

CITY OF  
ATLANTA



FISCAL YEAR 2017

KASIM REED  
MAYOR

# FIVE YEAR FINANCIAL PLAN



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# PREFACE

CITY OFFICIALS

CITY ORGANIZATIONAL STRUCTURE

READER'S GUIDE

PURPOSE

FIVE YEAR PLAN



# CITY OFFICIALS



**Kasim Reed**  
*Mayor*

**Dan Gordon**  
*Chief Operating Officer*

**Candace L. Byrd**  
*Chief of Staff*

**J. Anthony Beard**  
*Chief Financial Officer*

**Cathy Hampton**  
*City Attorney*

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## MEMBERS OF CITY COUNCIL

**Cesar Mitchell**  
*Council President*

**Carla Smith**  
*District 1*

**Kwanza Hall**  
*District 2*

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

**Cleta Winslow**  
*District 4*

**Natalyn Mosby Archibong**  
*District 5*

**Alex Wan**  
*District 6*

**Howard Shook**  
*District 7*

**Yolanda Adrean**  
*District 8*

**Felicia Moore**  
*District 9*

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

**Keisha Bottoms**  
*District 11*

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

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

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

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

**Rhonda Dauphin-Johnson**  
*Municipal Clerk*

## JUDICIAL OFFICERS

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<b>COURT OPERATIONS</b>	Christopher E. Ward <i>Chief Judge</i>
<b>PUBLIC DEFENDER</b>	Rosalie Joy <i>Interim Public Defender</i>
<b>SOLICITOR</b>	Raines F. Carter <i>City Solicitor</i>

## BOARD OFFICERS

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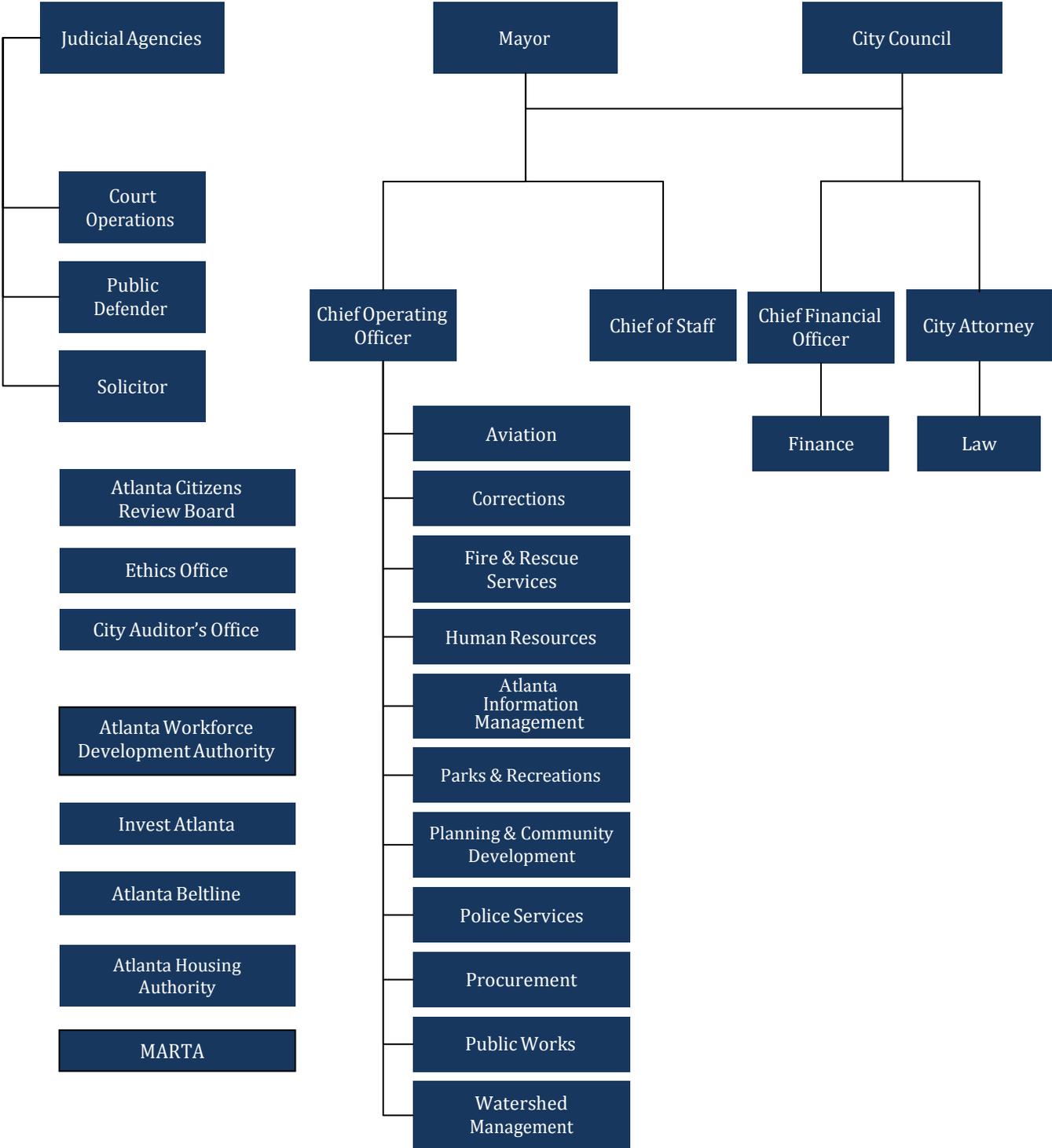
<b>ATLANTA CITIZENS REVIEW DIRECTOR</b>	Samuel Lee Reid II <i>Executive Director</i>
<b>ETHICS OFFICER</b>	Nina Hickson <i>Ethics Officer</i>
<b>CITY INTERNAL AUDITOR</b>	Leslie Ward <i>City Auditor</i>

## DEPARTMENT OFFICERS

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<b>AVIATION</b>	Miguel Southwell <i>General Manager</i>
<b>CORRECTIONS</b>	Patrick Labat <i>Corrections Chief</i>
<b>FINANCE</b>	J. Anthony Beard <i>Chief Financial Officer</i>
<b>FIRE &amp; RESCUE SERVICES</b>	Joel Baker <i>Fire Chief</i>
<b>HUMAN RESOURCES</b>	Yvonne Yancy <i>Commissioner</i>
<b>ATLANTA INFORMATION MANAGEMENT</b>	Samir Saini <i>Chief Information Officer</i>
<b>LAW</b>	Cathy Hampton <i>City Attorney</i>
<b>PARKS, RECREATION &amp; CULTURAL AFFAIRS</b>	Amy Phuong <i>Commissioner</i>
<b>PLANNING &amp; COMMUNITY DEVELOPMENT</b>	Tim Keane <i>Commissioner</i>
<b>POLICE SERVICES</b>	George N. Turner <i>Police Chief</i>
<b>PROCUREMENT</b>	Adam L. Smith <i>Chief Procurement Officer</i>
<b>PUBLIC WORKS</b>	Richard Mendoza <i>Commissioner</i>
<b>WATERSHED MANAGEMENT</b>	Jo Ann J. Macrina <i>Commissioner</i>

# CITY ORGANIZATIONAL STRUCTURE





## READER'S GUIDE

The City of Atlanta's Five Year Plan 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 FY2017 City of Atlanta Five Year Plan and outlines its contents. The FY2017 Five Year Plan has overview sections and detail on the overall financial data of the City of Atlanta. The entire document will be posted on the City's website at [www.atlantaga.gov](http://www.atlantaga.gov) after it is adopted by City Council.

- **The Preface** –provides an overview of the City officials, organizational structure, and purpose.
- **Introduction**- provides the Mayor's and CFO's transmittal letter, which presents the framework for the City operations and services for the next five years.
- **Five Year Revenue Overview and Projections** –It includes detailed information on the City's economic outlook, which provides the basis for revenue projections and methodology as well as historical trends, account details of major revenue sources.
- **Five Year Expenditure Overview and Projections** - provides expense budget summaries for all operating funds and key performance plans for the next five years.
- **Fund Balances**- includes the audited and projected fund balances of the various operating funds.
- **Debt Management** - provides a summary for the City's general debt obligations, bond ratings and debt coverage ratios.
- **Capital Project Status Summaries** –provides the status of active capital projects that are new or will continue from the previous fiscal year.
- **Appendix** –includes legislation and other essential information.

## PURPOSE

The City's introduction of a five year planning process allows the City to identify future revenue and expense trends and proactively identify ways to improve financial viability. A five-year plan is a critical forecasting tool for the City. The refinement of assumptions, historical trends and policy decisions will have a direct impact on the City's ability to address volatile economic conditions.

Ordinance 09-0-1406 was adopted on September 21, 2009, and it codifies the requirement to complete a five-year stabilization plan that is updated annually. The Ordinance directs the City to consider and present specific financial issues that are critical to the City's financial future by October 15 of each year. It further requires that in subsequent years, the City Council will formally adopt a plan by the 3<sup>rd</sup> Monday in January.

The legislation was updated (11-0-1415) to allow the Chief Financial Officer to consider information from the prior year closeout and auditor's recommendations.

The Mayor shall present to the governing body by February 15 of each year a five-year financial stabilization plan consisting of the following elements:

- (1) A five-year projection of general fund revenues broken down by major category; the projection shall identify the economic trends and assumptions upon which such projection is based.
- (2) A five-year projection of total general fund expenses on a departmental level; Such expense projection shall assume the continuation of department operations as they exist in the current general fund budget and shall take into account the following:
  - i. The effect of inflation on general fund budgeted costs
  - ii. A projection of pension costs as provided by the city's actuaries
  - iii. Costs occurring in future years that the city is legally obligated to pay
- (3) A calculation of the surplus or deficit produced by the projected revenues and expenditures described in (1) and (2) above.
- (4) A cost estimate of long-term initiatives of the city; such initiatives shall include, but are not limited to: long-term operating infrastructure and capital infrastructure needs and the elimination of deficit positions in funds that are subsidized or have historically been subsidized by the general fund. At any time the governing body of the city may, by resolution request specific long-term initiatives to be included in the five-year financial stabilization plan.
- (5) A comprehensive list of revenue initiatives the city may pursue during the five years covered by the financial stabilization plan, including an estimate of the revenues to be produced by such initiatives.
- (6) A comprehensive list of cost saving initiatives the city may pursue during the five years covered by the financial stabilization plan, including an estimate of costs saved by such initiatives.

The governing body shall adopt the financial stabilization plan by April 30 of each year. In no event shall the governing body adopt the budget for the upcoming fiscal year prior to consideration of the financial stabilization plan.

# INTRODUCTION

MAYOR'S LETTER

CFO'S LETTER

STRATEGIC INITIATIVES

FIVE YEAR PLAN





## CITY OF ATLANTA

KASIM REED  
MAYOR

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

February 5, 2016

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

Dear President Mitchell and Members of the Atlanta City Council:

I have the honor to transmit to you the *Five Year Plan of the City of Atlanta for Fiscal Years 2017 to 2021*. This year's spending plan continues my Administration's commitment to the strategic vision established for the City of Atlanta.

By any measure we have accomplished as much as any administration in 40 years. Companies are choosing Atlanta as the destination to build new headquarters, expand their campuses and create new jobs. A record \$2.9 billion in commercial development is underway, bringing new developments and new excitement to neighborhoods across the city. From the \$30 million HUD Choice Neighborhood grant for the Atlanta University Center to the \$300 million redevelopment of Turner Field, Atlanta is surging in places and ways that make a difference in the lives of our residents.

In addition to Atlanta's booming economic development, we are committed to becoming a top tier city for sustainability. In 2015 alone we launched Solar Atlanta and RecyclePerks, new initiatives aimed at conserving energy and reducing waste. We've also begun a \$250 million upgrade of our critical infrastructure through the Renew Atlanta bond program. Hartsfield-Jackson Atlanta International Airport, already the busiest passenger airport on earth, served one-hundred million passengers in a single year, reaching a milestone no other airport has ever attained.

Collaboration between the city government, the community and the private sector is strong. Our commitment to public safety remains priority number one. And finally, our position of prominence in the international community continues to rise every day.

My Administration and I appreciate the open dialogue we have had with you and look forward to working together to approve a FY 2017-2021 spending plan that meets the needs of our residents and business owners and moves our city forward.

Sincerely,

Kasim Reed





## CITY OF ATLANTA

KASIM REED  
MAYOR

DEPARTMENT OF FINANCE  
68 MITCHELL STREET, S.W., SUITE 11100  
ATLANTA, GEORGIA 30303-0312  
TEL (404) 330-6430 · FAX (404) 658-6667

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

February 10, 2016

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

Dear President Mitchell and Members of the Atlanta City Council:

It is with great pleasure that I submit to you the City of Atlanta's FY2017 Five Year Plan for Fiscal Years 2017 to 2021. This year's plan continues to build on the strategic vision and momentum we have set forth in embracing revitalization, remaining at the forefront of economic development, and continuing on a path of financial stability.

Our efforts to create a thriving environment and position Atlanta as a destination city for social and economic development, technology and innovation, and transportation will not occur without fiscal discipline. For the past several years, we have made significant progress in improving the City's financial position and I am pleased to say that we are healthier more than ever. Sustaining our financial position is a long-term strategy requiring proactive decisions and actions over multiple years.

The City continues to build on a strong financial position as evidenced by the general fund balance increasing from \$141.9M to \$151M as of the fiscal year ending June 30, 2015. The improvement in the City's financial position is attributed to a continued commitment to conservative budgeting practices and financial monitoring. General fund revenues have exceeded general expenditures the past six fiscal years (FY 2010 through FY 2015). The City's goal to address key financial stabilization priorities is continued in this plan. The City steadily moves forward with approved cost recovery fees consistent with a fiscal policy which correlates with commensurate user fee increases where applicable.

The baseline financial plan is indicative of local economy growth spurred by resumption in both commercial construction activity and a continued rebound in the housing market. The University of Georgia Selig Center economic report states that existing single-family home prices will rise 5.0% in Georgia in 2016. The S&P Case-Shiller Atlanta Home Price Index as of October 2015 had risen 6.1% year-over-year. The FY 2017 revenue forecast assumes a rollback of property tax revenues for real estate market appreciation growth but assumes a modest 1.3% growth in new construction growth.

The City senior management team continues to actively pursue both revenue opportunities and cost containment measures as indicated by various Blue Ribbon Commission (BRC) projects included in this plan. The efficiency benefits that we expect these projects to deliver has allowed us to anticipate reduced operating needs across the organization.

This year marks an aggressive start of a wide variety of infrastructure projects across the city through the \$250 million Renew Atlanta Infrastructure Bond Program. An investment that will address the city's pressing infrastructure challenges to move the city forward and further stimulate economic activity. In every community in Atlanta, you will see major roads resurfaced as well as repairs and upgrades to city streets to address curbs, sidewalks, bike lanes and crossing signals. The Renew Atlanta program is the single largest investment in the look, feel and experience of the city in modern times.

Financial stabilization will require fiscal discipline. A well-aligned portfolio of revenue growth and expense reduction initiatives should continuously be pursued to make the City structurally sound. My summary recommendations are to:

1. Continue to thoroughly plan for City costs and revenues to avoid surprises.
2. Continue to question every dollar of expense as to its benefit.
3. Accumulate restricted reserves to build a strong general fund and correct other fund deficit positions.
4. Take action on new revenue opportunities.
5. Pursue revenue expansion at the state and federal level.
6. Invest in the City's employees.
7. Continue to leverage technology and automation, higher value work, and improve service delivery.

As is common with long-term planning efforts, the resulting forecast should be viewed as directional in nature. We received input from external and City subject matter experts to develop the financial projections included. This plan is a snapshot in time based on the information available during the development of the report. Please keep in mind it is a living document and subject to change.

The City should continue to have a comprehensive multi-year, financial planning process each year. It promotes a focus on the long-term health of the City, allowing the City to better predict financial challenges and persevere through the unexpected.

Sincerely,



J. Anthony Beard

# STRATEGIC INITIATIVES

Over the past five years, in collaboration with the City Council, Mayor Kasim Reed has initiated several initiatives: public safety, job growth and economic development, infrastructure and transportation investment, sustainability, fiscal responsibility, and citywide progress. The following descriptions describe initiatives that have been accomplished in the past, and we will continue to build on these initiatives in the next five years.

## **Public Safety**

Following his top priority of ensuring a safe city, in 2015, Mayor Kasim Reed undertook many initiatives to bolster public safety.

- Overall crime is down by 24 percent since 2010.
- The City reached its goal of 2,000 sworn officers in the Atlanta Police Department, the largest force in the City's history.
- The City expanded its state-of-the-art Video Integration Center (VIC) coverage area to all six zones and added 2,518 cameras, bringing the total to 5,818.
- The City invested \$300,000 in a new surveillance camera network in the Atlanta University Center.
- The Department of Corrections' Clean and Close program saved the City \$1,882,237.61 by cleaning up 101 vacant and blighted properties.
- Atlanta Fire Rescue Department fire engines are at full stalling levels and the department is one of only 19 in the world to earn an ISO Class 1 rating and international accreditation from the Center for Public Safety Excellence.
- The City renovated and re-opened Fire Station No. 7, the oldest active fire station in the City of Atlanta. The re-opening of the station will improve EMS service to the West End community.

## **Job Growth & Economic Development**

2015 was a banner year economic development and job growth in Atlanta.

- Invest Atlanta, the City's economic development agency, substantially exceeded its goal of creating 6,100 new jobs. Last year, Invest Atlanta helped create 10,307 new jobs through its work with expanding and relocating companies.
- New commercial construction is at the highest levels since the period of the 1996 Centennial Olympic Games. The City ended Fiscal Year 2015 with \$2.9 billion in commercial construction permits and another \$2 billion in development.
- Last February, President Barack Obama committed \$50 million to the Savannah Harbor Expansion Project, an important step forward in strengthening our state's water transportation network to promote long-term competitiveness and prosperity.
- Mayor Kasim Reed launched the Women's Entrepreneur Initiative, an incubator for women entrepreneurs that provides resources and support to accelerate business growth.
- The City completed the sell of the Atlanta Civic Center to Texas developers Weingarten Realty Investors for \$30 million. The sell is another development success for the city, as Weingarten plans a \$298 million mixed-use project on the property with office space, retail, a grocery store, condominiums, apartments and townhomes.

- Hartsfield-Jackson Atlanta International Airport continues to be the busiest passenger airport in the world and this year reached its one hundred millionth passenger; the first airport in history to reach this milestone.
- The City completed a historic transaction that will see part of the Fort McPherson property redeveloped by Tyler Perry Studios, while retaining more than 144 acres for other economic development purposes.

## **Infrastructure and Transportation Investment**

Atlanta is making the single largest investment in improving the look, feel, and experience of our City in modern history.

- Last year, Mayor Kasim Reed’s \$250 million Renew Atlanta Infrastructure Bond Referendum passed overwhelmingly with 88 percent of the vote. Over the five year program, the City will complete more than 200 projects in every neighborhood in the city.
- Several Renew Atlanta projects are underway including:
  - Lynhurst Drive at Cascade Road SW improvement project
  - Greenbrier Pkwy and Headland Dr. improvement project
  - Moore’s Mill extension
  - Pedestrian bridge at Northside Drive
  - The MLK Jr. Drive Modernization
- Adding to the physical improvements in the City of Atlanta is one of the most transformative projects in the City’s history: the new Mercedes Benz Stadium and the accompanying revitalization of the surrounding area. This includes new projects under the Westside Tax Allocation District administer by Invest Atlanta, and Westside Future Fund projects.
- The U.S. Department of Housing and Urban Development awarded the Atlanta University Center neighborhood a \$30 million Choice Neighborhood Grant, which will bring economic development and job training to the Westside.
- The Atlanta BeltLine is an exciting project which is spurring development citywide. Last year, work began on the Westside Trail, a three-mile addition to the BeltLine which will connect neighborhoods throughout Southwest Atlanta, add greenspace and serve as a catalyst for job creation. The BeltLine also received the prestigious National Partnership Award from the National Recreation and Park Association.

## **Sustainability**

Under Mayor Kasim Reed’s leadership, the City of Atlanta has emerged as a nation and international leader in sustainability.

- “Power to Change” is the City’s overall sustainability effort, which includes commitments, contributions and input of more than 300 stakeholders across Atlanta, representing neighborhoods, schools, businesses and government agencies.
- Atlanta leads among all participating cities in the Better Buildings Challenge, a national program in which municipal governments partner with commercial property owners to increase energy efficiency. Building owners with a combined 100 million square feet have agreed to reduce energy and water consumption by 20 percent by 2020.
- The City has instituted two new residential recycling programs: Cartlanta, which distributed 96-gallon recycling carts to all Atlanta residents, and Recycle Perks, program that promotes recycling by offering incentives to residents.

- Last November, the City launched its first solar energy program, Solar Atlanta. Solar panels will be installed on 28 municipal buildings, reducing energy consumption by as much as 40 percent.
- The City also announced a groundbreaking electric vehicle glee program. The city will deploy a number of electric and plug-in hybrid vehicles, reducing fuel consumption and costs.
- Mayor Kasim Reed signed a groundbreaking agreement with the U.S. Army Corps of Engineers for a three-year environmental study of the Proctor Creek watershed. The study, funded by city and federal dollars, will determine the best methods of cleaning and restoring the creek.
- The City will proceed in transforming the Bellwood Quarry into a 2.4 billion gallon reservoir which will increase Atlanta's reserve water supply from three days to 30 days. The hundreds of acres around the Quarry will eventually be Atlanta's biggest park.
- The City hired its first Chief Bicycle Officer, Becky Katz, who will support Atlanta's efforts to achieve national recognition as a bicycle-friendly community and to become a top 10 city in the U.S. for cycling.

### **Fiscal Responsibility**

The City of Atlanta remains focused on fiscal responsibility.

- In collaboration with the Atlanta City Council and employee unions, pension reform legislation passed unanimously in 2010 will save the city \$270 million over 10 years. That legislation has withstood two legal challenges, and this year was upheld by the Georgia Supreme Court.
- The Reed administration has passed six consecutive balanced budgets with no raise in property taxes.
- The City of Atlanta's cash reserves have increased from \$7.4 million in 2010 to over \$150 million.
- As a result of this renewed financial strength, the City's bond rating has been upgraded seven consecutive times by major bond rating agencies including Standard and Poor's and Moody's.

### **Citywide Progress**

The City of Atlanta continues making strides in areas including quality of life, employment and workplace fairness, government transparency and diversity and inclusion.

- In 2015, the City of Atlanta took the 'lead on leave', becoming the first city in the Southeast to offer paid family leave to all its employees.
- Mayor Kasim Reed also signed legislation ensuring that all women employees of the City of Atlanta receive equal pay for equal work.
- The City launched five new open data portals: Data Atlanta, Atlanta Budget Explorer, FOR (Focus on Results) Atlanta, the Renew Atlanta website and a new procurement website. These digital innovations have made information about City government more open and accessible.
- The Welcoming Atlanta initiative was created to serve the City's fast growing foreign-born population. This initiative brings together city government and community leaders to create a more welcoming and inclusive Atlanta.
- The Reed Administration appointed Cathryn Ferrigno Marchman as Executive Director of H.O.M.E, a 501(c)3 which leads the City's efforts to end chronic/veterans' homelessness.

- The City of Atlanta was selected to host the upcoming Clinton Global Initiative annual meeting in June.
- The Mayor's Office of International Affairs, which maintains the city's relationships with the international community, coordinated several trade missions, including the Administration's first visit to Cuba.
- In 2015, the City of Atlanta solidified its reputation as a global city, particularly for international business creation. Atlanta is a top 10 city for foreign direct investment.

FIVE-YEAR  
REVENUE  
NARRATIVE AND  
ESTIMATES

ECONOMIC OUTLOOK

REVENUE FORECAST SUMMARY

FIVE YEAR PLAN



# ECONOMIC OUTLOOK

## THE U. S. ECONOMIC OUTLOOK FOR 2015

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

The Terry College's 2016 US economic forecast indicates that the economic recovery that began in the second half of 2009 will be sustained. The rate of 2016 GDP growth – 2.5 percent – will be slightly higher than in 2015 – 2.3 percent, but well below the average of the last 50 years – 2.9 percent. Three reasons US GDP growth will be higher in 2016 than in 2015 are that we will see (1) slightly stronger spending by US consumers, (2) slightly stronger spending by businesses for equipment and structures, and (3) continued improvement in housing market conditions.

The US is well positioned for another year of modest economic growth courtesy of extensive restructuring of the private sector, including the cleanup of the financial sector, deleveraging by consumers, and a more favorable balance of supply and demand for residential and non-residential properties. State and local governments are positioned to contribute to growth because they have adjusted their spending and staffing to reflect their ability to generate revenue. Net exports will exert a smaller drag on US GDP growth in 2016 than in 2015. Also, the overall impact of low commodity prices will help more than hurt the US economy.

With the year-over-year rate of 2016 US GDP growth predicted at a below-average rate, the US economy will be vulnerable to economic shocks and/or policy mistakes. The three main risks to economic growth are (1) mistakes in US fiscal or monetary policy, (2) a sharper than expected slowdown in China's economic growth as it transitions to a growth model based on consumer spending rather

than exports or investment spending, and (3) financial panics and/or massive shifts in asset prices. The probability of recession is 25 percent, which is the same as the recession probability estimated at this time last year.

In 2016, consumer spending, gross private domestic investment, and spending by state and local governments will contribute to US GDP growth. In contrast, net exports and changes in private inventories will subtract from 2016 US GDP growth. Sub-par productivity growth – albeit higher than in 2015 – is another factor that will hold down 2016 GDP growth. Spending by the federal government will be a neutral factor in terms of 2016 US GDP growth. Less positively, the Federal Reserve's monetary policy stance will become less stimulative as it slowly raises short-term policy interest rates – the federal funds rate will reach 1.0 percent in December 2016. The inflation-adjusted federal fund rate therefore will still be less than zero – less stimulative, but hardly restrictive.

