,018,434	46,258,036	38,847,411	\$612,585,677
Non-Departmental	644,960,065	17,153,796	17,153,796	17,153,795	17,153,795	\$713,575,247
<b>Total City Wide</b>	\$997,883,539	\$141,383,916	\$89,172,230	\$63,411,831	\$56,001,206	\$1,347,852,722





## FY21 CAPITAL BUDGET STATUS

### Water & Wastewater Renewal & Extension Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Default - 000000	319,055	-	-	-	-	\$319,055
Sub-Total	\$319,055	-	-	-	-	\$319,055
<b>Department Of Finance</b>						
Surcharge Reserve Project - 110551	21,372,743	-	-	-	-	\$21,372,743
Sub-Total	\$21,372,743	-	-	-	-	\$21,372,743
<b>Department Of Watershed Management</b>						
Water Mains, Various Locations - 100395	425,914	-	-	-	-	\$425,914
Phosphorous Reduction Fac, Utoy Creek - 100736	1,109,112	-	-	-	-	\$1,109,112
Phosphorous Reduction Fac, R.M. Clayton - 100737	5,172,992	-	-	-	-	\$5,172,992
Program Management-Year 3 - 102335	273,819	-	-	-	-	\$273,819
Sewer Group 2 Rehabilitation - 102445	235,273	-	-	-	-	\$235,273
Raw Water Transmission Mains - 102474	2,000,000	4,120,549	-	-	-	\$6,120,549
Sanitary Sewer-Annual Contract - 102506	8,338,970	-	-	-	-	\$8,338,970
Sses Sewer Groups - 102652	877,818	-	-	-	-	\$877,818
Repair & Replace Large Water Meters - 102664	8,748,379	-	-	-	-	\$8,748,379
Clean Water Atlanta, Flint River - 102675	1,129,819	-	-	-	-	\$1,129,819
Clean Water Atlanta, R.M. Clayton - 102676	1,695,084	-	-	-	-	\$1,695,084
Peachtree Basin Cap Relief - 110846	2,907,898	-	-	-	-	\$2,907,898
Utilities Gdot & Municipal - 110893	6,170,877	-	-	-	-	\$6,170,877
Land Support Services Project - 111194	40	-	-	-	-	\$40
Custer Ave Cso Cap Relief - 111415	4,500,018	9,500,000	9,500,000	9,500,000	9,293,979	\$42,293,997
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	4,000,000	8,000,000	9,000,000	-	-	\$21,000,000
Hemphill Res #1 Embank Rep - 111469	2,015,093	-	-	-	-	\$2,015,093
Lake Forrest Dam Improvement - 111605	683,280	-	-	-	-	\$683,280
Wpp-Nancy Creek Basin - 111613	75,769	-	-	-	-	\$75,769
W'Shed Impr Prog Plan & Des - 111614	779,825	-	-	-	-	\$779,825
South River Wrc Various Grp 1 - 111635	89,198	-	-	-	-	\$89,198
Hartsfield Manifold Improvements - 111636	451,521	-	-	-	-	\$451,521
Treatment Fac Various Projects - 111652	3,201,425	1,500,000	-	-	-	\$4,701,425
Rmc Compliance Upgrades 3 - 111674	1,498,421	1,000,000	-	-	-	\$2,498,421
W'Shed Impr Plan & Design Sccs - 111688	4,116,115	-	-	-	-	\$4,116,115
Cso Various Projects - 111697	14	-	-	-	-	\$14
Dwm It Infrastructure Upgrade - 111713	2,366,256	-	-	-	-	\$2,366,256
Cmms A & Amips - 111733	7	-	-	-	-	\$7
Raw Water Delivery Program - 111736	26,854,871	-	-	-	-	\$26,854,871
Csos. Fac. Comp. Improv. Proj. - 111741	3,000,000	5,000,000	8,000,000	12,000,000	15,299,547	\$43,299,547
Downtown H2O Storage Tanks & Pd - 111815	-	5,000,000	10,000,000	10,000,000	13,253,885	\$38,253,885
Consent Decree Rehab Comp Sewer Group - 111881	299,032	-	-	-	-	\$299,032
Sewer Capacity Relief - 111925	13,688,586	-	-	-	-	\$13,688,586
Distribution System R & R - 111948	5,990,351	-	-	-	-	\$5,990,351
Clear Creek Cso - 112156	2,499	-	-	-	-	\$2,499
Dwm Vehicle & Heavy Equipment - 112157	12,690,995	5,000,000	-	-	-	\$17,690,995
Up Proctor Creek Cap Relief - 112164	12,500,000	12,500,000	1,818,434	-	-	\$26,818,434
West Area Cso Outfalls - 112171	2,170,538	-	-	-	-	\$2,170,538
Peyton Center - 112201	-	4,309,571	-	-	-	\$4,309,571
Sewer Group Ii - 112264	7,305,898	-	-	-	-	\$7,305,898



## FY21 CAPITAL BUDGET STATUS

### Water & Wastewater Renewal & Extension Fund

	FY21	FY22	FY23	FY24	FY25	Total
Cip A&E & Cm Services - 112308	13,474,686	10,000,000	10,000,000	-	-	\$33,474,686
Facility Capital Maintenance - 112309	5,000,000	5,000,000	3,500,000	3,758,036	-	\$17,258,036
Small Diameter Distribution System Rehad - 112517	4,882,728	-	-	-	-	\$4,882,728
Sg3 Contracat C - 112530	7,700,253	-	-	-	-	\$7,700,253
Most Phase 2 Stormwater - 112561	6,915,000	-	-	-	-	\$6,915,000
Sg3 Contr. D Rehab - 112804	7,730,200	10,000,000	-	-	-	\$17,730,200
Espi-Noresco-Sg - 112947	13,949,258	-	-	-	-	\$13,949,258
Espi-Schneider Elec/Me - 112948	19,059,791	-	-	-	-	\$19,059,791
Water Distribution System Rehab Impro. - 112966	12,000,000	8,000,000	-	-	-	\$20,000,000
Ami Smart Valve Program - 112973	2,000,000	2,000,000	2,000,000	-	-	\$6,000,000
Most Phase 3 Storm Water Projects - 112977	10,408,530	-	-	-	-	\$10,408,530
Peachtree Pump Station - 112978	5,000,000	15,000,000	15,000,000	10,000,000	-	\$45,000,000
Rmc Digester Improv - 112985	4,100,000	4,100,000	2,200,000	-	-	\$10,400,000
Small Diameter Water Distribution System Impr - 113040	1,000,000	-	-	-	-	\$1,000,000
Nutrient Recovery Project - 113082	3,341,685	-	-	-	-	\$3,341,685
SGIII Lower Proctor Creek - 113235	7,000,000	-	-	-	-	\$7,000,000
SG4 Collier Road Outfall Sewer - 113240	5,000,000	9,000,000	-	-	-	\$14,000,000
Default - 000000	34,227,150	1,000,000	1,000,000	1,000,000	1,000,000	\$38,227,150
Dwm Fac & Struc.Site Impr - 111640	2,806,159	1,000,000	-	-	-	\$3,806,159
Atlanta Water Customer Rebate Program - 210059	507,697	-	-	-	-	\$507,697
Dwm Water Surcharge - 210540	1,964,198	-	-	-	-	\$1,964,198
Nancy Creek Assess & Odor Cnt. - 211775	8,430	-	-	-	-	\$8,430
Small Business Development Program - 212270	200,000	-	-	-	-	\$200,000
Asphaltic Concrete (Annual) - 212574	1,000,000	1,000,000	-	-	-	\$2,000,000
Geo Tech Testing & Investigation - 212576	1,000,000	1,000,000	-	-	-	\$2,000,000
Green Infrt. Challenge - 212594	1,200,000	1,200,000	-	-	-	\$2,400,000
Niskey Lake Environmental Restoration - 212809	250,000	-	-	-	-	\$250,000
RM Clayton Centrate Line Replacement - 300004	375,000	-	-	-	-	\$375,000
Niles Avenue Sewer Impr. - 300015	11,572,994	-	-	-	-	\$11,572,994
<b>Sub-Total</b>	<b>\$331,231,676</b>	<b>\$124,230,120</b>	<b>\$72,018,434</b>	<b>\$46,258,036</b>	<b>\$38,847,411</b>	<b>\$612,585,677</b>
<b>Non-Departmental</b>						
Default - 000000	599,095,695	17,153,796	17,153,796	17,153,795	17,153,795	\$667,710,877
Reserve For Projects - 200118	864,370	-	-	-	-	\$864,370
Restricted Reserves - 212591	45,000,000	-	-	-	-	\$45,000,000
<b>Sub-Total</b>	<b>\$644,960,065</b>	<b>\$17,153,796</b>	<b>\$17,153,796</b>	<b>\$17,153,795</b>	<b>\$17,153,795</b>	<b>\$713,575,247</b>
<b>Total City Wide</b>	<b>\$997,883,539</b>	<b>\$141,383,916</b>	<b>\$89,172,230</b>	<b>\$63,411,831</b>	<b>\$56,001,206</b>	<b>\$1,347,852,722</b>



## FY21 CAPITAL BUDGET STATUS 2001 Water & Wastewater Bond Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	5,479,968	-	-	-	-	\$5,479,968
Expenses	5,479,968	-	-	-	-	\$5,479,968
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	5,479,968	-	-	-	-	\$5,479,968
<b>Revenues</b>	\$5,479,968	-	-	-	-	\$5,479,968
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	2,963,644	-	-	-	-	\$2,963,644
Non-Departmental	2,516,324	-	-	-	-	\$2,516,324
<b>Total City Wide</b>	\$5,479,968	-	-	-	-	\$5,479,968



## FY21 CAPITAL BUDGET STATUS 2001 Water & Wastewater Bond Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Watershed Management						
Water Mains, Various Locations - 100395	434,507	-	-	-	-	\$434,507
Sanitary Sewer-Annual Contract - 102506	55,559	-	-	-	-	\$55,559
Rmc Compliance Upgrades 3 - 111674	2,473,578	-	-	-	-	\$2,473,578
Sub-Total	\$2,963,644	-	-	-	-	\$2,963,644
Non-Departmental						
Reserve For Projects - 200118	2,516,324	-	-	-	-	\$2,516,324
Sub-Total	\$2,516,324	-	-	-	-	\$2,516,324
<b>Total City Wide</b>	<b>\$5,479,968</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$5,479,968</b>



## FY21 CAPITAL BUDGET STATUS Special 1% Sales And Use Tax Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	110,000,000	130,000,000	130,000,000	130,000,000	130,000,000	\$630,000,000
Expenses	110,000,000	130,000,000	130,000,000	130,000,000	130,000,000	\$630,000,000
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	110,000,000	130,000,000	130,000,000	130,000,000	130,000,000	\$630,000,000
<b>Revenues</b>	\$110,000,000	\$130,000,000	\$130,000,000	\$130,000,000	\$130,000,000	\$630,000,000
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	110,000,000	130,000,000	130,000,000	130,000,000	130,000,000	\$630,000,000
<b>Total City Wide</b>	\$110,000,000	\$130,000,000	\$130,000,000	\$130,000,000	\$130,000,000	\$630,000,000



## FY21 CAPITAL BUDGET STATUS Special 1% Sales And Use Tax Fund

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Non-Departmental						
Default - 000000	110,000,000	130,000,000	130,000,000	130,000,000	130,000,000	\$630,000,000
Sub-Total	\$110,000,000	\$130,000,000	\$130,000,000	\$130,000,000	\$130,000,000	\$630,000,000
<b>Total City Wide</b>	<b>\$110,000,000</b>	<b>\$130,000,000</b>	<b>\$130,000,000</b>	<b>\$130,000,000</b>	<b>\$130,000,000</b>	<b>\$630,000,000</b>



## FY21 CAPITAL BUDGET STATUS Water & Wastewater Sinking Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	494,036,112	494,051,138	494,299,050	490,108,375	492,388,450	\$2,464,883,125
Expenses	494,036,112	494,051,138	494,299,050	490,108,375	492,388,450	\$2,464,883,125
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Investment Income	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	\$18,000,000
Miscellaneous Revenues	469,524,437	281,316,437	281,316,437	281,316,437	281,316,437	\$1,594,790,185
Other Financing Sources	20,911,675	209,134,701	209,382,613	205,191,938	207,472,013	\$852,092,940
<b>Revenues</b>	<b>\$494,036,112</b>	<b>\$494,051,138</b>	<b>\$494,299,050</b>	<b>\$490,108,375</b>	<b>\$492,388,450</b>	<b>\$2,464,883,125</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	494,036,112	494,051,138	494,299,050	490,108,375	492,388,450	\$2,464,883,125
<b>Total City Wide</b>	<b>\$494,036,112</b>	<b>\$494,051,138</b>	<b>\$494,299,050</b>	<b>\$490,108,375</b>	<b>\$492,388,450</b>	<b>\$2,464,883,125</b>



## FY21 CAPITAL BUDGET STATUS Water & Wastewater Sinking Fund

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Non-Departmental						
Default - 000000	494,036,112	494,051,138	494,299,050	490,108,375	492,388,450	\$2,464,883,125
Sub-Total	\$494,036,112	\$494,051,138	\$494,299,050	\$490,108,375	\$492,388,450	\$2,464,883,125
<b>Total City Wide</b>	<b>\$494,036,112</b>	<b>\$494,051,138</b>	<b>\$494,299,050</b>	<b>\$490,108,375</b>	<b>\$492,388,450</b>	<b>\$2,464,883,125</b>





## FY21 CAPITAL BUDGET STATUS

### Ser. 2009A Water & Wastewater Rev Bd Fd

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	22,074,414	6,630,152	-	-	-	\$28,704,566
Expenses	22,074,414	6,630,152	-	-	-	\$28,704,566
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	22,074,414	6,630,152	-	-	-	\$28,704,566
<b>Revenues</b>	\$22,074,414	\$6,630,152	-	-	-	\$28,704,566
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	21,266,881	6,630,152	-	-	-	\$27,897,033
Non-Departmental	807,533	-	-	-	-	\$807,533
<b>Total City Wide</b>	\$22,074,414	\$6,630,152	-	-	-	\$28,704,566



## FY21 CAPITAL BUDGET STATUS

### Ser. 2009A Water & Wastewater Rev Bd Fd

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Watershed Management</b>						
Water Mains, Various Locations - 100395	456,359	-	-	-	-	\$456,359
H.T.P., Reservoir Expansion - 100897	17,466	-	-	-	-	\$17,466
Small Diameter Sewer Rehab - 102350	2,160,072	-	-	-	-	\$2,160,072
Sewer Group 2 Rehabilitation - 102445	142,313	-	-	-	-	\$142,313
Large Diameter Sewer Rehab - 102450	322,335	-	-	-	-	\$322,335
Rm Clayton- Compliance Upgrades - 102462	203,414	-	-	-	-	\$203,414
Electrical Switchgear Replacement - 102482	137,534	-	-	-	-	\$137,534
Small Meter Installation (New Meters) - 102658	738	-	-	-	-	\$738
North Area Main Improvements - 102663	5,393,383	-	-	-	-	\$5,393,383
Repair & Replace Large Water Meters - 102664	61,947	-	-	-	-	\$61,947
South River Tunnel & Ps - 110345	2,346,016	-	-	-	-	\$2,346,016
Peachtree Basin Cap Relief - 110846	2,052,136	-	-	-	-	\$2,052,136
Utilities Gdot & Municipal - 110893	355,074	-	-	-	-	\$355,074
Custer Ave Cso Cap Relief - 111415	7,562	-	-	-	-	\$7,562
Rmc Compliance Upgrades 3 - 111674	5,000,000	5,130,152	-	-	-	\$10,130,152
Utoy Creek Cso Various Projects - 112253	652,619	-	-	-	-	\$652,619
Ami Smart Valve Program - 112973	1,500,000	1,500,000	-	-	-	\$3,000,000
Emer. Sewer Repairs - 212531	457,913	-	-	-	-	\$457,913
<b>Sub-Total</b>	<b>\$21,266,881</b>	<b>\$6,630,152</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$27,897,033</b>
<b>Non-Departmental</b>						
Reserve For Projects - 200118	807,533	-	-	-	-	\$807,533
<b>Sub-Total</b>	<b>\$807,533</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$807,533</b>
<b>Total City Wide</b>	<b>\$22,074,414</b>	<b>\$6,630,152</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$28,704,566</b>



## FY21 CAPITAL BUDGET STATUS

### 2018 Water & Wastewater Commercial Paper Program

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	63,031,355	21,000,000	10,000,000	10,000,000	-	\$104,031,355
Expenses	63,031,355	21,000,000	10,000,000	10,000,000	-	\$104,031,355
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	63,031,355	21,000,000	10,000,000	10,000,000	-	\$104,031,355
<b>Revenues</b>	\$63,031,355	\$21,000,000	\$10,000,000	\$10,000,000	-	\$104,031,355
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	37,043,277	21,000,000	10,000,000	10,000,000	-	\$78,043,277
Non-Departmental	25,988,078	-	-	-	-	\$25,988,078
<b>Total City Wide</b>	\$63,031,355	\$21,000,000	\$10,000,000	\$10,000,000	-	\$104,031,355



## FY21 CAPITAL BUDGET STATUS

### 2018 Water & Wastewater Commercial Paper Program

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Watershed Management</b>						
Repair & Replace Large Water Meters - 102664	3,000,000	-	-	-	-	\$3,000,000
Intrenchment Creek Wrc Dec S/S - 111468	4,000,000	10,000,000	10,000,000	10,000,000	-	\$34,000,000
Up Proctor Creek Cap Relief - 112164	4,211,922	-	-	-	-	\$4,211,922
Cip A&E & Cm Services - 112308	11,531,355	-	-	-	-	\$11,531,355
Facility Capital Maintenance - 112309	4,000,000	6,000,000	-	-	-	\$10,000,000
Rmc Digester Improv - 112985	2,300,000	-	-	-	-	\$2,300,000
Dwm Fac & Struc.Site Impr - 111640	3,000,000	-	-	-	-	\$3,000,000
North Fork Storage Project - 300006	5,000,000	5,000,000	-	-	-	\$10,000,000
Sub-Total	\$37,043,277	\$21,000,000	\$10,000,000	\$10,000,000	-	\$78,043,277
<b>Non-Departmental</b>						
Reserve For Projects - 200118	25,988,078	-	-	-	-	\$25,988,078
Sub-Total	\$25,988,078	-	-	-	-	\$25,988,078
<b>Total City Wide</b>	<b>\$63,031,355</b>	<b>\$21,000,000</b>	<b>\$10,000,000</b>	<b>\$10,000,000</b>	<b>-</b>	<b>\$104,031,355</b>



## FY21 CAPITAL BUDGET STATUS

### 2018B Water & Wastewater Revenue And Revenue Refunding Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	63,036,274	-	-	-	-	\$63,036,274
Expenses	63,036,274	-	-	-	-	\$63,036,274
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	63,036,274	-	-	-	-	\$63,036,274
<b>Revenues</b>	\$63,036,274	-	-	-	-	\$63,036,274
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	63,036,274	-	-	-	-	\$63,036,274
<b>Total City Wide</b>	\$63,036,274	-	-	-	-	\$63,036,274



## FY21 CAPITAL BUDGET STATUS

### 2018B Water & Wastewater Revenue And Revenue Refunding Fund

	FY21	FY22	FY23	FY24	FY25	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Raw Water Delivery Program - 111736	13,036,274	-	-	-	-	\$13,036,274
Peyton Center - 112201	50,000,000	-	-	-	-	\$50,000,000
Sub-Total	\$63,036,274	-	-	-	-	\$63,036,274
<b>Total City Wide</b>	<b>\$63,036,274</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$63,036,274</b>



## FY21 CAPITAL BUDGET STATUS Solid Waste R&E Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	2,102,125	2,097,000	-	-	-	\$4,199,125
Expenses	2,102,125	2,097,000	-	-	-	\$4,199,125
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	5,125	-	-	-	-	\$5,125
Other Financing Sources	2,097,000	2,097,000	-	-	-	\$4,194,000
<b>Revenues</b>	\$2,102,125	\$2,097,000	-	-	-	\$4,199,125
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	2,102,125	2,097,000	-	-	-	\$4,199,125
<b>Total City Wide</b>	\$2,102,125	\$2,097,000	-	-	-	\$4,199,125



## FY21 CAPITAL BUDGET STATUS Solid Waste R&E Fund

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Non-Departmental						
Default - 000000	2,102,125	2,097,000	-	-	-	\$4,199,125
Sub-Total	\$2,102,125	\$2,097,000	-	-	-	\$4,199,125
<b>Total City Wide</b>	<b>\$2,102,125</b>	<b>\$2,097,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$4,199,125</b>





## FY21 CAPITAL BUDGET STATUS Airport Renewal And Extension Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	508,853,510	87,751,870	30,779,867	15,602,364	14,010,762	\$656,998,373
Expenses	508,853,510	87,751,870	30,779,867	15,602,364	14,010,762	\$656,998,373
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY21	FY22	FY23	FY24	FY25	Total
Intergovernmental Revenues	56,406,758	-	-	-	-	\$56,406,758
Miscellaneous Revenues	327,774,550	87,751,870	30,779,867	15,602,364	14,010,762	\$475,919,413
Other Financing Sources	124,672,202	-	-	-	-	\$124,672,202
<b>Revenues</b>	<b>\$508,853,510</b>	<b>\$87,751,870</b>	<b>\$30,779,867</b>	<b>\$15,602,364</b>	<b>\$14,010,762</b>	<b>\$656,998,373</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY21	FY22	FY23	FY24	FY25	Total
Department Of Law	3,505,257	3,505,257	3,505,257	3,505,257	3,505,257	\$17,526,286
Department Of Aviation	158,878,015	84,246,613	27,274,610	12,097,107	10,505,505	\$293,001,849
Non-Departmental	343,920,436	-	-	-	-	\$343,920,436
Department Of Fire Services	2,549,802	-	-	-	-	\$2,549,802
<b>Total City Wide</b>	<b>\$508,853,510</b>	<b>\$87,751,870</b>	<b>\$30,779,867</b>	<b>\$15,602,364</b>	<b>\$14,010,762</b>	<b>\$656,998,373</b>



## FY21 CAPITAL BUDGET STATUS Airport Renewal And Extension Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Law</b>						
Default - 000000	3,505,257	3,505,257	3,505,257	3,505,257	3,505,257	\$17,526,286
Sub-Total	\$3,505,257	\$3,505,257	\$3,505,257	\$3,505,257	\$3,505,257	\$17,526,286
<b>Department Of Aviation</b>						
Hapeville Easement Program - 100312	1,986,556	5,008,996	1,198,518	982,310	1,326,566	\$10,502,946
Planning & Development G&A - 102825	3,464,404	-	-	-	-	\$3,464,404
Airfield Projects - 111300	18,954,263	14,475,344	2,592,626	878,219	1,282,964	\$38,183,416
Terminal & Atrium Projects - 111301	6,761,869	6,039,486	4,473,297	1,598,257	310,342	\$19,183,252
Concourse Projects - 111302	313,035	279,593	207,088	73,990	14,367	\$888,073
Agts System Projects - 111303	1,178,001	1,052,013	779,318	278,376	54,138	\$3,341,846
Other Facility Projects - 111304	11,246,803	20,359,351	8,178,609	3,407,252	3,464,501	\$46,656,516
Parking And Ground Transportation - 111306	26,082,057	19,672,054	4,240,713	1,731,084	300,591	\$52,026,498
Airport Wide Projects - 111307	85,232	154,290	61,980	25,821	26,255	\$353,578
Other Direct Costs Project - 111310	4,187,958	7,581,186	3,045,459	1,268,754	1,290,072	\$17,373,429
Default - 000000	80,494,924	-	-	-	-	\$80,494,924
Noise Insulation Program - 210816	3,342,917	8,428,986	2,016,829	1,653,001	2,232,306	\$17,674,039
Non-Capital Projects - 211312	631,457	1,143,085	459,192	191,302	194,516	\$2,619,551
Airport Tma/Employer Serv - 211994	14,643	5,149	2,068	862	876	\$23,598
Airport Tma/Employer Ser-C.Match - 212006	133,896	47,079	18,912	7,879	8,011	\$215,778
Sub-Total	\$158,878,015	\$84,246,613	\$27,274,610	\$12,097,107	\$10,505,505	\$293,001,849
<b>Non-Departmental</b>						
Default - 000000	343,920,436	-	-	-	-	\$343,920,436
Sub-Total	\$343,920,436	-	-	-	-	\$343,920,436
<b>Department Of Fire Services</b>						
Default - 000000	2,549,802	-	-	-	-	\$2,549,802
Sub-Total	\$2,549,802	-	-	-	-	\$2,549,802
<b>Total City Wide</b>	<b>\$508,853,510</b>	<b>\$87,751,870</b>	<b>\$30,779,867</b>	<b>\$15,602,364</b>	<b>\$14,010,762</b>	<b>\$656,998,373</b>



## FY21 CAPITAL BUDGET STATUS

### Airport Passenger Facility Charge Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	1,027,277,577	86,174,374	52,599,274	19,014,150	5,634,455	\$1,190,699,830
Expenses	1,027,277,577	86,174,374	52,599,274	19,014,150	5,634,455	\$1,190,699,831
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Charges For Services	206,000,000	-	-	-	-	\$206,000,000
Investment Income	4,857,178	-	-	-	-	\$4,857,178
Miscellaneous Revenues	720,908,230	86,174,374	52,599,274	19,014,150	5,634,455	\$884,330,483
Other Financing Sources	95,512,169	-	-	-	-	\$95,512,169
<b>Revenues</b>	<b>\$1,027,277,577</b>	<b>\$86,174,374</b>	<b>\$52,599,274</b>	<b>\$19,014,150</b>	<b>\$5,634,455</b>	<b>\$1,190,699,830</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	132,840,600	86,174,374	52,599,274	19,014,150	5,634,455	\$296,262,854
Non-Departmental	894,436,977	-	-	-	-	\$894,436,977
<b>Total City Wide</b>	<b>\$1,027,277,577</b>	<b>\$86,174,374</b>	<b>\$52,599,274</b>	<b>\$19,014,150</b>	<b>\$5,634,455</b>	<b>\$1,190,699,831</b>



## FY21 CAPITAL BUDGET STATUS

### Airport Passenger Facility Charge Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Airfield Projects - 111300	23,209,586	17,725,129	3,174,720	1,075,384	1,570,995	\$46,755,815
Terminal & Atrium Projects - 111301	16,778,437	14,985,966	11,099,731	3,965,805	770,060	\$47,600,000
Concourse Projects - 111302	22,894,081	20,448,264	15,145,520	5,411,318	1,050,743	\$64,949,926
Parking And Ground Transportation - 111306	34,115,796	30,467,100	22,569,656	8,061,974	1,567,875	\$96,782,400
Default - 000000	34,832,202	-	-	-	-	\$34,832,202
Noise Insulation Program - 210816	1,010,497	2,547,915	609,647	499,669	674,782	\$5,342,511
<b>Sub-Total</b>	<b>\$132,840,600</b>	<b>\$86,174,374</b>	<b>\$52,599,274</b>	<b>\$19,014,150</b>	<b>\$5,634,455</b>	<b>\$296,262,854</b>
Non-Departmental						
Default - 000000	894,436,977	-	-	-	-	\$894,436,977
<b>Sub-Total</b>	<b>\$894,436,977</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$894,436,977</b>
<b>Total City Wide</b>	<b>\$1,027,277,577</b>	<b>\$86,174,374</b>	<b>\$52,599,274</b>	<b>\$19,014,150</b>	<b>\$5,634,455</b>	<b>\$1,190,699,831</b>



## FY21 CAPITAL BUDGET STATUS 2000 Airport Revenue Bond Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	1,958,514	156,000	156,000	156,000	156,000	\$2,582,514
Expenses	1,958,514	156,000	156,000	156,000	156,000	\$2,582,514
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,958,514	156,000	156,000	156,000	156,000	\$2,582,514
<b>Revenues</b>	\$1,958,514	\$156,000	\$156,000	\$156,000	\$156,000	\$2,582,514
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	156,000	156,000	156,000	156,000	156,000	\$780,000
Non-Departmental	1,802,514	-	-	-	-	\$1,802,514
<b>Total City Wide</b>	\$1,958,514	\$156,000	\$156,000	\$156,000	\$156,000	\$2,582,514



## FY21 CAPITAL BUDGET STATUS 2000 Airport Revenue Bond Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Eip-Gp Substation Relocation & Nwk - 102802	156,000	156,000	156,000	156,000	156,000	\$780,000
Sub-Total	\$156,000	\$156,000	\$156,000	\$156,000	\$156,000	\$780,000
Non-Departmental						
Default - 000000	1,802,514	-	-	-	-	\$1,802,514
Sub-Total	\$1,802,514	-	-	-	-	\$1,802,514
<b>Total City Wide</b>	<b>\$1,958,514</b>	<b>\$156,000</b>	<b>\$156,000</b>	<b>\$156,000</b>	<b>\$156,000</b>	<b>\$2,582,514</b>



## FY21 CAPITAL BUDGET STATUS Conrac Customer Service Fac Ch

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	101,872,292	177,923	274,759	959,959	1,544,678	\$104,829,611
Expenses	101,872,292	177,923	274,759	959,959	1,544,679	\$104,829,611
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Charges For Services	39,510,000	-	-	-	-	\$39,510,000
Investment Income	97,000	-	-	-	-	\$97,000
Miscellaneous Revenues	44,301,683	177,923	274,759	959,959	1,544,678	\$47,259,002
Other Financing Sources	17,963,609	-	-	-	-	\$17,963,609
<b>Revenues</b>	<b>\$101,872,292</b>	<b>\$177,923</b>	<b>\$274,759</b>	<b>\$959,959</b>	<b>\$1,544,678</b>	<b>\$104,829,611</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	171,748	177,923	274,759	959,959	1,544,679	\$3,129,067
Non-Departmental	101,700,544	-	-	-	-	\$101,700,544
<b>Total City Wide</b>	<b>\$101,872,292</b>	<b>\$177,923</b>	<b>\$274,759</b>	<b>\$959,959</b>	<b>\$1,544,679</b>	<b>\$104,829,611</b>



## FY21 CAPITAL BUDGET STATUS Conrac Customer Service Fac Ch

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Other Facility Projects - 111304	161,748	177,923	274,759	959,959	1,544,679	\$3,119,067
Default - 000000	10,000	-	-	-	-	\$10,000
Sub-Total	\$171,748	\$177,923	\$274,759	\$959,959	\$1,544,679	\$3,129,067
Non-Departmental						
Default - 000000	101,700,544	-	-	-	-	\$101,700,544
Sub-Total	\$101,700,544	-	-	-	-	\$101,700,544
<b>Total City Wide</b>	\$101,872,292	\$177,923	\$274,759	\$959,959	\$1,544,679	\$104,829,611





## FY21 CAPITAL BUDGET STATUS

### Airport Fac Revenue Bond Sinking Fd

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	513,506,490	-	-	-	-	\$513,506,490
Expenses	513,506,490	-	-	-	-	\$513,506,490
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	513,506,490	-	-	-	-	\$513,506,490
<b>Revenues</b>	\$513,506,490	-	-	-	-	\$513,506,490
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	513,506,490	-	-	-	-	\$513,506,490
<b>Total City Wide</b>	\$513,506,490	-	-	-	-	\$513,506,490



## FY21 CAPITAL BUDGET STATUS

### Airport Fac Revenue Bond Sinking Fd

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Non-Departmental						
Default - 000000	513,506,490	-	-	-	-	\$513,506,490
Sub-Total	\$513,506,490	-	-	-	-	\$513,506,490
<b>Total City Wide</b>	<b>\$513,506,490</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$513,506,490</b>



## FY21 CAPITAL BUDGET STATUS

### Airport Commercial Paper Series 2010A/B

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	5,483,006	1,756,586	705,643	293,975	298,913	\$8,538,123
Expenses	5,483,006	1,756,586	705,643	293,975	298,914	\$8,538,123
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	5,483,006	1,756,586	705,643	293,975	298,913	\$8,538,123
<b>Revenues</b>	\$5,483,006	\$1,756,586	\$705,643	\$293,975	\$298,913	\$8,538,123
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	970,364	1,756,586	705,643	293,975	298,914	\$4,025,481
Non-Departmental	4,512,642	-	-	-	-	\$4,512,642
<b>Total City Wide</b>	\$5,483,006	\$1,756,586	\$705,643	\$293,975	\$298,914	\$8,538,123



## FY21 CAPITAL BUDGET STATUS

### Airport Commercial Paper Series 2010A/B

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Terminal Improvements - 101352	970,364	1,756,586	705,643	293,975	298,914	\$4,025,481
Sub-Total	\$970,364	\$1,756,586	\$705,643	\$293,975	\$298,914	\$4,025,481
Non-Departmental						
Default - 000000	4,512,642	-	-	-	-	\$4,512,642
Sub-Total	\$4,512,642	-	-	-	-	\$4,512,642
<b>Total City Wide</b>	<b>\$5,483,006</b>	<b>\$1,756,586</b>	<b>\$705,643</b>	<b>\$293,975</b>	<b>\$298,914</b>	<b>\$8,538,123</b>



## FY21 CAPITAL BUDGET STATUS 2012A Bond General Airport Revenue

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	15,141,007	365,030	270,368	96,599	18,757	\$15,891,761
Expenses	15,141,007	365,030	270,368	96,599	18,757	\$15,891,761
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	15,141,007	365,030	270,368	96,599	18,757	\$15,891,761
<b>Revenues</b>	\$15,141,007	\$365,030	\$270,368	\$96,599	\$18,757	\$15,891,761
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	6,737,465	365,030	270,368	96,599	18,757	\$7,488,219
Non-Departmental	8,403,542	-	-	-	-	\$8,403,542
<b>Total City Wide</b>	\$15,141,007	\$365,030	\$270,368	\$96,599	\$18,757	\$15,891,761



## FY21 CAPITAL BUDGET STATUS 2012A Bond General Airport Revenue

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Concourse Projects - 111302	408,691	365,030	270,368	96,599	18,757	\$1,159,445
Default - 000000	6,328,774	-	-	-	-	\$6,328,774
Sub-Total	\$6,737,465	\$365,030	\$270,368	\$96,599	\$18,757	\$7,488,219
Non-Departmental						
Default - 000000	8,403,542	-	-	-	-	\$8,403,542
Sub-Total	\$8,403,542	-	-	-	-	\$8,403,542
<b>Total City Wide</b>	<b>\$15,141,007</b>	<b>\$365,030</b>	<b>\$270,368</b>	<b>\$96,599</b>	<b>\$18,757</b>	<b>\$15,891,761</b>



## FY21 CAPITAL BUDGET STATUS 2012C Bond General Airport Revenue

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	14,805,969	669,036	495,539	177,050	34,379	\$16,181,973
Expenses	14,805,969	669,036	495,539	177,050	34,379	\$16,181,972
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	14,805,969	669,036	495,539	177,050	34,379	\$16,181,973
<b>Revenues</b>	\$14,805,969	\$669,036	\$495,539	\$177,050	\$34,379	\$16,181,973
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	6,751,175	669,036	495,539	177,050	34,379	\$8,127,178
Non-Departmental	8,054,794	-	-	-	-	\$8,054,794
<b>Total City Wide</b>	\$14,805,969	\$669,036	\$495,539	\$177,050	\$34,379	\$16,181,972



## FY21 CAPITAL BUDGET STATUS 2012C Bond General Airport Revenue

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Concourse Projects - 111302	749,060	669,036	495,539	177,050	34,379	\$2,125,063
Default - 000000	6,002,115	-	-	-	-	\$6,002,115
Sub-Total	<u>\$6,751,175</u>	<u>\$669,036</u>	<u>\$495,539</u>	<u>\$177,050</u>	<u>\$34,379</u>	<u>\$8,127,178</u>
Non-Departmental						
Default - 000000	8,054,794	-	-	-	-	\$8,054,794
Sub-Total	<u>\$8,054,794</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>\$8,054,794</u>
<b>Total City Wide</b>	<u>\$14,805,969</u>	<u>\$669,036</u>	<u>\$495,539</u>	<u>\$177,050</u>	<u>\$34,379</u>	<u>\$16,181,972</u>





## FY21 CAPITAL BUDGET STATUS

### Doa Series 2015 Commerical Paper Program

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	21,687,474	-	-	-	-	\$21,687,474
Expenses	21,687,474	-	-	-	-	\$21,687,474
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	21,687,474	-	-	-	-	\$21,687,474
<b>Revenues</b>	\$21,687,474	-	-	-	-	\$21,687,474
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	21,687,474	-	-	-	-	\$21,687,474
<b>Total City Wide</b>	\$21,687,474	-	-	-	-	\$21,687,474



## FY21 CAPITAL BUDGET STATUS

### Doa Series 2015 Commerical Paper Program

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Department Of Aviation						
Default - 000000	21,687,474	-	-	-	-	\$21,687,474
Sub-Total	\$21,687,474	-	-	-	-	\$21,687,474
<b>Total City Wide</b>	<b>\$21,687,474</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$21,687,474</b>



## FY21 CAPITAL BUDGET STATUS

### Doa Series 2016 Bond Anticipation Notes (Ban)

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	370,631,136	-	-	-	-	\$370,631,136
Expenses	370,631,136	-	-	-	-	\$370,631,136
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	370,631,136	-	-	-	-	\$370,631,136
<b>Revenues</b>	\$370,631,136	-	-	-	-	\$370,631,136
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	370,631,136	-	-	-	-	\$370,631,136
<b>Total City Wide</b>	\$370,631,136	-	-	-	-	\$370,631,136



## FY21 CAPITAL BUDGET STATUS

### Doa Series 2016 Bond Anticipation Notes (Ban)

	FY21	FY22	FY23	FY24	FY25	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Default - 000000	370,631,136	-	-	-	-	\$370,631,136
Sub-Total	\$370,631,136	-	-	-	-	\$370,631,136
<b>Total City Wide</b>	<b>\$370,631,136</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$370,631,136</b>



## FY21 CAPITAL BUDGET STATUS Aviation Encumbrance Program Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	548,015,180	498,034,976	309,519,751	111,352,055	33,733,539	\$1,500,655,501
Expenses	548,015,180	498,034,976	309,519,751	111,352,055	33,733,539	\$1,500,655,501
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	548,015,180	498,034,976	309,519,751	111,352,055	33,733,539	\$1,500,655,501
<b>Revenues</b>	\$548,015,180	\$498,034,976	\$309,519,751	\$111,352,055	\$33,733,539	\$1,500,655,501
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	548,015,180	498,034,976	309,519,751	111,352,055	33,733,539	\$1,500,655,501
<b>Total City Wide</b>	\$548,015,180	\$498,034,976	\$309,519,751	\$111,352,055	\$33,733,539	\$1,500,655,501



## FY21 CAPITAL BUDGET STATUS Aviation Encumbrance Program Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Airfield Projects - 111300	104,045,440	79,459,360	14,231,840	4,820,800	7,042,560	\$209,600,000
Terminal & Atrium Projects - 111301	206,974,916	184,863,404	136,923,714	48,921,251	9,499,287	\$587,182,572
Concourse Projects - 111302	50,225,514	44,859,830	33,226,558	11,871,463	2,305,142	\$142,488,507
Agts System Projects - 111303	71,064,000	63,463,680	47,013,120	16,793,280	3,265,920	\$201,600,000
Other Facility Projects - 111304	22,372,058	40,498,672	16,268,830	6,777,681	6,891,560	\$92,808,800
Parking And Ground Transportation - 111306	91,655,507	81,852,918	60,635,643	21,659,301	4,212,253	\$260,015,622
Other Direct Costs Project - 111310	1,677,745	3,037,112	1,220,047	508,278	516,818	\$6,960,000
Sub-Total	\$548,015,180	\$498,034,976	\$309,519,751	\$111,352,055	\$33,733,539	\$1,500,655,501
<b>Total City Wide</b>	<b>\$548,015,180</b>	<b>\$498,034,976</b>	<b>\$309,519,751</b>	<b>\$111,352,055</b>	<b>\$33,733,539</b>	<b>\$1,500,655,501</b>



## FY21 CAPITAL BUDGET STATUS 2019A General Airport Revenue Bond

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	2,723,067	2,184,189	796,383	279,677	166,714	\$6,150,030
Expenses	2,723,067	2,184,189	796,383	279,677	166,714	\$6,150,030
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	2,723,067	2,184,189	796,383	279,677	166,714	\$6,150,030
<b>Revenues</b>	<b>\$2,723,067</b>	<b>\$2,184,189</b>	<b>\$796,383</b>	<b>\$279,677</b>	<b>\$166,714</b>	<b>\$6,150,030</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	2,723,067	2,184,189	796,383	279,677	166,714	\$6,150,030
<b>Total City Wide</b>	<b>\$2,723,067</b>	<b>\$2,184,189</b>	<b>\$796,383</b>	<b>\$279,677</b>	<b>\$166,714</b>	<b>\$6,150,030</b>



## FY21 CAPITAL BUDGET STATUS 2019A General Airport Revenue Bond

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
Department Of Aviation						
Airfield Projects - 111300	1,915,257	1,462,679	261,978	88,741	129,639	\$3,858,295
Concourse Projects - 111302	807,810	721,510	534,404	190,936	37,075	\$2,291,736
Sub-Total	\$2,723,067	\$2,184,189	\$796,383	\$279,677	\$166,714	\$6,150,030
<b>Total City Wide</b>	<b>\$2,723,067</b>	<b>\$2,184,189</b>	<b>\$796,383</b>	<b>\$279,677</b>	<b>\$166,714</b>	<b>\$6,150,030</b>





## FY21 CAPITAL BUDGET STATUS 2019B General Airport Revenue Bond

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	16,145,300	14,412,375	10,648,078	3,804,276	742,364	\$45,752,393
Expenses	16,145,300	14,412,375	10,648,078	3,804,276	742,364	\$45,752,392
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	16,145,300	14,412,375	10,648,078	3,804,276	742,364	\$45,752,393
<b>Revenues</b>	\$16,145,300	\$14,412,375	\$10,648,078	\$3,804,276	\$742,364	\$45,752,393
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	16,145,300	14,412,375	10,648,078	3,804,276	742,364	\$45,752,392
<b>Total City Wide</b>	\$16,145,300	\$14,412,375	\$10,648,078	\$3,804,276	\$742,364	\$45,752,392



## FY21 CAPITAL BUDGET STATUS 2019B General Airport Revenue Bond

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Airfield Projects - 111300	62,511	47,740	8,551	2,896	4,231	\$125,929
Terminal & Atrium Projects - 111301	8,449,916	7,547,196	5,590,020	1,997,249	387,816	\$23,972,196
Concourse Projects - 111302	7,632,873	6,817,439	5,049,507	1,804,130	350,317	\$21,654,268
Sub-Total	\$16,145,300	\$14,412,375	\$10,648,078	\$3,804,276	\$742,364	\$45,752,392
<b>Total City Wide</b>	<b>\$16,145,300</b>	<b>\$14,412,375</b>	<b>\$10,648,078</b>	<b>\$3,804,276</b>	<b>\$742,364</b>	<b>\$45,752,392</b>



## FY21 CAPITAL BUDGET STATUS 2019C Airport PFC & Sub Lien Revenue Bond

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	24,932,112	22,268,569	16,493,774	5,893,034	1,144,280	\$70,731,769
Expenses	24,932,112	22,268,569	16,493,774	5,893,034	1,144,280	\$70,731,769
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	24,932,112	22,268,569	16,493,774	5,893,034	1,144,280	\$70,731,769
<b>Revenues</b>	\$24,932,112	\$22,268,569	\$16,493,774	\$5,893,034	\$1,144,280	\$70,731,769
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	24,932,112	22,268,569	16,493,774	5,893,034	1,144,280	\$70,731,769
<b>Total City Wide</b>	\$24,932,112	\$22,268,569	\$16,493,774	\$5,893,034	\$1,144,280	\$70,731,769



## FY21 CAPITAL BUDGET STATUS

### 2019C Airport PFC & Sub Lien Revenue Bond

	FY21	FY22	FY23	FY24	FY25	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Terminal & Atrium Projects - 111301	12,215,768	10,910,735	8,081,309	2,887,358	560,653	\$34,655,823
Concourse Projects - 111302	12,716,344	11,357,834	8,412,464	3,005,676	583,627	\$36,075,946
Sub-Total	\$24,932,112	\$22,268,569	\$16,493,774	\$5,893,034	\$1,144,280	\$70,731,769
<b>Total City Wide</b>	<b>\$24,932,112</b>	<b>\$22,268,569</b>	<b>\$16,493,774</b>	<b>\$5,893,034</b>	<b>\$1,144,280</b>	<b>\$70,731,769</b>