### CONSUMER SPENDING

Consumers' inflation-adjusted contribution to GDP growth will be positive, but only slightly larger than in 2015. Continuing, albeit slower, job creation coupled with a limited amount of wage and salary growth will help to repair household balance sheets. Improved labor and housing market conditions will give consumers the confidence to spend, but stock market turmoil negatively affects consumer confidence. Growth of disposable personal income will

give consumers the wherewithal to spend. Credit will become more available to households, lowering one barrier to consumer spending. The 2016 gain in inflation-adjusted consumer spending therefore will be 2.7 percent.

One reason why consumer spending will continue to grow is that household finances have improved substantially. Going into the recession, household finances were in terrible shape. US consumers were heavily indebted and very short on savings. Indeed, by almost any measure households were extremely overextended. For example, the household debt service ratio – debt payments divided by after-tax income – stood at an all-time high of nearly 14% 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 is also an all-time high.

A depressed household savings rate also reflected consumers' largess. The household savings rate fell to the lowest levels experienced since the Great Depression. Essentially, households opted to boost current spending by extracting more and more wealth from their homes – this, of course, was facilitated by lax credit standards. The house became the ATM.

As households shifted their priorities from spending to savings, the savings rate has risen from its cyclical trough of only 2.2 percent in the third quarter of 2005 to 5.2 percent in 2015. It will hold steady at 5 percent in 2016. So, a higher savings rate will not be a headwind in 2016. But, over the long term many households will find that level of savings will not be adequate to maintain current living standards in retirement. The household savings rate therefore needs to rise to 7 or 8 percent. That's quite attainable – a 9 percent savings rate prevailed from 1961-1990. In short, a rising savings rate will be a secular headwind for consumer spending

that must intensify, but that's not expected in 2016.

The restoration of the discipline of saving represents an overdue return to normalcy that is helping households unwind imbalances that developed in their balance sheets. For example, the household financial obligation ratio was over 280 basis points lower in 2015 than it was in late 2007. In fact, the household financial obligation ratio is lower than the levels that prevailed in the early-1980s and the early-1990s. A lower financial obligation – or debt service – ratio not only frees up spending and inspires confidence, but it also allows households to more easily service their debt. Similarly, outstanding mortgage debt has fallen from 107 percent of disposable personal income in 2007 to 71 percent in 2015. Prior to the housing boom, the ratio of outstanding mortgage debt to disposable personal income was about 80 percent. The bottom line is that most of the balance sheet problems in the household sector have been resolved.

This protracted period of household deleveraging has been painful, but it is also necessary. The statistics show that deleveraging is well advanced and will continue to be gradual rather than abrupt. One concern is that extreme volatility in the financial markets may cause jittery consumers to push up the household savings rate very sharply in 2016, which could precipitate a recession. Fortunately, that is not the most likely scenario.

One factor behind deleveraging was the unprecedented cycle of wealth destruction that erased 19 percent – \$12.9 trillion – of households' net worth. That's a huge number. Households' net worth began to recover in the second quarter of 2009, which lessened one of the pressures that caused consumers to pull back sharply on spending. In the third quarter of 2012, households finally recovered all of their nominal losses, but on an inflation-adjusted basis net worth was still 8 percent below its pre-recession

peak. On an inflation-adjusted basis, full recovery of the wealth that was lost did not occur until the third quarter of 2013. As of mid-2015, households' inflation adjusted net worth was 13 percent above its pre-recession peak. On a nominal basis, households' net worth exceeded its pre-recession peak by 27 percent.

Recently, turmoil in the US stock market reduced financial equity wealth and lowered consumer confidence, but real estate wealth continued to increase. 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, however.

At this juncture, job creation – and the income growth that accompanies it – is absolutely vital to the outlook for both consumer spending and the overall economy. The forecast anticipates that the nation's job machine will drop into second gear in 2016, however. Job growth therefore will be adequate to support 2.5 percent GDP growth, but inadequate to raise the rate of GDP growth to its long-term average of 2.9 percent. Growth in the number of jobs and the number of hours worked per job will support this income growth. As employment expands in construction, health care, manufacturing, and professional and business services, the proportion of high paying jobs created also is likely to rise. Low productivity growth will prevent wages from rising very rapidly, however. Also, the labor force participation rate will rise slightly, albeit from a very depressed level.

Consumer spending is likely to broaden slightly in 2016, with spending for durable goods increasing faster than spending for nondurable goods and services. Among durables, outlays for information processing equipment and motor vehicles will increase very rapidly. Outlays for recreational goods also will grow quickly. Improving housing market conditions will power sales of

furniture and durable household equipment. Spending on nondurables such as pharmaceuticals and other medical products will rise briskly, but spending for food & beverages and clothing & footwear will rise moderately. Among services, spending on vehicle leasing will increase the fastest. Providers of health care and food services will see above average growth in spending. In contrast, consumers' outlays for utilities will grow relatively slowly. Consumers' spending on luxury goods will be adversely effected by recent turmoil in the US stock market.

## **LABOR MARKETS**

On an annual average basis, total nonfarm employment will increase by 1.4 percent in 2016, which is less than the 2.0 percent gain estimated for 2015. Courtesy of the upturn in housing, job growth will be very broadly based. Companies will hire as domestic demand for goods and services expands. Venture capital – which fuels job creation – will be more available than it was in 2008-15. Also, most businesses long ago shed their redundant staff and are lean relative to their actual staffing needs. Indeed, the rate of job destruction in the private sector will be quite low. Thus, 2.5 percent GDP growth therefore will generate 1.4 percent job growth. Also, GDP growth will outpace productivity growth in 2016, which will push firms to hire additional staff as end markets expand. GDP growth will sustain job creation, but the pace of job growth will decelerate significantly. Expectations of below average top-line growth, the tightening labor market, and productivity gains will be factors behind the slowdown in job growth. Weak global demand for US exports also will restrain domestic job growth. More positively, a larger share of the new jobs will be full-time rather than part-time. Assuming that the labor force participation increases only slightly, net job creation will reduce the unemployment rate from 5.3 percent to 5.0 percent on an annual average basis.

With the unemployment rate approaching 5 percent, the buyer's market for workers will become a seller's market. Indeed, it's already become more difficult to hire workers that have very specialized training or educational requirements. As the labor market tightens, wage growth will accelerate, but low productivity growth will prevent wages from rising very rapidly. Wages and benefits will rise by 2.4 percent. Health insurance costs will be the primary force behind benefit cost increases. Unit labor costs will rise about 2 percent. One implication of the slow growth of wages and unit labor costs is that the Federal Reserve does not need to raise short term policy interest rates very quickly.

Although net hiring will expand, several factors will limit the gains. First, below average GDP growth limits the impetus to hire. Second, a slight pickup in productivity will slow job growth. Third, the 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. Fourth, a proposed new federal regulation will require employers pay overtime to all workers who make less than \$50,400. Fifth, the federal government will be downsizing its workforces, and this restructuring will be permanent rather than cyclical. Finally, some of the new jobs that businesses will need to create will not match the skill sets of the unemployed. Fortunately, structural unemployment stemming from labor force immobility will diminish as housing markets improve. But, structural unemployment due to the skills mismatch is unlikely to diminish and probably will worsen due to recent cuts in spending by many state and local government for K-12 as well as adult/technical education and training.

In the coming year, construction companies will post the fastest rate of employment growth. Professional and business services will see the second fastest rate of job growth. Transportation and

warehousing will see the fourth fastest rate of job growth. Education, health services, leisure and hospitality, wholesale trade, and state and local government subsectors also will see solid employment gains. Retail and information subsectors will see limited, but positive employment growth. Providers of financial activities are not expected to gain or lose significant numbers of jobs, but within this broad sector banks will cut jobs even as insurance, real estate, and rental leasing companies add positions. Mining, the federal government, and utilities are the only major sectors expected to shed jobs.

US manufacturers will continue to hire, but at a much slower pace than in 2015. Continued gains in manufacturing employment reflect cyclical factors such as consumers' and businesses' growing demand for durable goods. For example, the up-cycle for housing will provide a strong tailwind to US manufacturers. Weak export markets partially explain the slowdown in factory job growth.

Durable goods manufacturing sub-sectors with the best prospects for 2016 job growth include wood products and furniture. Limited, but positive job growth is expected for producers of non-metallic mineral products, fabricated metal products, computers and electronic products, and transportation equipment. In contrast, producers of primary metals will cut jobs. Manufacturers of nondurable goods also will add to their workforces, but at a very modest rate. Among nondurables subsectors, food will account for most of the job growth. Jobs will be lost in the textile, apparel, paper, and printing industries.

Because the economies of EU and Japan have performed poorly, manufacturers who want, or need, to locate in developed economies increasingly will opt for locations in North America. The US ranks very high in manufacturing competitiveness in terms of talent-based innovation, the legal system, property rights, and physical infrastructure.

China outranks the US in terms of both its low costs and its high levels of government investment in manufacturing/innovation focused research and development. Tightening of China's labor markets and low US energy prices are helping to shrink the cost advantage of manufacturing in China, but overall progress will be very slow as such gains will be significantly offset by rising regulatory and health care costs in the US as well as the strength of the US dollar.

## HOUSING

Housing will be a strong tailwind for US GDP growth. That's primarily due to cyclical factors, but the demographic trends also are gradually becoming more supportive. This traditional driver of economic growth finally got traction in 2012, and gathered momentum in 2013-15, but improvements in housing activity have been uneven both temporally and geographically.

In 2016, the number of single-family home starts for new construction will increase by about 20 percent to 850 thousand units. That large percentage gain in single-family housing starts pales in comparison to the peak-to-trough plunge in activity that occurred. Single-family housing starts peaked at 1.747 million units (annualized rate) in the third quarter of 2005 and bottomed at 356 thousand units in the first quarter of 2009.

Existing single-family home prices stabilized in 2012 and rose substantially in 2013-15. Existing home prices will continue to rise, but at a more moderate rate – about 3 percent in 2016. Any remaining pockets of home price depreciation are spotty, reflected local imbalances rather than overall macroeconomic conditions. In most markets, home price appreciation therefore will continue to bolster the psyche of the consumer, households' net worth, and homeowners' ability to spend.

As the record of home price appreciation lengthens, potential homebuyers who have been waiting on the sidelines for even lower prices will increasingly opt to become homeowners. Rising rents will strongly reinforce this trend. Many investors pulled the trigger on home purchases in late 2011 or in 2012, but people who buy homes to live in them did so in increasing numbers in 2013-15. In 2016, the share of homes sold to people who live in them will rise and the share sold to investors will decline.

Going forward, the performance of the housing market will depend primarily on the performance of the labor market, mortgage rates, and credit conditions. Employment and personal income growth are expected in 2016. Those new jobs, and bigger paychecks – plus appreciating home values – will give more people the wherewithal and the confidence to buy homes, ensuring the sustainability of the housing market's recovery. A rising proportion of high paying jobs will help bolster housing activity.

Mortgage rates will remain a tremendous bargain, but rates will move higher in 2016. The rise in mortgage rates will not be large enough to stop – or reverse – the housing recovery, but it will be a headwind. Home mortgages should be somewhat easier to obtain, however. Credit conditions will ease as home values and macroeconomic conditions improve. Despite some additional easing of credit conditions, credit will remain tight for riskier loans. Although lending standards for new home construction and new residential developments will get a bit easier, credit lines and money to builders will still be somewhat scarce, restricting the supply of newly built homes. Also, low – perhaps overly conservative – appraised values will stymie conventional lending as well as housing turnover. A scarcity of developed lots and a developing shortage of skilled construction tradespeople also will slow recovery of the housing market. Fortunately financing for lot development

should be more available in 2016 than in recent years.

Despite recent home price gains, many households owe more on their mortgages than their homes are worth, which limits the availability of financing, especially for those with lower credit scores. Plus, many more homeowners are in near negative equity situations. These households will not be able to absorb the 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 factor that will restrain housing activity is that many homeowners have locked in extraordinary low mortgage rates that they will be reluctant to give up.

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

#### **NON RESIDENTIAL CONSTRUCTION**

Although slightly higher interest rates constitute a headwind, spending for new nonresidential construction will increase modestly in 2016, continuing the up cycle that began in the second quarter of 2013. Credit conditions will ease for those looking to build nonresidential structures, but will remain tight in markets with high vacancy rates. Employment and population growth will generate gains in net occupancy, however. In many markets, tenants will no longer have the upper hand in lease

negotiations. There will be some negative trends: There will be very little spending on energy-related construction. Also, the strong dollar has dampened foreign investors' interest in US real estate. These counter trends imply that the current up cycle in the nonresidential real estate will gain additional traction, but also will lack vigor.

Office and retail vacancy rates will remain elevated, but will improve. Demand for new office space will increase the most in markets that benefit from growth of high technology and health care industries. Retail construction will continue to be limited by abundant supplies of existing space as well as online competition, but pockets of new retail development will appear in the most desirable locations. Industrial development will continue to benefit from rising levels of industrial production and capacity utilization, with new development focused on locations with logistical advantages.

Spending for publicly funded structures will increase, reversing the downtrend of recent years. The primary headwind for public construction is 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 are beginning to respond to the upturn in home prices. So, governments' property tax bases will become supportive of revenue collections and in turn public construction.

#### **BUSINESS SPENDING**

After dropping sharply in 2008-09, nonresidential fixed investment was a contributor to GDP growth in 2010-2014. The sharp drop in oil prices undercut nonresidential fixed investment spending by businesses in 2015, but such spending probably bottomed out and should not drop further in 2016. Due to slightly faster growth in end markets and corporate profits, the year-over-year percentage increases in

business spending for equipment will be larger in 2016 than in 2015. Such spending will grow twice as fast as GDP, reflecting the need to replace equipment, to improve productivity, and to become less labor intensive. Good cash flows and easier credit – albeit somewhat more expensive – will support such spending. Investment spending by small businesses should grow more rapidly in 2016 than in 2015 due to better access to credit. That’s because home price appreciation is adding to home equity which is a major source of collateral for many small business loans.

By historical standards, businesses’ capital spending has been very weak over the course of 2001-2015. So, there is a pressing need to increase spending on nonresidential fixed investment. The capital stock is getting quite old. The age of nonresidential fixed assets across all private industries is at its highest level in 40 years. The average age of equipment used in manufacturing is at an all-time high. In recent years, businesses have spent aggressively on stock buybacks and acquisitions, but have not spent aggressively on equipment and other forms of capital. Investments have been delayed for so long that replacement needs should raise capital spending in 2016. It helps that lending standards will continue to ease in 2016. Plus, for many companies cash flows will be adequate relative to the amount of funds they need for investment, lessening the impact of lingering credit constraints or slightly higher interest rates.

Business spending for computers and communications equipment will post the largest year-over-year percentage gains. Substantially higher spending also is expected for industrial equipment as well as other miscellaneous equipment. Spending for transportation equipment will increase only slightly in 2016.

Below average levels of capacity utilization will be a mild headwind for business spending for equipment and software. The US economy is not quite at the

point where strong GDP growth generates more GDP growth because inadequate capacity begins to encourage more capital spending. But, if much of the excess capacity is either in the wrong location or in the wrong industry, then the push to GDP growth could be larger than expected. The rate of capacity utilization in all industries was 78.4 percent in mid-2015, which is up considerably from 66.9 percent in mid-2009. But, the long-run (1972-2014) average rate of capacity utilization for all industries in the US is 80.1 percent. Capacity utilization varies dramatically by industry. In mid-2015, capacity utilization for industries producing goods at the finished stage was 77.5 percent, a rate that’s 0.4 percentage points above its long-run average and therefore should spur capacity additions. In contrast, capacity utilization for industries producing crude products was only 83.3 percent, a rate 3 percentage points below its long-run average. Similarly, capacity utilization for goods at the primary and semi-finished stages of production was only 77.2 percent, a rate 3.6 percentage points below its long-run average.

## **CORPORATE PROFITS**

The Terry College does not expect the pace of US GDP growth to accelerate very much in 2016, which implies only modest growth in domestically generated corporate profits. Also, it bears keeping in mind that after-tax corporate profits are already at very high levels. Businesses therefore should eke out low- to mid-single digit percentage point gains/profits in 2016. Excellent expense management and more broadly-based – albeit moderate – growth in demand for goods and services will be the primary factors supporting profit growth. In 2016, financing also should be somewhat easier to obtain, albeit slightly more expensive. Nonetheless, continued easing of lending conditions improves prospects for profits earned by smaller companies.

The upturn in the housing market will be the primary factor contributing to the broadening of the base of profit growth. The upturn in housing markets will generate profits for many home-related industries. Growth in spending for business equipment bodes well for profits earned by technology-oriented companies. Productivity growth is likely to be slightly stronger in 2016 than it was in 2015, which is a panacea for profits as well as the overall economy.

On the negative side, the year-over-year comparisons will be extremely tough to beat. Businesses' pricing power is not expected to firm significantly. The strong dollar will limit profit growth based on overseas earnings. Finally, it's important to recognize that financial institutions' profit margins will be sensitive to problems stemming from Europe's sovereign debt crisis. Indeed, the slow expansion of foreign GDP – especially the lackluster performance of the EU – will limit sales prospects for many export-oriented companies.

#### **INTERNATIONAL TRADE**

In 2016, both real exports and imports are expected to grow faster than US GDP, reflecting the ongoing globalization of input and product markets. Imports will rise faster than exports, but the trade gap will be smaller than in 2015. Hence, net exports will be a less negative factor in terms of 2016 US GDP growth than in 2015. The main obstacles to faster US export growth are the same as in 2015: the strong US dollar and economic weakness in the rest of the World. One reason why imports will grow in 2016 will be slightly faster growth of domestic consumer spending, which implies slightly faster growth of imports of finished goods as well as more outbound US tourists.

In 2016, US export growth will be broadly based, and growth will be faster in emerging-market economies than in developed economies. Increases are expected for all of the major categories of goods and

services. Exports of goods will grow faster than exports of services. Export growth will be fastest for vehicles & parts and industrial materials and supplies. Export growth will be slowest for foods, feeds, and beverages. Consumer goods and inbound tourism will see moderate gains. It should be noted that the broad-based quality of US export growth reduces the chances that export growth will stall.

The Terry College expects slight US dollar depreciation to begin in the second half of 2016, but that will not help US exports too much. That's because the US dollar's value will still be quite high. The current account deficit will equal about 1.9 percent of US GDP, which is only 0.5 percentage points lower than estimated for 2015.

#### **INFLATION**

If oil prices remain relatively steady, consumer price inflation will increase by 1.7 percent in 2016, compared to 0.1 percent in 2015. That's close to the range that the Federal Reserve appears to be targeting. Higher housing prices – rents – and higher medical prices will drive the increase. There are no signs that inflation will soon be a problem. The usual drivers of inflation will not be very intense in 2016. For example, the pace of 2016 GDP growth will be below average and only 0.2 percentage points higher than in 2015. Consumer spending will grow moderately. Also, employment will grow more slowly in 2016 than in 2015. There is still excess capacity in a large number of economic sectors, illustrated by the below average rate of capacity utilization. Plus, the strong dollar and low commodity prices will keep inflation at bay.

It does not appear that the employment situation has improved to the point where labor market conditions will support rapidly accelerating inflation. Heightened competition for jobs from both domestic and foreign workers also will help to keep the lid on US wages and benefits by dampening

workers expectations even as consumer prices rise.

As long as the Federal Reserve does not keep rates too low for too long, the risk of stagflation remains very low. The precise timing and magnitude of the future rate increases by the Federal Reserve will depend on both the magnitude and perceived durability of the expansion. Based on the Terry College's forecast of lackluster – albeit sustained – US GDP growth and a sluggish global economy, the Federal Reserve will increase short-term policy interest very slowly in 2016.

#### **CRUDE OIL MARKETS**

Absent additional significant supply interruptions or additional price premiums due to increased political tensions it is unlikely that oil prices will go much higher or lower in 2016. Prices will range between \$50 and \$60 per barrel, but because prices are so volatile it would not be too surprising if oil were to trade outside of this band. Also, this forecast is predicated upon a slight acceleration in the modest pace of global economic growth and no major disruptions in the supply of crude or refined products.

## THE GEORGIA ECONOMIC OUTLOOK FOR 2016

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

In 2016, Georgia's economy will continue to expand. The pace of GDP growth will be sustained, the pace of personal income growth will accelerate slightly, but the pace of job growth will slow significantly. Because the massive restructuring of Georgia's private sector is complete, the risk of another recession is low – 25 percent. The primary risks likely to trigger a new recession are mistakes in fiscal and/or monetary policies, a much sharper than expected slowdown in China, massive shifts in asset prices, or a widespread financial panic.

The Terry College's 2016 baseline forecast calls for Georgia's inflation-adjusted GDP to increase by 3.3 percent, which is almost identical to the 3.2 percent growth estimated for 2015. Georgia's 2016 GDP growth rate will be 0.8 percentage points higher than the 2.5 percent rate estimated for US GDP. It will also be above the long-term average rate of US GDP growth – 2.9 percent. The positive differentials reflect (1) projects already in Georgia's economic development pipeline, (2) more leverage from the housing recovery, (3) more supportive demographic forces, (4) more small business startups and expansions, and (5) low oil and gas prices. The state's nominal personal income will grow by 5.7 percent in 2016, which is significantly higher than the 4.6 percent gain estimated for 2015. It also exceeds the 4.9 percent gain expected for US personal income. Georgia's nonfarm employment will rise by 2.3 percent in 2016, which exceeds the 1.4 percent gain estimated for the US. It's significantly smaller, however, than either the 3.0 percent job gain or the 2.7 percent job gain estimated for Georgia in 2014 and 2015, respectively.

The main headwinds in 2016 will be (1) the strong US dollar and weak foreign economies will restrain Georgia's exports, (2) cuts in federal defense spending will hurt

some Georgia military base communities, and (3) less monetary stimulus.

Georgia's unemployment rate for 2016 will average 5.5 percent, or about 0.6 percentage points lower than the 6.1 percent rate estimated for 2015. The unemployment rate will come down more slowly in 2016 than in 2015 because of slower job growth as well as slight increases in labor force participation.

Job growth will be very well balanced in 2016. The fastest job growth will occur in construction, followed by professional and business services, and mining and logging. Education and health services as well as leisure and hospitality will see above-average gains. Solid, but below-average job growth is expected for trade, transportation & utilities, financial activities, manufacturing, and information. Positive, but very slow job growth is projected for government.

Georgia suffered disproportionately greater job losses during the "Great Recession" and initially recovered more slowly. Georgia lost 340,000 jobs, or 8.1 percent of the state's pre-recession employment peak. In contrast, the country lost 6.3 percent of its jobs. From 2009-2012, Georgia recovered more slowly than the US economy. In 2013, however, Georgia began to outpace the US in terms of job growth. By August 2014, Georgia recovered all of its lost jobs. By mid-2015, Georgia's job count exceeded its pre-recession peak by 75,000. In 2016, Georgia's employment will grow by 2.3 percent, a gain well above the 1.4 percent gain expected for the nation as a whole.

## **PROSPECTS FOR SERVICE PRODUCING INDUSTRIES IN 2016**

Service producing businesses led the upturn in Georgia's economy that began in early 2010, but some major service industry subsectors – financial activities and information – initially did not participate and continued to cut jobs. The 2016 forecast indicates that all Georgia's major categories of service-related businesses will expand, with the broader base of growth reflecting the upturn in housing markets, growing demand for information and high technology services, and competitive economic development incentives.

Improving economic conditions – especially the upcycle in real estate – and improving demographic trends will help Georgia's financial institutions. Rising asset values favor banks' top line growth. Despite relatively stable net interest margins, higher demand for most types of loans will support banks' profits, but the compliance costs of re-regulations and less mortgage refinancing will challenge the bottom line.

In 2016, headquarters jobs will be an important force powering Georgia's economy. 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. Projects announced in 2015 that brought, or will soon bring, substantial job gains at headquarters operations include – Mercedes Benz, Sage, Comcast (regional headquarters), Wells Lighting, CSM Bakery Solutions, Courion, and Osmose Utilities Services. 2014 project announcements that brought headquarters jobs include – Beaulieu International Group, Halyard Health, United Arab Shipping, Valmiera Glass, Dasan Machineries, and Osuka Chemicals.

Transactions processing, data processing, cyber security, and development of software

and mobile apps will see job growth. IT companies that announced major projects in 2015, include Applied Systems, Courion, Sage, and Stefanini. Fiserv, a provider of financial services and technology solutions, will add 500 jobs over the next five years, bringing its total employment to about 2,500 workers. Healthcare IT is an emerging industry that promises to create thousands of high-paying jobs in Georgia over the next decade.

Services businesses that either lower costs or provide necessities should do well. The outlook for health services is excellent. After all, the population of Georgians with multiple chronic health conditions that require medical care continues to grow rapidly regardless of the ups and downs of the business cycle or the uncertainties created by healthcare reforms. Recent and continuing increases in spending for new equipment and software will underpin higher demand for computer services for businesses.

Upturns in residential and nonresidential development will spur demand for architects and engineers. Georgia's strong transportation and logistics infrastructure coupled with cyclical increases in economic activity will spur job growth in the logistics and distribution industry. Announcements over the last couple of years include: Total Quality Logistics, United Arab Shipping Company, and distribution centers for Ollie's, Badcock, and Walmart. The growth of advanced manufacturing will create opportunities for firms that provide very specialized services such as the West Penn Testing Group. The faster pace of economic growth will bring relief to many consulting firms, and larger government budgets will provide gains for firms with many public-sector clients.

## **PROSPECTS FOR MANUFACTURING IN 2016**

In the first decade of the new millennium, Georgia lost 200 thousand – or four out of every ten – manufacturing jobs. The purge ended in 2010. Over the last five years there

have been many major project announcements in Georgia, bolstering prospects for job growth in aircraft (e.g., Gulfstream), automobile (e.g., KIA & its growing roster of in-state suppliers), construction equipment (e.g., Caterpillar), flooring (e.g., Engineered Floors, Beaulieu International Group, Surya), building materials (e.g., Caesarstone, Viracon), food processing (e.g., Tyson Foods, Castellini Group, National Beef, Trident Seafoods), chemical (e.g., Southern Ionics, Otsuka Chemical), and appliance (e.g., Keurig Green Mountain) manufacturing. Georgia will see substantial increases in advanced manufacturing activity and employment. Recent project announcements include MI Metals, Eastman Kodak, Topper Print Co, Dasan Machineries, Aalto Scientific, and Gerresheimer.

Cyclical economic recovery, more effective economic development policies, low domestic natural gas prices, rising production costs in China – and other overseas locations – are some of the factors behind recent and expected increases in manufacturing activity. Concerns about product quality and management of the risks associated with increasingly complex – time-sensitive – supply chains also make domestic manufacturing 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 regions, a favorable tax structure, and very competitive economic development incentives.

Manufacturers' contribution to Georgia's GDP will rise in 2016, but the incoming employment data imply that manufacturing jobs are not coming back too quickly. The state added 5,600 manufacturing jobs in 2011, 4,000 jobs in 2012, 2,900 jobs in 2013, 9,900 in 2014, and an estimated 7,000 in 2015. Manufacturing employment will rise by 4,900 jobs in 2016. That will sustain the cyclical recovery in manufacturing

employment, but at that pace it will take over three decades to replace the manufacturing jobs that Georgia lost. In terms of factory jobs, the talk of a manufacturing renaissance in Georgia is overdone, but the sector's output is growing much faster than its employment. Plus, the multiplier effects of factory jobs are typically much higher than jobs in most non-manufacturing industries.

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

#### **PRIVATE-SECTOR RESTRUCTURING**

The main reason why Georgia got hit harder than the nation by the Great Recession – and underperformed during the first three years of the recovery – was the state's heavy dependence on real estate development and homebuilding as well as closely allied industries such as building materials manufacturing and real estate financing. Prior to the housing bust, Georgia – like many other Sunbelt states – had become very

dependent on the in-migration of new residents and new businesses to beget yet another round of new development that was based in part on servicing the previous round of new development. Not enough of Georgia's economic growth was based on educating its own people, innovation, courting emerging high-tech industries, and promoting the growth of in-state capital markets. The financial crisis and the bursting of the housing bubble caused the inflows of people and businesses to end very abruptly. The sudden drought of new construction and the dearth of new residents precipitated a large and painful restructuring of Georgia's economy. The restructuring process was extremely drawn out due to the weakness of the national economy. Plus, it takes a long time to deleverage.

The financial crisis and the real estate bust did more damage to Georgia's financial activities sector than to the nation's financial sector. For example, the peak-to-trough drop in statewide employment in financial activities was 11.3 percent compared to a drop of 8.6 percent for the US. The outsized job losses in financial activities reflected overexposure to construction, land development, and commercial real estate loans, which caused Georgia to lead the nation in the number of failed banks. The large number of bank failures also slowed Georgia's economic recovery because they reduced relationship-based lending to small businesses and entrepreneurs. Net job losses in Georgia's financial activities industry ended in 2010, with the sector adding jobs each year from 2011-15. Financial activities will see 1.4 percent job growth in 2016.

Georgia suffered from restructuring in areas unrelated to the bursting of the property bubble. For example, the state's information industry – which is heavily concentrated in Atlanta – began restructuring and losing jobs back in 2001 when the technology bubble burst. A decade later, in 2011, one-third of Georgia's information jobs were gone. Although the wired

telecommunications subsector remains in secular decline, employment in Georgia's overall information industry began to recover in 2012 and expanded modestly in 2013-15. Georgia's information industry is likely to see another year of modest job growth in 2016. The gains reflect several factors: surging demand for newer innovative wireless services and high-volume data applications; Atlanta's deep and broad pools of IT-savvy workers – often young college graduates; and media jobs in film and television that reflect generous economic development incentives. Most of the growth of the film industry is taking place in either the Atlanta MSA or the Savannah MSA.

As the direct and indirect effects of restructuring and the real estate bubble faded, Georgia's sub-par pace of economic recovery caught up and soon outpaced that of the nation. More specifically, in 2012, Georgia's rate of job growth fell short of the rate of US job growth by 0.3 percentage points – 1.4 percent growth in Georgia versus 1.7 percent growth in the US. In 2013, Georgia's economy performed slightly better than the U.S. economy – 2.1 percent job growth in Georgia versus 1.7 percent job growth in the US. In 2014, Georgia's economy performed substantially better than the US economy – a 3.0 percent advance in Georgia's job count exceeded a 1.9 percent advance in the US job count by 1.1 percentage points. The Terry College estimates that Georgia's job count rose by 2.7 percent in 2015 compared to 2.0 percent for the US. The projections for 2016 show 2.3 percent job growth in Georgia versus 1.4 percent for the US, or a positive differential of 0.9 percentage points.

## **PUBLIC-SECTOR RESTRUCTURING**

Of the three levels of government, Georgia's state government has made the most progress adjusting its spending and staffing to reflect available revenue. The biggest remaining challenge for state government is uncertainty regarding federal

funding for mandated programs such as Medicaid. Pension liabilities and retiree health care costs will be the 2<sup>nd</sup> and 3<sup>rd</sup> biggest challenges. Similar to state government, local governments will struggle with reductions in federal and state funding; pension liabilities; and retiree health care costs. But, on top of those challenges, some local governments have yet to fully reconcile their reduced ability to generate revenue with their spending and staffing levels. That's mostly because local governments are extremely dependent on property taxes for revenue. The property bust decimated both residential and commercial property values. Although real estate prices are now rising, assessed property values always lag market values – often by 2 or 3 years. Nonetheless, the headwind to Georgia's economy from restructuring local government has essentially died away.

A new era of federal fiscal austerity is just beginning. The restructuring of our federal government is a headwind for Georgia's economy that will remain strong for at least a decade. In federal fiscal year 2013, federal spending equaled about 19.7 percent of Georgia's GDP, which was above the US average of 19 percent. Data for 2015 indicates that Federal jobs account for 2.3 percent of Georgia's jobs, which is above the US average – 1.9 percent. Georgia's above-average exposure to federal layoffs is due to the presence of many large military bases. Department of Defense jobs account for one job out of every 105 in Georgia versus one job out of every 275 nationally. Similarly, location quotients, which measure the relative importance of an industry to GDP puts the federal government's military impact in Georgia at nearly twice the US average. Regions of the state with large military bases are quite dependent on federal spending. The US Army recently announced plans to cut 4,400 active-duty soldiers based in Georgia, including about 3,400 at Fort Benning and almost 1,000 at Fort Stewart. Additional civilian employees will be laid off. The

adverse multiplier effects of these direct job losses will be substantial.

### **FEDERAL RESERVE POLICY**

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

### **ECONOMIC DEVELOPMENT**

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

The increased number of large relocation and expansion projects announced 2012-15 will continue to provide a tailwind to Georgia's economic growth in 2016 and beyond. That's because it typically takes many years to build out an announced economic development project. Examples of such projects include Baxter International's new facility that will add 1,500 biotechnology

jobs; GM's IT-innovation center in Roswell that will bring 1,000 high-tech jobs, multiple floor covering manufacturers have announced expansion plans that will bring up to 3,000 jobs, Caterpillar's new facility adds 1,400 jobs in the Athens area, Ernst & Young's new global IT center in Alpharetta creates 400 new high-tech jobs, Chime Solutions' call center in Morrow that will create over 1,100 jobs. Mercedes-Benz USA relocated its headquarters to Atlanta, creating at least 800 jobs. Tyson Foods' expansion will create 500 jobs in Dooly County. Sage will establish its North American headquarters and innovation hub in Atlanta, creating 400 jobs. Vanguard National Trailer Corp will create 400 jobs in Dade County.

The US automobile manufacturing industry is becoming increasingly concentrated in the Southeast. Moreover, Georgia is in the sweet spot in the middle of the Southern Auto Corridor with proximity to major assembly plants, major suppliers, interstates, ports, and rail. Georgia's major projects have included KIA's assembly plant in West Georgia and Mercedes' corporate headquarters in Atlanta. The new Volkswagen assembly plant just across the state line in Chattanooga and the recent announcement that Volvo will build an assembly plant in Charleston make Georgia an even more attractive place to site automobile parts suppliers. For example, NIFCO KTW recently announced that it will locate its US operations in Toccoa, creating 200 jobs.

Due to cost, logistics, and tax advantages, Georgia is very competitive with other states when it comes to landing economic development projects. As noted above, these advantages began to bear more fruit in 2012-15. That's partially because Georgia made several strategic shifts in its economic development strategy, including the creation of a large deal closing fund and the elimination of sales and use taxes on energy used in manufacturing. The exemption for energy used in manufacturing was phased in

and will reach 100 percent on January 1, 2016. Also, in 2016, business inventories will become fully exempt from the state property tax and most counties – 85 percent – already have a level one Freeport exemptions.

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 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, floor coverings, headquarters operations, food processing, and professional and business services are good examples of industries where Georgia competes effectively.

## HOUSING RECOVERY

Home building and real estate development have long been extremely important to Georgia's economy. This traditional driver of growth finally got traction in 2012 and continued to move forward in 2013-15. Housing and real estate development will be a powerful driver of Georgia's economy in 2016, helping the state's economy to outperform the nation's economy. The number of single-family home starts for new construction will increase by 23%. New multi-unit homebuilding will rise by 10 percent. Georgia gets a four for one from the housing recovery because (1) home builders and realtors benefit directly and (2) demand increases for goods produced by Georgia's large floor covering, building materials, and forestry industries. Plus, (3) our large transportation and logistics industry benefits from higher levels of activity in construction - a very transportation intensive activity. Finally, (4) recent and continuing increases in US home prices will make it even easier for companies and people to relocate to Georgia.

Georgia's housing market is responding to a more favorable balance of supply and demand. Increased demand for housing will come mostly from job growth. Those new jobs, and slightly bigger paychecks - plus appreciating home values - will give more people the wherewithal, and the confidence, to buy homes. As of mid-2015, the price of an existing single-family home in Georgia had risen to within 3 percent of its peak value. US home prices have been rising to within 2 percent of their peak value. That will sustain the housing market's recovery. Plus, rent affordability is at an all-time low. Meanwhile, mortgage rates remain a tremendous bargain from a historical perspective, but mortgage rates are above their recent historic lows and will continue to move higher as the Federal Reserve gradually reverses its easing policies.

Supplies of new homes are still constrained by years of underbuilding. Plus,

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

Existing single-family home prices will rise by 5% in Georgia in 2016. Lower priced homes will appreciate the fastest. That's partially because the lowest tier has the most ground to make up and remains the farthest from full price recovery. But, it also reflects investors' interest in purchasing inexpensive single-family homes for use as rental properties. In contrast, price appreciation for upper tier homes will depend mostly on the trade up market, which is still not functioning normally.

As potential homebuyers see a record of price appreciation, more will opt to become homeowners. Rapidly rising rents will reinforce this trend. In 2012, investors were the main force behind home sales. In 2013-15, people who buy homes to live in them joined investors to become a second major force powering home sales. But, as home prices rise and the number of distressed properties shrinks, home sales to investors will drop. Sustaining the recovery of the housing market through 2016 means that trade-up buyers and first-time buyers must become more active. That up cycle has begun, but it's not too vigorous. There is tremendous potential for more active housing markets because a huge pent-up supply of household formation has accumulated. High levels of student-loan debt, low income growth, and job insecurity caused more young people to opt to live in doubled up households rather than striking out on their

own. As economic and housing market conditions continue to improve that potential will be unleashed.

## **DEMOGRAPHICS**

Demographic forces are another factor behind Georgia's improving economic performance. For decades, Georgia depended on a growth model that was based on high levels of in-migration. That growth model stopped working during the Great Recession due to a dysfunctional housing market, the weak labor market, and high levels of student loan debt. In fact, household formation dropped to its lowest levels since the 1940s. Even as Georgia's economic developers began to achieve success in recruiting new industry in 2012, the net migration of people to Georgia continued to decline through 2013. That 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 and continued to recover in 2015. As net domestic and net international migration increased, Georgia's population began to grow more quickly. Corporate relocations and expansions brought more people to Georgia. In 2016, that trend will continue to bolster population growth. Jobs will attract young adults who will be more mobile than they were prior to the housing bust. More specifically, Georgia's population will grow at a pace that exceeds the national average in 2016 - 1.1 percent for Georgia versus 0.8 percent for the US.

Net domestic migration rose to about 22,000 people in 2014, up from a net loss of almost 6,000 people in 2013. The Terry College estimates that domestic net migration will rise to about 25,000 people in 2015 and to 30,000 in 2016. Georgia's higher rate of population growth will be dependent on net international migration of about 28,000 people in 2015 and 30,000 in 2016. Georgia's population growth also will benefit from a

slight increase in number of births as households become more confident in the current situation and their expectations for the future. Population growth therefore will be a stronger driver of the state's GDP in 2016 than in 2008-2015, but it will be far less powerful than in prior decades.

## **SMALL BUSINESS EXPANSION**

The lack of new business formation is one underappreciated reason why Georgia's job recovery initially lagged the nation's job recovery. It is new companies that typically create almost all net new jobs. Business formation requires cash. The typical entrepreneur often obtains the funds needed to start, or expand, their business by borrowing, using their home as collateral. That has been a problem for Georgia's entrepreneurs because (1) home price depreciation was much more intense here than it was nationally and (2) Georgia led the nation in bank failures. Federal Housing Finance Agency data show that the peak-to-trough home price decline was 28 percent in Georgia compared to 21 percent nationally. Consequently, much of the home equity that people traditionally use to start a business evaporated. Meanwhile, Georgia's relatively high number of bank failures restricted relationship-based lending to small businesses and entrepreneurs, especially outside the core of the Atlanta area. The good news is that Georgia's home prices are up about 36 percent (as of mid-2015) from their lowest point. US home prices are up 25 percent from their lowest point. So, home equity will be much more available to finance new business startups and small business expansion. Also, business people have had enough time to establish new relationships with surviving - or new - bankers. Small business expansion therefore will make a much greater contribution to Georgia's economic growth in 2016 than in recent years.

## **EDUCATIONAL ACHIEVEMENT**

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

The challenge is immense: Georgia trails many other states when it comes to educating its children. According to the National Center for Education Statistics, Georgia's 8<sup>th</sup> graders rank 40<sup>th</sup> among the states in math, 34<sup>th</sup> in reading, and 28<sup>th</sup> in science. Ultimately, in a flat world a failure to educate our children lowers Georgian's relative standard of living. That's definitely showing up in the incoming data. After rising for decades, per capita personal income in Georgia peaked at 95% of the US average in 1999. Since then we've seen an almost continuous slide of per capita income in Georgia relative to the US. The data for 2014 clock per capita personal income in Georgia at only 85 percent of the national average, a level last seen in 1982. We dropped 15 places in the national rankings from 26<sup>th</sup> highest per capita personal income in 1999 to 41<sup>st</sup> in 2014.

For Georgia's economy to outperform the average state's economy by the large margins that we got used to in the 1970s, 80s, and 90s, we need to improve Georgia's competitiveness by improving educational achievement. That will go a long ways towards assuring that Georgia's economic

performance is once again among the best in the nation.

## **PROSPECTS FOR THE ATLANTA MSA IN 2016**

A revival of population growth and the housing recovery will strongly underpin Atlanta's ongoing economic recovery. A high concentration of college-educated workers, business partners, high-tech companies, and research universities will continue to attract high technology companies in life sciences, research & development, IT, professional and business services, and advanced manufacturing. Life sciences companies are attracted by the presence of the CDC and nonprofits such as the national headquarters of the American Cancer Society. New high tech industries (e.g., healthcare IT, cyber security, and mobile apps) are growing rapidly in Atlanta. The innovation district that's developing around Tech Square has achieved the critical mass needed to attract high-tech companies to Midtown Atlanta. For example, Kaiser Permanente will establish an IT campus in Midtown that will create 900 jobs. NCR also will build a new headquarters campus in Midtown near Tech Square.

Compared to other large metropolitan areas with strong links to global markets the costs of living and doing business in the Atlanta MSA are low. Companies looking to lower costs will continue to relocate to Atlanta. Access to workers, especially skilled labor, is vital to business success. And, despite the limit that traffic congestion places on realistically-accessible workers, many companies are attracted to Atlanta due to the large and diverse pool of available workers. The pool of talent is large and deep for occupations that require a college degree as well as for occupations that do not require college degrees.

On an annual average basis, the Atlanta MSA will add 69,600 jobs in 2016, a year-over-year increase of 2.7 percent. Atlanta therefore will account for 75 percent of the

state's net job growth. Atlanta's high concentration of service producing industries, IT companies, distribution companies, institutions of higher education, health care providers, life sciences companies and headquarters operations will keep the job machine in forward gear. Many of the headquarters and other large projects recently announced by the Georgia Department of Economic Development were located in the Atlanta MSA. Atlanta's outsized information industry will benefit from expanding film and television production as well as surging demand for more sophisticated wireless services and high-volume mobile data applications.

Major improvements at Hartsfield-Jackson International Airport bode well for Atlanta's growth, especially the completion of the new international terminal. 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.

Cyclical improvements in the national and regional economies will boost Georgia's hospitality industry. Hotel occupancy rates will be at or near record levels. Airport improvements also will help Atlanta to become even more popular as a destination for tourists, persons attending business

meetings & conventions, trade shows, as well as sporting/cultural events. New attractions such as Porsche Customer and Driver Experience Center, the College Football Hall of Fame, and the Delta Flight Museum will boost Atlanta's appeal to travelers.

Atlanta will continue to develop as an inland port for transportation, distribution and warehousing products. The connectivity of Georgia's ports to both the interstate system, rail, and air cargo is excellent.

One major plus for Atlanta in this new era of federal fiscal austerity is that the metro area is not too dependent on federal jobs. Only 4.0 percent of the Atlanta area's nonfarm earnings come from federal employment versus 7.7 percent for the state as a whole. Atlanta is not the home of a major military base. State and local government accounts for only 8.9 percent of earnings in metro Atlanta versus 11.4 percent for the state. So, public restructuring will be less problematic for Atlanta's growth than for growth elsewhere in Georgia or for the nation as a whole.

### UNITED STATES BASELINE FORECAST 2015-2016

United States	2011	2012	2013	2014	2015	2016
Gross Domestic Product, Bil. of 2009\$	15,020.6	15,354.6	15,583.3	15,961.7	16,328.8	16,737.0
Percent change	1.6	2.2	1.5	2.4	2.3	2.5
Nonfarm Employment (Mil.)	131.8	134.1	136.4	139.0	141.8	143.8
Percent change	1.2	1.7	1.7	1.9	2.0	1.4
Personal Income, Bil. of 2009\$	12,726.5	13,112.5	13,078.1	13,715.4	14,235.0	14,682.9
Percent change	3.7	3.0	-0.3	4.9	3.8	3.1
Personal Income, Bil. of \$	13,254.5	13,915.1	14,068.4	14,964.2	15,577.7	16,341.0
Percent change	6.2	5.0	1.1	6.4	4.1	4.9
Civilian Unemployment Rate (%)	8.9	8.1	7.4	6.2	5.3	5.0
CPI-U, Ann. % Chg.	3.2	2.1	1.5	1.6	0.1	1.7

### UNITED STATES BASELINE FORECAST 2016-2021

United States	2016	2017	2018	2019	2020	2021
Gross Domestic Product, Bil. of 2009\$	16737.0	17,155.5	17,584.4	18,024.0	18,474.6	18,936.4
Percent change	2.5	2.5	2.5	2.5	2.5	2.5
Nonfarm Employment (Mil.)	143.8	145.5	146.8	148.2	149.4	150.5
Percent change	1.4	1.2	0.9	0.9	0.8	0.8
Personal Income, Bil. of 2009\$	14,682.9	15,100.4	15,529.7	15,971.3	16,425.3	16,892.3
Percent change	3.1	2.8	2.8	2.8	2.8	2.8
Personal Income, Bil. of \$	16,341.0	17,141.8	17,981.7	18,862.8	19,787.1	20,756.6
Percent change	4.9	4.9	4.9	4.9	4.9	4.9
Civilian Unemployment Rate (%)	5.0	5.0	4.9	5.0	4.9	5.0
CPI-U, Ann. % Chg.	1.7	1.9	1.9	1.9	2.0	2.0

### GEORGIA BASELINE FORECAST 2015-2016

<b>Georgia</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Gross Domestic Product, Bil of 2009\$	413.5	417.4	425.7	435.5	449.5	464.3
Percent change	1.4	0.9	2.0	2.3	3.2	3.3
Nonfarm Employment (thousands)	3900.5	3954.0	4035.4	4155.6	4267.8	4364.4
Percent change	1.0	1.4	2.1	3.0	2.7	2.3
Personal Income, Bil of \$	357.3	369.1	378.2	394.8	412.9	436.5
Percent change	7.1	3.3	2.4	4.4	4.6	5.7
Housing Permits, Total	18,493	24,350	36,174	39,423	46,252	55,222
Percent change	7.1	31.7	48.6	9.0	17.3	19.4
Unemployment Rate (percent)	10.2	9.2	8.2	7.2	6.1	5.5

### GEORGIA BASELINE FORECAST 2016-2021

<b>Georgia</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Gross Domestic Product, Bil of 2009\$	464.3	479.1	494.0	509.3	525.1	541.4
Percent change	3.3	3.2	3.1	3.1	3.1	3.1
Nonfarm Employment (thousands)	4364.4	4460.4	4563.0	4658.9	4752.0	4847.1
Percent change	2.3	2.2	2.3	2.1	2.0	2.0
Personal Income, Bil of \$	436.5	458.3	481.7	506.2	532.0	559.2
Percent change	5.7	5.0	5.1	5.1	5.1	5.1
Housing Permits, Total	55,222	58,753	60,886	62,713	64,594	66,532
Percent change	19.4	6.4	3.6	3.0	3.0	3.0
Unemployment Rate (percent)	5.5	5.6	5.5	5.4	5.3	5.5

### ATLANTA MSA BASELINE FORECAST 2015-2016

<b>Atlanta, MSA</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Real Gross Metro Product, Bil of 2009\$	279.8	282.7	289.3	298.1	309.5	320.9
Percent change	1.7	1.0	2.4	3.0	3.8	3.7
Nonfarm Employment (thousands)	2311.2	2353.6	2413.4	2501.6	2579.1	2648.8
Percent change	1.6	1.8	2.5	3.7	3.1	2.7
Personal Income, Bil of \$	219.3	227.6	231.1	244.1	257.5	272.7
Percent change	7.8	3.8	1.5	5.6	5.5	5.9
Housing Permits, Total	8634	14380	24297	26683	32847	36756
Percent change	14.0	66.6	69.0	9.8	23.1	11.9
Unemployment Rate (percent)	9.9	8.8	7.8	6.8	5.8	5.3

### ATLANTA MSA BASELINE FORECAST 2016-2021

<b>Atlanta, MSA</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Real Gross Metro Product, Bil of 2009\$	320.9	331.5	341.5	351.0	360.5	370.2
Percent change	3.7	3.3	3.0	2.8	2.7	2.7
Nonfarm Employment (thousands)	2648.8	2715.0	2772.0	2827.5	2878.4	2930.2
Percent change	2.7	2.5	2.1	2.0	1.8	1.8
Personal Income, Bil of \$	272.7	289.1	305.6	323.0	340.7	359.5
Percent change	5.9	6.0	5.7	5.7	5.5	5.5
Housing Permits, Total	36756	38998	40363	41533	42571	42636
Percent change	11.9	6.1	3.5	2.9	2.5	2.5
Unemployment Rate (percent)	5.3	5.3	5.2	5.1	5.0	5.2

# REVENUE FORECAST SUMMARY

## FORECAST METHODOLOGY

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

## CITY CHARTER REQUIREMENT

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

## REVENUE ANTICIPATIONS

The FY 2016 General Fund Revenue forecast, as of the date of this Five Year Plan, is \$593 million and is on target with the revenue amount adopted by the Budget

Commission in June of 2015. The estimated FY 2017 General Fund Revenue Anticipation is \$601 million. The increased Revenue Anticipation includes \$7.4 million in new sources of income derived from the Blue Ribbon Commission of which \$2.65 million is derived from the Fees and Fines study. (See Further Discussion in Narrative). The City Finance team expects that the overall 2016 net tax digest will continue to grow at a rate of 5% with 1.3% of the growth being attributed to new construction and the remainder attributed to positive inflation growth from market value appreciation. As of publication of the Five Year Plan, there is no available estimate from the Tax Assessor's office on the 2016 tax digest. Therefore, the City relies on historic and other independent economic data including the Case-Shiller Index, which is a national housing price index, to determine City property valuation trends and estimates.

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

More discussion on Property Tax revenue assumptions is provided later in the trend narrative. Sales tax revenue is the next largest share of General Fund revenues accounting for 17% of General Fund anticipations. Sales tax revenue is highly elastic and demonstrates significant peak and troughs in revenues due to changes in economic performance associated with Gross Metro Product indexes, disposable income and unemployment levels. The lodging market,

which is the driver for hotel/motel tax revenues, is expected to be another important contributor to the City's economic recovery. PKF Consulting Research provides additional insight under the hotel/motel forecast narrative section.