## FY21 CAPITAL BUDGET STATUS 2019D Airport PFC & Sub Lien Revenue Bond

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	47,164,219	42,125,578	31,201,366	11,147,885	2,164,641	\$133,803,689
Expenses	47,164,219	42,125,578	31,201,366	11,147,885	2,164,641	\$133,803,689
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	47,164,219	42,125,578	31,201,366	11,147,885	2,164,641	\$133,803,689
<b>Revenues</b>	\$47,164,219	\$42,125,578	\$31,201,366	\$11,147,885	\$2,164,641	\$133,803,689
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	47,164,219	42,125,578	31,201,366	11,147,885	2,164,641	\$133,803,689
<b>Total City Wide</b>	\$47,164,219	\$42,125,578	\$31,201,366	\$11,147,885	\$2,164,641	\$133,803,689



## FY21 CAPITAL BUDGET STATUS

### 2019D Airport PFC & Sub Lien Revenue Bond

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Terminal & Atrium Projects - 111301	6,231,583	5,565,852	4,122,488	1,472,917	286,004	\$17,678,844
Concourse Projects - 111302	40,932,635	36,559,727	27,078,878	9,674,968	1,878,637	\$116,124,846
Sub-Total	\$47,164,219	\$42,125,578	\$31,201,366	\$11,147,885	\$2,164,641	\$133,803,689
<b>Total City Wide</b>	<b>\$47,164,219</b>	<b>\$42,125,578</b>	<b>\$31,201,366</b>	<b>\$11,147,885</b>	<b>\$2,164,641</b>	<b>\$133,803,689</b>



## FY21 CAPITAL BUDGET STATUS City Plaza Project R & E Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	65,309	-	-	-	-	\$65,309
Expenses	65,309	-	-	-	-	\$65,309
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	65,309	-	-	-	-	\$65,309
<b>Revenues</b>	\$65,309	-	-	-	-	\$65,309
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Human Resources	65,309	-	-	-	-	\$65,309
<b>Total City Wide</b>	\$65,309	-	-	-	-	\$65,309



## FY21 CAPITAL BUDGET STATUS City Plaza Project R & E Fund

### PROJECT TOTALS BY DEPARTMENT

Department Of Human Resources

Coa Wellness Center - 112538

Sub-Total

**Total City Wide**

	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
	65,309	-	-	-	-	\$65,309
	\$65,309	-	-	-	-	\$65,309
	\$65,309	-	-	-	-	\$65,309





## FY21 CAPITAL BUDGET STATUS

### Doa Series 2016 F-G Commerical Paper Program

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	199,297,286	-	-	-	-	\$199,297,286
Expenses	199,297,286	-	-	-	-	\$199,297,286
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	199,297,286	-	-	-	-	\$199,297,286
<b>Revenues</b>	\$199,297,286	-	-	-	-	\$199,297,286
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	199,297,286	-	-	-	-	\$199,297,286
<b>Total City Wide</b>	\$199,297,286	-	-	-	-	\$199,297,286



## FY21 CAPITAL BUDGET STATUS

### Doa Series 2016 F-G Commerical Paper Program

	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Default - 000000	199,297,286	-	-	-	-	\$199,297,286
Sub-Total	\$199,297,286	-	-	-	-	\$199,297,286
<b>Total City Wide</b>	<b>\$199,297,286</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$199,297,286</b>

# GRANT FUNDS

## GRANT FUNDS

**Atlanta Workforce Development Authority (AWDA)** enables each locality to develop a unified training system that will increase the employment, retention, and earnings by participants and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.

**Community Development Fund** was established to account for the revenue and expenditure provided under the Title I of the Housing and Community Development Act of 1974 which provides for 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.



## FY21 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	2,716,001	1,222,491	354,329	-	-	\$4,292,820
Expenses	2,716,001	1,222,491	354,329	-	-	\$4,292,820
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	2,716,001	1,222,491	354,329	-	-	\$4,292,820
<b>Revenues</b>	<b>\$2,716,001</b>	<b>\$1,222,491</b>	<b>\$354,329</b>	-	-	<b>\$4,292,820</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	195,729	288,849	-	-	-	\$484,577
Department Of Finance	536,109	481,766	74,947	-	-	\$1,092,822
Department Of Public Works	218,148	-	-	-	-	\$218,148
Dept of Parks & Recreation	566,165	-	-	-	-	\$566,165
Judicial Agencies	13,675	-	-	-	-	\$13,675
Department Of Police Services	588,055	-	-	-	-	\$588,055
Department of City Planning	598,120	451,876	279,382	-	-	\$1,329,378
<b>Total City Wide</b>	<b>\$2,716,001</b>	<b>\$1,222,491</b>	<b>\$354,329</b>	-	-	<b>\$4,292,820</b>



## FY21 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Padv, 2013 Cd - 211504	2,809	-	-	-	-	\$2,809
Nicholas House Stable, 2013 Cd - 211550	3,262	-	-	-	-	\$3,262
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
Feed The Hungry Budget 2015 Cd - 212103	10,431	-	-	-	-	\$10,431
Clear Point Tenancy & Budget 2016 - 212424	5,854	-	-	-	-	\$5,854
Clearpoint Hmls Educ Cd 2017 - 212820	2,494	-	-	-	-	\$2,494
Esg Data Analysis 2017 Es - 212825	15,000	-	-	-	-	\$15,000
Rebecca'S Tent 2017 Cd - 212839	3,000	-	-	-	-	\$3,000
Hfth Bldg Renovation 2017 Cd - 212918	16,675	40,000	-	-	-	\$56,675
Westcare Bldg Renv 2017 Cd - 212927	25,100	-	-	-	-	\$25,100
Cdbg Prog Admin Ohs 2017 Cd - 212932	64,949	64,949	-	-	-	\$129,897
Homeless Prevention 2018 ES/CD - 213110	4,939	-	-	-	-	\$4,939
Nicholas TBRA CaseMgmt 2018 CD - 213114	3,285	-	-	-	-	\$3,285
Odyssey III, 2018 CD - 213116	-	50,000	-	-	-	\$50,000
Point in Time Count 2018 CD - 213118	1,720	-	-	-	-	\$1,720
ACF Housing Program 2018 CD - 213160	3,680	-	-	-	-	\$3,680
PADV 2018 CD - 213172	7,855	-	-	-	-	\$7,855
Nicholas Boulevard 2018 ES/CD - 213179	2,964	-	-	-	-	\$2,964
CDBG Prog. Admin OHS 2018 CD - 213190	-	133,900	-	-	-	\$133,900
MoW, Adult Day 2018 CD - 213217	3,902	-	-	-	-	\$3,902
Sub-Total	\$195,729	\$288,849	-	-	-	\$484,577
<b>Department Of Finance</b>						
Grant Serv. Admin, 2016Cd - 212389	14,625	-	-	-	-	\$14,625
Grant Accting Admin, 2016 Cd - 212391	2,529	-	-	-	-	\$2,529
Esg Administration 2017 Es - 212824	45,060	-	-	-	-	\$45,060
Cdbg Prog Admin Ga 2017 Cd - 212929	47,401	-	-	-	-	\$47,401
ESG Administration 2018 ES - 213106	20,000	24,654	-	-	-	\$44,654
CDBG Prog. Admin GA 2018 CD - 213153	26,500	25,000	74,947	-	-	\$126,447
CDBG Prog. Admin GS 2018 CD - 213154	375,000	432,112	-	-	-	\$807,112
10 Mechanicsville/Section 108 - 300027	4,994	-	-	-	-	\$4,994
Sub-Total	\$536,109	\$481,766	\$74,947	-	-	\$1,092,822
<b>Department Of Public Works</b>						
Barge Road Sidewalk 2015 Cd - 112166	72,667	-	-	-	-	\$72,667
Housing Rehab Admin, 2016 Cd - 212414	62,076	-	-	-	-	\$62,076
Anderson Ave Sidewalk Improvements - 300020	37,400	-	-	-	-	\$37,400
Campbellton Road Sidewalk Improvements - 300021	46,005	-	-	-	-	\$46,005
Sub-Total	\$218,148	-	-	-	-	\$218,148
<b>Dept of Parks &amp; Recreation</b>						
Ada Accessibility 2017 Cd - 212913	151,481	-	-	-	-	\$151,481
Playgrounds 2017 Cd - 212923	30,616	-	-	-	-	\$30,616
ADA Handicapped Accessibility - 213129	384,068	-	-	-	-	\$384,068
Sub-Total	\$566,165	-	-	-	-	\$566,165
<b>Judicial Agencies</b>						
Transition Ex-Offenders 2018 - 213122	13,675	-	-	-	-	\$13,675
Sub-Total	\$13,675	-	-	-	-	\$13,675
<b>Department Of Police Services</b>						



## FY21 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY21	FY22	FY23	FY24	FY25	Total
Demolition/Reclamation 2016 Cd - 212401	199,359	-	-	-	-	\$199,359
Code Inspection 2018 CD - 213130	231,956	-	-	-	-	\$231,956
Demolition/Reclamation 2018 CD - 213131	156,741	-	-	-	-	\$156,741
Sub-Total	\$588,055	-	-	-	-	\$588,055
<b>Department of City Planning</b>						
Nsp Project Funds 2008 Nsp - 210408	7,629	-	-	-	-	\$7,629
House Proud Atlanta 2013 Cd - 211533	13,779	-	-	-	-	\$13,779
Atlanta Home Owner 2013 Cd - 211540	34,817	-	-	-	-	\$34,817
Pmbc Housing Initiative 2016 - 212398	43,731	10,025	-	-	-	\$53,755
Uni Choice Neighborhood 2016 - 212411	48,762	59,053	-	-	-	\$107,814
Housing Rehab Admin, 2016 Cd - 212414	58,444	-	-	-	-	\$58,444
Rosa Burney Manor 2016 Cd - 212478	-	33,385	-	-	-	\$33,385
Cdbg Prog Admin Hsg 2017 Cd - 212931	41,000	82,000	51,644	-	-	\$174,644
Housing Rehab Admin 2017 Cd - 212935	23,000	46,000	91,433	-	-	\$160,433
Housing Rehab Admin 2018 CD - 213132	14,216	34,000	68,000	-	-	\$116,216
Joint Venture, 2018 CD - 213133	60,000	-	-	-	-	\$60,000
Roof Replacement Program 2018 - 213139	-	75,000	-	-	-	\$75,000
Women's Econ Slf-Suff Prg 2018 - 213141	60,000	-	-	-	-	\$60,000
Business Improvement Fund 2018 - 213143	25,310	-	-	-	-	\$25,310
Storefront Improvement 2018 CD - 213144	65,000	10,000	-	-	-	\$75,000
1034 Washington Street 2018 CD - 213145	6,023	-	-	-	-	\$6,023
CDBG Prog Admin Hsg 2018 CD - 213189	29,410	44,115	68,305	-	-	\$141,830
Summech SF Rental Rehab 2018 CD - 213277	67,000	58,298	-	-	-	\$125,298
Sub-Total	\$598,120	\$451,876	\$279,382	-	-	\$1,329,378
<b>Total City Wide</b>	<b>\$2,716,001</b>	<b>\$1,222,491</b>	<b>\$354,329</b>	<b>-</b>	<b>-</b>	<b>\$4,292,820</b>



## FY21 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	62,441,989	26,211,729	11,395,935	139,634	-	\$100,189,286
Expenses	62,441,989	26,211,729	11,395,935	139,634	-	\$100,189,286
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	62,140,660	26,142,529	11,395,935	139,634	-	\$99,818,758
Contributions And Donations From Private Sources	301,328	69,200	-	-	-	\$370,528
<b>Revenues</b>	\$62,441,989	\$26,211,729	\$11,395,935	\$139,634	-	\$100,189,286
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	22,580,309	-	-	-	-	\$22,580,309
Department Of Finance	1,260,722	-	-	-	-	\$1,260,722
Department Of Public Works	32,689,467	12,290,248	-	-	-	\$44,979,714
Department Of Fire Services	131,794	-	-	-	-	\$131,794
Department Of Police Services	3,236,538	1,875,000	-	-	-	\$5,111,538
Department of City Planning	2,449,980	12,046,481	11,395,935	139,634	-	\$26,032,030
Department Of Public Defender	93,179	-	-	-	-	\$93,179
<b>Total City Wide</b>	\$62,441,989	\$26,211,729	\$11,395,935	\$139,634	-	\$100,189,286



## FY21 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

PROJECT TOTALS BY DEPARTMENT	FY21	FY22	FY23	FY24	FY25	Total
<b>Executive Offices</b>						
Dklb Co. Bd Of Hlth 2014 Hopwa - 211863	83,504	-	-	-	-	\$83,504
Cobb County Boh, 2014 Hopwa - 211864	48,892	-	-	-	-	\$48,892
Narina Housing 2014 Hp - 211866	26,490	-	-	-	-	\$26,490
Aid Atlanta, 2014 Hopwa - 211869	310,198	-	-	-	-	\$310,198
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	47,750	-	-	-	-	\$47,750
Positive Impact 2015 Hopwa - 212140	0	-	-	-	-	\$0
Hope House, 2015 Hopwa - 212141	0	-	-	-	-	\$0
Welcoming Atl-Fin Lit W/Esl - 212352	15,000	-	-	-	-	\$15,000
Aid Atlanta, 2016 Hopwa - 212355	763,476	-	-	-	-	\$763,476
Cobb County Boh 2016 Hopwa - 212356	56,239	-	-	-	-	\$56,239
Dekalb County Boh, 2016 Hp - 212357	4,204	-	-	-	-	\$4,204
Hp-16-13 Living Room - 212358	30,672	-	-	-	-	\$30,672
Naesm Housing Program - 212360	41,001	-	-	-	-	\$41,001
Hp-16-58 Narnia Housing Proj - 212361	79,836	-	-	-	-	\$79,836
2016 Travelers Aid Hiv/Aids - 212362	2,725,644	-	-	-	-	\$2,725,644
2016 Positive Impact Health Ctr - 212363	18,926	-	-	-	-	\$18,926
Ohs Grant Admin (Human Serv) - 212367	22,341	-	-	-	-	\$22,341
Africa'S Children Fd 2017 Hp - 212868	84,242	-	-	-	-	\$84,242
Aids Athens 2017 Hp - 212869	615,074	-	-	-	-	\$615,074
Aids Legal 2017 Hp - 212870	28,068	-	-	-	-	\$28,068
Covenant House 2017 Hp - 212871	99,559	-	-	-	-	\$99,559
Furniture Bank 2017 Hp - 212872	6	-	-	-	-	\$6
Help For Our Heroes 2017 Hp - 212873	18,662	-	-	-	-	\$18,662
Hope House 2017 Hp - 212874	67,733	-	-	-	-	\$67,733
Ohs Grant Admin 2017 Hp - 212877	297,000	-	-	-	-	\$297,000
Htdi Permanent Housing 2017 Hp - 212879	19,728	-	-	-	-	\$19,728
Jh Family 2017 Hp - 212880	9,414	-	-	-	-	\$9,414
Jh Single Adults 2017 Hp - 212881	8,668	-	-	-	-	\$8,668
Jh Ssi 2017 Hp - 212882	100,951	-	-	-	-	\$100,951
Jh Ss2 2017 Hp - 212883	2,438,643	-	-	-	-	\$2,438,643
Legacy House 2017 Hp - 212884	28,402	-	-	-	-	\$28,402
Living Room Expansion 2017 Hp - 212886	252,800	-	-	-	-	\$252,800
Making A Way Houseing 2017 Hp - 212887	2,489	-	-	-	-	\$2,489
Open Hand 2017 Hp - 212888	1	-	-	-	-	\$1
Phoenix Rising 2017 Hp - 212889	11,981	-	-	-	-	\$11,981
Positive Impact 2017 Hp - 212890	21,958	-	-	-	-	\$21,958
Edgewood Supportive Services - 212892	93,429	-	-	-	-	\$93,429
Yagc 2017 Hp - 212893	100,000	-	-	-	-	\$100,000
2017 Pathway To Freedom - 213018	117,623	-	-	-	-	\$117,623
AIDS Atlanta Housing Program - 213192	2,118,071	-	-	-	-	\$2,118,071
Covenant House 2018 HP - 213194	69,999	-	-	-	-	\$69,999
Caring Works HOPWA PSH 2018 HP - 213195	296,356	-	-	-	-	\$296,356
Capstone/Cobb BOH 2018 HP - 213196	169,863	-	-	-	-	\$169,863
Dekalb/Douglas BOH 2018 HP - 213197	162,544	-	-	-	-	\$162,544
Essence Project IV 2018 HP - 213198	200,000	-	-	-	-	\$200,000





## FY21 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

	FY21	FY22	FY23	FY24	FY25	Total
Hope House 2018 HP - 213204	100,000	-	-	-	-	\$100,000
HTD Permanent Housing 2018 HP - 213205	300,000	-	-	-	-	\$300,000
Living Room 2018 HP - 213206	4,459,963	-	-	-	-	\$4,459,963
Making A Way Housing Srvs 2018 - 213207	169,664	-	-	-	-	\$169,664
Making A Way Housing Renv 2018 - 213208	221,023	-	-	-	-	\$221,023
Naesm Strmu 2018 HP - 213209	170,411	-	-	-	-	\$170,411
Phoenix Rising Emergency - 213210	400,000	-	-	-	-	\$400,000
Positive Impact 2018 HP - 213211	2,413,905	-	-	-	-	\$2,413,905
Special Needs Housing 2018 - 213212	628,049	-	-	-	-	\$628,049
Second Time Around 2018 HP - 213213	1,447,825	-	-	-	-	\$1,447,825
Matthew's Place 2018 HP - 213214	360,309	-	-	-	-	\$360,309
FY 19 Victims of Crime Act Grant	50,000	-	-	-	-	\$50,000
<b>Sub-Total</b>	<b>\$22,580,309</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$22,580,309</b>
<b>Department Of Finance</b>						
Ogs Grantee Admin, Hopwa 2016 - 212364	300,000	-	-	-	-	\$300,000
2016 Resource Identification - 212365	85,000	-	-	-	-	\$85,000
Ogs Grantee Admin, Hp 2017 - 212876	318,573	-	-	-	-	\$318,573
Hopwa Resource Id 2017 Hp - 212878	85,000	-	-	-	-	\$85,000
Office of Grant ACC Admin 2018 - 213200	35,020	-	-	-	-	\$35,020
OGS Grantee Admin, HP 2018 HP - 213201	352,129	-	-	-	-	\$352,129
10 HOPWA Resource ID 2018 HP - 213203	85,000	-	-	-	-	\$85,000
<b>Sub-Total</b>	<b>\$1,260,722</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,260,722</b>
<b>Department Of Public Works</b>						
Barge Rd./Campellton Lci Grant - 102385	115,036	49,301	-	-	-	\$164,337
Memorial Dr Sidewalks - 110255	311,008	133,289	-	-	-	\$444,298
Ralph David Abernathy Blvd - 110840	351,459	150,625	-	-	-	\$502,084
Marta Trans Imp - 110871	1,403,609	601,547	-	-	-	\$2,005,156
DI Hollowell/Westlake-Lci - 111105	12,076	5,175	-	-	-	\$17,251
Glenwood/Moreland-Lci - 111106	19,919	8,537	-	-	-	\$28,456
Habersham/Piedmont Project - 111159	262,360	112,440	-	-	-	\$374,800
Memorial Drive Corridor - 111322	156,195	66,941	-	-	-	\$223,136
Govt Center Improvements-Srta - 112025	1,981,512	849,220	-	-	-	\$2,830,732
Fy16 Dtop - 112344	2,275	975	-	-	-	\$3,250
Juniper St Bicycle/Ped Fac - 112503	2,343,040	1,004,160	-	-	-	\$3,347,200
Midtown Atl Reg Act Ctr Ped Mod - 112504	995,120	426,480	-	-	-	\$1,421,600
Mlk Jr Dr Complete St Retrofit - 112505	247,148	105,920	-	-	-	\$353,068
Moore's Mill Rd Mult Ext & Tran - 112506	1,148,000	492,000	-	-	-	\$1,640,000
Us 19 (Spring St) Ped Mob - 112508	1,280,380	548,734	-	-	-	\$1,829,114
Fy17 Lmig-Refreshing - 112588	122,204	52,373	-	-	-	\$174,577
Mlk, Jr Dr Corr Imp - 112618	4,839,496	2,074,070	-	-	-	\$6,913,565
Spring St Bridge Viaduct Replacement, Phase 2 - 112620	1,670,369	715,872	-	-	-	\$2,386,241
Fy 17 Dtop - 112674	55,771	23,902	-	-	-	\$79,673
Cleveland Ave Ped Mob Impr - 112784	700,000	300,000	-	-	-	\$1,000,000
Campbellton Rd Ped Mob Impr - 112785	700,000	300,000	-	-	-	\$1,000,000
Blvd Ped Mob Impr - 112786	700,000	300,000	-	-	-	\$1,000,000
Lee St Trail - 112787	184,800	79,200	-	-	-	\$264,000
Spring Street Viaduct - 112811	5,914,938	2,534,973	-	-	-	\$8,449,911
Piedmont Road Widening Fy 18 - 113020	403,175	71,148	-	-	-	\$474,323
Fy2019 LMIG - 113263	2,918,259	1,250,682	-	-	-	\$4,168,941
Lci South Moreland - 210293	3,325	1,425	-	-	-	\$4,751