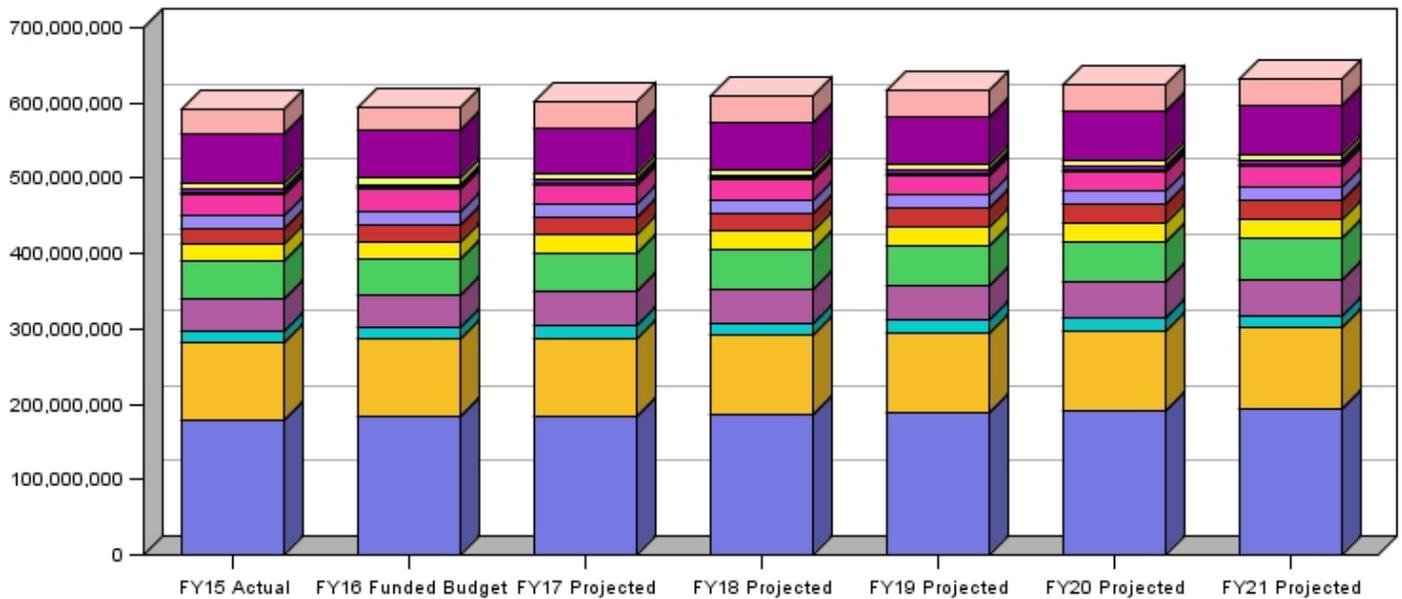
The FY 2016 General Fund Revenue anticipations are consistent with the City Charter requirements and the City Finance team continues to exercise fiscal discipline in the revenue forecast. It is important to note, that General Fund Revenues have exceeded General Fund Expenditures the past 6 fiscal years (FY 2010 through FY 2015).

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

# PROJECTED REVENUES BY MAJOR CATEGORY

## General Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Property Tax Revenue	179,437,731	184,619,115	185,035,667	187,067,759	189,122,204	191,199,249	193,299,140
Local Option Sales Tax Revenue	102,224,220	101,516,586	103,254,924	104,390,728	105,539,026	106,699,955	107,873,655
Hotel/Motel Tax Revenue	16,076,153	14,931,390	16,199,218	16,442,206	16,688,839	16,939,172	17,193,259
Public Utility Franchise Revenue	43,193,364	43,395,742	45,022,178	45,742,533	46,474,414	47,218,004	47,973,492
Business License Revenue	50,454,799	49,047,636	51,243,057	52,062,946	52,895,953	53,742,289	54,602,165
Insurance Premium Revenue	22,667,653	22,889,796	24,481,705	24,751,004	25,023,265	25,298,521	25,576,805
Other License/Permits Revenue	19,222,336	22,605,225	23,403,798	23,637,590	23,873,953	24,112,917	24,354,509
Alcohol Revenue	17,791,660	16,776,608	17,522,240	17,802,596	18,087,437	18,376,836	18,670,866
Fines/Forfeitures Revenue	26,669,731	30,094,852	25,476,223	25,723,485	25,973,220	26,225,452	26,480,207
Real Estate Transfer Revenue	2,408,469	2,042,713	2,307,779	2,349,319	2,391,606	2,434,655	2,478,479
Intangible Recording Revenue	4,781,025	4,262,020	4,668,137	4,784,840	4,904,461	5,027,073	5,152,750
Land and Building Rentals Revenue	7,808,012	8,170,329	6,788,953	6,822,897	6,857,012	6,891,297	6,925,753
Other Revenue	65,583,410	62,660,570	61,160,123	62,584,128	64,043,731	65,539,823	67,073,318
Indirect Costs	32,943,611	30,098,055	34,792,220	34,861,839	34,896,701	34,931,598	34,966,529
<b>Total</b>	<b>\$591,262,173</b>	<b>\$593,110,637</b>	<b>\$601,356,221</b>	<b>\$609,023,871</b>	<b>\$616,771,823</b>	<b>\$624,636,841</b>	<b>\$632,620,927</b>



- Property Tax Revenue
- Local Option Sales Tax Revenue
- Hotel/Motel Tax Revenue
- Public Utility Franchise Revenue
- Business License Revenue
- Insurance Premium Revenue
- Other License/Permits Revenue
- Alcohol Revenue
- Fines/Forfeitures Revenue
- Real Estate Transfer Revenue
- Intangible Recording Revenue
- Land and Building Rentals Revenue
- Other Revenue
- Indirect Costs

## GENERAL FUND

### Property Tax

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 city tax digest peaked in 2008 at \$27.6 billion. The 2013 tax digest represented the first year of tax digest growth in five years following the Great Recession. The 2014 tax digest increased by 2% with a net tax digest of \$22.4 billion compared to \$22.0 billion in 2013. The 2015 tax digest continued the positive trend, and the net digest increased to \$24.9 billion. The 2015 tax base breakdown is the following, residential base accounts for 46% and non-residential accounts for 54% of the City's tax digest.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Current Property Tax	\$185,035,667	\$187,067,759	\$189,122,204	\$191,199,249	\$193,299,140

#### *FY 2017-21 Forecast:*

The City property tax forecast currently assumes a rollback of property taxes due to positive reassessment. The projected positive reassessment tax digest growth is estimated at 3.7%. The projected new construction tax digest growth is estimated at 1.3% for FY17 and property tax revenues are projected to grow at 1.1% over the 5-year horizon. The 1999 Taxpayers Bill of Rights allows municipalities to retain new construction growth without any additional public hearing and tax notice requirements. The collection rate assumption is 98% and is consistent with historical collection rates. According to the Selig Center Economic Outlook, "Housing and real estate development will be a powerful driver of Georgia's economy in 2016, helping the state's economy to outperform the nation's economy. The number of single-family home starts for new construction will increase by 23%. New multi-unit homebuilding will rise by 10 percent." The report forecasts that existing single-family home prices will rise by 5% in Georgia in 2016. The S&P Case-Shiller Atlanta Home Price Index as of October 2015 is 126.06 as compared to 118.8 as of October 2014, which represents a 6.09% year-over-year increase. Over the Pre-Recession to Recovery horizon, the Atlanta Case-Shiller Index peaked at 136.47 in July 2007 while the Great Recession low was 82.54 in March 2012.

### Local Option Sales Tax (LOST)

Local option sales tax (1%) is imposed on the purchase, sale, rental, storage, use, or consumption on 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Local Option Sales Tax	\$103,254,924	\$104,390,728	\$105,539,026	\$106,699,955	\$107,873,655

*FY 2017-21 Forecast:*

Sales tax is one of the most economically sensitive government revenue sources with a close correlation to the Atlanta Gross Metropolitan Product, employment, and personal income levels. Sales tax revenue over the forecast period is projected at 1.1%. The Selig report indicates, "On an annual average basis, the Atlanta MSA will add 69,600 jobs in 2016, a year-over-year increase of 2.7% percent. Atlanta therefore will account for 75 percent of the state's net job growth." Real personal income is projected to increase 5.9% in 2016.

**Hotel/Motel Tax**

The hotel/motel tax is shared between the City, Atlanta Conventions Visitors Bureau, Georgia World Congress, and the Georgia Dome. 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 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Hotel/Motel Tax	\$16,199,218	\$16,442,206	\$16,688,839	\$16,939,172	\$17,193,259

*FY 2017-21 Forecast:*

PKF Consulting / Hospitality Research (PKF-HR) is the industry leader in hospitality research econometrics. Its data is one of the primary resources used in developing the City's hotel/motel forecast. PKF manages an extensive database of hotel property income statements and sale prices. Occupancy Rates, Average Daily Room Rates, and Rev-Par Index (defined as Revenue Per Available Room) are all key metrics used in developing the forecast. PKF is projecting robust increases in FY 2017 (lower priced 9.2% increase and upper priced 7.1% increase in Rev-PAR growth). PKF Consulting indicates "Looking towards 2016, Atlanta RevPAR is expected to grow 7.8%. Atlanta market occupancy levels are expected to range from 68.6% to 70.7% during the 5 year hotel forecast period."

PKF Consulting and Federal Reserve Bank Beige Book excerpt states "Reports on leisure and business travel remained positive. Tourism contacts in Georgia, Florida, and Louisiana reported a solid summer season with occupancy numbers and attendance at major conventions up from a year ago. Industry contacts expect business and leisure travel to exceed forecasts for the remainder of 2015 and many already report strong advanced bookings in the hotel and conference segments for the first quarter of 2016."

**Public Utility Franchise Fee**

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Public Utility Franchise Fee	\$45,022,178	\$45,742,533	\$46,474,414	\$47,218,004	\$47,973,492

*FY 2017-21 Forecast:*

This revenue source correlates with Atlanta unemployment trends and is projected to grow at 1.6% for the 5-year period. As the unemployment declines, the demand for public utility services increases which generates additional franchise revenue. The Selig report forecasts an 8% decline in unemployment in 2016.

**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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Indirect Cost Recovery	\$34,792,220	\$34,861,839	\$34,896,701	\$34,931,598	\$34,966,529

*FY 2017-21 Forecast:*

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

**General Business/License Tax**

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
General Business/License Tax	\$51,243,057	\$52,062,946	\$52,895,953	\$53,742,289	\$54,602,165

*FY 2017-21 Forecast:*

The forecast for general business/license tax revenue is based on 1.6% growth and is closely correlated with increases in Population. Improvements in employment levels and consumer demand as discussed earlier in this section are key metrics for the 5 year forecast in this category. Businesses also are attracted by Atlanta's extensive multi-modal transportation and distribution system.

According to the Selig Center, “on an annual average basis, the Atlanta MSA will add 69,600 jobs in 2016, a year-over-year increase of 2.7 percent. Atlanta therefore will account for 75 percent of the state’s net job growth. Atlanta’s high concentration of service producing industries, IT companies, distribution companies, institutions of higher education, health care providers, life sciences companies and headquarters operations will keep the job machine in forward gear. Many of the headquarters and other large projects recently announced by the Georgia Department of Economic Development were located in the Atlanta MSA. Atlanta’s outsized information industry will benefit from expanding film and television production as well as surging demand for more sophisticated wireless services and high-volume mobile data applications.”

**Insurance Premium Tax**

The insurance premium tax is levied to 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.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Insurance Premium Tax	\$24,481,705	\$24,751,004	\$25,023,265	\$25,298,521	\$25,576,805

*FY 2017-21 Forecast:*

The forecast is stable at 1.1% because the insurance premium tax is less susceptible to shifts in the economy than other corporate income derived taxes. This revenue stream has a positive correlation with population and real estate development. As the population increases, the demand for real estate development increases. As a result, the demand for insurance coverage increases as well, which generates additional revenue.

**Other Licenses/Permits**

This category is primarily comprised of Alcohol related licenses and permits for Police, Fire and Public Works (right-of-way, sidewalk closure and driveway aprons).

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Other Licenses/Permits	\$23,403,798	\$23,637,590	\$23,873,953	\$24,112,917	\$24,354,509

*FY 2017-21 Forecast:*

The forecast metric is tied to residential and commercial development and reflects growth of 1%. Revenues within this category are also correlated to infrastructure investments and the hospitality related sectors.

### Alcohol Tax

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.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Alcohol Tax	\$17,522,240	\$17,802,596	\$18,087,437	\$18,376,836	\$18,670,866

#### *FY 2017-21 Forecast:*

The forecast reflects a 1.6% growth that is tied to taxable sales from food and drinking establishments. Alcohol consumption has tended to be inelastic and recession resilient.

### Fines & Forfeitures

Fines and forfeitures are comprised primarily of traffic fines and forfeitures. Fines and forfeitures are administered through the City Municipal Court and the Park Atlanta contract guarantee. Case filing histories and trends is one of the key metrics in developing the City's annual forecast. Case statistics are captured monthly by the corresponding case types.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Fines/Forfeitures	\$25,476,223	\$25,723,485	\$25,973,220	\$26,225,452	\$26,480,207

#### *FY 2017-21 Forecast:*

The FY17 forecast reflects \$750 thousand in additional Traffic fine revenue due to the planned roll out of an Electronic Citation Program (E-Citation). This program is expected to increase efficiencies related to the processing of traffic citations and improve enforcement efforts related to ticketing issuance. Municipal Court data indicates that cases have remained stable reflecting population and transportation trends. The 5-year forecast maintains the guaranteed revenue assumption from outsourced parking even though the contract with the current vendor Park Atlanta, as part of the current outsourcing of the parking enforcement program, expires at the end of this fiscal year.

### Intangible Recording Taxes

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.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Intangible Recording Tax	\$4,668,137	\$4,784,840	\$4,904,461	\$5,027,073	\$5,152,750

### Real Estate Transfer Tax

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.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Real Estate Transfer Tax	\$2,307,779	\$2,349,319	\$2,391,606	\$2,434,655	\$2,478,479

#### *FY 2017-21 Forecast (Intangible Recording and Real Estate Transfer):*

These revenue categories are impacted by trends in the housing market. According to the Selig Center Economic Outlook, "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." The report forecasts that as of mid-2015, the price of an existing single-family home in Georgia had risen to within 3 percent of its peak value. The S&P Case-Shiller Atlanta Home Price Index as of October 2015 is 126.06 as compared to 118.8 as of October 2014, which represents a 6.09% year-over-year increase. Over the Pre-Recession to Recovery horizon, the Atlanta Index peaked at 136.47 in July 2007 while the Great Recession low was 82.54 in March 2012.

### Land and Building Rentals

Land and building rentals consist of revenue received from cell towers, various parks and recreation rentals, and corrections revenue from housing inmates.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Land/Building Rentals	\$6,788,953	\$6,822,897	\$6,857,012	\$6,891,297	\$6,925,753

#### *FY 2017-21 Forecast:*

Revenue from this category is heavily dependent on availability of commercial development lease space. Based on the Selig Center Economic Report "Spending for new nonresidential construction will increase modestly in 2016, continuing the weak up cycle that began in the second quarter of 2013. Credit conditions will ease for those looking to build nonresidential structures, but will remain very tight in markets with high vacancy rates." Overall vacancy rates have trended down exhibiting a 1.1% decline over 1Q2015 versus 1Q2016. Minimal growth is forecasted for this revenue source reflecting little movement in overall vacancy rates.

## Mayor's Blue Ribbon Commission

In March of 2014, the Administration launched the Mayor's Blue Ribbon Commission on Efficiency in Government.

In June of 2014, a Final Report was issued which included various recommendations and an authorization for a Comprehensive Fees and Fines Study.

As a result, the Office of Revenue and the Mayor's Office of Innovation Delivery & Performance have identified \$7.4 million in additional General Fund revenues from the Comprehensive Fee Study and other recommendations that are expected to be implemented over the current Five Year horizon:

Commercial Parking Permit	\$1.8 million
Municipal Asset Activation	\$3.7 million
Towing/Wrecker Fee Increase	\$500 thousand
Parking Lots and Garage Fee	\$350 thousand
Property Tax from sale of COA Assets	\$300 thousand
<u>Municipal Court E-Citation Program</u>	<u>\$750 thousand</u>
<b>Total</b>	<b>\$7.4 million</b>

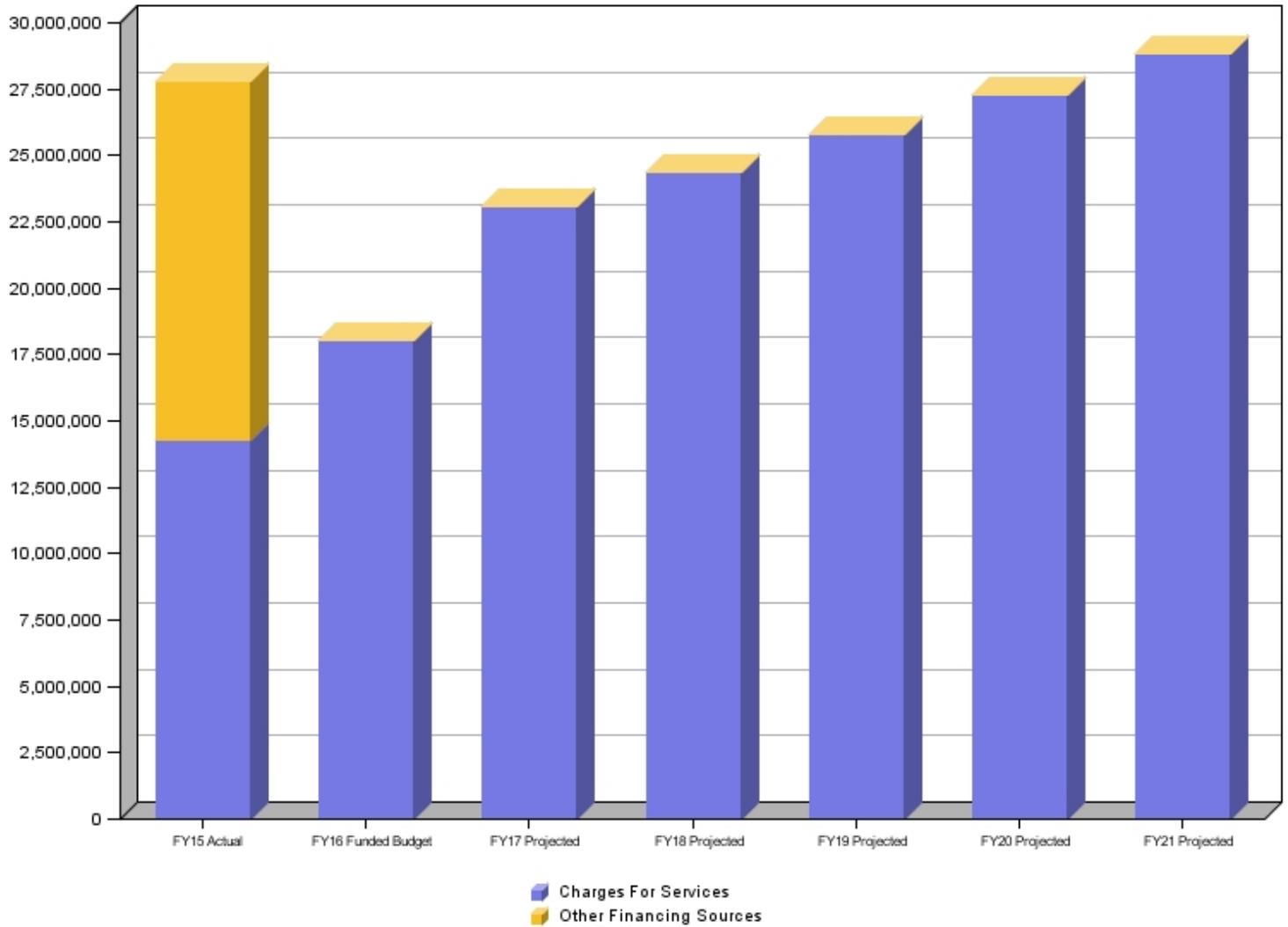
## OVERALL GENERAL FUND FORECAST

The improving local economy as indicated by Atlanta Gross Metro Product forecasted at 3.3% and an increasing S&P Case-Shiller Index all support a General Fund Revenue forecast growth rate of 4%. The Fiscal Year 2017 General Fund revenue budget statutorily referred to as Revenue Anticipation is based on 1.2% new construction tax digest growth and rollback of the current millage rate of 8.89 mills. The property tax revenue base accounts for one-third of General Fund revenues hence the emphasis on this important City revenue stream. The Muni Cast financial model and the Selig Center economic report has enabled the City team to better understand, and respond to the underlying economic drivers of City revenues.

# PROJECTED REVENUE BY MAJOR CATEGORY

## Emergency Telephone System

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Charges For Services	14,305,903	18,024,974	23,106,814	24,401,404	25,782,731	27,256,607	28,829,233
Other Financing Sources	13,515,028	-	-	-	-	-	-
<b>Revenues</b>	<b>\$27,820,931</b>	<b>\$18,024,974</b>	<b>\$23,106,814</b>	<b>\$24,401,404</b>	<b>\$25,782,731</b>	<b>\$27,256,607</b>	<b>\$28,829,233</b>



## Emergency Telephone System Fund

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
E-911 Revenue	\$23,106,814	\$24,401,404	\$25,782,731	\$27,256,607	\$28,829,233

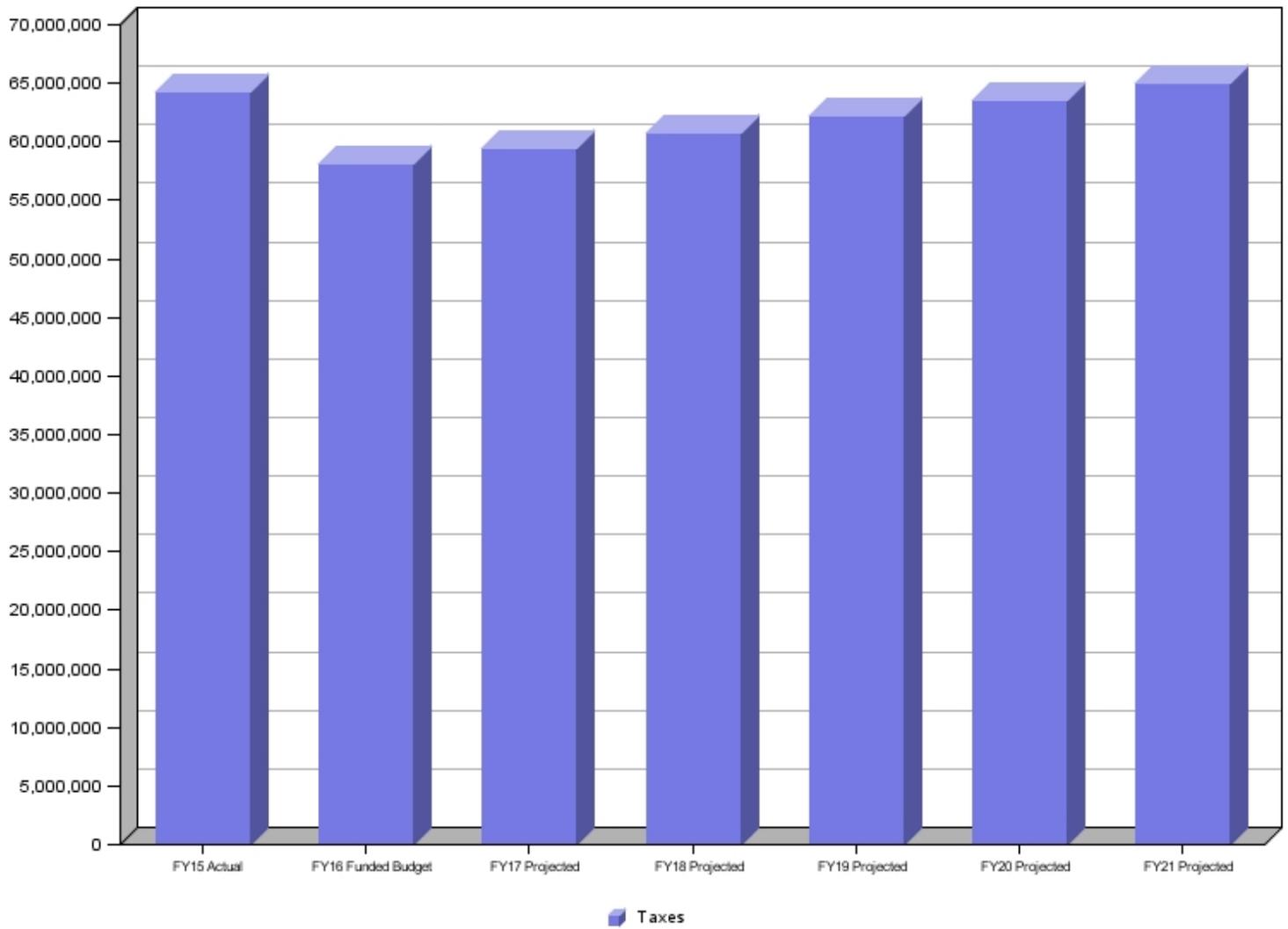
*FY 2017-21 Forecast:*

In the past, this fund has operated in a deficit position of approximately \$6 million annually due to insufficient landline and wireless fees to cover operating expenses. The City E-911 revenue forecast correlates to per capita and telecommunication subscriber trends. The new public safety access fee is expected to fully recover all E-911 expenditures.

# PROJECTED REVENUE BY MAJOR CATEGORY

## Hotel/Motel Tax Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Taxes	64,330,343	58,148,818	59,429,727	60,796,570	62,194,850	63,625,290	65,088,657
<b>Revenues</b>	<b>\$64,330,343</b>	<b>\$58,148,818</b>	<b>\$59,429,727</b>	<b>\$60,796,570</b>	<b>\$62,194,850</b>	<b>\$63,625,290</b>	<b>\$65,088,657</b>



## 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 Georgia Dome. 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Hotel/Motel Tax	\$59,429,727	\$60,796,570	\$62,194,850	\$63,625,290	\$65,088,657

*FY 2017-21 Forecast:*

The Selig Economic Outlook indicates “Hartsfield-Jackson International Airport improvements will help Atlanta to become even more popular as a destination for tourists, business meetings and conventions, trade shows, as well as sporting/cultural events. New attractions such as Porsche Customer and Driver Experience Center, the College Football Hall of Fame, and the Delta Flight Museum will boost Atlanta’s appeal to travelers.” PKF Consulting / Hospitality Research (PKF-HR) is the industry leader in hospitality research econometrics. Its data is one of the primary resources used in developing the City’s hotel/motel forecast. PFK manages an extensive database of hotel property income statements and sale prices. Occupancy Rates, Average Daily Room Rates, and Rev-Par Index (defined as Revenue per Available Room) are all key metrics used in developing the forecast. According to the PKF report, looking towards 2016, Atlanta RevPAR is expected to grow 7.8%. This is less than the rate of growth in 2015. Prospects for RevPAR growth in the lower-priced segment (positive 9.2%) are better than in the upper-priced segment (positive 7.1%). Atlanta market occupancy levels are expected to range from 68.6% to 70.7% during the 5-year forecast period.

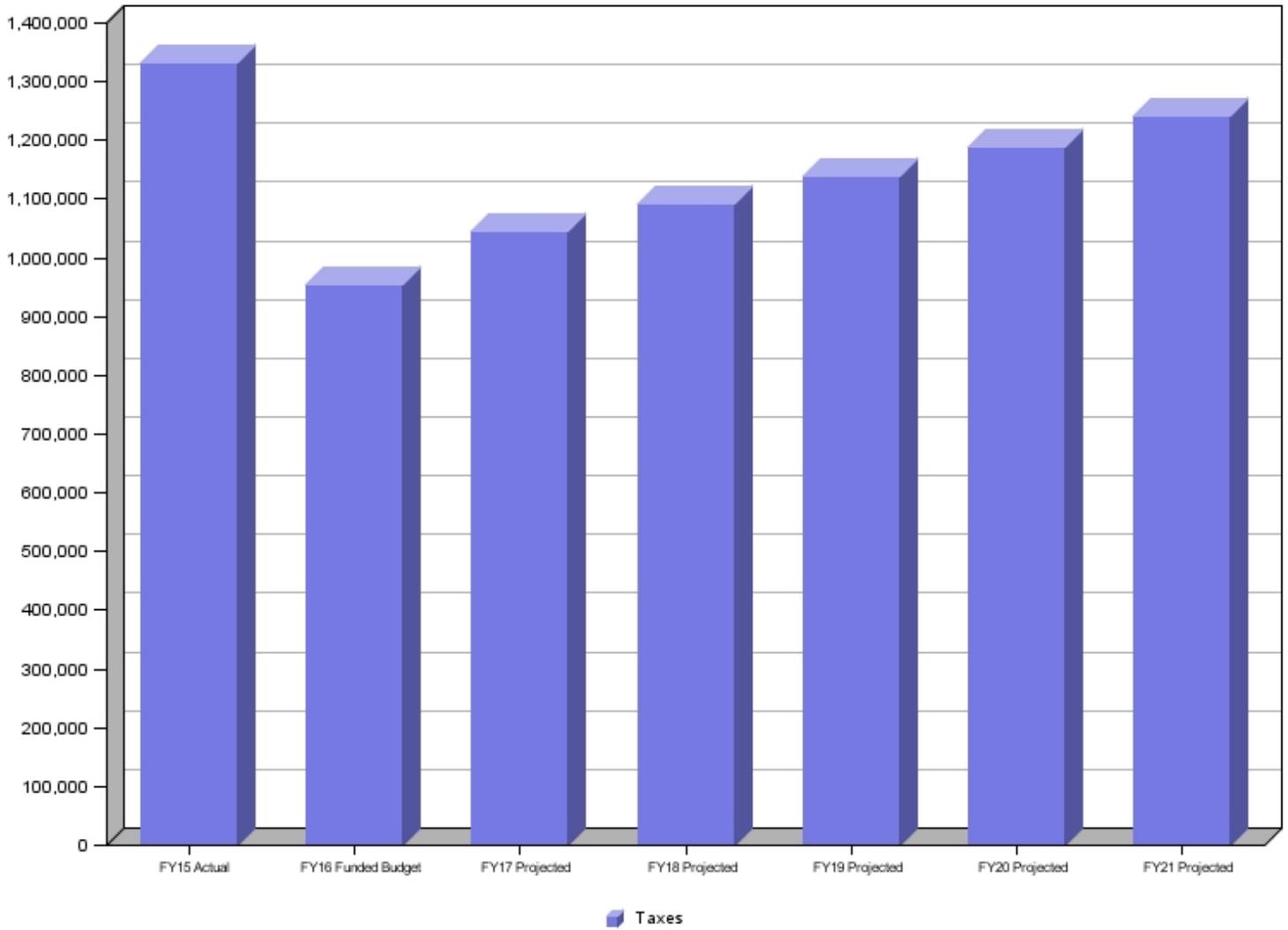
A PKF Consulting excerpt states “Reports on leisure and business travel remained positive. Tourism contacts in Georgia, Florida, and Louisiana reported a solid summer season with occupancy numbers and attendance at major conventions up from a year ago. Industry contacts expect business and leisure travel to exceed forecasts for the remainder of 2015 and many already report strong advanced bookings in the hotel and conference segments for the first quarter of 2016.”

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

# PROJECTED REVENUE BY MAJOR CATEGORY

## Rental/Motor Vehicle Tax Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Taxes	1,333,414	955,703	1,046,050	1,092,076	1,140,127	1,190,293	1,242,666
<b>Revenues</b>	<b>\$1,333,414</b>	<b>\$955,703</b>	<b>\$1,046,050</b>	<b>\$1,092,076</b>	<b>\$1,140,127</b>	<b>\$1,190,293</b>	<b>\$1,242,666</b>



## Rental/Motor Vehicle Tax Fund

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Rental/Motor Vehicle Tax	\$1,046,050	\$1,092,076	\$1,140,127	\$1,190,293	\$1,242,666

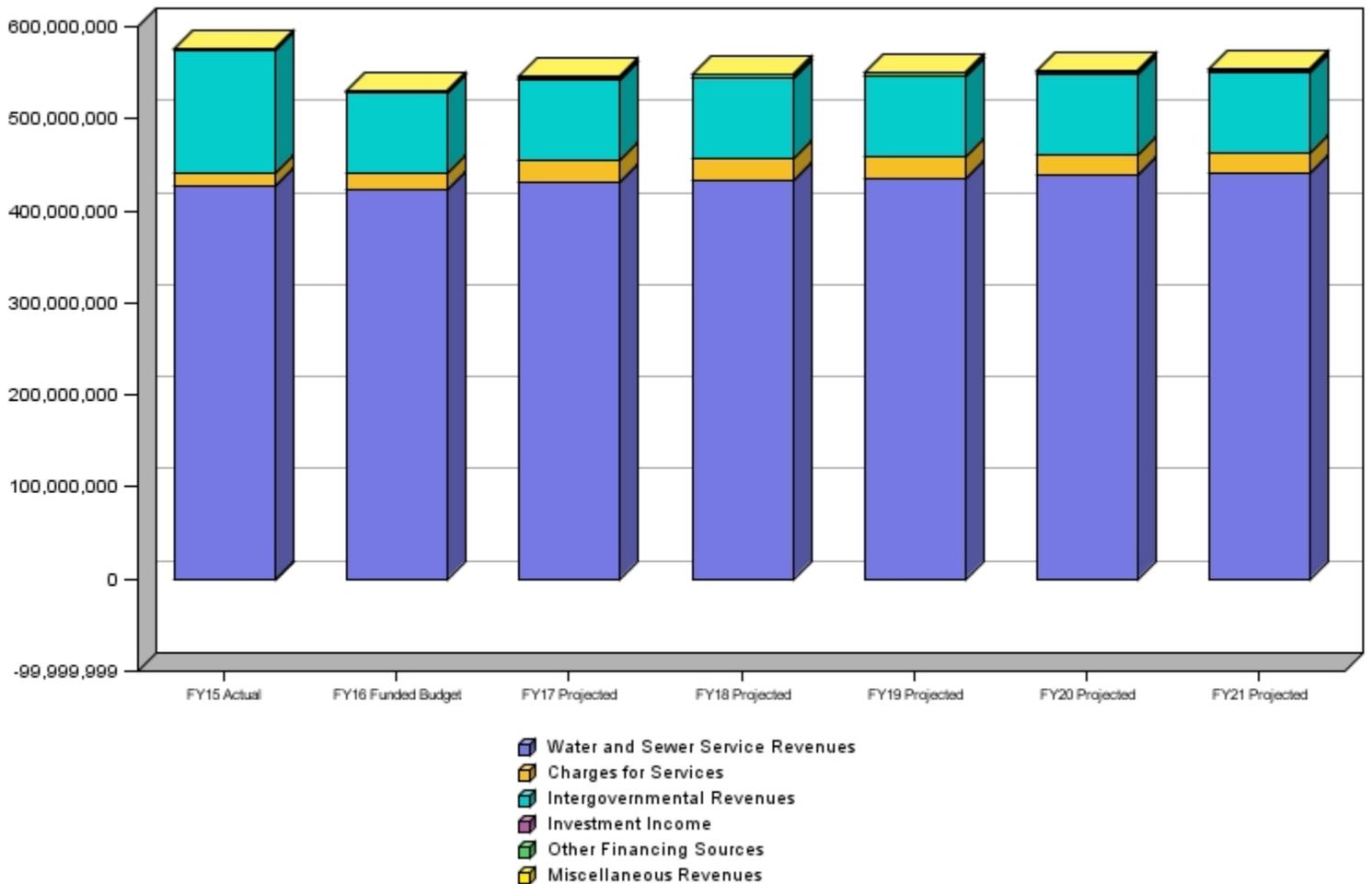
*FY 2017-21 Forecast:*

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

# PROJECTED REVENUE BY MAJOR CATEGORY

## Water & Wastewater Revenue Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Water and Sewer Service Revenues	427,926,832	422,032,907	431,758,197	433,825,016	435,904,517	437,996,022	440,095,021
Charges for Services	13,737,360	19,002,748	22,806,366	22,956,365	23,107,866	23,260,882	23,415,426
Intergovernmental Revenues	131,578,685	87,500,000	87,500,000	87,500,000	87,500,000	87,500,000	87,500,000
Investment Income	(1,204)	71,959	601,901	601,901	601,901	601,901	601,901
Other Financing Sources	2,485,354	2,486,875	2,521,045	2,521,045	2,521,045	2,521,045	2,521,045
Miscellaneous Revenues	129,499	81,102	167,546	167,546	167,546	167,546	167,546
<b>Total</b>	<b>\$575,856,528</b>	<b>\$531,175,591</b>	<b>\$545,355,055</b>	<b>\$547,571,873</b>	<b>\$549,802,875</b>	<b>\$552,047,396</b>	<b>\$554,300,939</b>



## WATER AND WASTEWATER FUND

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

### Water and Sewer Service Revenue

This category includes Water and Wastewater Service Charges. Projected revenue of \$431M for FY 2017 is \$26.7M higher than the FY 2016 Budget of \$405.0M, but in line with FY16 projected actuals. The increase is due primarily to an expected increase in anticipated customer consumption and increase in number of active accounts. The Department does not plan to increase its water and sewer rates in FY 2017.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Water and Sewer Service Revenue	\$431,758,197	\$433,825,016	\$435,904,517	\$437,996,022	\$440,095,021

### Charges for Services

This category includes Inter-jurisdictional revenue, industrial waste, inspections and reviews, as well as other selected revenue accounts. The FY 2017 projection of \$22.8M is higher than the FY2016 Budget of \$18.8M. The increase is due primarily to an anticipated rise in fees collected from inter-jurisdictional customers and miscellaneous fees charged to government, commercial and residential customers.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Charges for Services	\$22,806,366	\$22,956,365	\$23,107,866	\$23,260,882	\$23,415,426

### Intergovernmental Revenues

The FY 2017 anticipated revenues from the Municipal Option Sales Tax are \$125M, which is consistent with the amount anticipated in FY 2016. For FY17 \$87.5M of the total will be allocated in the Waste & Wastewater Revenue Fund and \$37.5M in the Water & Wastewater Renewal & Extension Fund.

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 and again in March 2012, respectively, City of Atlanta voters elected to renew the MOST for an additional four-year term.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Intergovernmental Revenue	\$87,500,000	\$87,500,000	\$87,500,000	\$87,500,000	\$87,500,000

### 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 in Cash Pool and as a result of the Cash Pool MOU.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Investment Income	\$601,901	\$601,901	\$601,901	\$601,901	\$601,901

### 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. The FY 2017 fee of \$2.5M is higher than the FY 2016 amount of \$2.4M due to increased collections.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Other Financing Sources	\$2,521,045	\$2,521,045	\$2,521,045	\$2,521,045	\$2,521,045

### Miscellaneous Revenues

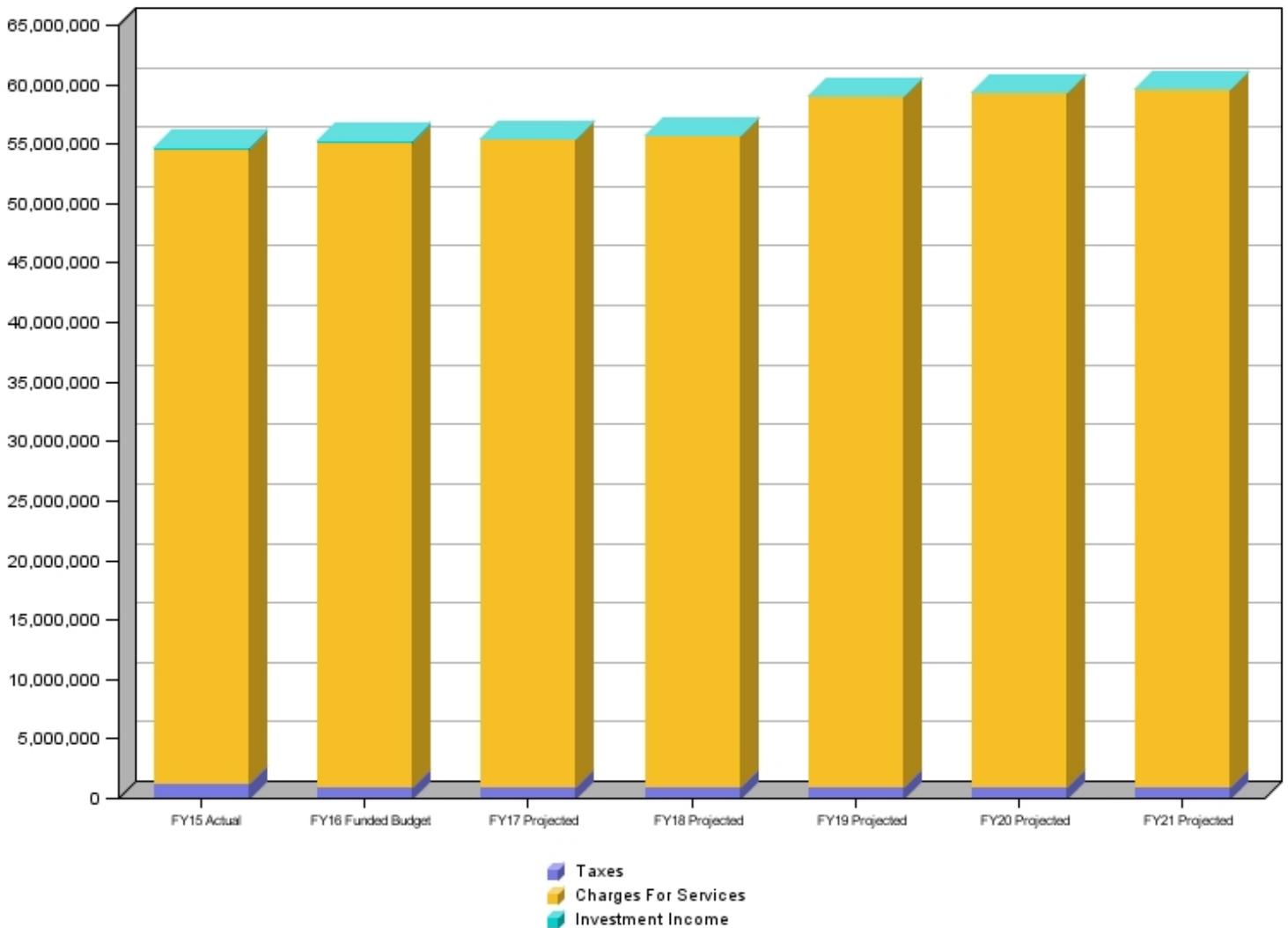
This category includes revenue for recoveries of prior year delinquent accounts/arrearages and fees for land rentals. For FY16 the convenience fees collected for credit card payments will be eliminated citywide. The Department based its estimate on revenues generated in prior fiscal years.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Miscellaneous Revenues	\$167,546	\$167,546	\$167,546	\$167,546	\$167,546

The Water & Wastewater Revenue Fund was established to account for transactions associated with the operation, development, and maintenance of the City's expansive water and wastewater infrastructure system. The system's operations are financed primarily by user charges for water and wastewater services and Municipal Option Sales Tax. 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 operations and maintenance expenses.

## PROJECTED REVENUE BY MAJOR CATEGORY Solid Waste Services Revenue Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Taxes	1,332,920	954,747	959,443	964,240	969,061	973,906	978,776
Charges For Services	53,261,066	54,258,341	54,529,411	54,802,058	58,076,068	58,351,448	58,628,205
Investment Income	118,205	102,983	18,380	18,472	18,564	18,657	18,750
<b>Revenues</b>	<b>\$54,712,190</b>	<b>\$55,316,071</b>	<b>\$55,507,233</b>	<b>\$55,784,769</b>	<b>\$59,063,693</b>	<b>\$59,344,011</b>	<b>\$59,625,731</b>



## 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Solid Waste Services Revenue	\$55,507,233	\$55,784,769	\$59,063,693	\$59,344,011	\$59,625,731

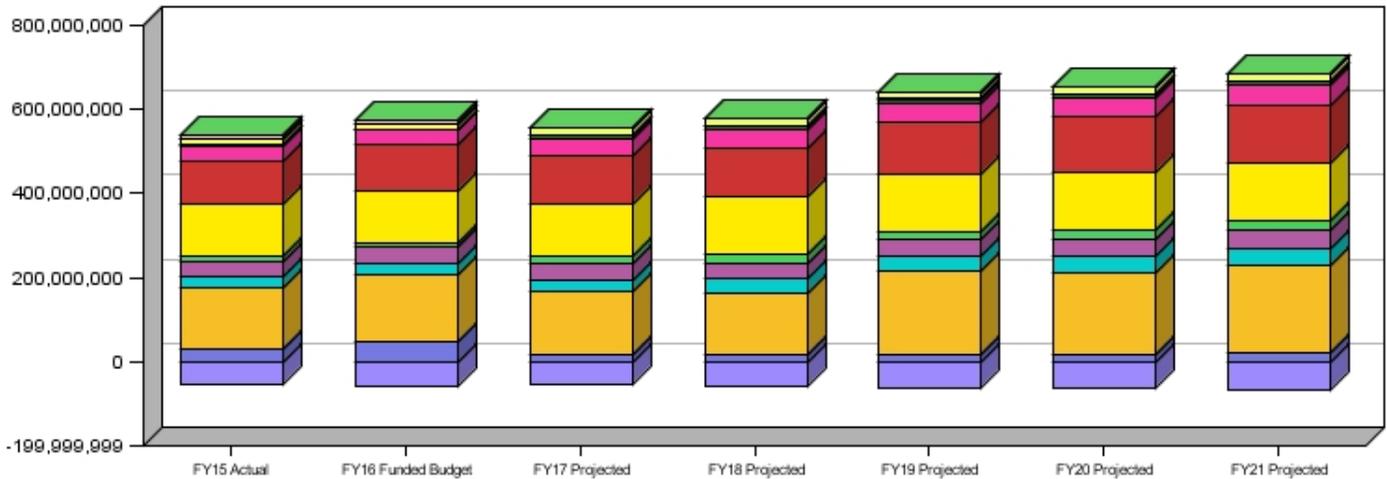
*FY 2017-21 Forecast:*

Solid Waste Fund revenues are comprised of user fees to cover the cost of operations. A growth rate of 0.5% is forecasted, and reflects a modest trend in new construction and redevelopment within the service area. A fee increase is projected in FY19 to fund equipment purchases.

# PROJECTED REVENUE BY MAJOR CATEGORY

## Airport Revenue Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
<b>Aeronautical Revenues</b>							
Landing Fees	32,166,003	47,251,106	16,702,116	16,820,709	18,747,350	18,866,270	20,545,300
Central Passenger Terminal Complex Rentals	143,630,082	158,226,233	148,732,419	147,279,227	195,094,838	194,731,261	207,493,275
Airside Rentals	28,782,761	30,011,767	30,219,933	32,893,782	36,313,836	38,374,299	42,987,324
Cost Recoveries : Airline	35,092,101	36,270,317	36,165,126	37,613,761	39,116,765	40,676,097	42,293,783
<b>Sup-Total Aeronautical Revenues</b>	<b>239,670,947</b>	<b>271,759,423</b>	<b>231,819,593</b>	<b>234,607,478</b>	<b>289,272,789</b>	<b>292,647,927</b>	<b>313,319,682</b>
<b>Non-Aeronautical Revenues</b>							
Landside Rentals	12,030,389	11,321,388	20,012,033	20,090,107	20,366,422	20,567,735	20,887,754
Public Parking	124,046,859	124,499,358	124,637,596	136,259,537	137,628,379	139,106,379	139,917,400
Concessions	101,753,285	107,915,459	113,098,804	118,376,284	123,870,172	129,588,703	135,540,411
Concession Credits	-54,060,487	-57,195,194	-55,508,727	-58,203,488	-61,008,794	-63,928,854	-66,968,028
Rental Car	36,347,302	35,021,140	40,370,658	42,070,975	43,836,978	45,671,077	47,575,768
Other Commercial Revenues	1,085,917	1,280,000	7,629,261	7,724,383	7,822,793	7,924,604	8,029,931
Ground Transportation	2,286,316	2,395,954	2,393,959	2,422,123	2,450,287	2,478,452	2,506,616
Cost Recoveries: Non Airlines	13,413,381	12,136,812	14,898,135	15,525,610	16,177,324	16,854,169	17,557,164
Interest Income	441,809	-	-	-	-	-	-
Other Revenues	6,345,320	5,845,965	1,839	1,839	1,839	1,838	1,837
Miscellaneous Revenue	3,711	-	-	-	-	-	-
<b>Sup-Total Non-Aeronautical Revenues</b>	<b>243,693,801</b>	<b>243,220,882</b>	<b>267,533,557</b>	<b>284,267,370</b>	<b>291,145,400</b>	<b>298,264,103</b>	<b>305,048,853</b>
<b>Revenues</b>	<b>483,364,748</b>	<b>514,980,305</b>	<b>499,353,151</b>	<b>518,874,848</b>	<b>580,418,189</b>	<b>590,912,030</b>	<b>618,368,536</b>



- Landing Fees
- Central Passenger Terminal Complex Rentals
- Airside Rentals
- Cost Recoveries \: Airline
- Landside Rentals
- Public Parking
- Concessions
- Concession Credits
- Rental Car
- Other Commercial Revenues
- Ground Transportation
- Cost Recoveries\: Non Airlines
- Interest Income
- Other Revenues
- Miscellaneous Revenue

## AVIATION REVENUE FUND REVENUE SUMMARY

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Landing Fees	\$16,702,116	\$16,820,709	\$18,747,350	\$18,866,270	\$20,545,300

#### *FY17 Forecast*

Landing Fees are expected to decrease due to the expiration of Airport Improvement Project (AIP) #11. Enplaned passenger traffic is expected to increase; but overall aircraft operations are trending down as airlines move to larger aircraft and increase efficiency.

#### Central Passenger Terminal Complex (CPTC) Rentals

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
CPTC Rentals	\$148,732,419	\$147,279,227	\$195,094,838	\$194,731,261	\$207,493,275

*FY17 Forecast*

During the upcoming years' the CPTC Modernization Project, which has been approved by the airlines will begin. This project will transform the domestic terminal and concourses by renovating and upgrading the existing facilities, which are now several years old. The capital cost of these projects will be recovered from the airlines.

**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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Airside Rentals	\$30,219,933	\$32,893,782	\$36,313,836	\$38,374,299	\$42,987,324

*FY17 Forecast*

This revenue stream will remain flat. All leases for space at North Cargo have expired and are currently being rented on a month-to-month basis with a 97% occupancy rate. The Airport's property business unit has obtained real estate appraisals, and new leases will be executed at a discounted rate.