## FY21 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

	FY21	FY22	FY23	FY24	FY25	Total
Cte Atlfuel Markets - 211616	4,580	1,963	-	-	-	\$6,543
Fy 17 Beltline Tod Plan - 212558	68,353	29,294	-	-	-	\$97,648
FY 19 GDOT Group B	3,775,060	-	-	-	-	\$3,775,060
Sub-Total	\$32,689,467	\$12,290,248	-	-	-	\$44,979,714
<b>Department Of Fire Services</b>						
FY19 Child Safety - 213297	131,794	-	-	-	-	\$131,794
Sub-Total	\$131,794	-	-	-	-	\$131,794
<b>Department Of Police Services</b>						
2015 Cops Hiring - 212313	120,000	-	-	-	-	\$120,000
FY 2017 COPS Hiring Program	1,000,000	875,000	-	-	-	\$1,875,000
FY 2017 JAG - 213232	250,000	-	-	-	-	\$250,000
FY 2018 JAG - 213300	408,000	-	-	-	-	\$408,000
FY 2018 NIBRS - 213301	1,362,903	1,000,000	-	-	-	\$2,362,903
2019 JAG	20,635	-	-	-	-	\$20,635
High Enforcement of Aggressive Traffic (FY 20 HEAT)	75,000	-	-	-	-	\$75,000
Sub-Total	\$3,236,538	\$1,875,000	-	-	-	\$5,111,538
<b>Department of City Planning</b>						
Transportation Impr 2017 - 113071	400,000	11,432,580	11,192,580	-	-	\$23,025,160
Dca - Nsp 2009 - 210568	-	8,745	-	-	-	\$8,745
Us-Epa - 210641	396,327	-	-	-	-	\$396,327
Section 8 2015 - 211951	119,837	-	-	-	-	\$119,837
Bicycle Coalition - 212255	75,526	-	-	-	-	\$75,526
Brownfield Revolving Loan Fund - 212307	286,350	-	-	-	-	\$286,350
Section 8 Budget Edgewood Fy 16 - 212489	10,903	21,793	-	-	-	\$32,696
2017 Section 8 Budget Sfv - 212616	27,731	27,731	27,731	-	-	\$83,192
2017 Section 8 Santa Fe Admin - 212617	-	23,930	23,930	23,930	-	\$71,789
Fy17 Section 8 Budget Edgewood - 212697	28,833	-	-	-	-	\$28,833
2017 Section 8 Budget - 212702	26,027	-	-	-	-	\$26,027
Brownfields Assessment Grant - 212775	16,175	-	-	-	-	\$16,175
FY 17 Brownfield Revolving Loan	300,000	-	-	-	-	\$300,000
2017 Vanira Admin - 212791	-	10,469	-	-	-	\$10,469
2018 Budget Santa Fe Villas - 213003	-	30,984	30,984	30,984	-	\$92,952
Fy18 Section 8 Budget Vanira - 213004	-	13,344	13,344	-	-	\$26,688
Fy18 Section 8 Budget Washing - 213009	15,251	-	-	-	-	\$15,251
Fy18 Section 8 Budget Edgewood - 213012	21,923	21,923	-	-	-	\$43,845
Fy18 Sec 8 Edgewood Admin - 213013	-	22,646	22,646	-	-	\$45,291
West End LCI Update FY18 - 213078	82,250	-	-	-	-	\$82,250
FY 18 Brownfield Revolving Loan	500,000	-	-	-	-	\$500,000
2019 Section 8 Budget Edgewood - 213245	-	-	22,398	22,397	-	\$44,795
2019 Section 8 Washington - 213246	15,581	-	-	-	-	\$15,581
FY 19 Section 8 Budget Vanira - 213247	-	-	13,633	13,633	-	\$27,266
2019 Section 8 Santa Fe Village - 213248	-	-	48,690	48,690	-	\$97,380
2019 Santa Villas Admin - 213249	-	13,138	-	-	-	\$13,138
2019 Section 8 Vanira Admin - 213250	27,266	-	-	-	-	\$27,266
FY 19 PATH 400 Extension - 213267	-	69,200	-	-	-	\$69,200
City Of Atlanta Brownfield Revolving Loan	100,000	350,000	-	-	-	\$450,000
Sub-Total	\$2,449,980	\$12,046,481	\$11,395,935	\$139,634	-	\$26,032,030
<b>Department Of Public Defender</b>						
Access to Justice - 213187	93,179	-	-	-	-	\$93,179
Sub-Total	\$93,179	-	-	-	-	\$93,179



## FY21 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

Total City Wide

<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>Total</u>
\$62,441,989	\$26,211,729	\$11,395,935	\$139,634	-	\$100,189,286



## FY21 CAPITAL BUDGET STATUS Job Training Grant Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	2,169,442	-	-	-	-	\$2,169,442
Expenses	2,169,442	-	-	-	-	\$2,169,442
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	2,169,442	-	-	-	-	\$2,169,442
<b>Revenues</b>	\$2,169,442	-	-	-	-	\$2,169,442
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department of City Planning	2,169,442	-	-	-	-	\$2,169,442
<b>Total City Wide</b>	\$2,169,442	-	-	-	-	\$2,169,442



## FY21 CAPITAL BUDGET STATUS Job Training Grant Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department of City Planning						
Chp/Hcyp 16-17 - 212545	49,369	-	-	-	-	\$49,369
WIOA Adult PY19	56,365	-	-	-	-	\$56,365
WIOA Youth PY19	736,879	-	-	-	-	\$736,879
WIOA DW PY19	141,889	-	-	-	-	\$141,889
WIOA DW as Adult FY19	1,060,940	-	-	-	-	\$1,060,940
DW as Adult PY18	124,000	-	-	-	-	\$124,000
Sub-Total	\$2,169,442	-	-	-	-	\$2,169,442
<b>Total City Wide</b>	<b>\$2,169,442</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,169,442</b>



## FY21 CAPITAL BUDGET STATUS

### Home Investment Partnerships Program Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	2,020,582	546,811	605,019	-	-	\$3,172,413
Expenses	2,020,582	546,811	605,019	-	-	\$3,172,413
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	2,020,582	546,811	605,019	-	-	\$3,172,413
<b>Revenues</b>	<b>\$2,020,582</b>	<b>\$546,811</b>	<b>\$605,019</b>	-	-	<b>\$3,172,413</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department of City Planning	2,020,582	546,811	605,019	-	-	\$3,172,413
<b>Total City Wide</b>	<b>\$2,020,582</b>	<b>\$546,811</b>	<b>\$605,019</b>	-	-	<b>\$3,172,413</b>



## FY21 CAPITAL BUDGET STATUS

### Home Investment Partnerships Program Fund

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department of City Planning						
Atlanta Affordable Homeownership Opportunities 2008 - 210020	8,780	-	-	-	-	\$8,780
Down Payment Assistance Program 2008 - 210196	30,431	-	-	-	-	\$30,431
Multifamily Loan Pool 2013 Hm - 211581	384,437	-	-	-	-	\$384,437
Chdo Capital Fund 2014 Home - 211847	42,225	-	-	-	-	\$42,225
2015 Cap Proj Predev Loan Fund - 212047	18,725	-	-	-	-	\$18,725
Quest Community Dev - 212185	611,131	-	-	-	-	\$611,131
Chdo Capt Proj & Predevel 2016 - 212413	17,029	-	-	-	-	\$17,029
Sf Loan Pool, 2016 Hm - 212782	661,861	-	-	-	-	\$661,861
Nicholas Tbra 2017 Hm - 212834	8,600	-	-	-	-	\$8,600
Chdo Capital Project 2017 Hm - 212894	6,000	24,000	184,804	-	-	\$214,804
Multi Family Loan Pool 2017 Hm - 212896	-	113,163	-	-	-	\$113,163
Aahop 2017 Hm - 212897	10,618	-	-	-	-	\$10,618
Habitat Down Payment 2017 Hm - 212898	-	174,576	-	-	-	\$174,576
Home Administration Hm 2017 - 212919	7,062	-	-	-	-	\$7,062
Chdo Set Aside - 213030	161,721	-	-	-	-	\$161,721
Sf Loan Reprogram 2018 - 213097	16,962	-	-	-	-	\$16,962
AAHOP, 2018 HM - 213151	-	150,216	150,216	-	-	\$300,431
Habitat Down Payment 2018 HM - 213152	-	-	270,000	-	-	\$270,000
HOME Prog. Admin Hsg 2018 CD - 213191	35,000	84,857	-	-	-	\$119,857
Sub-Total	\$2,020,582	\$546,811	\$605,019	-	-	\$3,172,413
<b>Total City Wide</b>	<b>\$2,020,582</b>	<b>\$546,811</b>	<b>\$605,019</b>	<b>-</b>	<b>-</b>	<b>\$3,172,413</b>





## TRUST FUNDS

**Trust Fund** is utilized by the City of Atlanta when acting in a fiduciary capacity. It is used to report resources held and administered on behalf of beneficiaries including individuals, private organizations and other governments. The Trust Fund tracks receipts earmarked for a specific purpose and the corresponding expenditures as defined in the Trust Agreement.





## FY21 CAPITAL BUDGET STATUS Trust

	FY21	FY22	FY23	FY24	FY25	Total
<b>FUND SUMMARY</b>						
Revenues	42,398,263	-	-	-	-	\$42,398,263
Expenses	42,398,263	-	-	-	-	\$42,398,263
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	42,398,263	-	-	-	-	\$42,398,263
<b>Revenues</b>	\$42,398,263	-	-	-	-	\$42,398,263
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
City Council	29,930	-	-	-	-	\$29,930
Executive Offices	(1,305,825)	-	-	-	-	(\$1,305,825)
Department of Atlanta Information Management	11,267	-	-	-	-	\$11,267
Department Of Corrections	1,189,097	-	-	-	-	\$1,189,097
Department Of Finance	2,192,915	-	-	-	-	\$2,192,915
Department Of Procurement	9,122	-	-	-	-	\$9,122
Department Of Public Works	(1,839,593)	-	-	-	-	(\$1,839,593)
Dept of Parks & Recreation	8,791,460	-	-	-	-	\$8,791,460
Department Of Watershed Management	4,688,250	-	-	-	-	\$4,688,250
Judicial Agencies	411,165	-	-	-	-	\$411,165
Non-Departmental	4,072,689	-	-	-	-	\$4,072,689
Department Of Human Resources	1,227,563	-	-	-	-	\$1,227,563
Department Of Fire Services	252,331	-	-	-	-	\$252,331
Department Of Police Services	3,380,240	-	-	-	-	\$3,380,240
Department of City Planning	17,383,631	-	-	-	-	\$17,383,631
Department Of Public Defender	47,953	-	-	-	-	\$47,953
Department Of Enterprise Assets Management	1,856,067	-	-	-	-	\$1,856,067
<b>Total City Wide</b>	\$42,398,263	-	-	-	-	\$42,398,263

\* 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.



## FY21 CAPITAL BUDGET STATUS Trust

	FY21	FY22	FY23	FY24	FY25	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>City Council</b>						
District 3 Holiday Family Asst Initiativ - 600060	5,667	-	-	-	-	\$5,667
Atlanta Commission On Women - 600069	18,092	-	-	-	-	\$18,092
District 3 Senior Citizens Picnic - 600130	6,949	-	-	-	-	\$6,949
District 12 Annual Holiday Celebration - 600223	(2,693)	-	-	-	-	(\$2,693)
Community Events & Projects--District 12 - 600402	1,914	-	-	-	-	\$1,914
<b>Sub-Total</b>	<b>\$29,930</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$29,930</b>
<b>Executive Offices</b>						
M-Net - 600004	12,113	-	-	-	-	\$12,113
Comm. Tech. Initiative - 600005	(148)	-	-	-	-	(\$148)
Atlanta-Caribbean Trade Conf. - 600021	973	-	-	-	-	\$973
Bigsby Family Donations - 600038	2,318	-	-	-	-	\$2,318
Human Services Resource Bank - 600042	14,171	-	-	-	-	\$14,171
Mayor'S Scholar Program - 600057	883	-	-	-	-	\$883
Community Relations Commission - 600059	616	-	-	-	-	\$616
Older Atlantan'S Month (02-O-0846) - 600062	(675,042)	-	-	-	-	(\$675,042)
Chastain Arts Center - 600071	221,272	-	-	-	-	\$221,272
Special Events - 600081	(2,313,276)	-	-	-	-	(\$2,313,276)
Mktg & Comm.,Special Events & Ceremonies - 600083	4,169	-	-	-	-	\$4,169
Maintenance And Conservation Public Art - 600086	183,415	-	-	-	-	\$183,415
International Events - 600091	5,300	-	-	-	-	\$5,300
City Of Atlanta Process, Review & Design - 600092	111,524	-	-	-	-	\$111,524
Legislative Reception - 600227	552	-	-	-	-	\$552
Atlanta Sesquicentennial - 600236	5,421	-	-	-	-	\$5,421
Georgia Power Ad Valorem Tax Lawsuit - 600262	203	-	-	-	-	\$203
Fire Dept. Costs Recovery Training Pgms - 600281	959	-	-	-	-	\$959
Recreation Program Activities - 600282	194	-	-	-	-	\$194
Atlanta Sisters Cities Commission-2001 - 600287	1,644	-	-	-	-	\$1,644
Hurricane Katrina Relief Fund - 600290	15,293	-	-	-	-	\$15,293
Summer Youth Employment, Prgm Operations - 600294	107	-	-	-	-	\$107
Donation Meters For Homeless Initiatives - 600310	(4,505)	-	-	-	-	(\$4,505)
Jazz Festival - 600346	577,548	-	-	-	-	\$577,548
Cultural Affairs-General - 600349	(134,576)	-	-	-	-	(\$134,576)
Chastain Amphitheater Sound - 600367	(17,205)	-	-	-	-	(\$17,205)
Marta/Tiger Discretionary Grant Application - 600379	(33,319)	-	-	-	-	(\$33,319)
Census Outreach Efforts - 600381	6,615	-	-	-	-	\$6,615
Sustainability Project - 600388	545,040	-	-	-	-	\$545,040
Salary Surcharge & Security - 600394	43,497	-	-	-	-	\$43,497
Startup In A Day - 600403	1,670	-	-	-	-	\$1,670
Atl Relig Mobil Against Crime (Armac) - 600440	447	-	-	-	-	\$447
1992-1994 Weed And Seed Program - 600442	53,709	-	-	-	-	\$53,709
Charter Review Commission - 600445	18,853	-	-	-	-	\$18,853
Bank On Atlanta - 600452	43,740	-	-	-	-	\$43,740
<b>Sub-Total</b>	<b>(\$1,305,825)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$1,305,825)</b>
<b>Department of Atlanta Information Management</b>						
Govt & Public Cable Access - 600428	11,267	-	-	-	-	\$11,267
<b>Sub-Total</b>	<b>\$11,267</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$11,267</b>
<b>Department Of Corrections</b>						

\* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.



## FY21 CAPITAL BUDGET STATUS Trust

	FY21	FY22	FY23	FY24	FY25	Total
Federal-Rico - 600234	267	-	-	-	-	\$267
Employee Awards Program - 600266	(237,013)	-	-	-	-	(\$237,013)
Inmate Deposits - 600270	(414,155)	-	-	-	-	(\$414,155)
Jail Admin Fund - 600405	1,545,194	-	-	-	-	\$1,545,194
Jail Fund Administration & Construction - 600439	588,287	-	-	-	-	\$588,287
Inmate Welfare Program - 600446	(293,482)	-	-	-	-	(\$293,482)
<b>Sub-Total</b>	<b>\$1,189,097</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,189,097</b>
<b>Department Of Finance</b>						
Special Events - 600081	(28,499)	-	-	-	-	(\$28,499)
Car Rental Tax- Philips Arena Imp. - 600115	433,315	-	-	-	-	\$433,315
Atlanta Housing Authority Envir - 600383	(67,477)	-	-	-	-	(\$67,477)
Streetcar O & M - 600401	1,610,737	-	-	-	-	\$1,610,737
Atlanta Student Movement - 600456	244,840	-	-	-	-	\$244,840
<b>Sub-Total</b>	<b>\$2,192,915</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,192,915</b>
<b>Department Of Procurement</b>						
Vendor Outreach Seminar/Expos - 600027	8,572	-	-	-	-	\$8,572
Erosion & Sedimentation Control Fee - 600271	550	-	-	-	-	\$550
<b>Sub-Total</b>	<b>\$9,122</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$9,122</b>
<b>Department Of Public Works</b>						
Citywide Sidewalk Program, Cd-588 - 101619	(5,802)	-	-	-	-	(\$5,802)
D.I.F.Admin-Transportation-City - 201053	490	-	-	-	-	\$490
City Of Atlanta/Dekalb Co. Capital Proj. - 600006	16,172	-	-	-	-	\$16,172
Red Light Camera Enforcement Program - 600098	(691,678)	-	-	-	-	(\$691,678)
Solid Waste Mgmt Pgm - User Fee - 600099	(2,049)	-	-	-	-	(\$2,049)
Chester Avenue - 600103	11,768	-	-	-	-	\$11,768
Clair Drive - 600104	11,591	-	-	-	-	\$11,591
Maddox Park - 600106	6,870	-	-	-	-	\$6,870
Liddell-Vending Machines - 600111	5,061	-	-	-	-	\$5,061
Madox Park/North Avenue - 600113	3,451	-	-	-	-	\$3,451
Banner Deposits - 600114	26,299	-	-	-	-	\$26,299
Friendship Club Escrow - 600301	1,319	-	-	-	-	\$1,319
Margaret Mitchell Square - 600420	32,802	-	-	-	-	\$32,802
Howell Mill/Northside Pkwy Signalization - 600421	6,939	-	-	-	-	\$6,939
Speed Bump And Other Sidewalk Project - 600422	(586)	-	-	-	-	(\$586)
Roxboro Road Underpass - 600424	79,371	-	-	-	-	\$79,371
Traffic Signal Installation - 600425	4,926	-	-	-	-	\$4,926
Citywide Sidewalk Program, Cd-588 - 600429	(1,348,100)	-	-	-	-	(\$1,348,100)
Sidewalk Improvements, District 5 - 600431	1,212	-	-	-	-	\$1,212
Howell Mill Rd-Chattahoochee - 600433	1,817	-	-	-	-	\$1,817
Howell Mill Rd-Forrest St To Holmes - 600434	(1,465)	-	-	-	-	(\$1,465)
<b>Sub-Total</b>	<b>(\$1,839,593)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(\$1,839,593)</b>
<b>Dept of Parks &amp; Recreation</b>						
Summer Program - 200463	(139,546)	-	-	-	-	(\$139,546)
User Fee - 600001	(30,187)	-	-	-	-	(\$30,187)
Adamsville Recreation Center/Natatorium - 600002	2,528	-	-	-	-	\$2,528
Tree Removal Protection - 600013	272,516	-	-	-	-	\$272,516
Piedmont Park Restaurant - 600023	88,102	-	-	-	-	\$88,102
Day Care Operations-Southside94/18-8/31) - 600035	7,500	-	-	-	-	\$7,500
Swim Accoutrements - 600067	17,190	-	-	-	-	\$17,190
Chastain Arts Center - 600071	3,290	-	-	-	-	\$3,290

\* 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.



## FY21 CAPITAL BUDGET STATUS Trust

	FY21	FY22	FY23	FY24	FY25	Total
Gilbert House - 600078	720	-	-	-	-	\$720
Atlanta Arts Alliance, Inc. - 600079	54,856	-	-	-	-	\$54,856
Donation For Parks, Rec. & Cultural Aff. - 600080	2,191,671	-	-	-	-	\$2,191,671
Special Events - 600081	525,994	-	-	-	-	\$525,994
Schindler, Eva - 600206	(607)	-	-	-	-	(\$607)
Undist. Perp. Care Receipts - 600222	5,477	-	-	-	-	\$5,477
Athletics Operations - 600228	49,788	-	-	-	-	\$49,788
Piedmont Tennis Court Operations - 600229	108,136	-	-	-	-	\$108,136
Recreation Camps Operations - 600230	30,907	-	-	-	-	\$30,907
Summer User Fees - 600231	(783,573)	-	-	-	-	(\$783,573)
Atlanta Sesquicentennial - 600236	5,989	-	-	-	-	\$5,989
Youth Athletics Program - 600239	2,314,314	-	-	-	-	\$2,314,314
Chastain Park Tennis Center Operations - 600240	351,423	-	-	-	-	\$351,423
Bitsy Grant Tennis Center Pro - 600249	217,639	-	-	-	-	\$217,639
Mcghee Tennis Center Pro - 600250	61,501	-	-	-	-	\$61,501
Arpt Land Acquis Property Owners Escrow - 600255	(200)	-	-	-	-	(\$200)
1991 U.S. Youth Games - 600256	142	-	-	-	-	\$142
Washington Park Tennis Center - 600261	16,726	-	-	-	-	\$16,726
Recreation Program Activities - 600282	39,849	-	-	-	-	\$39,849
Employee Incentive Program - 600299	19,400	-	-	-	-	\$19,400
Prc Adams Park Recreation Center - 600312	271	-	-	-	-	\$271
Prc Adamsville Recreation Center - 600313	785	-	-	-	-	\$785
Prc Ben Hill Recreation Center - 600316	1,085	-	-	-	-	\$1,085
Prc Brownwood Recreation Center - 600318	350	-	-	-	-	\$350
Prc Butler Park Recreation Center - 600319	722	-	-	-	-	\$722
Prc Ca Scott Recreation Center - 600320	4,956	-	-	-	-	\$4,956
Prc Central Park Recreation Center - 600321	(62,193)	-	-	-	-	(\$62,193)
Prc Chastain Recreation Center - 600322	(16,458)	-	-	-	-	(\$16,458)
Prc Coan Recreation Center - 600324	695	-	-	-	-	\$695
Prc Dunbar Recreation Center - 600326	843	-	-	-	-	\$843
Prc Grant Recreation Center - 600328	2,464	-	-	-	-	\$2,464
Prc Grove Recreation Center - 600329	1,851	-	-	-	-	\$1,851
Prc Jd Sims Recreation Center - 600330	772	-	-	-	-	\$772
Prc Lang Carson Recreation Center - 600332	100	-	-	-	-	\$100
Prc Langford Recreation Center - 600333	715	-	-	-	-	\$715
Prc MI King Recreation Center - 600334	941	-	-	-	-	\$941
Prc Morningside Recreation Center - 600335	(2,485)	-	-	-	-	(\$2,485)
Prc Oakland Recreation Center - 600336	7,425	-	-	-	-	\$7,425
Prc Perkerson Recreation Center - 600337	1,143	-	-	-	-	\$1,143
Prc Peachtree Hills Recreation Center - 600338	146	-	-	-	-	\$146
Prc Pittman Recreation Center - 600339	(38,969)	-	-	-	-	(\$38,969)
Prc Rosel Fann Recreation Center - 600341	(91,438)	-	-	-	-	(\$91,438)
Prc Thomasville Recreation Center - 600342	2,861	-	-	-	-	\$2,861
Prc Zaban Recreation Center - 600343	5,509	-	-	-	-	\$5,509
Dunbar Rec Center Afterschool Prog 2009 - 600344	65,423	-	-	-	-	\$65,423
Jazz Festival - 600346	8,863	-	-	-	-	\$8,863
Art Gallery Program - 600350	(392)	-	-	-	-	(\$392)
Non Res. Golfers- Summer Programs - 600354	58,678	-	-	-	-	\$58,678
Summer Program - 600355	262,706	-	-	-	-	\$262,706
Ground & Site Improvements - 600359	332,742	-	-	-	-	\$332,742

\* 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.