**CPTC Cost Recoveries**

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
CPTC Cost Recoveries	\$36,165,126	\$37,613,761	\$39,116,765	\$40,676,097	\$42,293,783

*FY17 Forecast*

This category will increase during the next five years. This is due to the anticipated increase in the cost of operations and maintenance related to the Plane Train. Operating and maintenance expenses are projected to increase by 3% for inflation. The cost recovery methodology of the new agreement with the airlines will more accurately allocate the actual cost of providing fire, police and security services.

## 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Landside Rentals	\$20,012,033	\$20,090,107	\$20,366,422	\$20,567,735	\$20,887,754

#### *FY17 Forecast*

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

### Public Parking

These are revenues generated from the Airport's parking facilities. The Airport provides various parking options including covered, park and 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Public Parking	\$124,637,596	\$136,259,537	\$137,628,379	\$139,106,379	\$139,917,400

#### *FY17 Forecast*

We are reflecting nominal increases in parking revenue over the next several years. Certain projects are on the horizon that could significantly impact our parking capacity. Efforts will be made to maximize the use of available capacity, and mitigate the impact of any potential loss..

### Inside Concessions

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Inside Concessions	\$113,098,804	\$118,376,284	\$123,870,172	\$129,588,703	\$135,540,411

#### *FY17 Forecast*

Inside concession, revenue will continue to increase over the next 5 years. The projected increase of 1.2% in enplanements will have a positive impact on concessions. FY17 reflects an increase over FY16 as concessioners gross sales are expected to continue to increase; which results in an increase in percentage rent revenues for the airport.

### Inside Concessions Credit

Currently, fifty percent of all concession revenues are shared with the contracting airlines. Additionally, the Airport's portion of certain operational costs are reflected in this account.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Inside Concessions Cr.	(\$55,508,727)	(\$58,203,488)	(\$61,008,794)	(\$63,928,854)	(\$66,968,028)

#### *FY17 Forecast*

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

### Rental Car

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Rental Car	\$40,370,658	\$42,070,975	\$43,836,978	\$45,671,077	\$47,575,768

#### *FY17 Forecast*

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

### Ground Transportation

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Ground Transportation	\$2,393,959	\$2,422,123	\$2,450,287	\$2,478,452	\$2,506,616

#### *FY17 Forecast*

Without increases in the rates, the revenues collected from ground transportation services will experience gradual increases over time in line with overall passenger traffic. Additional revenues will be generated in this category once the pending agreements with several Transportation Network Companies (TNC) are signed.

### Other Commercial Revenues

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Other Commercial Revenues	\$7,629,261	\$7,724,383	\$7,822,793	\$7,924,604	\$8,029,931

#### *FY17 Forecast*

This category is expected to remain flat. We will continue to recover the operating and maintenance cost from the cell phone providers. However, longer generate revenues from public telephones and there are no expected increases in Security charges; which comprises most of this category.

### Cost Recoveries: Non-Airline

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Cost Recoveries: Non-Airline	\$14,898,135	\$15,525,610	\$16,177,324	\$16,854,169	\$17,557,164

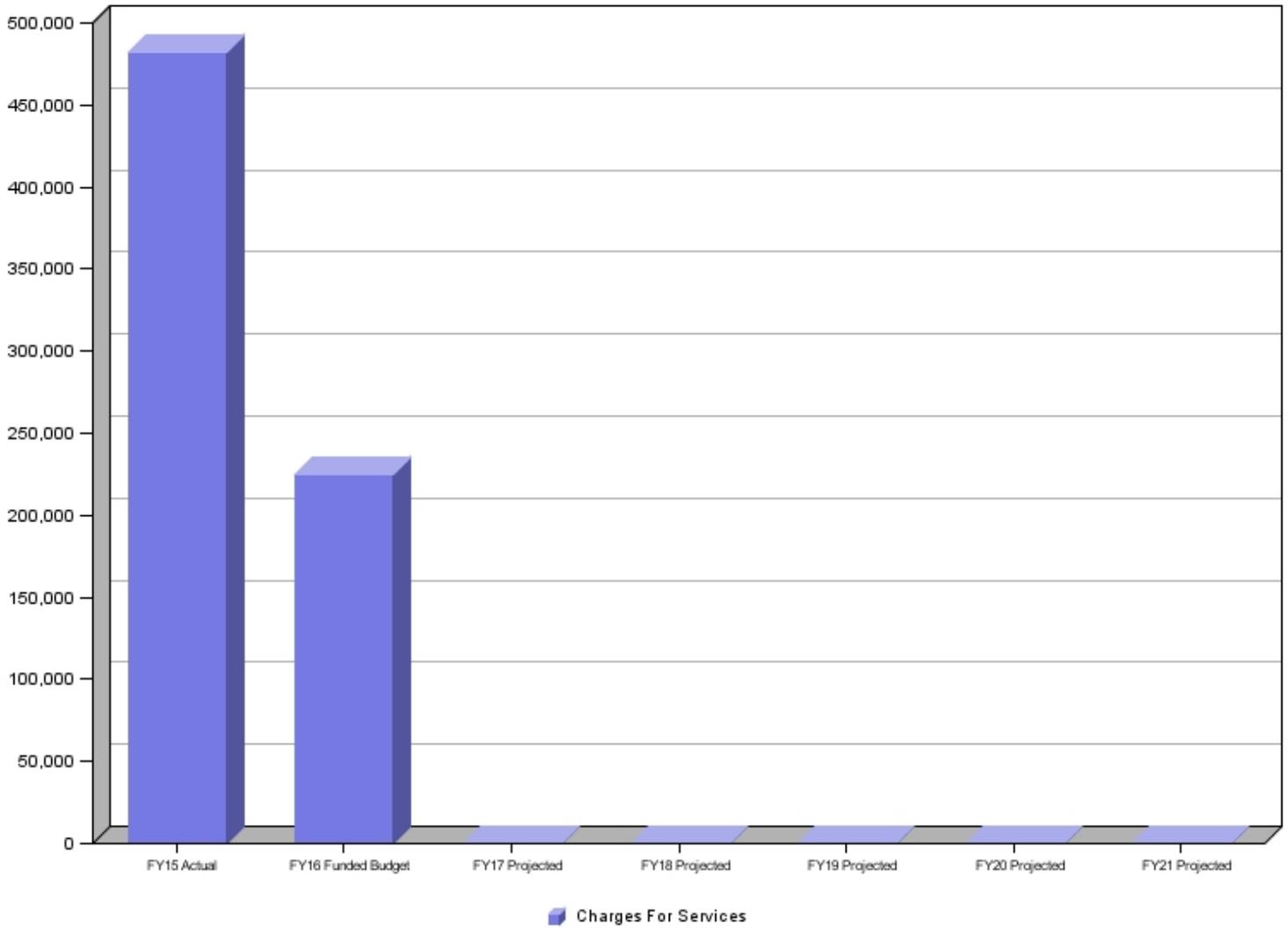
#### *FY17 Projection*

We continue to experience an increase in utilities, especially water and sewer, which is provided by the City of College Park. In addition, the facilities are now several years old and in need of periodic maintenance. These increases in cost translate to additional revenue since utilities and the maintenance are 100% reimbursable.

# PROJECTED REVENUE BY MAJOR CATEGORY

## Parks Facilities Revenue Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Charges For Services	482,014	225,000	-	-	-	-	-
<b>Revenues</b>	<b>\$482,014</b>	<b>\$225,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## Parks Facilities Revenue Fund

The Parks Facilities Revenue Fund was created to support the Cyclorama restoration project, and is supported by ticket and attraction user fees.

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Parks Facilities Fees	\$0	\$0	\$0	\$0	\$0

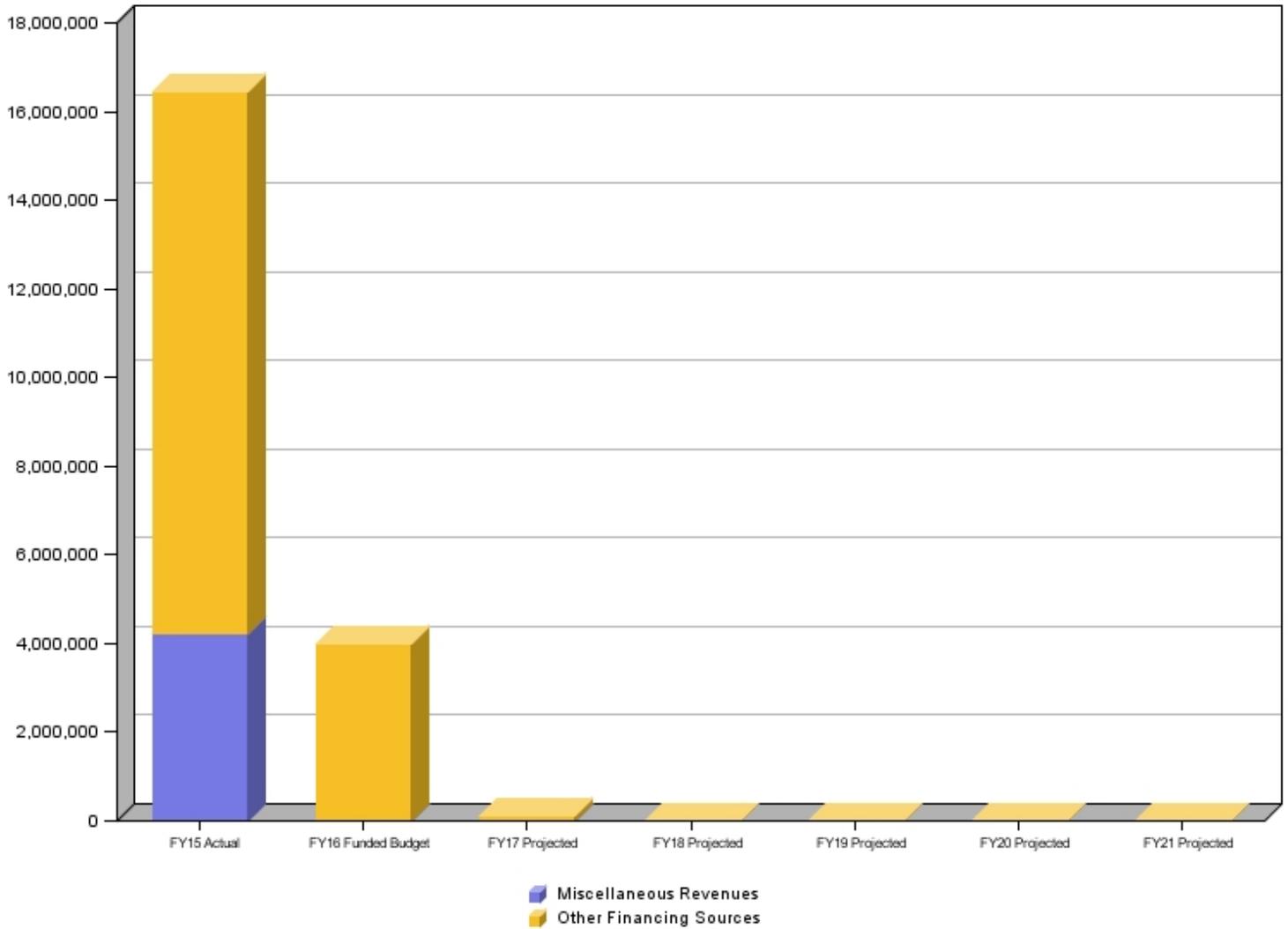
*FY 2017-21 Forecast:*

The Park Facility revenue fund has terminated due to sell of the facility, which ceased operations in June of 2015.

# PROJECTED REVENUE BY MAJOR CATEGORY

## Underground Atl Facil Revenue Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Miscellaneous Revenues	4,229,188	-	-	-	-	-	-
Other Financing Sources	12,221,946	4,000,000	110,000	-	-	-	-
<b>Revenues</b>	<b>\$16,451,134</b>	<b>\$4,000,000</b>	<b>\$110,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## Underground Atlanta Fund

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Underground Atlanta Fees	\$110,000	\$0	\$0	\$0	\$0

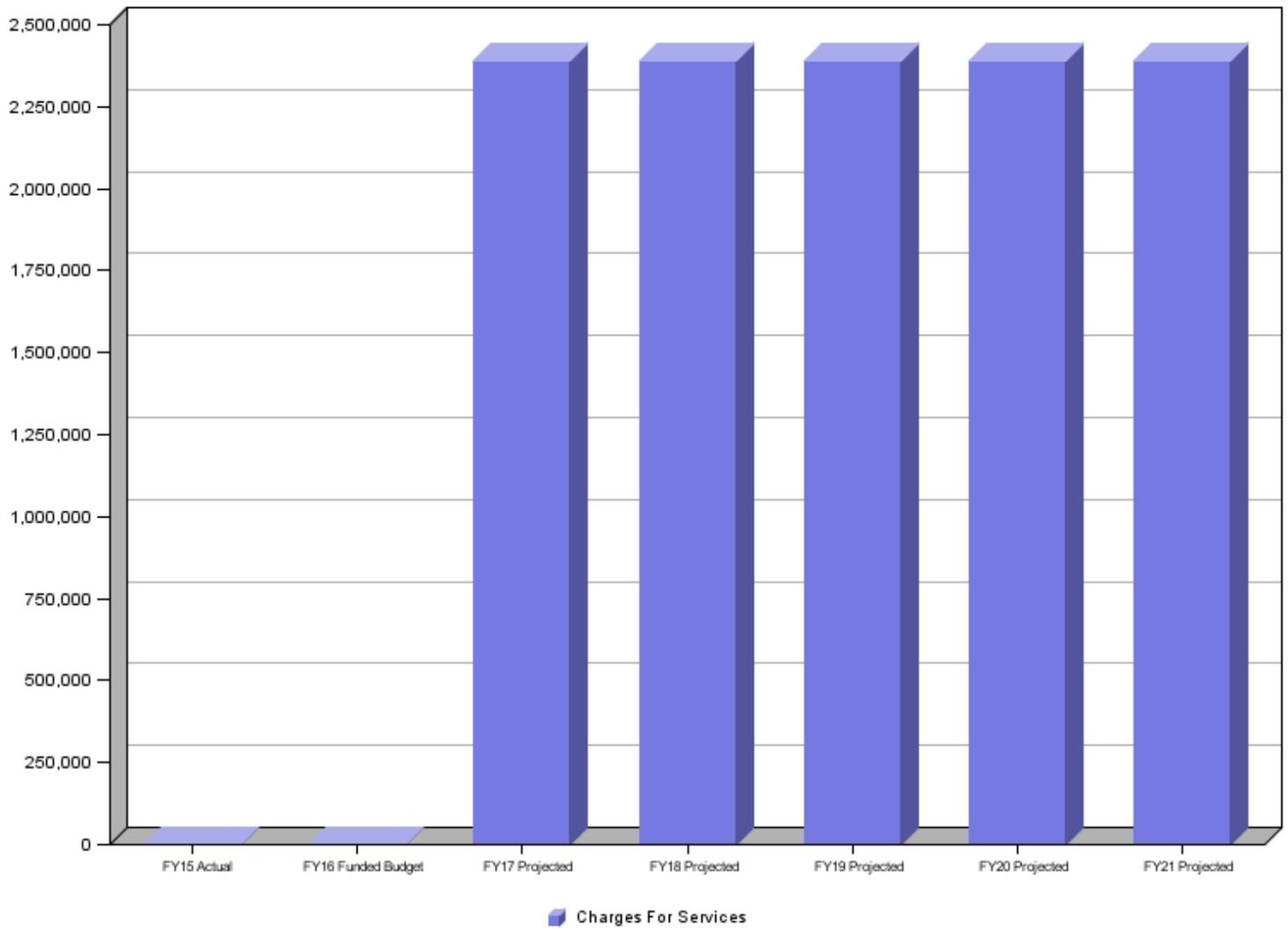
*FY 2017-21 Forecast:*

Underground Atlanta revenues were impacted by limited national brand name retailers and a decline in visitors attributed to the World of Coke relocating near the Georgia Aquarium. Underground Atlanta's parking and lease income had averaged about \$2 million annually, and included an annual General Fund subsidy of approximately \$9 million. This revenue is projected to be around \$110 thousand and will cease following the sale in FY17.

# PROJECTED REVENUE BY MAJOR CATEGORY

## City Plaza Operating Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Charges For Services	-	-	2,390,000	2,390,000	2,390,000	2,390,000	2,390,000
Revenues	-	-	\$2,390,000	\$2,390,000	\$2,390,000	\$2,390,000	\$2,390,000



## 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.

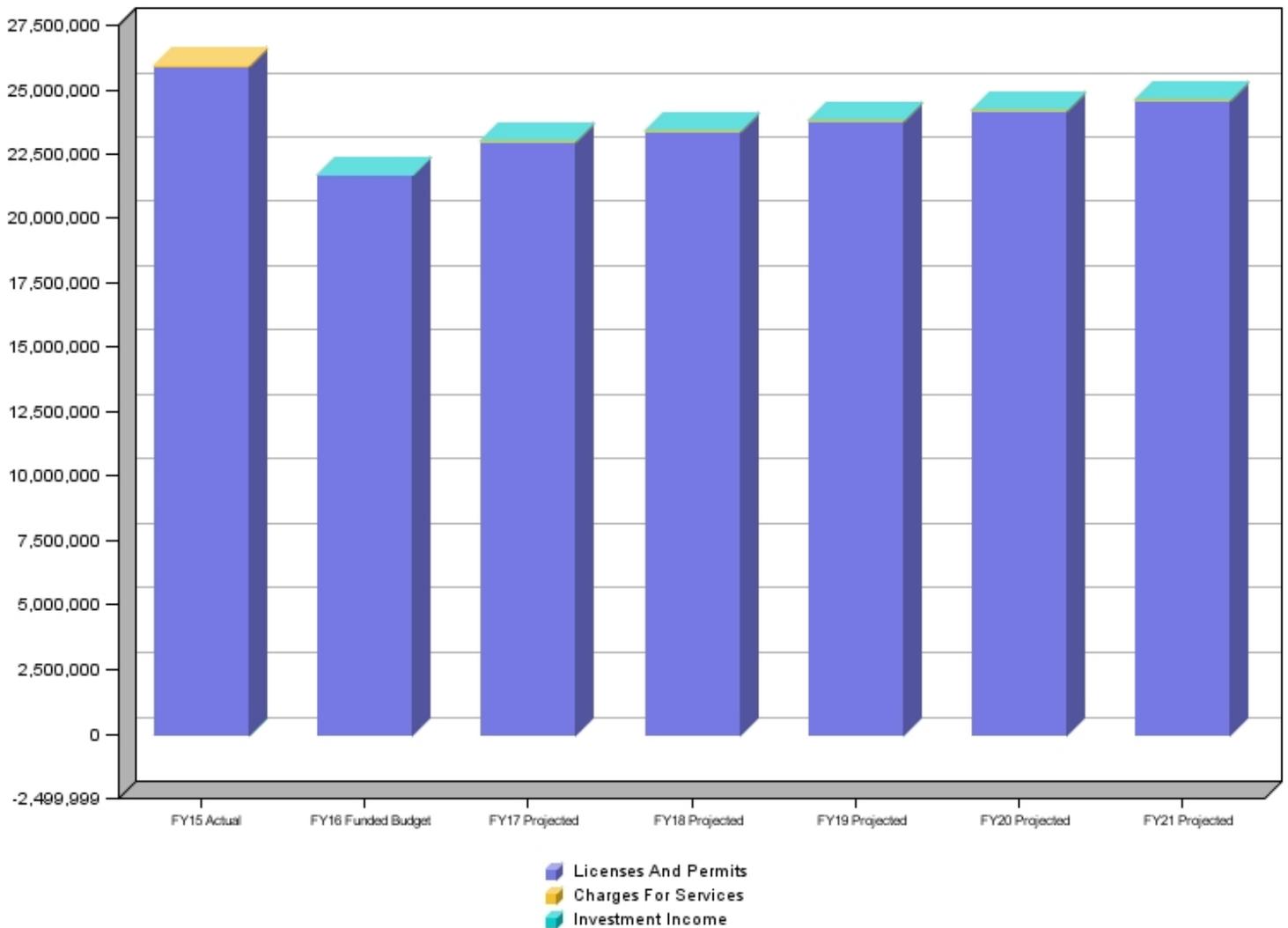
Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
City Plaza Operating Fund	\$2,390,000	\$2,390,000	\$2,390,000	\$2,390,000	\$2,390,000

*FY 2017-21 Forecast:*

The City Plaza Operating Fund income forecast is based on historical rents from residents, tenants, and parking fees. The City is in the process of negotiating new terms for the City Plaza building; therefore, historical data is being presented.

## PROJECTED REVENUE BY MAJOR CATEGORY Building Permits Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Licenses And Permits	25,913,009	21,698,831	22,978,841	23,369,482	23,766,763	24,170,798	24,581,701
Charges For Services	64,290	1,395	38,890	39,551	40,223	40,907	41,602
Investment Income	(5,299)	-	6,022	6,125	6,229	6,335	6,442
<b>Revenues</b>	<b>\$25,972,001</b>	<b>\$21,700,226</b>	<b>\$23,023,753</b>	<b>\$23,415,157</b>	<b>\$23,813,215</b>	<b>\$24,218,040</b>	<b>\$24,629,746</b>



## Building Permits Fund

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Building Permits Revenue	\$23,023,753	\$23,415,157	\$23,813,215	\$24,218,040	\$24,629,746

### *FY 2017-21 Forecast:*

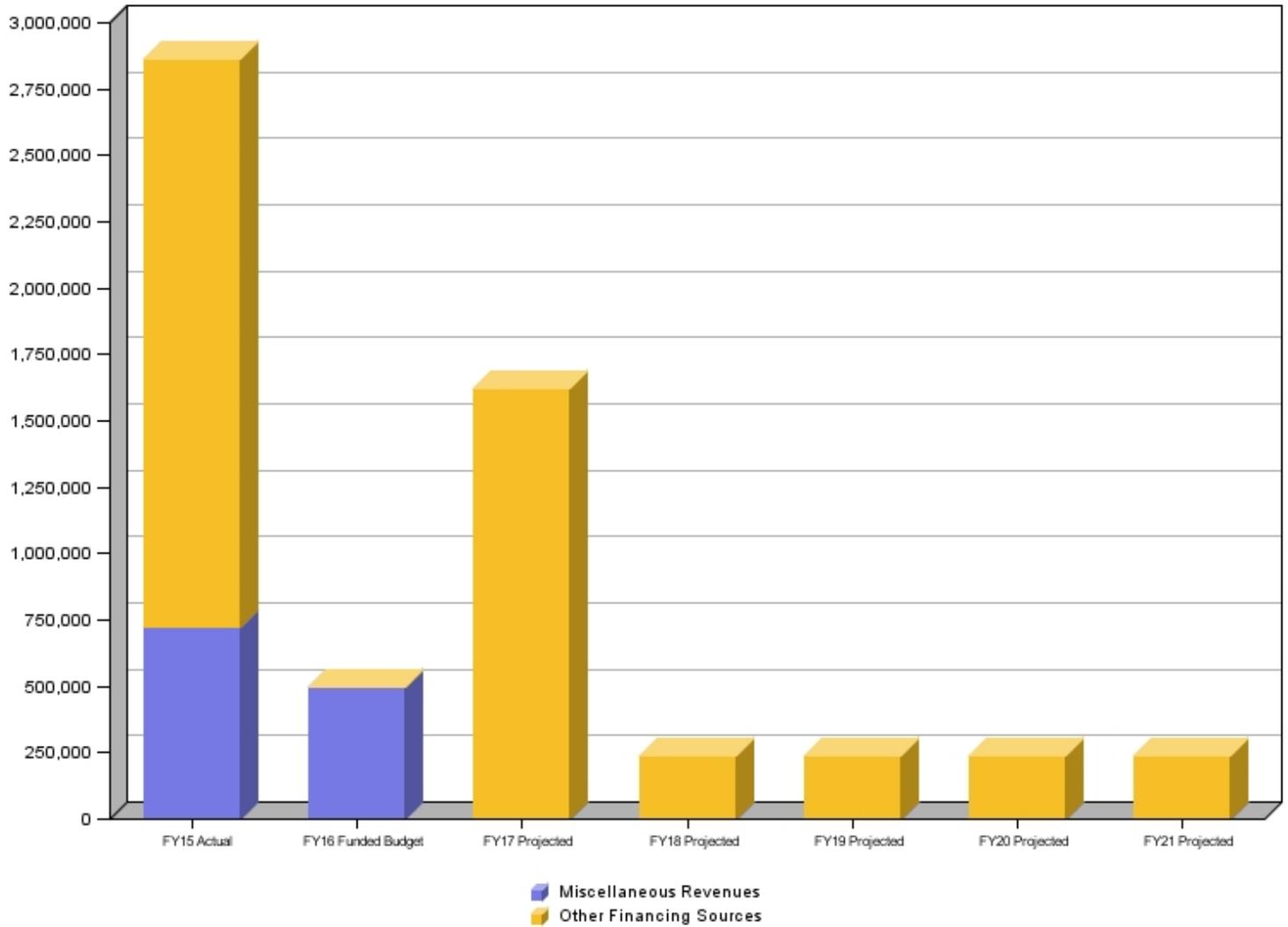
Building Permits Fund revenues correlate with the construction sector and are highly elastic with economic cycles and construction related growth. The construction sector employment is forecasted to continue to increase due to recovery in the housing market and resumption of commercial activity.

Based on the Selig Center Economic Report “Spending for new nonresidential construction will increase modestly in 2016, continuing the weak up cycle that began in the second quarter of 2013. Credit conditions will ease for those looking to build nonresidential structures, but will remain very tight in markets with high vacancy rates.” Overall vacancy rates have trended down exhibiting a 1.1% decline over 1Q2015 versus 1Q2016.