## FY21 CAPITAL BUDGET STATUS Trust

	FY21	FY22	FY23	FY24	FY25	Total
Citywide Park Furniture - 600363	22,474	-	-	-	-	\$22,474
Candler Park - 600364	500	-	-	-	-	\$500
Oakland Cemetary - 600365	31,330	-	-	-	-	\$31,330
Chastain Amphitheater Sound - 600367	1,384	-	-	-	-	\$1,384
Piedmont Park Arts Festival - 600370	4,677	-	-	-	-	\$4,677
Cyclorama Improvements - 600371	5,539	-	-	-	-	\$5,539
Chastain Trust - 600372	505,720	-	-	-	-	\$505,720
Snowmobile - 600376	(63,869)	-	-	-	-	(\$63,869)
Southbend Cultural Center Operations - 600382	2,042	-	-	-	-	\$2,042
Centers Of Hope - 600384	1,260,350	-	-	-	-	\$1,260,350
Apd Sos Special Event Trust Account - 600393	14,953	-	-	-	-	\$14,953
Salary Surcharge & Security - 600394	(524,691)	-	-	-	-	(\$524,691)
Piedmont Park Improvements - 600418	279,952	-	-	-	-	\$279,952
Ground & Site Imprvs., City-Wide - 600427	200	-	-	-	-	\$200
Citywide Sidewalk Program, Cd-588 - 600429	(503)	-	-	-	-	(\$503)
1988 Jazz Festival - 600436	214	-	-	-	-	\$214
Mayor'S Task Force-Sr. Citizens - 600437	(1,441)	-	-	-	-	(\$1,441)
Summer Program - 600438	(739,028)	-	-	-	-	(\$739,028)
Project_600453 - 600453	10,000	-	-	-	-	\$10,000
Emergency Preparedness-Coronavirus COVID-19	2,000,000	-	-	-	-	\$2,000,000
Sub-Total	\$8,791,460	-	-	-	-	\$8,791,460
<b>Department Of Watershed Management</b>						
Englewood - 600105	6,498	-	-	-	-	\$6,498
R.M. Clayton W.P.C. - 600107	8,835	-	-	-	-	\$8,835
Utoy Creek - 600109	3,315	-	-	-	-	\$3,315
Drinking Water-Vending Machines - 600112	26,867	-	-	-	-	\$26,867
Erosion & Sedimentation Control Fee - 600271	131,214	-	-	-	-	\$131,214
Care & Conserve Trust Fund - 600308	4,503,542	-	-	-	-	\$4,503,542
72 Marietta St-Vending Machines - 600398	1,039	-	-	-	-	\$1,039
Greenway Acquisition Project - 600430	5,419	-	-	-	-	\$5,419
Care & Conserve Fund - 600444	1,520	-	-	-	-	\$1,520
Sub-Total	\$4,688,250	-	-	-	-	\$4,688,250
<b>Judicial Agencies</b>						
Atlanta Community Court Foundation - 600124	2,898	-	-	-	-	\$2,898
Victim & Witness Penalty, Tc - 600302	363,063	-	-	-	-	\$363,063
Victim & Witness Penalty, Mc - 600303	55,649	-	-	-	-	\$55,649
State Of Ga-Brain And Spinal Injury - 600304	(18,236)	-	-	-	-	(\$18,236)
Victim & Witness Penalty, County (5%) - 600305	7,792	-	-	-	-	\$7,792
Sub-Total	\$411,165	-	-	-	-	\$411,165
<b>Non-Departmental</b>						
Atlanta Arts Alliance, Inc. - 600079	49,577	-	-	-	-	\$49,577
Emergency Response - 600096	(4,058)	-	-	-	-	(\$4,058)
Elected Official Compensation Commission - 600100	13,818	-	-	-	-	\$13,818
94 Flood Victims Relief Fund - 600272	3,549	-	-	-	-	\$3,549
Electronic Legislative Management System (Elms) - 600387	9,804	-	-	-	-	\$9,804
Emergency Preparedness-Coronavirus COVID-19	4,000,000	-	-	-	-	\$4,000,000
Sub-Total	\$4,072,689	-	-	-	-	\$4,072,689
<b>Department Of Human Resources</b>						
Water Works Lodge - 600012	6,479	-	-	-	-	\$6,479

\* 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.





## FY21 CAPITAL BUDGET STATUS Trust

	FY21	FY22	FY23	FY24	FY25	Total
Women'S History Month - 600126	(139)	-	-	-	-	(\$139)
City-Wide Training Program - 600232	3,815	-	-	-	-	\$3,815
Insurance Rebates - 600414	1,217,407	-	-	-	-	\$1,217,407
Sub-Total	\$1,227,563	-	-	-	-	\$1,227,563
<b>Department Of Fire Services</b>						
Atlanta Smoke Alarm Program (Asap) - 600007	1,441	-	-	-	-	\$1,441
Emergency Response - 600096	(18,195)	-	-	-	-	(\$18,195)
Fire Headquarters Vending Machines - 600110	15,670	-	-	-	-	\$15,670
Fire Fighters' Banquet - 600258	1,130	-	-	-	-	\$1,130
Training & Gen Operating Enhancements - 600263	2,121	-	-	-	-	\$2,121
Fire Dept Facility Relocation - 600274	1,768	-	-	-	-	\$1,768
Donations-Recognition Fire Pers/Citizens - 600275	13,855	-	-	-	-	\$13,855
Fire Prevention Week '95 - 600277	902	-	-	-	-	\$902
Fire Dept. Costs Recovery Training Pgms - 600281	209,838	-	-	-	-	\$209,838
Firefighting Equipment - 600392	20,279	-	-	-	-	\$20,279
Improving Fire Station #8 Work Environ - 600423	971	-	-	-	-	\$971
City'S Health And Wellness Center - 600448	1,198	-	-	-	-	\$1,198
Fire Safety Education Program - 600450	1,353	-	-	-	-	\$1,353
Sub-Total	\$252,331	-	-	-	-	\$252,331
<b>Department Of Police Services</b>						
Federal-Rico - 600234	1,020,458	-	-	-	-	\$1,020,458
Drug Reward Program - 600235	8,111	-	-	-	-	\$8,111
Purchase Of Protective Items - 600237	273	-	-	-	-	\$273
Zone 3 Mini Precinct - 600238	5,427	-	-	-	-	\$5,427
Poor & Homeless Assistance Program - 600243	2,374	-	-	-	-	\$2,374
Bricola W. Coleman Reward Fund - 600247	1,506	-	-	-	-	\$1,506
Reward Fd-Murdered Clark College Student - 600252	972	-	-	-	-	\$972
Police Department Capital Acquisitions - 600253	2,636	-	-	-	-	\$2,636
Police Department Management Retreat - 600254	4,589	-	-	-	-	\$4,589
Youth Advisory Council - 600265	291	-	-	-	-	\$291
Bicycle Patrol Program - 600267	8,746	-	-	-	-	\$8,746
Atlanta Police Athletic League - 600269	54,018	-	-	-	-	\$54,018
Attack On America: 09/11/2001 - 600289	5,824	-	-	-	-	\$5,824
R.I.C.O.-State - 600369	894,743	-	-	-	-	\$894,743
Federal-Rico-Treasury - 600373	1,294,479	-	-	-	-	\$1,294,479
Apd Sos Special Event Trust Account - 600393	75,384	-	-	-	-	\$75,384
Council Dist.6 Sidewalk Waivers - 600396	(150)	-	-	-	-	(\$150)
R.I.C.O. State - 600426	560	-	-	-	-	\$560
Sub-Total	\$3,380,240	-	-	-	-	\$3,380,240
<b>Department of City Planning</b>						
User Fee - 600001	(43,095)	-	-	-	-	(\$43,095)
Pedestrian Safety Campaign - 600011	2,800	-	-	-	-	\$2,800
Tree Removal Protection - 600013	11,839,348	-	-	-	-	\$11,839,348
Streetscape Improv. & Maintenance Prog. - 600031	1,243,432	-	-	-	-	\$1,243,432
Liveable Communities Initiative (Lci) - 600034	3,389	-	-	-	-	\$3,389
Aid For The Homeless - 600036	3,275	-	-	-	-	\$3,275
Title Iii-Dislocated Wkr Prog,Prog Oper - 600048	(5,000)	-	-	-	-	(\$5,000)
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	154,160	-	-	-	-	\$154,160

\* 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.





## FY21 CAPITAL BUDGET STATUS Trust

	FY21	FY22	FY23	FY24	FY25	Total
Council District 1 Sidewalk Waiver - 600118	34,743	-	-	-	-	\$34,743
Council District 5 Sidewalk Waiver - 600119	24,956	-	-	-	-	\$24,956
Council District 11 Sidewalk Waiver - 600120	49,174	-	-	-	-	\$49,174
Council District 10 Sidewalk Waiver - 600121	3,689	-	-	-	-	\$3,689
Council District 8 Sidewalk Waiver - 600122	21,725	-	-	-	-	\$21,725
Neighborhood Deputies Program - 600286	355	-	-	-	-	\$355
Mayor'S Youth Program - 600306	588,075	-	-	-	-	\$588,075
Edu. Outreach/Tree Removal - 600307	116,215	-	-	-	-	\$116,215
Technology Surcharge - 600375	1,947,844	-	-	-	-	\$1,947,844
Westside Future Fund - 600404	45,465	-	-	-	-	\$45,465
Census 2020 - 600408	723,054	-	-	-	-	\$723,054
Coca-Cola Street Purchase - 600419	2,427	-	-	-	-	\$2,427
Edgewood Greenspace Acquisition - 600432	101,724	-	-	-	-	\$101,724
Recovering Substance Abuser'S Program - 600441	2,424	-	-	-	-	\$2,424
Housing Rehab/Seniors & Low Income Indiv - 600447	1,934	-	-	-	-	\$1,934
Council District 12 Sidewalk Waiver - 600449	383,328	-	-	-	-	\$383,328
Atlantic Station Wkforce Dev Partnership - 600451	20,054	-	-	-	-	\$20,054
<b>Sub-Total</b>	<b>\$17,383,631</b>	-	-	-	-	<b>\$17,383,631</b>
<b>Department Of Public Defender</b>						
Transforming Homelessness - 600413	47,953	-	-	-	-	\$47,953
<b>Sub-Total</b>	<b>\$47,953</b>	-	-	-	-	<b>\$47,953</b>
<b>Department Of Enterprise Assets Management</b>						
Dunbar Neighborhood Center - 600224	469,705	-	-	-	-	\$469,705
Georgia Hill Neighborhood Center - 600291	988,115	-	-	-	-	\$988,115
J.C. Birdine Neighborhood Center - 600292	398,246	-	-	-	-	\$398,246
<b>Sub-Total</b>	<b>\$1,856,067</b>	-	-	-	-	<b>\$1,856,067</b>
<b>Total City Wide</b>	<b>\$42,398,263</b>	-	-	-	-	<b>\$42,398,263</b>

\* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.



# DEBT MANAGEMENT

DEBT OVERVIEW

MUNICIPAL BOND RATINGS

GENERAL FUND & OTHER

DEPARTMENT OF AVIATION

DEPARTMENT OF  
WATERSHED MANAGEMENT

GENERAL OBLIGATION

TAX ALLOCATION DISTRICTS

LEGAL DEBT LIMITS

PROPOSED BUDGET  
FY 2021



## 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-	AA-
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-	AA-
Hartsfield - Jackson Atlanta International Airport Revenue Bonds Senior Lien Customer Facility Charge	A2	A-	A

\*Authorities of the City (i.e. Solid Waste Management Authority) do not have a source of revenue to receive a credit rating.

## 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 \$371.8 million as of July 1, 2020.

### **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 \$950 million as of July 1, 2020.

### **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 \$125 million as of July 1, 2020.

**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 \$273.9 million as of July 1, 2020.

**TAX ALLOCATION DISTRICT FUND:**

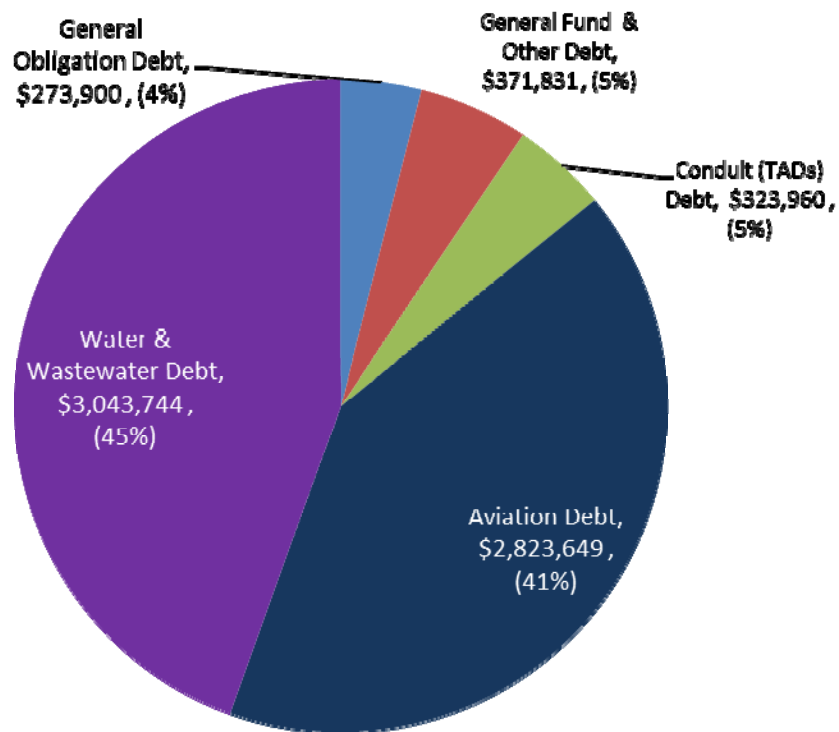
The City has issued Tax Allocation District ("TAD") bonds in accordance with Federal Tax Law which allows state and local governments to issue tax-exempt securities on behalf of nonprofit corporations exempt from taxes under Section 501 (c)(3) of the Internal Revenue Service Code.

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 five (5) (Atlantic Station, BeltLine, 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 2021, the City will have thirteen (13) TAD bonds outstanding with a total value of \$323.9 million.



## FY2021 TOTAL OUTSTANDING DEBT

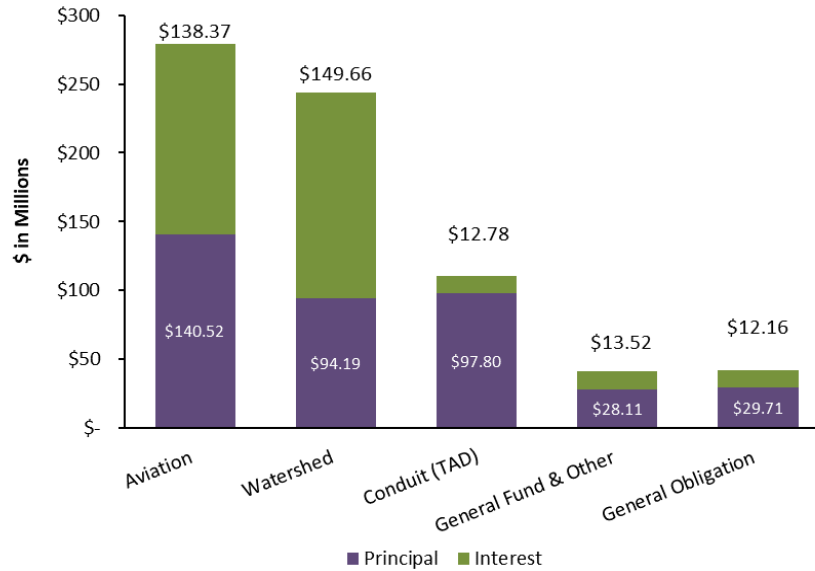
At the start of Fiscal Year 2021 (July 1, 2020), the City of Atlanta's outstanding long-term debt will be \$6.8 billion. Total debt consists of \$1 billion in General Obligation and Other debt (General Fund, loans, leases, Intergovernmental Agreements and TADs), \$2.8 billion in Aviation Revenue Bonds, and \$3.0 billion in Water and Wastewater Revenue Bonds. The Department of Aviation Commercial Paper Program in the amount of \$950 million, are not included in the Aviation's long-term debt amount referenced above. The Department of Watershed Management has a Commercial Paper Program in the amount of \$125 million which is not included in long-term debt amount reference above.<sup>1</sup>



<sup>1</sup> Outstanding debt excludes bonds/other financial instruments which are not the obligation of the City of Atlanta and are not paid directly from City of Atlanta revenues.

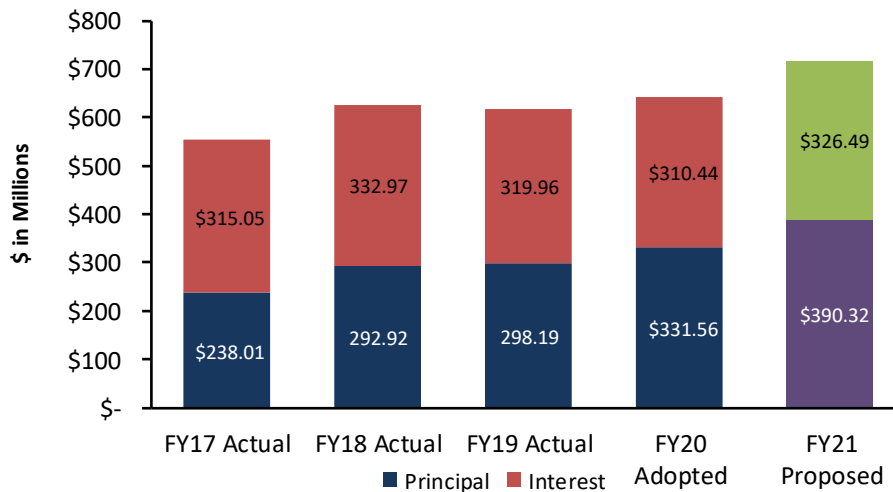
## FY2021 PRINCIPAL & INTEREST PAYMENTS (BY CATEGORY)

It is expected that in Fiscal Year 2021, \$41.6 million of General and Other Fund, \$278.8 million of Aviation Fund, \$243.8 million of Water and Wastewater Fund, \$41.8 million of General Obligation Fund, and \$110.5 million of TAD Fund receipts will be used to make debt service payments.



## HISTORICAL EXPENSES & FY2021 OUTLOOK

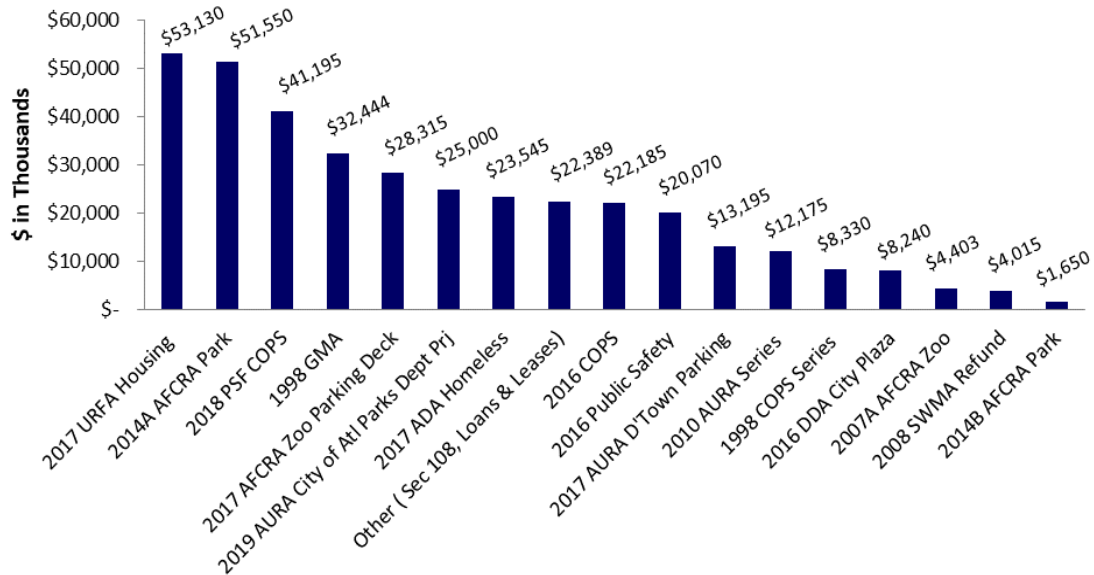
Between Fiscal Year 2017 and Fiscal Year 2021 ending June 30, 2021, the City will have made \$3.1 billion in payments to service its debt obligations. \$1.6 billion of this total will be for principal payments and \$1.6 billion will be for interest payments. During Fiscal Year 2021, the City will make approximately \$716.8 million in debt service payments; \$390.3 million in principal and \$326.5 million in interest payments, respectively.



## GENERAL FUND & OTHER

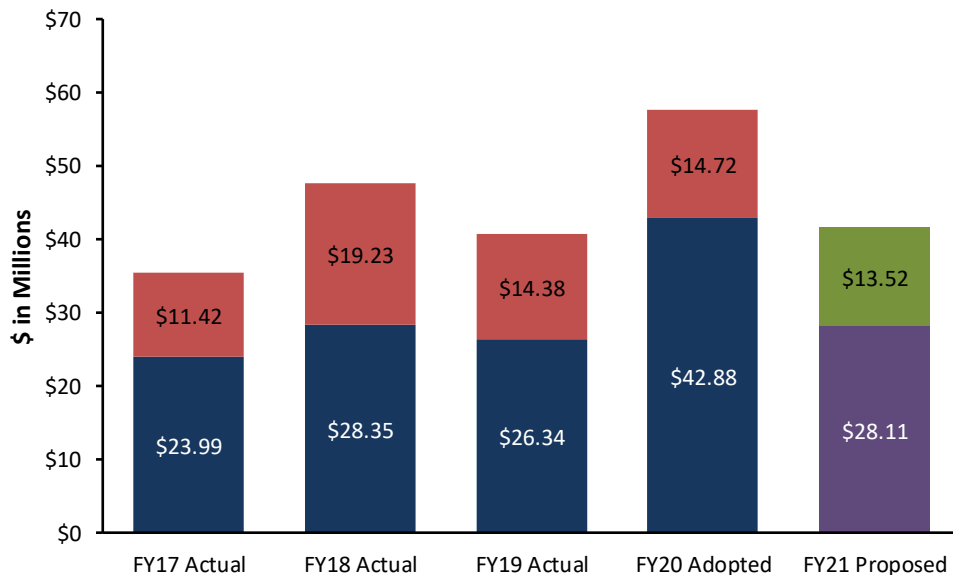
### GENERAL FUND – TOTAL OUTSTANDING DEBT (JULY 1, 2020)

The General Fund debt obligation of the City consists of various bonds issued for various purposes. For Fiscal Year 2021, \$371.8 million will be outstanding.



### PRINCIPAL AND INTEREST PAYMENTS (FY2017 – FY2021)

During Fiscal Year 2021, it is expected that the City will make approximately \$41.6 million in payments to service outstanding General Fund and Other obligations; \$28.1 million will be spent on principal and \$13.5 million on interest payments.



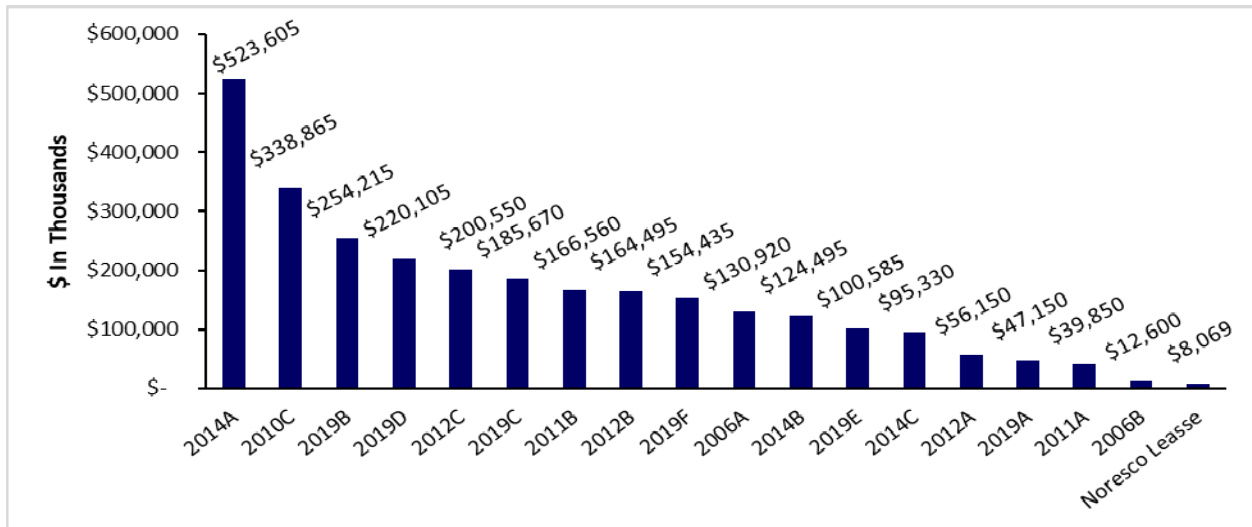
## GENERAL FUND & OTHER DEBT AMORTIZATION SCHEDULE

Period Ending	Principal	Interest	Debt Service
6/30/2021	28,108,667	13,522,108	41,630,775
6/30/2022	26,597,600	12,508,740	39,106,340
6/30/2023	25,768,964	11,496,487	37,265,451
6/30/2024	25,248,094	10,484,680	35,732,774
6/30/2025	22,820,561	9,514,828	32,335,389
6/30/2026	23,776,693	8,559,860	32,336,553
6/30/2027	24,801,626	7,539,639	32,341,265
6/30/2028	51,102,900	6,577,660	57,680,560
6/30/2029	15,127,728	5,803,301	20,931,029
6/30/2030	15,811,163	5,173,051	20,984,214
6/30/2031	16,396,210	4,509,314	20,905,525
6/30/2032	15,465,767	3,828,088	19,293,854
6/30/2033	14,315,000	3,193,225	17,508,225
6/30/2034	14,940,000	2,558,036	17,498,036
6/30/2035	15,600,000	1,887,223	17,487,223
6/30/2036	16,305,000	1,182,370	17,487,370
6/30/2037	11,565,000	572,376	12,137,376
6/30/2038	4,900,000	214,484	5,114,484
6/30/2039	1,565,000	79,070	1,644,070
6/30/2040	1,615,000	26,631	1,641,631
	371,830,973	109,231,172	481,062,144

# DEPARTMENT OF AVIATION

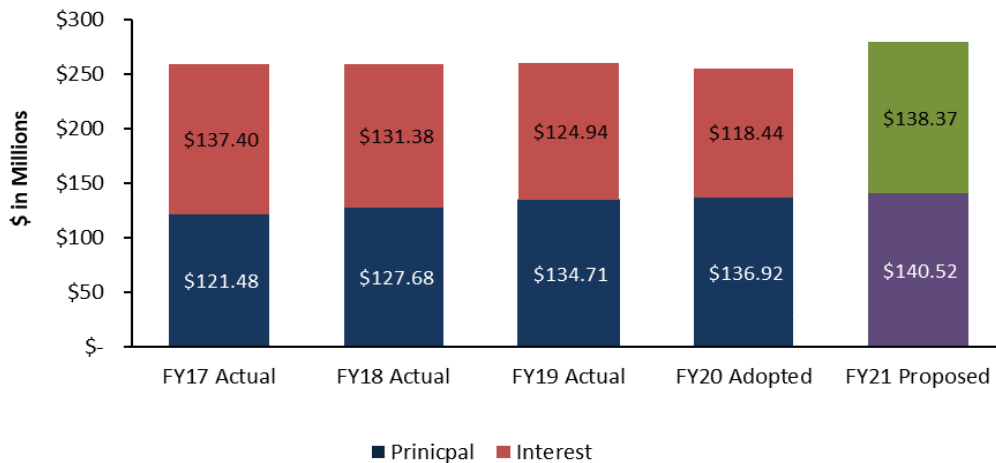
## DEPARTMENT OF AVIATION – TOTAL OUTSTANDING DEBT (JULY 1, 2020)

For Fiscal Year 2021, 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 \$950 million as of July 1, 2020.



## PRINCIPAL AND INTEREST PAYMENTS (FY2017 – FY2021)

During Fiscal Year 2021 it is expected that \$278.8 million in GARB, PFC, and CFC revenues will be used to service the outstanding long-term debt \$140.5 million for principal and \$138.3 million in interest.



## DEPARTMENT OF AVIATION DEBT AMORTIZATION SCHEDULE

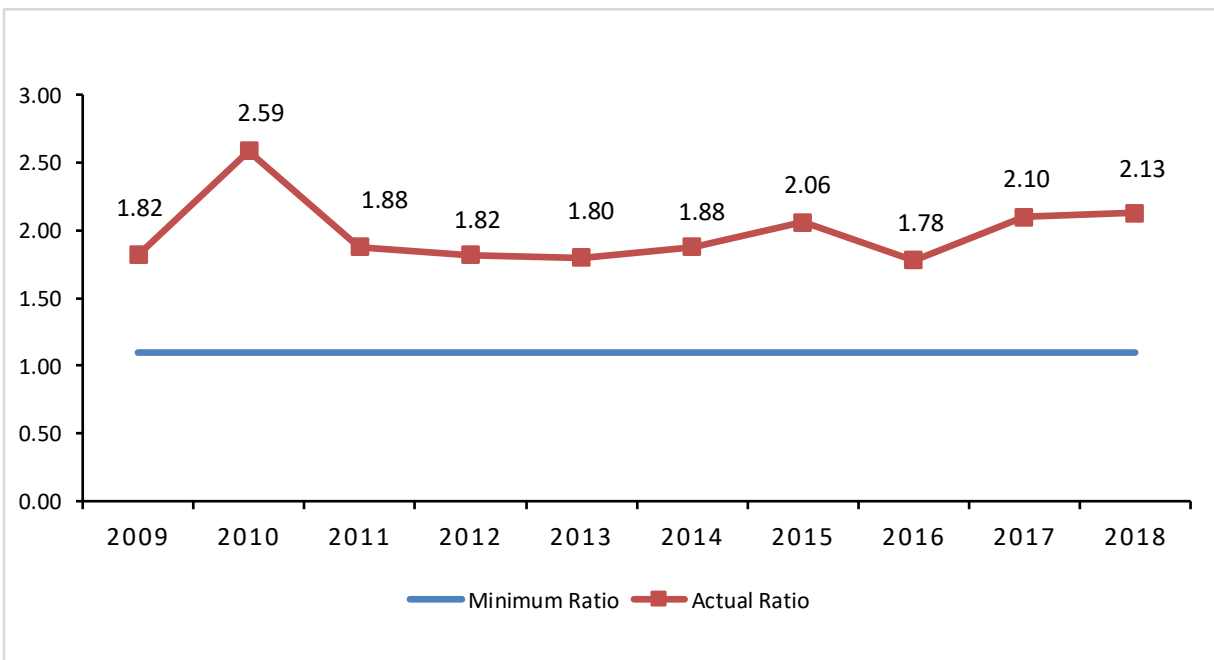
Period Ending	Principal	Interest	Debt Service
6/30/2021	140,517,696	138,366,445	278,884,141
6/30/2022	116,052,646	131,304,479	247,357,126
6/30/2023	122,183,863	125,193,810	247,377,673
6/30/2024	143,571,391	118,770,212	262,341,603
6/30/2025	146,260,275	111,569,434	257,829,709
6/30/2026	143,770,564	104,390,419	248,160,984
6/30/2027	166,362,311	97,151,355	263,513,665
6/30/2028	175,090,565	88,532,937	263,623,502
6/30/2029	183,710,382	79,454,464	263,164,846
6/30/2030	186,886,814	69,925,492	256,812,306
6/30/2031	126,254,922	60,316,134	186,571,056
6/30/2032	114,669,763	53,865,192	168,534,955
6/30/2033	120,967,896	48,243,880	169,211,776
6/30/2034	70,450,000	42,507,025	112,957,025
6/30/2035	58,000,000	38,650,100	96,650,100
6/30/2036	96,375,000	35,202,975	131,577,975
6/30/2037	100,775,000	30,758,600	131,533,600
6/30/2038	105,390,000	26,116,275	131,506,275
6/30/2039	110,195,000	21,253,000	131,448,000
6/30/2040	115,230,000	16,165,150	131,395,150
6/30/2041	112,695,000	10,947,375	123,642,375
6/30/2042	43,385,000	7,265,700	50,650,700
6/30/2043	13,250,000	5,080,700	18,330,700
6/30/2044	13,915,000	4,401,575	18,316,575
6/30/2045	14,610,000	3,688,450	18,298,450
6/30/2046	15,340,000	3,016,400	18,356,400
6/30/2047	15,955,000	2,390,500	18,345,500
6/30/2048	16,590,000	1,739,600	18,329,600
6/30/2049	17,250,000	1,062,800	18,312,800
6/30/2050	17,945,000	358,900	18,303,900
	2,823,649,088	1,477,689,377	4,301,338,464

## DEPARTMENT OF AVIATION REVENUE BOND COVERAGE (IN THOUSANDS)

Ending Period	Operating Revenue	Operating Expenses	Net Revenue	General Revenue Debt	Debt Paid from PFC Revenue	Debt Paid From Net Revenue	Coverage Ratio
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	168,509	2.06
2017	512,726	264,125	248,601	167,951	28,318	167,923	1.78
2018	549,120	248,854	300,266	167,964	25,310	142,654	2.10
2019	619,459	316,419	303,040	168,449	26,480	141,969	2.13

\*Data Source - City of Atlanta Comprehensive Annual Financial Report FY19 CAFR.

### Coverage Ratio Performance

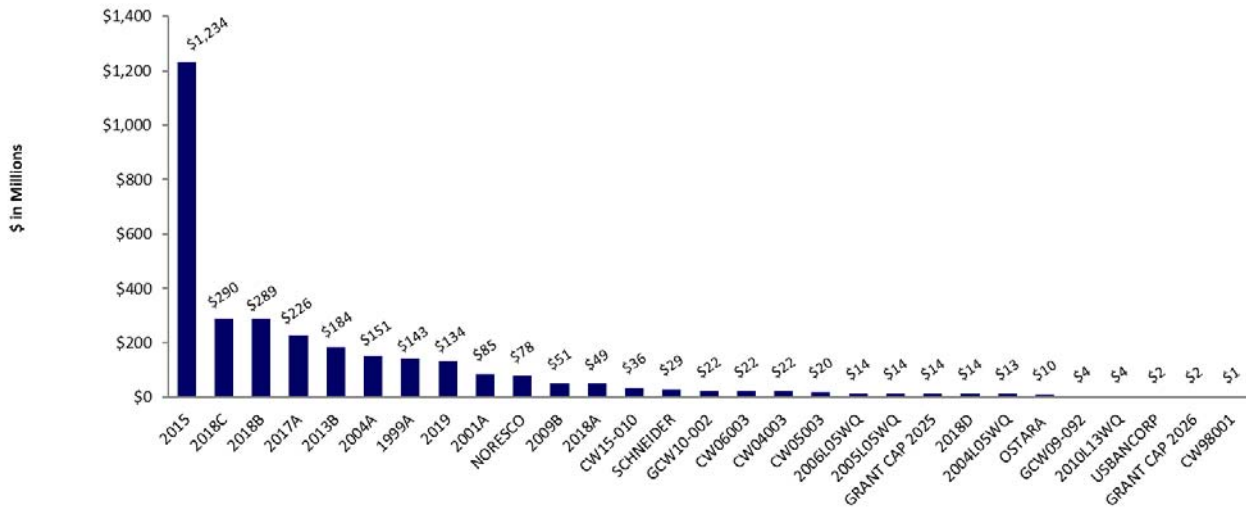


\*Minimum coverage ratio per DOA Master Bond Ordinance is 1.10

# DEPARTMENT OF WATERSHED MANAGEMENT

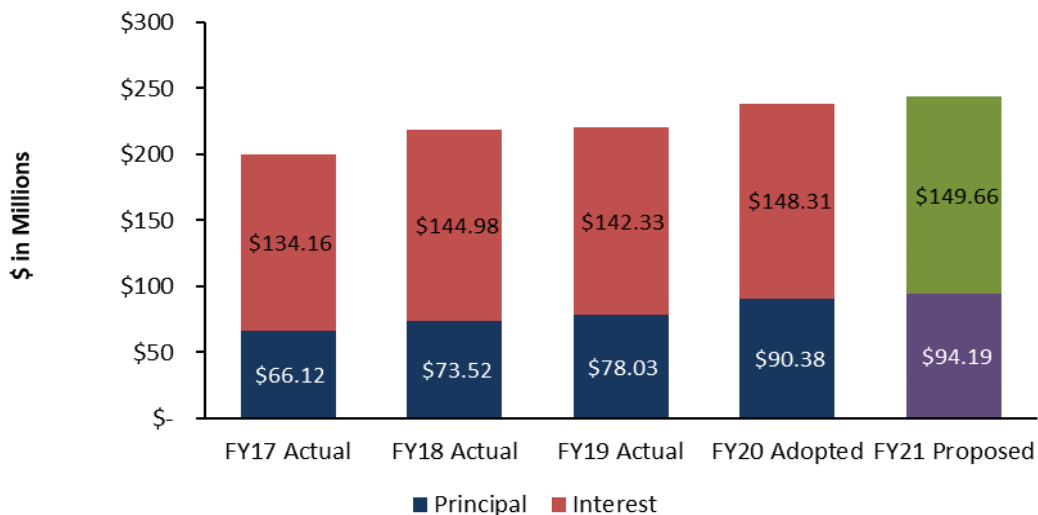
## DEPARTMENT OF WATERSHED MANAGEMENT – TOTAL OUTSTANDING DEBT (JULY 1, 2020)

For Fiscal Year 2021, 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, \$185.0 million of subordinate lien debt (GEFA), and \$139.1 million in lease payments. The Department also has a Commercial Paper Program outstanding in the amount of \$125 million as of July 1, 2020.



## PRINCIPAL AND INTEREST PAYMENTS (FY2017 – FY2021)

During Fiscal Year 2021, it is expected that the City will pay approximately \$243.9 million to service the Department’s current outstanding long-term debt; \$94.2 million will be spent on principal and \$149.7 million on interest payments.





## WATERSHED MANAGEMENT DEBT AMORTIZATION SCHEDULE\*

Period Ending	Principal	Interest	Debt Service
6/30/2021	93,366,751	148,877,529	242,244,280
6/30/2022	101,607,224	138,802,251	240,409,475
6/30/2023	106,857,670	133,799,718	240,657,387
6/30/2024	107,535,420	128,691,150	236,226,570
6/30/2025	115,000,816	123,425,782	238,426,597
6/30/2026	121,191,660	117,728,652	238,920,313
6/30/2027	127,430,703	111,629,863	239,060,566
6/30/2028	135,832,793	105,161,286	240,994,079
6/30/2029	137,955,036	98,458,034	236,413,070
6/30/2030	142,459,320	91,684,366	234,143,687
6/30/2031	137,779,565	84,884,511	222,664,076
6/30/2032	139,682,563	78,231,425	217,913,988
6/30/2033	146,340,231	71,475,685	217,815,917
6/30/2034	164,835,590	64,135,498	228,971,088
6/30/2035	155,304,703	56,581,448	211,886,151
6/30/2036	153,589,853	49,199,856	202,789,709
6/30/2037	159,896,661	41,878,698	201,775,359
6/30/2038	163,084,917	34,444,274	197,529,191
6/30/2039	166,880,000	26,758,475	193,638,475
6/30/2040	163,195,000	18,809,013	182,004,013
6/30/2041	62,270,000	13,286,988	75,556,988
6/30/2042	73,310,000	9,985,838	83,295,838
6/30/2043	49,835,000	6,998,713	56,833,713
6/30/2044	52,235,000	4,541,688	56,776,688
6/30/2045	15,210,000	2,903,750	18,113,750
6/30/2046	15,990,000	2,123,750	18,113,750
6/30/2047	16,810,000	1,303,750	18,113,750
6/30/2048	17,670,000	441,750	18,111,750
	3,043,156,474	1,766,243,742	4,809,400,215

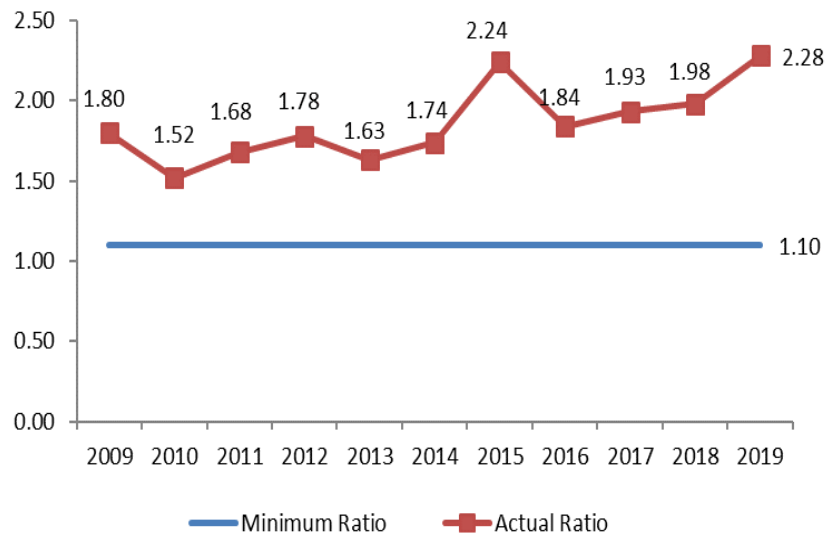
## WATERSHED MANAGEMENT REVENUE BOND COVERAGE\*

Ending Period	Operating Revenue	Operating Expenses	Net Revenue	Principal Payment	Interest Payment	Total Payments	Coverage Ratio
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
2018	640,537	239,020	401,517	63,650	138,913	202,563	1.98
2019	687,278	217,392	469,886	66,230	140,114	206,344	2.28

\*In Thousands

\*\*Data Source - City of Atlanta Comprehensive Annual Financial Report FY19 CAFR

### Coverage Ratio Performance



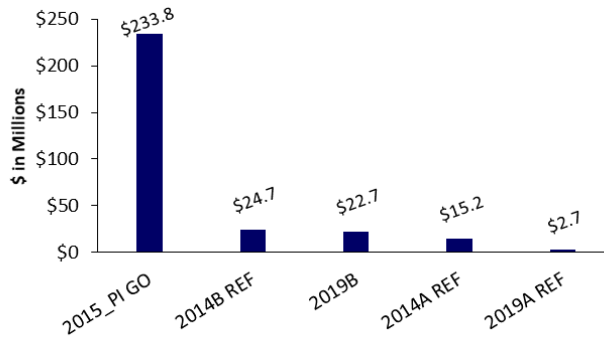
# GENERAL OBLIGATION

## GENERAL OBLIGATION – TOTAL OUTSTANDING DEBT (JULY 1, 2020)

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.