# PROJECTED REVENUE BY MAJOR CATEGORY

## Civic Center Revenue Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Miscellaneous Revenues	724,040	500,000	-	-	-	-	-
Other Financing Sources	2,138,158	-	1,626,006	239,492	239,491	239,492	239,492
<b>Revenues</b>	<b>\$2,862,198</b>	<b>\$500,000</b>	<b>\$1,626,006</b>	<b>\$239,492</b>	<b>\$239,491</b>	<b>\$239,492</b>	<b>\$239,492</b>



## Atlanta Civic Center Fund

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

Major Revenue Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Civic Center Fees	\$1,626,006	\$239,492	\$239,491	\$239,492	\$239,492

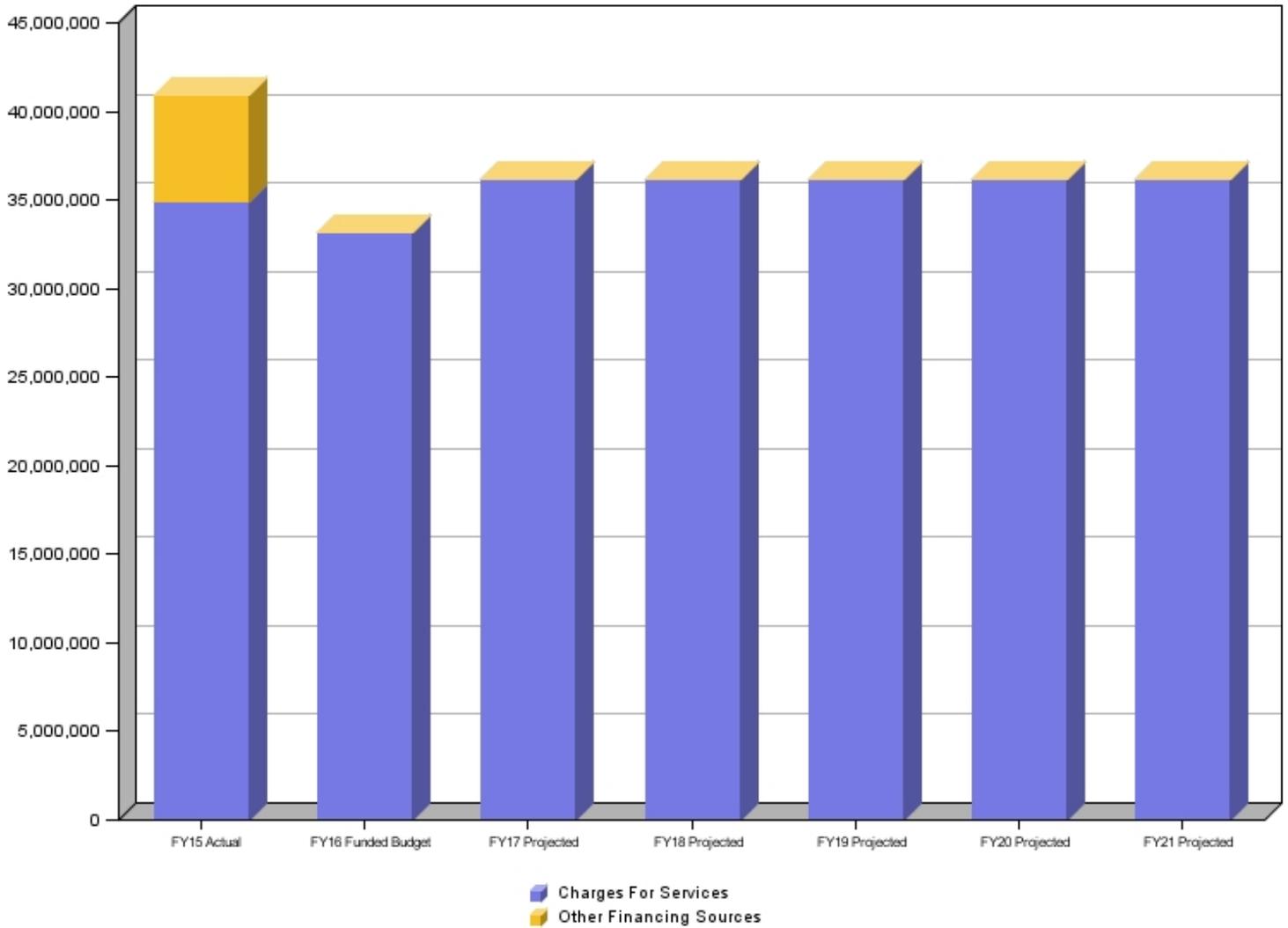
*FY 2017-21 Forecast:*

The Civic Center Fund had exhibited declining revenues due to competition from other private venues for the last several years. Revenues from the Civic Center for the most part have ceased due to the facility being primarily out of operation since November of 2014, except for a few random events. Civic Center Fund revenue had averaged approximately \$1.5 million in prior years and is forecasted to receive a General Fund subsidy of \$1.6 million in FY17 to fund maintenance and operations for the random events. The remaining fiscal years are also estimated to receive a subsidy of \$239 thousand to fund a capital agreement with Atlanta Gas Light. A sell of the facility is pending, which is currently up for bid.

# PROJECTED REVENUE BY MAJOR CATEGORY

## Fleet Service Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Charges For Services	34,909,021	33,126,728	36,146,874	36,146,874	36,146,874	36,146,874	36,146,874
Other Financing Sources	6,000,000	-	-	-	-	-	-
<b>Revenues</b>	<b>\$40,909,021</b>	<b>\$33,126,728</b>	<b>\$36,146,874</b>	<b>\$36,146,874</b>	<b>\$36,146,874</b>	<b>\$36,146,874</b>	<b>\$36,146,874</b>



## 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Fleet Services Revenue	\$36,146,874	\$36,146,874	\$36,146,874	\$36,146,874	\$36,146,874

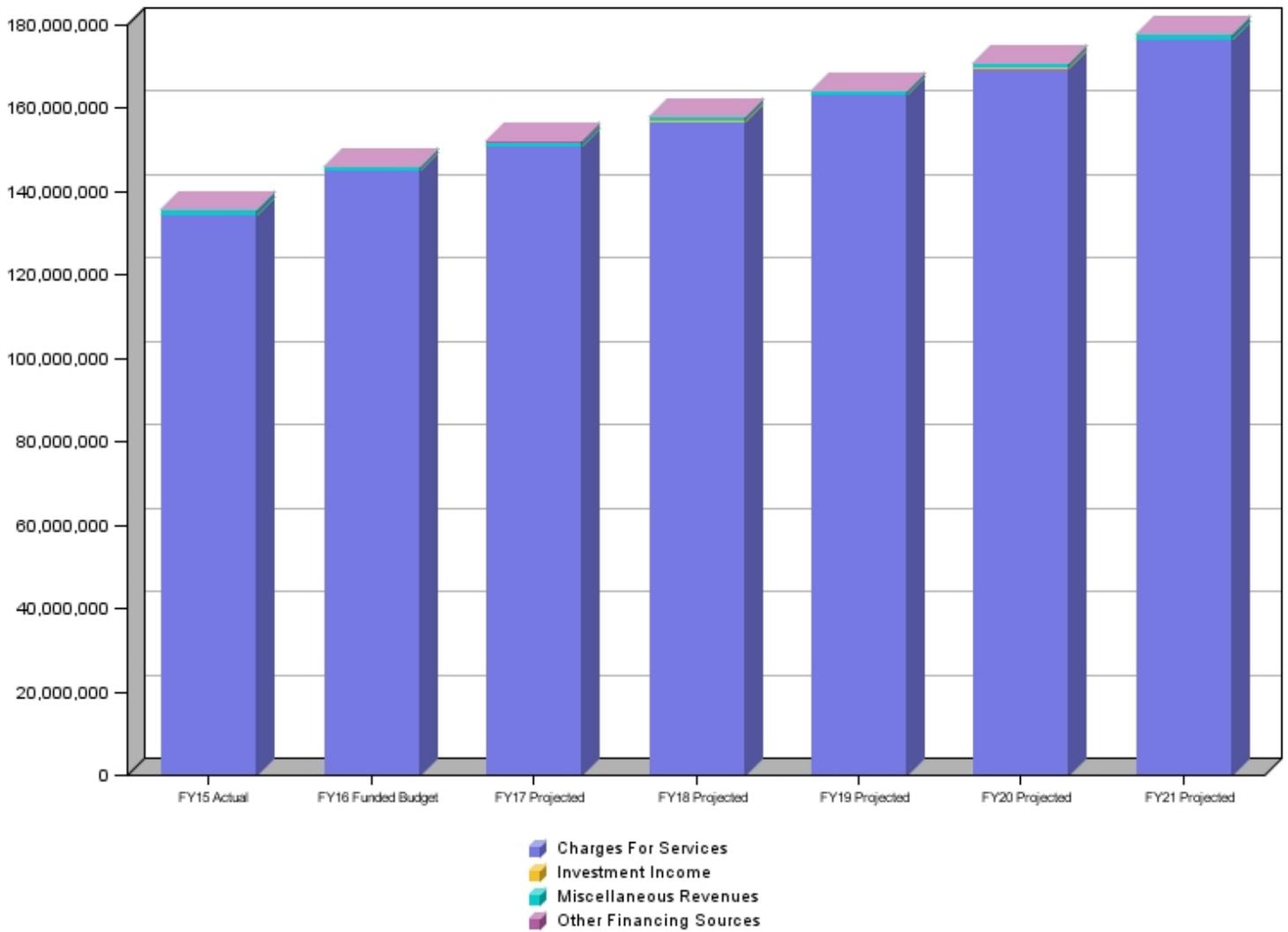
*FY 2017-21 Forecast:*

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

# PROJECTED REVENUE BY MAJOR CATEGORY

## Group Insurance Fund

	FY15 Actual	FY16 Funded Budget	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Charges For Services	134,621,862	145,161,863	150,968,338	157,007,073	163,287,356	169,818,846	176,611,604
Investment Income	84,795	99,148	80,228	80,228	80,228	80,228	80,228
Miscellaneous Revenues	1,245,285	886,762	1,058,579	1,058,579	1,058,579	1,058,579	1,058,579
Other Financing Sources	-	33,563	34,906	36,302	37,754	39,265	40,836
<b>Revenues</b>	<b>\$135,951,943</b>	<b>\$146,181,336</b>	<b>\$152,142,051</b>	<b>\$158,182,182</b>	<b>\$164,463,917</b>	<b>\$170,996,918</b>	<b>\$177,791,247</b>



## 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Group Insurance	\$152,142,051	\$158,182,182	\$164,463,917	\$170,996,918	\$177,791,247

*FY 2017-21 Forecast:*

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



FIVE-YEAR  
EXPENDITURE  
OVERVIEW AND  
PROJECTIONS

EXPENDITURE AND FORECAST SUMMARY  
FUND AND DEPARTMENTAL PROJECTIONS

FIVE YEAR PLAN



# EXPENDITURE ASSUMPTIONS AND FORECAST

As mandated in Ordinance 09-0-1406, expenditures in the five-year plan become the current services budget, which then serves as the baseline for the subsequent years. However, projections for FY2017 to FY2021 were based on actual expenditures through the month of December and the FY2016 budget for the months of January to June. By doing so, expenses are more in line with the actual spending patterns of the departments.

Listed below are the five year plan assumptions. All rates will be revisited during FY2017 budget development after receiving more up-to-date information. It is important to note that the five year plan funds current service levels based on FY2016 actual expenses through December and budget for the months of January to June.

- In an effort to comply with the newly enacted **healthcare** law (Affordable Care Act) that will provide an opportunity for millions of uninsured Americans to gain access to medical coverage, the City of Atlanta is enthusiastically playing its part in this historic event. As a result, the City's contribution increased citywide from the FY2016 Adopted budget amount of \$70.0M to \$75.9M, and increases by 4% each year thereafter. This increase will provide healthcare coverage for those who were not previously covered.
- Citywide, the **pension** rates were adjusted for all Defined Benefit Plans to account for the Annual Required Contribution (ARC).

<b>Plan</b>	<b>FY15 ARC</b>	<b>FY16 ARC</b>	<b>FY17 ARC</b>	<b>YOY INCR</b>
Defined Benefit (General)	\$46.6M	\$55.4M	\$55.0M	\$ -0.4M
Defined Benefit (Police)	\$32.6M	\$25.4M	\$25.5M	\$ 0.1M
Defined Benefit (Fire)	\$21.0M	\$16.5M	\$16.1M	\$ -0.4M
<b>Total</b>	<b>\$100.2M</b>	<b>\$97.3M</b>	<b>\$96.6M</b>	<b>\$ -0.7M</b>

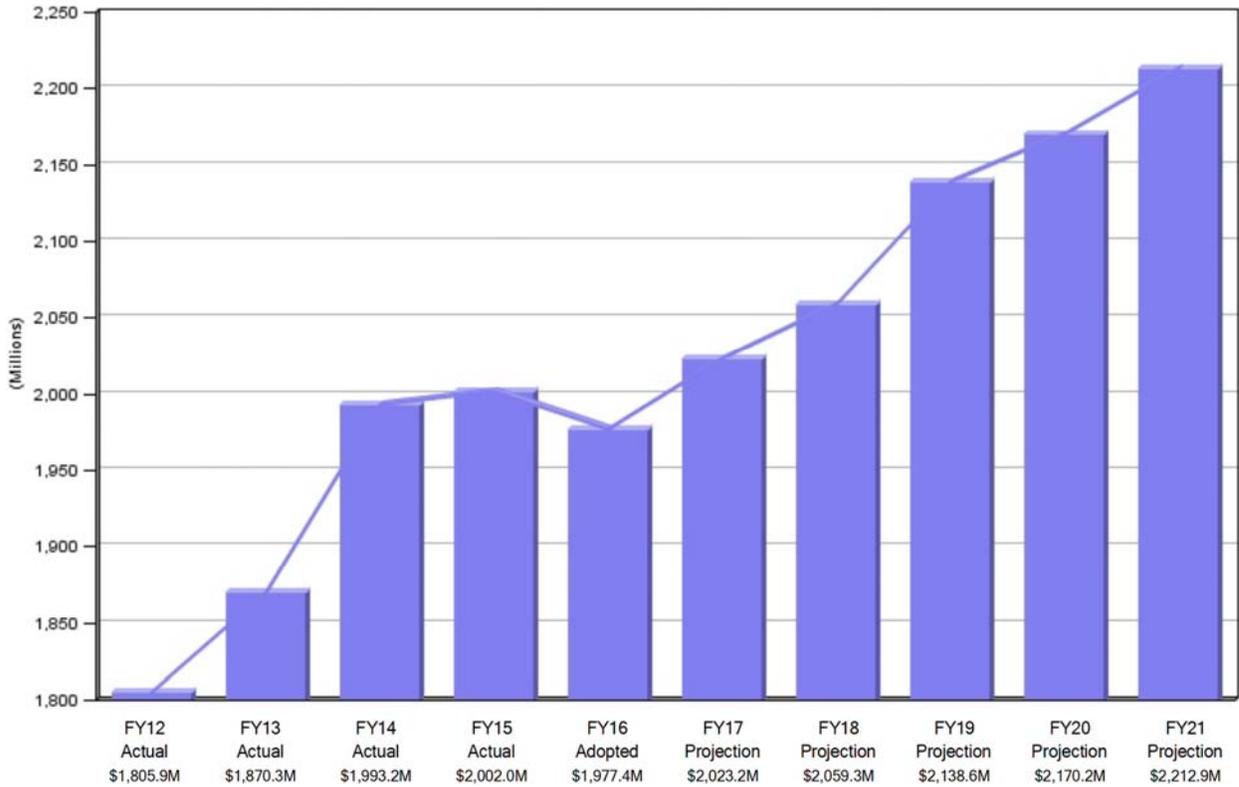
- Citywide, the **workers' compensation** requirement is projected to decrease beginning in FY2017 due to efforts initiated under the Blue Ribbon Commission. The City will continue its effort in safety programs and other citywide initiatives, and monitor the impact on the number of projected workers' compensation claims.
- Citywide, **utilities** (natural gas and electricity) are both projected to increase by 2% for FY2017 based on the total FY2015 utilization; they are currently projected to increase by an additional 1% for FY2018 to FY2021. Traffic signals and street lights budgets are projected to increase by 2% for FY2017 with no projected increases FY2018 to FY2021.
- FY2017, **Water and Sewer** budget is projected to remain at the same levels as the total FY2015 utilization (no rate increase). No increases are projected for fiscal years 2018 to 2021.

- Fuel and maintenance** projections are based on FY2015 utilization. The FY2017 projection for fuel increased by 3%; maintenance increased by 10%. Currently, there are no further projected increases for both fuel and maintenance for fiscal years 2018 to 2021. The Department will continue to work to determine how it can gain efficiencies through fleet replacement and quantity reductions.

**TOTAL OPERATING FUNDS EXPENDITURE PROJECTION**

The chart below is a depiction of the total operating budget, which includes the assumptions previously listed. The five year plan includes funding to address the City’s infrastructure, demolition, Citywide pay increases, and continued funding for public safety.

**TOTAL EXPENDITURE PROJECTION GRAPH**  
Operating

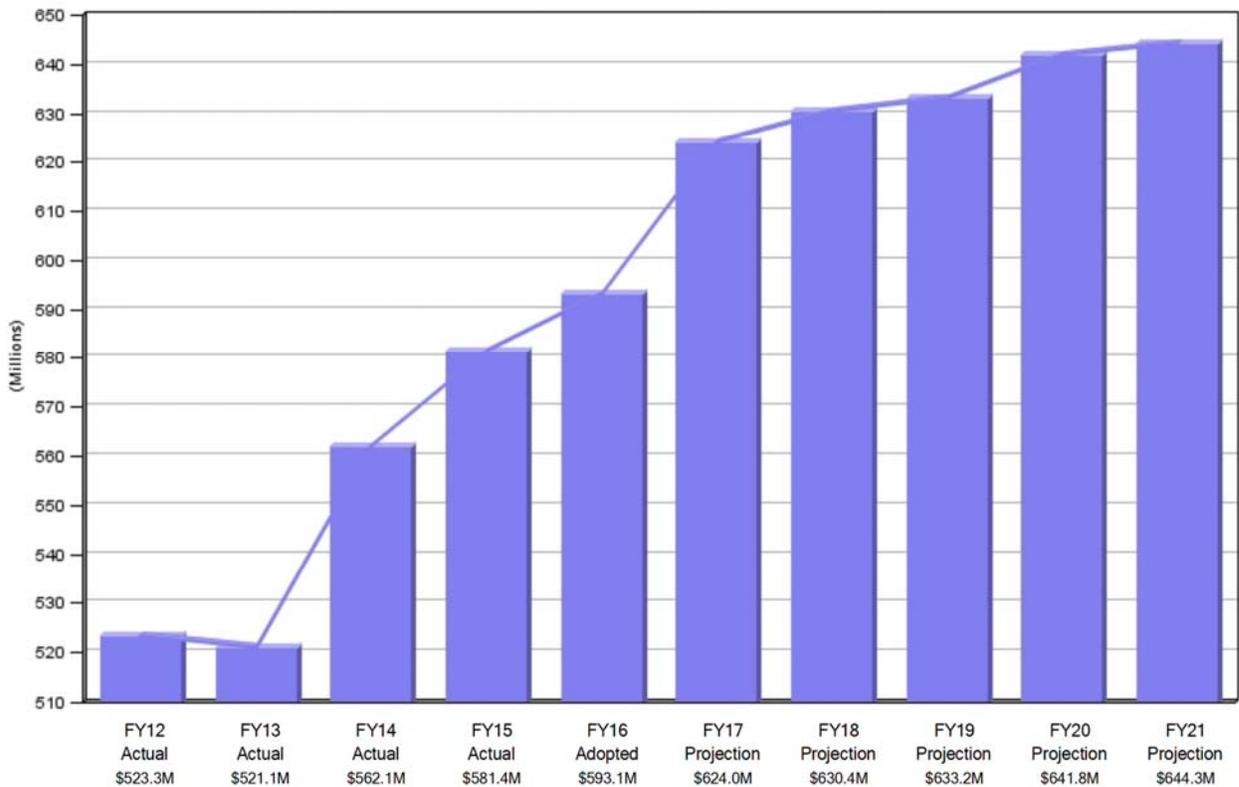


## TOTAL GENERAL FUNDS EXPENDITURE PROJECTION

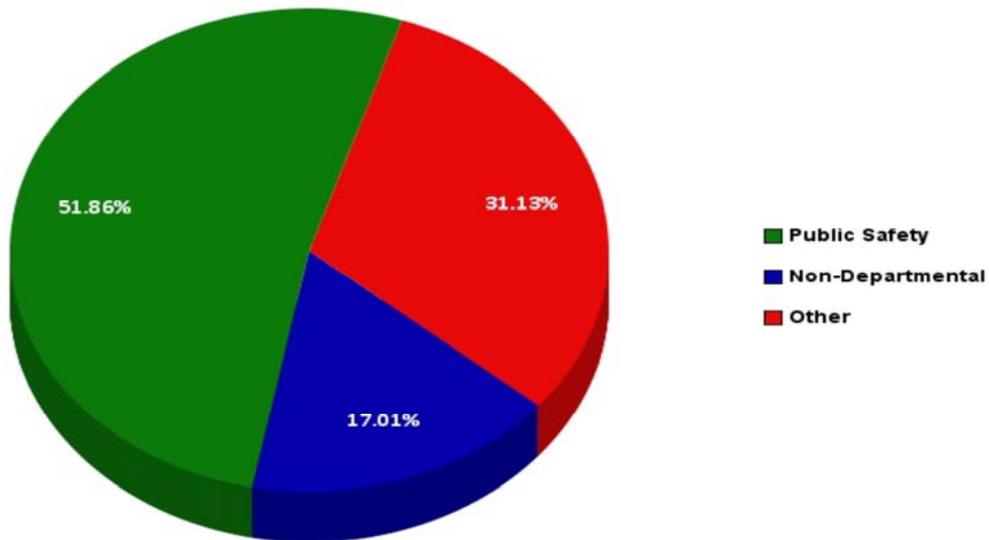
The purpose of budgeting for a reserve was to build general fund balance to at least \$100MM and resolve the capital fund deficit. While the goal of the general fund reserve target has been surpassed, (as of June 30, 2015, the general fund reserves totaled \$151MM), efforts remain to address the capital fund deficit. The Capital Finance Fund was established to centralize all governmental capital purchases. An example of capital purchases would include vehicles for Public Safety, Public Works, and Parks & Recreation, and funding of the City's ERP solution.

The Five Year Plan also includes payments for the Atlanta Public School/Beltline agreement, the creation of the new City Plaza Fund, and pay increases for employees. Other items in the FY2017 budget include support for Invest Atlanta, an increased budgeted amount for Other Post Employment Benefits (OPEB), and the Affordable Care Act.

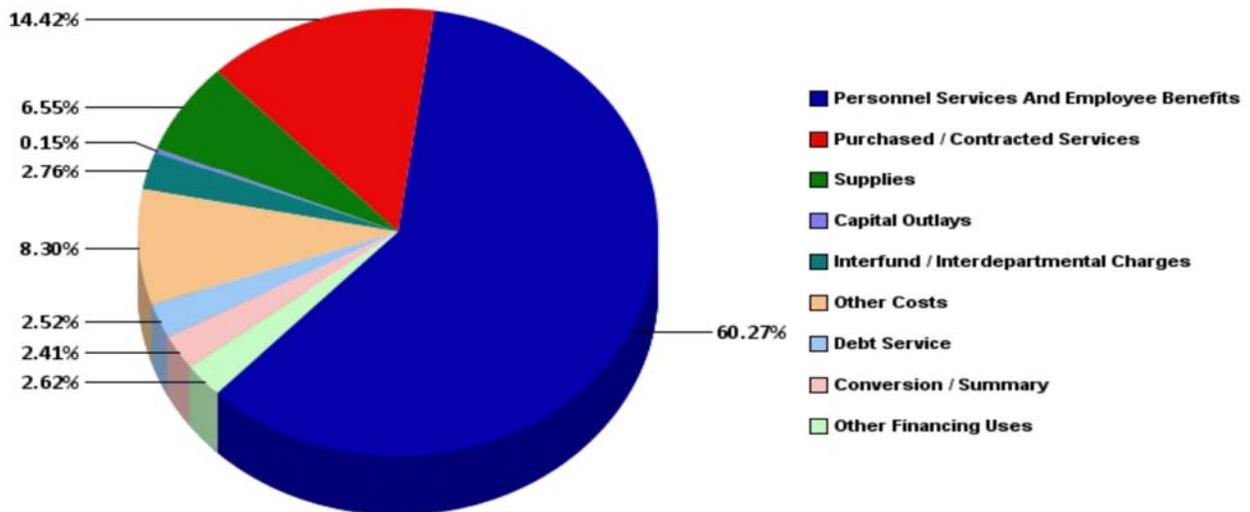
**TOTAL EXPENDITURE PROJECTION GRAPH**  
General Fund



**GENERAL FUND FY2017 BASELINE EXPENDITURE PROJECTION  
BY MAJOR DEPARTMENTAL CATEGORY**



Sixty-nine percent or 68.87% of the general fund costs are attributable to Public Safety and Non-Departmental, which includes debt service and other required obligations that must be funded irrespective of the number of staff employed. All other activities of City government such as public works, parks, code enforcement, planning, technology, and the support departments are funded with the remaining 31.13%.



Sixty percent or 60.27% of the general fund budget is comprised of Personnel expenses, of which Police Services is 42% and Fire & Rescue Services is 18% of the total. In addition to salaries, a large portion of the personnel expenses is health insurance as well as the **Defined Benefit pension plan** and other benefits paid by the City on behalf of the employees. The Defined Benefit pension plan was overhauled during the FY2012 budget adoption for general, sworn police and firefighter employees to address the growing pension crisis that had impacted the City's fiscal stability.