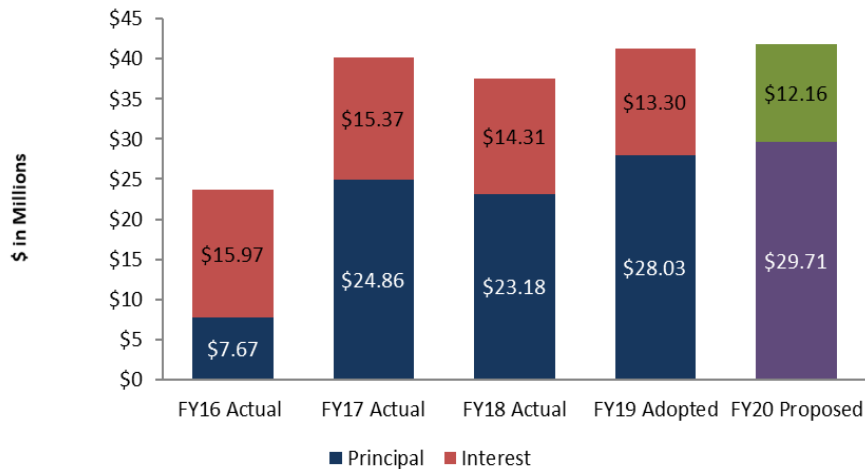
Under State of Georgia Law, the City is permitted to issue \$8.0 million in annual General Obligation bonds without a voter referendum. As a requirement, the proceeds from any annual GO bond issuance are to be evenly distributed between the City and Atlanta Public Schools.

At the beginning of Fiscal Year 2021, the City is budgeted to have five (5) General Obligation bonds outstanding totaling \$273.9 million.



## PRINCIPAL AND INTEREST PAYMENTS (FY2017 – FY2021)

During Fiscal Year 2021, the City will pay approximately \$41.9 million to service outstanding General Obligation debt; \$29.7 million will be spent on principal payments and \$12.2 million will be spent on interest payments.



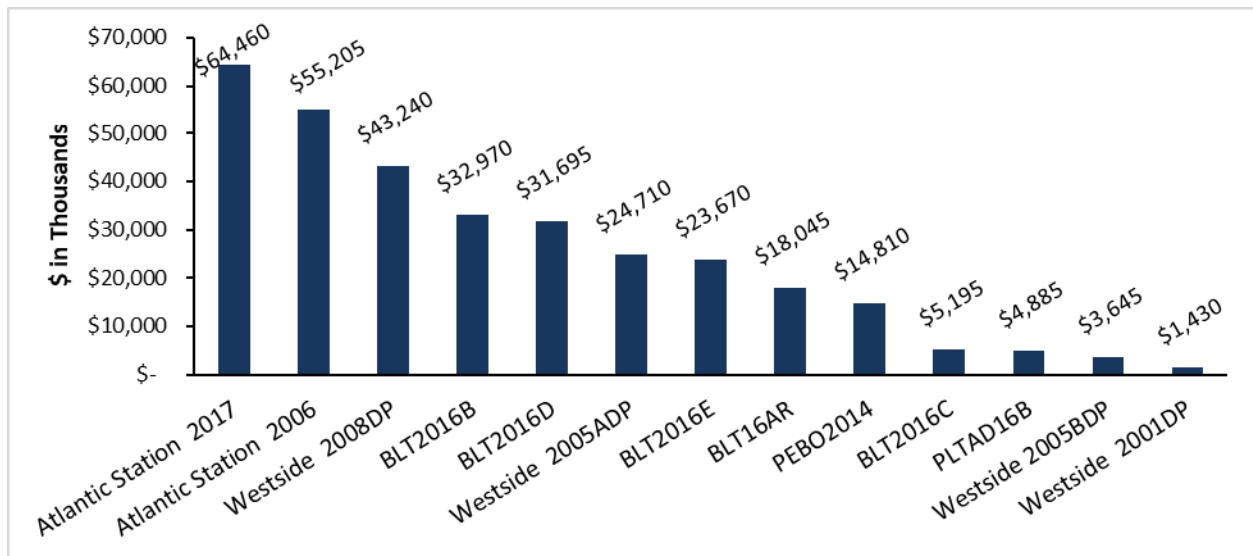
## GENERAL OBLIGATION DEBT AMORTIZATION SCHEDULE

Period Ending	Principal		Interest		Debt Service
6/30/2021	29,705,000		12,159,802		41,864,802
6/30/2022	26,925,000		10,970,168		37,895,168
6/30/2023	16,405,000		10,000,627		26,405,627
6/30/2024	14,275,000		9,275,314		23,550,314
6/30/2025	15,010,000		8,580,048		23,590,048
6/30/2026	15,480,000		7,859,416		23,339,416
6/30/2027	14,915,000		7,128,022		22,043,022
6/30/2028	14,970,000		6,389,575		21,359,575
6/30/2029	15,740,000		5,660,938		21,400,938
6/30/2030	16,545,000		4,933,250		21,478,250
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
	273,900,000		94,892,283		368,792,283

## TAX ALLOCATION DISTRICTS (TADS)

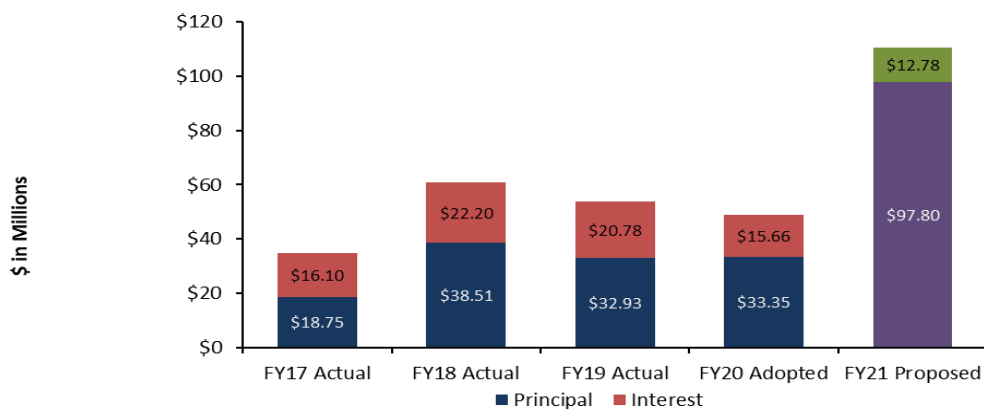
### TADS – TOTAL OUTSTANDING DEBT (JULY 1, 2020)

The City has issued bonds to fund various Capital Improvement Projects (CIP) in specifically designated tax districts. There are ten (10) tax districts and five (5) of the ten (10) districts, which are active, composed of Atlantic Station, BeltLine, 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 2021, the City will have thirteen (13) TAD bonds outstanding with a total value of \$323.9 million.



### PRINCIPAL AND INTEREST PAYMENTS (FY2017 – FY2021)

During Fiscal Year 2021, the City will pay approximately \$110.5 million to service the TAD obligations of the City; \$97.8 million will be spent on principal and \$12.7 million on interest payments.



## TAX ALLOCATION DISTRICTS (TADS) DEBT AMORTIZATION SCHEDULE

Period Ending	Principal	Interest	Debt Service
6/30/2021	97,800,000	12,784,275	110,584,275
6/30/2022	26,407,500	10,899,340	37,306,840
6/30/2023	27,647,500	9,682,371	37,329,871
6/30/2024	26,240,000	8,403,573	34,643,573
6/30/2025	81,175,000	5,586,771	86,761,771
6/30/2026	11,855,000	3,112,080	14,967,080
6/30/2027	10,975,000	2,552,298	13,527,298
6/30/2028	10,005,000	2,027,872	12,032,872
6/30/2029	10,500,000	1,542,832	12,042,832
6/30/2030	8,530,000	1,062,511	9,592,511
6/30/2031	8,965,000	638,850	9,603,850
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
	323,960,000	59,799,523	383,759,523

## 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, 2020, the City's assessed value is \$38,504,916,900. As of July 1, 2020, the City has a legal debt limit in the amount of **\$3,551,396,690**.

<b>Assessed Value</b>	<b>38,504,916,900</b>
<b><u>Debt Limit Calculation:</u></b>	
<b>Legal limit (10% of Assessed Value)</b>	<b>3,850,491,690</b>
<b>Less Outstanding General Obligation Bonded Debt</b>	<b><u>299,095,000</u></b>
<b>Legal Debt Limit</b>	<b><u><u>3,551,396,690</u></u></b>

*Source: Assessed values are established by the Fulton & DeKalb Counties Board of Tax Assessors on January 1 of each year at 40% of the property's market value as required by State Law. The source of the information above is from the City of Atlanta Comprehensive Annual Financial Report as of June 30, 2019.*





# APPENDIX

BUDGET CALENDAR & BUDGET PROCESS

FINANCIAL POLICIES

STRATEGIC INITIATIVES & FINANCIAL PLANNING

FIVE YEAR PLAN

GLOSSARY

ACKNOWLEDGMENTS

PROPOSED BUDGET  
FY2021



## FY 2021 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	STATUS	RESPONSIBILITY
1.	Request for Mayor & City Council Budget Initiatives/Priorities for FY2021	Jan 13		Mayor/City Council
2.	OBFP Load FY2021 Baseline Budget into PBCS By Fund & By Department	Mar 6		DOF (OBFP)
3.	Load PnG (Capital Project) Balances in PBCS	Mar 9		DOF (OBFP)
4.	Budget Kick-Off, Training/Instructions, Templates and Timeline Provided	Mar 10		All Departments
5.	PBCS Training (i.e. Operating and Capital Modules)	Mar 13		All Departments
6.	FINANCE/EXECUTIVE COMMITTEE MEETING <ul style="list-style-type: none"> <li>• FY2021 Budget Ordinance Introduced as 1<sup>st</sup> Read</li> <li>• FY2021 Personnel Ordinance Introduced as 1<sup>st</sup> Read</li> <li>• Revenue Package Items Legislation Introduced as 1<sup>st</sup> Read</li> </ul>	March 25		City Council

7.	Departments Spread FY2021 Baseline Budget Over 12 Month Period By Fund	Mar 27-31	All Departments
8.	Key Stakeholder Deliverables Due <i>(i.e. Economic Forecast, Summary of Fund Balance, Debt Management, Mayor &amp; CFO Transmittal Letters, etc.)</i>	Mar 24	DOF (Various)
9.	Departmental Overviews Due <i>(i.e. Accomplishments, Program Highlights, Org Chart, Performance Metrics)</i>	Mar 24	All Departments
10.	Budget Office Staff/Leadership Team Prepares/Reviews Draft Proposed Budget Book	Mar 31-Apr 10	DOF (OBFP)
11.	Draft of Proposed Budget Book to Mayor, CFO and COO for view	Apr 10-15	DOF (OBFP)
12.	OBFP Finalize Proposed Budget Book	Apr 16-17	DOF (OBFP)
13.	Print Proposed Budget Book	Apr 20-30	DOF (OBFP)
14.	Proposed Budget Advertisement Submitted to City Clerk's Office <i>(Advertisement appears in AJC on April 27<sup>th</sup>)</i>	Apr 20	DOF (OBFP)
15.	Proposed Budget Book Finalized/Delivered	May 1	DOF (OBFP)
16.	BUDGET OVERVIEW – COUNCIL CHAMBERS <ul style="list-style-type: none"> <li>• Fiscal Condition of the City Presentation</li> <li>• Budget Development Process</li> <li>• Non-Departmental</li> <li>• Capital, Grants, and Trust Funds; Debt Service; Cash Pool; Investments</li> </ul>	May 19	DOF
17.	DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS <ul style="list-style-type: none"> <li>• Department of Police Services</li> <li>• Department of Fire Services</li> <li>• Department of Corrections</li> <li>• Citizens Review Board Unions (AFSCME, PACE, IAFF, IBPO)</li> </ul>	May 6-June 2	Executive Offices/Commissioners
18.	DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS <ul style="list-style-type: none"> <li>• Department of Public Works/Solid Waste/ Fleet Services</li> <li>• Atlanta Department of Transportation/ Renew Atlanta</li> </ul>	May 6-June 2	Executive Offices/Commissioners

	<ul style="list-style-type: none"> <li>• Department of Parks &amp; Recreation</li> <li>• Invest Atlanta</li> <li>• Department of Customer Service</li> </ul>		
19.	<p>FINANCE/EXECUTIVE COMMITTEE MEETING</p> <ul style="list-style-type: none"> <li>• FY 2021 Personnel Ordinance discussed and amended by FEC</li> <li>• Other HR related legislation, if applicable</li> <li>• Property Tax Rate Ordinance discussed and adopted by FEC</li> <li>• Public Hearing for Revenue Fee Legislation <i>(if needed)</i></li> </ul>	May 6-June 2	City Council
20.	<p>Advertisement for Budget Hearing Submitted to City Clerk's Office</p> <p><b><i>(Advertisement appears in AJC on May 26<sup>th</sup>)</i></b></p>	May 19	DOF (OBFP)
21.	<p>DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</p> <ul style="list-style-type: none"> <li>• Department of Human Resources</li> <li>• Office of the Inspector General</li> <li>• Board of Ethics &amp; Independent Compliance</li> <li>• Internal Auditor</li> <li>• Executive Offices</li> <li>• City Council</li> <li>• Department of Procurement</li> <li>• PUBLIC HEARINGS for Tax Millage Rate and FY2021 Budget (6 pm) City Council Chambers (Interactive Community Budget Session)</li> </ul>	May 6-June 2	Executive Offices/Commissioners
22.	<p>DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</p> <ul style="list-style-type: none"> <li>• Department of Watershed Management</li> <li>• Department of Law</li> <li>• Municipal Court</li> <li>• Office of the Public Defender</li> <li>• Office of the Solicitor</li> <li>• Department of Atlanta Information Management (AIM)</li> </ul>	May 6-June 2	Executive Offices/Commissioners
23.	<p>DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</p> <ul style="list-style-type: none"> <li>• Department of City Planning</li> <li>• Department of Finance</li> <li>• Department of Enterprise Assets Management (DEAM)</li> <li>• Department of Grants &amp; Community Development</li> </ul>	May 6-June 2	Executive Offices/Commissioners

	<ul style="list-style-type: none"> <li>• Department of Aviation</li> <li>• Personnel Paper Discussion</li> </ul>		
24.	Advertisement for Adoption of Budget Submitted to City Clerk's Office <i>(Advertisement appears in AJC on June 8<sup>th</sup>)</i>	June 1	DOF (OBFP)
25.	FINANCE/EXECUTIVE COMMITTEE MEETING <ul style="list-style-type: none"> <li>• FY2021 Personnel Ordinance discussed and adopted by FEC – forwarded to City Council</li> <li>• Other HR related legislation, if applicable forwarded to City Council</li> <li>• Property Tax Rate ordinance discussed and adopted and forwarded to City Council</li> <li>• FY2021 Budget Ordinance discussed, adopted and forwarded to City Council</li> <li>• Second &amp; Third Public Hearing for Tax Millage Rate – per Published Notice (11:30am &amp; 6:00pm)</li> </ul>	June 10	City Council
26.	Budget Commission Meets to Approve FY2021 Anticipations (10:30 am) <ul style="list-style-type: none"> <li>• Full Council Meeting <ul style="list-style-type: none"> <li>- FY2021 Budget Adopted by Council</li> <li>- Adoption of Revenue/Fee/Budget Legislation</li> <li>- Adoption of FY2021 Personnel Ordinance</li> <li>- Adoption of other HR related legislation, if applicable</li> </ul> </li> </ul>	June 15	Budget Commission/City Council
27.	Mayor Bottoms Approves/Vetoes Adopted Ordinances <ul style="list-style-type: none"> <li>• Property Tax Rate Ordinance</li> <li>• FY2021 Budget Ordinance</li> <li>• Personnel Ordinance</li> <li>• HR-related legislation</li> <li>• Millage Rate Adoption</li> </ul>	June 15	Mayor Bottoms/ Executive Offices
28.	OBFP Prepares FY2021 Adopted & Funded Budget for Upload to ATL Cloud (Operating and Capital)	June 16-23	DOF (OBFP)
29.	FY2021 Adopted & Funded Budget Posted to ATL Cloud (Operating and Capital)	June 26	DOF (OBFP)

## FINANCIAL POLICIES

The City of Atlanta is a municipal corporation governed by the Mayor and the City Council. The accounting principles of the City of Atlanta, Georgia (the "City"), conform to Generally Accepted Accounting Principles ("GAAP") applicable to governmental entities. The Government Accounting Standards Board ("GASB") is the accepted standards setting body for establishing governmental accounting and financial reporting principles. The significant financial policies of the City are described below.

### ***Accounting, Auditing and Financial Reporting Policies***

An annual audit shall be performed by an independent public accounting firm with the subsequent issue of a Comprehensive Annual Financial Report (CAFR). The report shall include audited general-purpose financial statements and audited individual fund statements with both introductory and statistical sections, by the end of the sixth month after the close of the fiscal year. The Report shall be prepared in conformity with GAAP for governments.

The accounting and financial reporting treatment applied to a fund is determined by its measurements focus. The government-wide, proprietary funds and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. Agency funds, as part of fiduciary funds, while on the accrual basis do not have a measurement focus since they do not report net position.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis

of accounting. Revenues are recognized as soon as they are both measurable and available.

Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, principal and interest on general long-term debt, compensated absences, claims and judgments, and worker's compensation are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

Property taxes, franchise taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual and have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the City.

### ***Revenue Recognition - Accrual Basis of Accounting***

The accrual basis of accounting is used by all proprietary fund and fiduciary fund types. Under the accrual basis, revenue recognition occurs when the transactions are earned and measurable irrespective of when cash is received. Measurable means the amount can be determined accurately. (Note: a transaction cannot be reported unless the amount of the transaction can be determined. In order to record the transaction, either the actual amount of a transaction or an estimate must be known in order to record the transaction). For a government to earn revenue, it must have provided the goods or services.

### ***Revenue Recognition – Modified Accrual Basis of Accounting***

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers revenues as available if they are collected within 60 days after year-end. All revenues are considered susceptible to accrual except revenues from licenses and permits, fines, forfeitures and penalties because they are generally not measurable until cash is received.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include: (a) principal and interest on general long-term debt, which is recognized when due or when amounts have been accumulated in the debt service fund for payments to be made early in the following year, and (b) accumulated unpaid vacation pay, compensatory pay, accrued workers' compensation, and arbitrage rebate which are recognized in the governmental funds only to the extent they will be paid from available expendable financial resources. Those liabilities that are not to be paid from current resources are recorded in the General Long-Term Obligations Account Group.

The City adopted GASB Statement No. 20, "Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities that use Proprietary Fund Accounting," in 1994 and elected to follow GASB standards.

### ***Financial Management Policies***

#### ***Cash & Investments***

The City considers all highly liquid debt securities with an original maturity of three months or less to be cash equivalents. The Georgia Fund 1 (Georgia Fund) is a stable net asset value investment pool managed by the State of Georgia (Office of State Treasurer) and is not registered with the SEC. The Georgia Fund 1 operates in a

manner consistent with SEC Rule 2a-7 of the Investment Company Act of 1940 and is considered a SEC Rule 2a-7- like pool. The fair value of the participant shares is computed weekly with pool earnings distributed on a monthly basis based on equivalent shares owned by participants based on \$1.00 per share.

The O.C.G.A. 36-83-4 authorizes the City to invest in U.S. Government obligations, U.S. Government agency obligations, State of Georgia obligations, and obligations of a corporation of the U.S. Government. The City's investment policy authorizes portfolios that consist of U.S. Treasuries, U.S. Agencies/Instrumentalities, Obligations of Other Political in the State of Georgia, Municipal Securities, Bankers Acceptances, Local Government Investment Pools and Certificate of Deposit. According to City Policy up to 75% may consist of U.S. corporate equity securities. The City invests in repurchase agreements only when collateralized by U.S. Government or Agency Obligations. By statute, up to 55% of the cost basis of the investment portfolio for the General Employees' Pension Plan, the Firefighters' Pension Plan and the Police Officers' Pension Plan (The Plans) may consist of U.S. corporate equity securities. Additionally, in accordance with authorized investment laws, The Plans can invest in various mortgage-backed securities, such as collateralized mortgage obligations ("CMOs") and government backed mortgage securities. These are separately identified in the disclosure of custodial credit risk (see Note III. A.). In 2014, the General Employees' Pension Board, the Firefighters' Pension Board, and the Police Officers' Pension Board (The Pension Boards) authorized The Plans to invest in alternative investments, not to exceed 5% of the total investments. Investments, other than repurchase agreements, are reported at fair value, based on quoted market prices, and include any accrued interest. Repurchase agreements are reported at amortized cost.

The City maintains a cash management pool whereby operating cash is held. This pool is not considered a separate accounting entity for financial reporting purposes; instead, each participating fund's equity in the cash management pool is recorded as such on its statement of net position. Related interest income is allocated to each participating fund based on each fund's recorded equity in the pool.



### ***Restricted Assets***

Restricted assets represent amounts which are required to be maintained pursuant to City ordinances relating to the passenger and customer facility charges (Department of Aviation only); construction, renewal and extension and sinking funds; funds received for specific purposes pursuant to U. S. Government grants; and municipal option sales tax (Department of Watershed Management only).

### ***Capital Assets***

Capital assets, which include property, easements, plant, equipment and infrastructure (e.g. roads, bridges, sidewalks, and similar items) used in governmental and business-type activities of the City, are recorded in the statement of net position at historical cost (or estimated historical cost). Capital assets are defined by the City as assets with an initial, individual cost of \$5,000 and an estimated useful life in excess of one year. Donated capital assets are recorded at their estimated fair value at the date of donation. Expenses for replacements, maintenance, repairs, and betterments which do not materially prolong the life of the related asset are charged to expenditures/expenses when incurred. All reported capital assets, except land and construction in progress, are depreciated.

### ***Compensated Absences***

City employees are awarded sick and vacation time as determined by personnel policies. A maximum accrual of 25 to 45 days of vacation leave is authorized, depending upon length of service. The liability for compensated absences reported in the government-wide and proprietary fund statements consists of unpaid, accumulated vacation leave balance. The liability has been calculated using the vesting method, in which vacation amounts for employees who currently are eligible to receive termination payments and other employees who are expected to become eligible in the future to receive such payments upon termination are included. The liability for compensated absences is only reported in governmental funds if they have matured.

Employees can accrue unlimited amounts of sick leave. Sick leave can be taken only due to personal illness or, in certain cases, illness of family members. Sick leave is not intended to be paid out

except under special circumstances where the City Council has given approval and the necessary funds are available. Consequently, the City does not record an accrued liability for accumulated sick pay.

### ***Fund Balance***

City of Atlanta Code of Ordinances Section 6-315 provides authority pertaining to fund balances. Fund balances are classified as: (1) Nonspendable, (2) Restricted, (3) Committed, (4) Assigned, and (5) Unassigned. *Nonspendable fund balance* refers to amounts that are not in spendable form or are legally required to remain intact. *Restricted fund balance* refers to amounts that are subject to externally enforceable legal restrictions by either debt covenants, or laws or regulations of other governments. *Committed fund balance* refers to amounts that can only be used for specific purposes pursuant to constraints imposed by ordinance of the City Council prior to the end of the fiscal year. The same formal action is required to remove the limitation. *Assigned fund balance* refers to amounts that are intended to be used for specific purposes. The Chief Financial Officer of the City may recommend assignment of fund balances subject to approval of the City Council. *Unassigned fund balances* refer to the residual net resources and are the excess of nonspendable, restricted, committed, and assigned. Fund expenditures can be paid from restricted fund balance to the extent of the restricted fund revenue, followed by committed, assigned, and then unassigned fund balance. The general fund is the only fund that reports a positive unassigned fund balance amount.

### ***Spending Prioritization Policy***

When an expenditure is incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, restricted amounts shall be considered to have been reduced first. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, committed amounts are reduced first, followed by assigned amounts and then unassigned amounts.

### ***Authority to Commit or Assign Funds Policy***

Commitments or assignments of funds will only be used for specific purposes. Committed balances or

assigned balances will only be established pursuant to formal action by the City Council, upon recommendation from the Chief Financial Officer. Such commitments or assignments cannot exceed the available fund balance in any particular fund.

### ***Minimum Unrestricted Balance in the General Fund Policy***

The City maintains a minimum unrestricted fund balance in the General Fund ranging from no less than 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers. At any time the unrestricted fund balance is within the range of 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers. Upon recommendation by the Chief Financial Officer, the City Council may authorize additional transfers to a fund at its discretion, up to a maximum of 5% per year of the subsequent year's budgeted revenues in preparation for adoption of the upcoming year's budget. If the unrestricted fund balance falls below the minimum 15% of the subsequent year's budgeted expenditures and outgoing transfers, replenishment of shortages/deficiencies will be made within specified time periods and upon the recommendation of the Chief Financial Officer. Should the unrestricted fund balance of the General Fund exceed the maximum of 20%, such surplus fund balance may be considered for transfer to deficit balances in other funds and for one-time expenditures that are nonrecurring. At least 50% of surplus fund balance must be used to reduce any deficit fund balance prior to allocation for any one-time expenditure.

### ***Net Position***

Net position is classified and displayed in three components, as applicable:

*Net investment in capital assets* – Consists of capital assets including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, notes, or other borrowings that are attributable to the acquisition, construction or improvement of those assets. If there are significant unspent related debt proceeds at year-end, the portion of the debt attributable to the unspent proceeds is excluded from the calculation of net investment in capital assets.

*Restricted* – Consists of assets with constraints placed on the use either by (1) external groups, such as creditors, grantors, contributors, or laws or regulations of other governments; or (2) law through constitutional provisions or enabling legislation. When an expense is incurred for purposes for which there are both restricted and unrestricted assets available, it is the City's policy to apply those expenses to restricted assets, to the extent such are available, and then to unrestricted assets.

*Unrestricted* – All other assets that constitute the components of net position that do not meet the definition of "restricted" or "investment in capital assets."

### ***Deferred Outflows of Resources***

Deferred outflows of resources represent a consumption of net position that applies to a future period and will not be recognized as an outflow of resource (expense) until then. The deferred charge on refunding results from the difference in the carrying value of refunded debt and reacquisition price. The amount is deferred and amortized over the shorter of the life of the refunded or refunding debt.

### ***Deferred Inflows of Resources***

In addition to liabilities, the Balance Sheets and Statements of Net Position report a separate section for deferred inflows of resources. Deferred inflows of resources represent an acquisition of net position that applies to a future period and so will not be recognized as an inflow of resource (revenue) until that time. The unavailable revenue reported in the Balance Sheet, which arises under a modified accrual basis of accounting, represents amounts that are deferred and recognized as an inflow of resources in the periods that the amounts become available.

### ***Grants from Other Governments***

Federal and state governmental units represent an important source of supplementary funding used to finance housing, employment, construction programs, and other activities beneficial to the community. This funding, primarily in the form of grants, is recorded in the governmental and proprietary funds. All grant contributions in the proprietary funds are for the purpose of construction activities, principal debt service

reimbursements, or land or easement acquisitions. They are recorded in the statement of revenues, expenses, and changes in net position on a separate line as capital contributions after non-operating revenues and expenses. For all funds, a grant receivable is recorded when all applicable eligibility requirements have been met.

### ***General Services Costs***

The City allocates a portion of general services costs (such as purchasing, accounting, budgeting, personnel administration, and certain other costs based on allocation methods determined by an independent study) to the Aviation, Watershed, Solid Waste, Building Permits and Internal Service Funds in order to more fully reflect the actual cost of providing these services.

### ***Use of Estimates***

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, expenditures/expenses and disclosures. Actual results could differ from those estimates.





# STRATEGIC INITIATIVES AND FINANCIAL PLANNING

In collaboration with the City Council and support from community, civic, and corporate leaders, Mayor Keisha Lance Bottoms will implement several initiatives that will target affordability and equity, ethics and transparency, education, transportation and mobility, public safety, criminal justice reform, job growth, and economic development. Some of the key initiatives are outlined below:

## MAJOR INITIATIVES AND FINANCIAL PLANNING

### Priorities and Investments

- **A Safe, Welcoming, and Inclusive City**
  - Cash Bail Reform Implemented
  - Human Trafficking Fellow Onboarded
  - APD officers to receive significant pay increases
- **World Class Employees, Infrastructure, and Services**
  - Mayor launches Operation Fix-it
  - Atlanta Beltline, Inc. acquire 2.5 acre site at Murphy Crossing for development of housing, employment and transit connectivity opportunities
- **Residents Who Are Equipped for Success**
  - Expansion of Bank On Initiative
  - A number of deeds have been signed over to APS
  - Students2Startups program launched
- **Thriving Neighborhoods, Communities, and Businesses**
  - First ever Chief Housing Officer named
  - \$5M Partnership with Wells Fargo for Neighborhood LIFT Program
  - Gulch development plan approved by City Council
- **An Ethical, Transparent, and Fiscally Responsible Government**
  - Open Checkbook website launched
  - Procurement Transformation
  - Transparency Officer position created







**DEPARTMENT OF FINANCE**  
**FY2021 FIVE-YEAR FINANCIAL PLAN**  
**FEBRUARY 26, 2020**

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**ROOSEVELT COUNCIL, JR., CFO**

**JOHN GAFFNEY, DCFO**

**TINA WILSON, DCFO**

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# FY2021 FIVE YEAR FINANCIAL PLAN

## Five Year Financial Plan

### FIVE YEAR FORECAST



The **FY2021 Five Year Plan** covers fiscal years 2021 through 2025.

### 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.

### HOW THE FIVE YEAR PLAN IS DEVELOPED



The Five Year Plan was adopted via **legislation** and is **updated annually** through a formalized process.

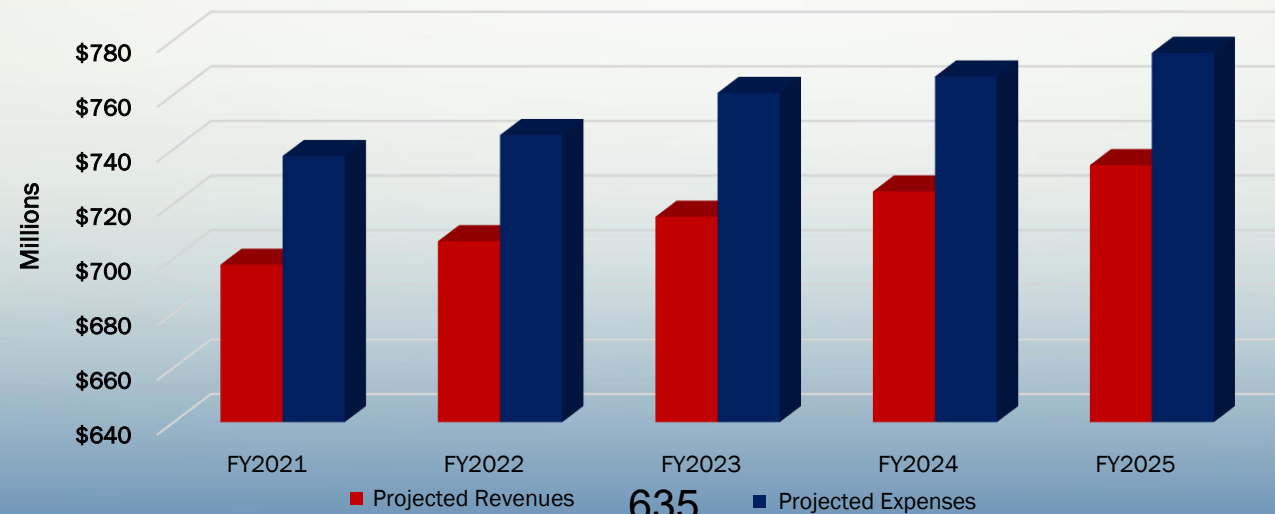


# EXECUTIVE SUMMARY



## Summary of General Fund – Five Year Forecast

	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
Projected Revenues	\$697.6	\$706.3	\$715.2	\$724.5	\$734.1
Projected Expenses	\$737.4	\$745.1	\$760.6	\$766.6	\$775.2
<b>Net General Fund Impact</b>	<b>(\$39.8)</b>	<b>(\$38.8)</b>	<b>(\$45.4)</b>	<b>(\$42.1)</b>	<b>(\$41.1)</b>



# GENERAL FUND REVENUE COMPARISON BY MAJOR CATEGORY FIVE YEAR FORECAST



	FY20 ADOPTED	FY21 PROJECTED	FY22 PROJECTED	FY23 PROJECTED	FY24 PROJECTED	FY25 PROJECTED
PROPERTY TAXES	\$219.14	\$231.75	\$237.52	\$243.44	\$249.51	\$255.73
PUBLIC UTILITY, ALCOHOLIC BEVERAGE & OTHER	\$107.71	\$110.68	\$113.19	\$115.87	\$118.73	\$121.79
LOCAL OPTION SALES TAX	\$115.43	\$118.85	\$118.97	\$119.09	\$119.21	\$119.33
LICENSES AND PERMITS	\$121.77	\$124.69	\$124.82	\$124.94	\$125.07	\$125.19
OTHER REVENUE	\$6.29	\$5.93	\$5.94	\$5.94	\$5.95	\$5.95
CHARGES FOR CURRENT SERVICES	\$4.56	\$3.38	\$3.39	\$3.39	\$3.39	\$3.40
FINES, FORFEITURES & PENALTIES	\$22.21	\$20.75	\$20.77	\$20.78	\$20.79	\$20.80
BUILDING RENTAL & CONCESSIONS	\$3.73	\$4.73	\$4.74	\$4.74	\$4.75	\$4.75
INDIRECT COSTS	\$34.31	\$34.35	\$34.38	\$34.41	\$34.45	\$34.48
HOTEL/MOTEL	\$21.80	\$21.82	\$21.84	\$21.87	\$21.89	\$21.91
PILOT & FRANCHISE	\$20.68	\$20.70	\$20.72	\$20.74	\$20.76	\$20.78
<b>GRAND TOTAL</b>	<b><u>\$677.63</u></b>	<b><u>\$697.64</u></b>	<b><u>\$706.27</u></b>	<b><u>\$715.20</u></b>	<b><u>\$724.49</u></b>	<b><u>\$734.10</u></b>

# GENERAL FUND EXPENSE COMPARISON BY MAJOR CATEGORY FIVE YEAR FORECAST



	FY20 ADOPTED	FY21 PROJECTED	FY22 PROJECTED	FY23 PROJECTED	FY24 PROJECTED	FY25 PROJECTED
PERSONNEL SERVICES & EMPLOYEE BENEFITS	\$435.47	\$469.77	\$482.58	\$495.52	\$502.45	\$507.41
PURCHASED/CONTRACTED SERVICES	\$103.86	\$106.02	\$104.80	\$104.81	\$104.81	\$104.81
SUPPLIES	\$35.47	\$40.90	\$41.51	\$41.59	\$41.56	\$41.59
CAPITAL OUTLAYS	\$1.41	\$6.77	\$6.77	\$6.77	\$6.77	\$6.77
INTERFUND/INTERDEPARTMENTAL CHARGES	\$15.17	\$21.98	\$22.31	\$22.64	\$22.96	\$23.29
OTHER COSTS	\$38.21	\$40.55	\$38.25	\$38.22	\$38.18	\$40.45
DEBT SERVICE	\$33.92	\$31.46	\$28.81	\$30.98	\$29.31	\$29.47
CONVERSION/SUMMARY	\$4.11	\$10.11	\$10.11	\$10.11	\$10.11	\$10.11
OTHER FINANCING USES	\$10.01	\$9.88	\$10.01	\$9.95	\$10.44	\$11.36
<b>GRAND TOTAL</b>	<b><u>\$677.63</u></b>	<b><u>\$737.44</u></b>	<b><u>\$745.15</u></b>	<b><u>\$760.59</u></b>	<b><u>\$766.59</u></b>	<b><u>\$775.25</u></b>
<b>% Change</b>		<b>8.8%</b>	<b>1.0%</b>	<b>2.1%</b>	<b>0.8%</b>	<b>1.1%</b>





# QUESTIONS/ANSWERS SESSION



## GLOSSARY

AATC	Atlanta Airport Terminal Corporation
ABA	Atlanta Bar Association
A/C	Air Conditioning
ACTIVITY	An action or set of actions directed at a specific purpose or purposes
ACDC	Atlanta City Detention Center
ACRB	Atlanta Citizen Review Board
ADID	Atlanta Downtown Improvement District
ADA	Americans with Disabilities Act
ADOT	Atlanta Department of Transportation
ADP	Automatic Data Processing
ADU	Accessory Dwelling Units
A/E	Architecture and Engineering Services
AEDs	Automated External Defibrillators
AFR	Department of Fire & Rescue Services
AHA	Atlanta Housing Authority
AIM	Department of Atlanta Information Management
AMI	Area Media Income
AMWA	Association of Metropolitan Water Agencies
ANNUAL BUDGET	A budget developed and enacted to apply to a single fiscal year
ANTICIPATION	See “Estimated Receipts”
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
APSPD	Atlanta Public School System's Police Department
ARC	Atlanta Regional Commission
ARFF	Aircraft Rescue Fire Fighting
ART	Arterial Rapid Transit
ASIS	American Society for Industrial Security
ASQ	Airport Service Quality
ATM	Automatic Teller Machine
ATS	Automatic Transfer Switches
AUDIT	Department of Audit
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
BLPTI	Business License Pretrial Intervention Cases
BOMA	Building Owner and Managers Association
BORN	Breach of Rule Notice
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.
BRT	Bus Rapid Transit
BZA	Board of Zoning Adjustment
CAFR	Comprehensive Annual Financial Report
CAP	Central Atlanta Progress
CHT	City Hall Tower
CNCS	Corporation for National and Community Service
CNN	City Council
CDBG	Community Development Block Grant
CDC	Center for Disease Control

CDP	Comprehensive Development Plan
CID	Community Improvement District
CIP	Capital Improvement Program
CIT	Criminal Investigation Division
CDL	Commercial Driver License
CMAR	Construction Manager At Risk
CMMS	Computerized Maintenance Management System
COOP	Continuity of Operations Plan
COP	Community Oriented Policing
COR	Department of Corrections
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.
CPP	Certified Protection Professional
CPTIT	Criminal Pretrial Intervention Cases
CRC	Concept Review Committee
CSB	Civil Service Board
CSO	Combined Sewer Overflow
CSU	Crime Suppression Unit
CY	Calendar Year
DB	Defined Benefit
D/B	Design Build
DC	Defined Contribution
DCP	Department of City Planning
DCS	Department of Customer Service
DEAM	Department of Enterprise Asset Management
DEBT SERVICE	Payment of interest and principal on an obligation resulting from the issuance of bonds
DHR	Department of Human Resources
DOA	Department Of Aviation
DOF	Department of Finance

DOJ	Department of Justice
DOP	Department of Procurement
DPD	Department of Public Defender
DPW	Department of Public Works
DPR	Department of Parks & Recreation
DRC	Development Review Committee
DUI	Driving Under the Influence
DWM	Department of Watershed Management
EBO	Equal Business Opportunity
EDR	Electronic Document Review
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
EPA	Environmental Protection Agency
EPD	Environmental Protection Division (State Agency)
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ESG	Emergency Solutions Grant
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".
FAA	Federal Aviation Administration
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
GAWL	Georgia of Association of Women's Lawyers
GAWP	Georgia Association of Water Professionals
GDOT	Georgia Department Of Transportation
GDP	Gross Domestic Product
GEFA	Georgia Environmental Facilities Authority
GESPC	Guaranteed Energy Savings Performance Contracting
GFOA	Government Finance Officers Association
GMA	Georgia Municipal Association
GO BOND	General Obligation Bond
HAP	Housing Assistance Payments
HCM	Human Capital Management
HELP	Homeless Experiencing Legal Protection
HHS	Health and Human Services
HIDTA	High Intensity Drug Trafficking Area
HJAIA	Hartsfield-Jackson Atlanta International Airport
HOME	Home Investment Partnership program
HOPWA	Housing Opportunities for Persons with AIDS
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, Air Conditioning
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.
JDA	Judicial Agencies
IGA	Intergovernmental Agreement

ISO	Insurance Service Office
IVR	Interactive Voice Response
LAW	Department of Law
LBS	Landmark Building/Site
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design
LGBTQ	Lesbian Gay Bisexual Transgender Queer
LIFTS	Lawyers Initiative for Transforming Society
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.
LUCA	Local Update of Census Address
MAD	Master Address Repository
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.
MEP	Mechanical, Electrical and Plumbing
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

NDP	Non-Departmental
NLADA	The National Legal Aid & Defender Association
NPU	Neighborhood Planning Unit
OBFP	Office of Budget and Fiscal Policy
OBJECTIVE	Specific, measurable thing to be accomplished
OCIP	Owner Controlled Insurance Program
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.
OSHA	Occupational Safety and Health Administration
OZD	Office of Zoning Development
PAD	Pre-Arrest Diversion
PAFR	Popular Annual Financial Report
PBCS	Planning and Budgeting Cloud Services
PHA	Public Housing Authority
PILOT	Payment In Lieu Of Taxes
PIU	Power Induction Unit
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.
PSA	Public Service Announcement
PSA	Public Safety Annex
PSHQ	Public Safety Headquarters

PSP	Physical Security Professional
PTIT	Pre-Trial Intervention Program for Traffic Offenses
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
ROW	Right-of-Way
SBA	Small Business Administration
SBO	Small Business Opportunity
SEC	Securities and Exchange Commission
SOL	Department of Solicitor
SOOFA	The City of Atlanta's neighborhood news feed that connects the community with screens that everyone can see and anyone can use.
SORBA	Southern Off Road Bike Association
SRTA	State Road and Toll-way Authority
STEAM	Science, Technology, Engineering, Arts, Math
SWAT	Southwest Atlanta Too Strong
SWAT	Special Weapons And Tactics
TAD	Tax Allocation District
TAN	Tax Allocation Notes
TOD	Transportation Oriented Development
TPL	Trust of Public Land
TPO	Tree Protection Ordinance
TSA	Transportation Security Administration
TSPLOST	Transportation Special Purpose Local Option Sales Tax

TTY	TeleTYpe
UDC	Urban Design Commission
UEF	Urban Ecology Framework
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
VAV	Variable Air Volume
VDI	Virtual Desktop Infrastructure
VISTA	Volunteer in Service to America
VPN	Virtual Private Network
VRF	Variable Refrangent Flow
WC	Worker's Compensation
WORKLOAD	A measure of quantity produced, processed, handled, or otherwise acted upon or with by an organizational unit. Workload is preferably indicated with respect to a specific, identifiable period of time.
WORK PROGRAM	The detailed set of things to be accomplished, within specified time periods, for an organizational unit
WRC	Water Reclamation Center



# ACKNOWLEDGMENTS

## STEERING COMMITTEE

Roosevelt Council, Jr.  
*Chief Financial Officer*

Charles Bell  
*Budget Chief*

Joshua Williams  
*Chief Operating Officer*

John Gaffney, CPA  
*Deputy Chief Financial Officer*

Felicia Daniel  
*Revenue Chief*

Jestin Johnson  
*Deputy Chief Operating Officer*

Tina Wilson, CPA  
*Deputy Chief Financial Officer*

Matthew Bartleet  
*Director, Innovation & Performance*

Jon Keen  
*Deputy Chief Operating Officer*

### EXECUTIVE COMMITTEE

Matthew Bartleet  
Charles Bell  
Carmen Chubb  
Roosevelt Council, Jr.  
Felicia Daniel  
John Gaffney, CPA  
Nina Hickson  
Jestin Johnson  
Jon Keen  
Jeffery Norman  
Keith Robinson  
Joshua Williams  
Tina Wilson, CPA

### INFORMATION TECHNOLOGY/ FINANCIAL SYSTEMS SUPPORT

Bertha Davis  
Alfonso Pinan  
Swathi Potla

### HUMAN RESOURCES

Carlene Coggins  
Elaine Gooden  
Danielle Jones  
Paula McGee  
Danielle Nichols  
Jeffery B. Norman  
Taci Perkins  
Liane Taylor  
April Weekes  
Tai Winters

### GRANTS/ACCOUNTING/ REVENUE

Ola Akaose  
Felicia Allen-Chambers  
Youlanda Carr, CPA  
Felicia Daniel  
Fumnanya Johnson  
Jermaine McClain  
Karen Sutton  
Beryl Taylor

## OFFICE OF BUDGET & FISCAL POLICY

Charles Bell, Budget Chief

Shawn Gabriel, Director

David Oberender  
Budget & Policy Manager

Melita Kelly  
Budget & Policy Manager

Deepti Pattni  
Financial Analyst

Stacia Waters  
Financial Analyst, Sr.

Jelani Willis  
Financial Analyst, Sr.

Shontae Durrah  
Financial Analyst

Pamela Holmes  
Database Administrator

*Commissioners and Department Budget Managers/Analysts*