# FUND AND DEPARTMENTAL PROJECTIONS

Although the five year plan requires five-year projections for the general fund only, fund-wide projections have been included for the following operating funds:

## **GENERAL FUND**

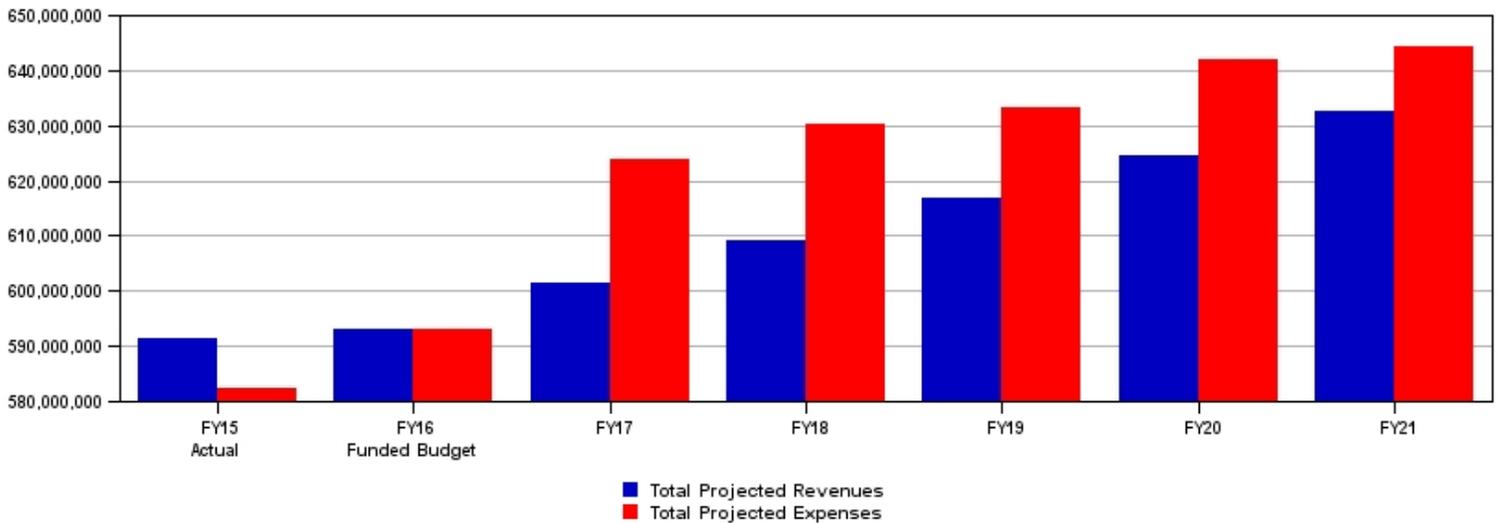
- City Council
- Executive Offices
- Atlanta Information Management
- Law
- Corrections
- Finance
- Procurement
- Public Works
- Parks, Recreation & Cultural Affairs
- Judicial – Municipal Court Operations
- Non-Departmental
- Human Resources
- Fire & Rescue
- Police Services
- Planning and Community Development
- Judicial – Solicitor
- Board Officers – Ethics Officer
- Board Officers - Atlanta Citizens Review Board Director
- Board Officers – Internal Auditor
- Judicial – Public Defender

## **ENTERPRISE AND OTHER FUNDS**

Emergency 911 Fund  
Hotel/Motel Tax Fund  
Rental/Motor Vehicle Tax Fund (Car Rental)  
Water & Wastewater Fund  
Solid Waste Fund  
Aviation Revenue Fund  
Parks Facilities (Cyclorama) Fund  
Underground Atlanta Fund  
City Plaza Fund  
Building Permits Fund  
Civic Center Fund  
Fleet Services Fund  
Group Insurance Fund

## General Fund - Five Year Plan - Baseline by Initiative

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.



	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Property Tax Revenue	\$185,035,667	\$187,067,759	\$189,122,204	\$191,199,249	\$193,299,140	\$945,724,020
All Other Revenues	\$416,320,554	\$421,956,111	\$427,649,619	\$433,437,592	\$439,321,786	\$2,138,685,663
<b>Total Projected Revenues</b>	<b>\$601,356,221</b>	<b>\$609,023,871</b>	<b>\$616,771,823</b>	<b>\$624,636,841</b>	<b>\$632,620,927</b>	<b>\$3,084,409,683</b>
Baseline	\$608,959,244	\$621,482,251	\$621,058,880	\$626,307,454	\$627,968,959	\$3,105,776,787
Incremental	\$12,871,189	\$3,061,311	\$2,567,942	\$2,181,559	\$2,170,426	\$22,852,427
<b>Total Projected Base Expenses</b>	<b>\$621,830,433</b>	<b>\$624,543,562</b>	<b>\$623,626,822</b>	<b>\$628,489,013</b>	<b>\$630,139,385</b>	<b>\$3,128,629,214</b>
<b>Revenues Over (Under) Expenses</b>	<b>(\$20,474,212)</b>	<b>(\$15,519,691)</b>	<b>(\$6,854,999)</b>	<b>(\$3,852,172)</b>	<b>\$2,481,542</b>	<b>(\$44,219,531)</b>
Capital Impact	\$6,122,144	\$9,374,913	\$12,668,166	\$16,048,222	\$16,419,038	\$60,632,482
Blue Ribbon Commission	(\$11,471,749)	(\$11,469,682)	(\$11,469,593)	(\$11,469,593)	(\$11,469,593)	(\$57,350,208)
<b>Capital Impact &amp; BRC Expenses</b>	<b>(\$5,349,605)</b>	<b>(\$2,094,769)</b>	<b>\$1,198,573</b>	<b>\$4,578,629</b>	<b>\$4,949,446</b>	<b>\$3,282,274</b>
<b>Initiative Costs</b>						
Public Safety Initiative	\$5,038,919	\$5,290,865	\$5,555,408	\$5,833,178	\$6,124,837	\$27,843,207
Cust. Svc and Excellence Initiative	\$2,450,452	\$2,620,861	\$2,779,771	\$2,928,016	\$3,051,944	\$13,831,044
<b>Total Initiative Costs</b>	<b>\$7,489,370</b>	<b>\$7,911,726</b>	<b>\$8,335,180</b>	<b>\$8,761,194</b>	<b>\$9,176,781</b>	<b>\$41,674,251</b>
<b>Total Projected Expenses</b>	<b>\$623,970,198</b>	<b>\$630,360,518</b>	<b>\$633,160,575</b>	<b>\$641,828,837</b>	<b>\$644,265,611</b>	<b>\$3,173,585,739</b>
<b>Revenues Over(Under) Expenses</b>	<b>(\$22,613,977)</b>	<b>(\$21,336,648)</b>	<b>(\$16,388,752)</b>	<b>(\$17,191,996)</b>	<b>(\$11,644,684)</b>	<b>(\$89,176,057)</b>
<b>Variance %</b>	<b>(4%)</b>	<b>(4%)</b>	<b>(3%)</b>	<b>(3%)</b>	<b>(2%)</b>	<b>(3%)</b>
<b>Full Time Equivalent</b>	<b>4,951</b>	<b>4,951</b>	<b>4,951</b>	<b>4,951</b>	<b>4,951</b>	<b>24,757</b>

### Revenue Overview:

The FY2017 General Fund Revenue Anticipation is \$601M. This amount includes \$594MM in normal General Fund revenues and \$7.4M related to Blue Ribbon Commission revenue generating projects.

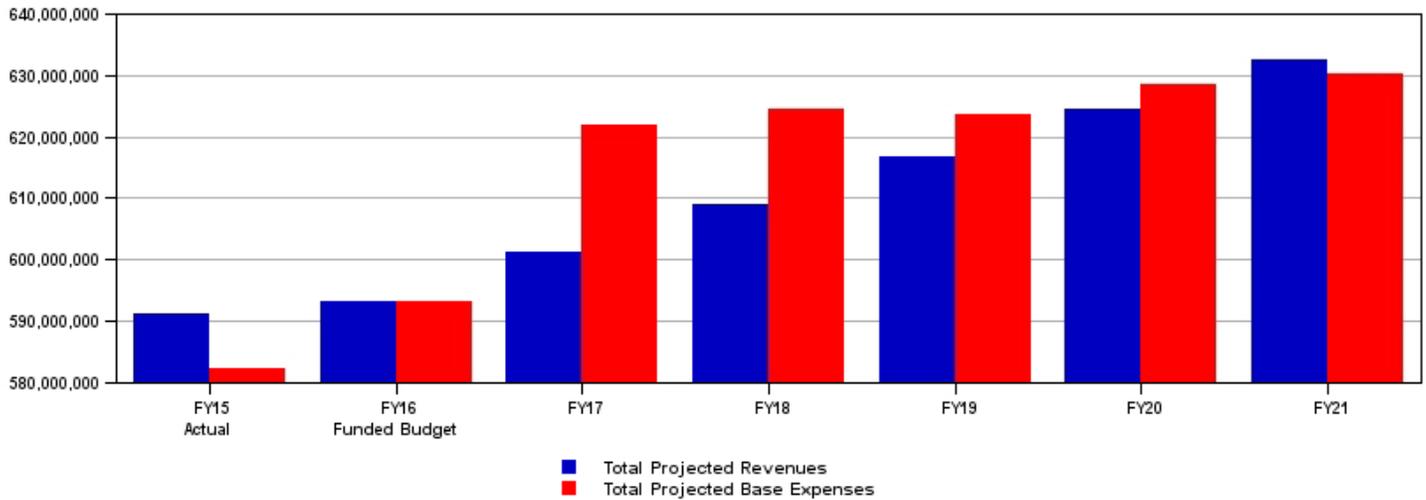
### Expense Overview:

The FY2017 General Fund projected expenses are \$622MM. Total projected expenses are \$624MM, which includes: capital impact cost to address city infrastructure backlog; longevity pay, and salary increases offset by savings related to the Blue Ribbon Commission Study.

\*For Fiscal Years FY2017 – FY2020, the City will reduce the deficit and balance the Budget during the annual Budget Development Process.

## General Fund - Five Year Plan - Baseline by Major Account Group

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.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Property Tax Revenue	\$179,437,731	\$184,619,115	\$185,035,667	\$187,067,759	\$189,122,204	\$191,199,249	\$193,299,140	\$945,724,020
All Other Revenues	\$411,824,443	\$408,491,522	\$416,320,554	\$421,956,111	\$427,649,619	\$433,437,592	\$439,321,786	\$2,138,685,663
<b>Total Projected Revenues</b>	<b>\$591,262,173</b>	<b>\$593,110,637</b>	<b>\$601,356,221</b>	<b>\$609,023,871</b>	<b>\$616,771,823</b>	<b>\$624,636,841</b>	<b>\$632,620,927</b>	<b>\$3,084,409,683</b>
<b>Baseline Expenses</b>								
Personnel Services And Employee Benefits	\$350,171,941	\$361,333,647	\$376,109,362	\$391,046,171	\$394,986,297	\$399,010,651	\$403,122,480	\$1,964,274,961
Purchased / Contracted Services	\$74,711,078	\$90,979,559	\$83,000,593	\$82,091,069	\$81,841,094	\$81,781,278	\$82,879,927	\$411,593,962
Supplies	\$40,420,946	\$39,652,527	\$40,655,629	\$40,732,103	\$40,808,576	\$40,885,050	\$40,961,525	\$204,042,883
Capital Outlays	\$1,956,118	\$1,144,400	\$916,748	\$917,897	\$919,059	\$920,231	\$891,415	\$4,565,349
Interfund / Interdepartmental Charges	\$16,734,464	\$14,744,184	\$18,029,619	\$18,029,619	\$18,029,619	\$18,029,619	\$18,029,619	\$90,148,093
Other Costs	\$33,569,531	\$38,799,720	\$45,032,811	\$41,702,117	\$42,144,997	\$42,598,508	\$43,059,402	\$214,537,836
Debt Service	\$15,503,918	\$17,445,934	\$15,740,068	\$15,604,155	\$10,841,980	\$10,718,255	\$6,497,635	\$59,402,093
Conversion / Summary	-	\$754,288	\$15,033,906	\$15,225,597	\$15,419,296	\$15,615,921	\$15,815,523	\$77,110,242
Other Financing Uses	\$49,165,519	\$28,256,378	\$14,440,508	\$16,133,523	\$16,067,962	\$16,747,940	\$16,711,433	\$80,101,368
<b>Expenses</b>	<b>\$582,233,515</b>	<b>\$593,110,637</b>	<b>\$608,959,244</b>	<b>\$621,482,251</b>	<b>\$621,058,880</b>	<b>\$626,307,454</b>	<b>\$627,968,959</b>	<b>\$3,105,776,787</b>
<b>Incremental Expenses</b>								
Personnel Services And Employee Benefits	-	-	\$106,385	\$116,958	\$127,849	\$139,067	\$150,621	\$640,880
Purchased / Contracted Services	-	-	\$1,625,622	\$1,740,330	\$1,754,479	\$1,587,238	\$1,564,552	\$8,272,221
Supplies	-	-	\$968,031	\$964,531	\$446,123	\$215,762	\$215,762	\$2,810,209
Other Costs	-	-	\$8,245,145	\$0	\$0	\$0	\$0	\$8,245,145
Other Financing Uses	-	-	\$1,926,006	\$239,492	\$239,491	\$239,492	\$239,491	\$2,883,972
<b>Total Incremental Expenses</b>	<b>-</b>	<b>-</b>	<b>\$12,871,189</b>	<b>\$3,061,311</b>	<b>\$2,567,942</b>	<b>\$2,181,559</b>	<b>\$2,170,426</b>	<b>\$22,852,427</b>
<b>Total Projected Base Expenses</b>	<b>\$582,233,515</b>	<b>\$593,110,637</b>	<b>\$621,830,433</b>	<b>\$624,543,562</b>	<b>\$623,626,822</b>	<b>\$628,489,013</b>	<b>\$630,139,385</b>	<b>\$3,128,629,214</b>
<b>Revenues Over (Under) Expenses</b>	<b>\$9,028,658</b>	<b>\$0</b>	<b>(\$20,474,212)</b>	<b>(\$15,519,691)</b>	<b>(\$6,854,999)</b>	<b>(\$3,852,172)</b>	<b>2,481,54</b>	<b>\$44,219,531</b>
<b>Variance %</b>	<b>2%</b>	<b>0%</b>	<b>(3%)</b>	<b>(3%)</b>	<b>(1%)</b>	<b>(1%)</b>	<b>0%</b>	<b>(1%)</b>
<b>Full Time Equivalent</b>	<b>4,687</b>	<b>4,871</b>	<b>4,951</b>	<b>4,951</b>	<b>4,951</b>	<b>4,951</b>	<b>4,951</b>	<b>24,757</b>

**Revenue Overview:**

The FY2017 General Fund Revenue Anticipation is \$601M. This amount includes \$594MM in normal General Fund revenues and \$7.4M related to Blue Ribbon Commission revenue generating projects.

**Expense Overview:**

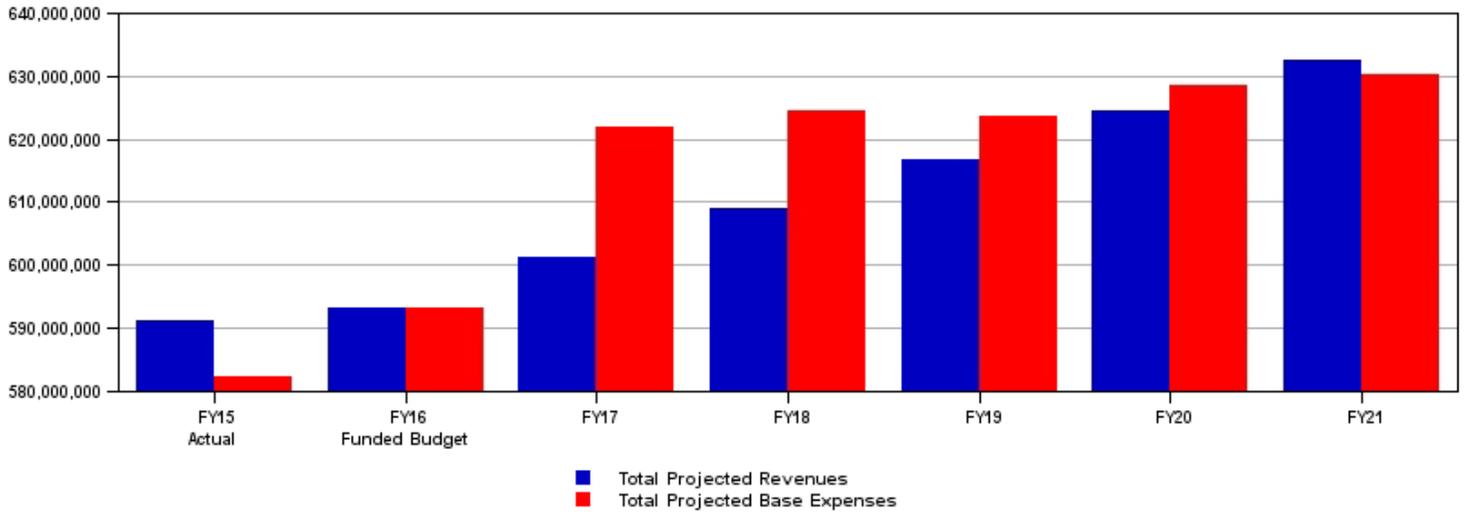
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*Incremental - Known items included to ensure appropriate funding and increases in items that were previously budgeted*

*\*For Fiscal Years FY2017 – FY2020, the City will reduce the deficit and balance the Budget during the annual Budget Development Process.*

## General Fund - Five Year Plan - Baseline by Major Department

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.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Property Tax Revenue	\$179,437,731	\$184,619,115	\$185,035,667	\$187,067,759	\$189,122,204	\$191,199,249	\$193,299,140	\$945,724,020
All Other Revenues	\$411,824,443	\$408,491,522	\$416,320,554	\$421,956,111	\$427,649,619	\$433,437,592	\$439,321,786	\$2,138,685,663
<b>Total Projected Revenues</b>	<b>\$591,262,173</b>	<b>\$593,110,637</b>	<b>\$601,356,221</b>	<b>\$609,023,871</b>	<b>\$616,771,823</b>	<b>\$624,636,841</b>	<b>\$632,620,927</b>	<b>\$3,084,409,683</b>
<b>Baseline Expenses</b>								
Public Safety	\$294,903,501	\$290,302,032	\$295,229,550	\$310,156,723	\$315,053,264	\$318,517,796	\$322,305,466	\$1,561,262,799
Department Of Public Works	\$33,518,859	\$34,197,927	\$39,151,278	\$38,905,569	\$39,235,469	\$39,610,718	\$40,455,881	\$197,358,914
Dept Of Parks & Recreation	\$32,319,756	\$35,017,572	\$38,689,648	\$38,886,391	\$39,208,064	\$39,557,033	\$39,593,613	\$195,934,749
Non-Departmental	\$111,798,532	\$85,644,123	\$95,570,497	\$92,178,801	\$85,672,865	\$86,195,138	\$82,641,502	\$442,258,803
General Government	\$109,692,867	\$147,948,983	\$140,318,271	\$141,354,767	\$141,889,218	\$142,426,770	\$142,972,497	\$708,961,522
<b>Total Baseline Expenses</b>	<b>\$582,233,515</b>	<b>\$593,110,637</b>	<b>\$608,959,244</b>	<b>\$621,482,251</b>	<b>\$621,058,880</b>	<b>\$626,307,454</b>	<b>\$627,968,959</b>	<b>\$3,105,776,787</b>
<b>Incremental Expenses</b>								
Public Safety	-	-	\$2,045,814	\$2,173,648	\$1,725,451	\$1,444,064	\$1,450,043	\$8,839,020
Dept Of Parks & Recreation	-	-	\$262,997	\$232,986	\$163,013	\$38,572	-	\$697,568
Non-Departmental	-	-	\$9,871,151	\$239,492	\$239,491	\$239,492	\$239,491	\$10,829,117
General Government	-	-	\$691,227	\$415,185	\$439,987	\$459,431	\$480,892	\$2,486,722
<b>Total Incremental Expenses</b>	<b>-</b>	<b>-</b>	<b>\$12,871,189</b>	<b>\$3,061,311</b>	<b>\$2,567,942</b>	<b>\$2,181,559</b>	<b>\$2,170,426</b>	<b>\$22,852,427</b>
<b>Total Projected Base Expenses</b>	<b>\$582,233,515</b>	<b>\$593,110,637</b>	<b>\$621,830,433</b>	<b>\$624,543,562</b>	<b>\$623,626,822</b>	<b>\$628,489,013</b>	<b>\$630,139,385</b>	<b>\$3,128,629,214</b>
<b>Revenues Over (Under) Expenses</b>	<b>\$9,028,658</b>	<b>\$0</b>	<b>(\$20,474,212)</b>	<b>(\$15,519,691)</b>	<b>(\$6,854,999)</b>	<b>(\$3,852,172)</b>	<b>\$2,481,542</b>	<b>(\$44,219,531)</b>
<b>Variance %</b>	<b>2%</b>	<b>0%</b>	<b>(3%)</b>	<b>(3%)</b>	<b>(1%)</b>	<b>(1%)</b>	<b>0%</b>	<b>(1%)</b>
<b>Full Time Equivalent</b>	<b>4,687</b>	<b>4,871</b>	<b>4,951</b>	<b>4,951</b>	<b>4,951</b>	<b>4,951</b>	<b>4,951</b>	<b>24,757</b>

**Revenue Overview:**

The FY2017 General Fund Revenue Anticipation is \$601M. This amount includes \$594MM in normal General Fund revenues and \$7.4M related to Blue Ribbon Commission revenue generating projects.

**Expense Overview:**

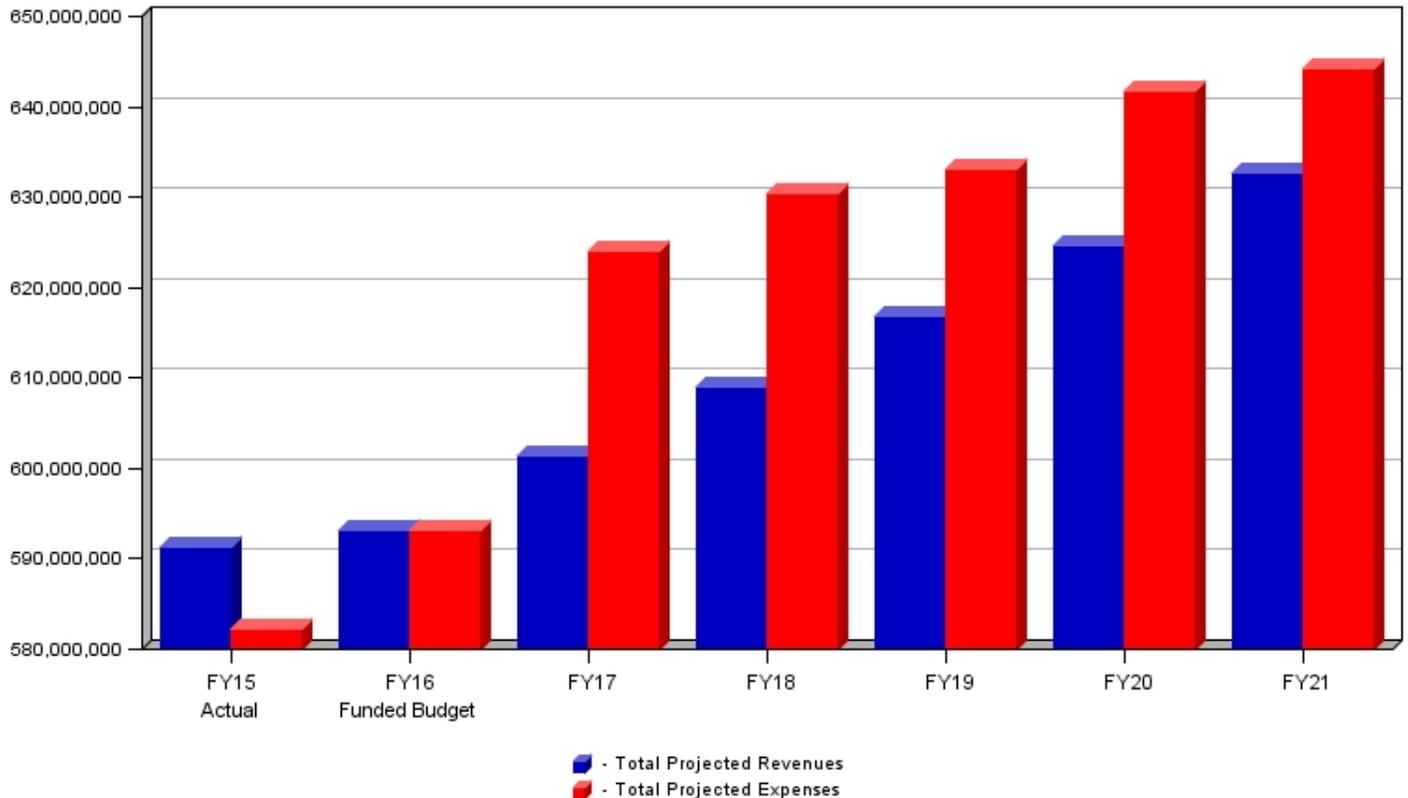
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*Incremental - Known items included to ensure appropriate funding and increases in items that were previously budgeted*

*\*For Fiscal Years FY2017 – FY2020, the City will reduce the deficit and balance the Budget during the annual Budget Development Process.*

## General Fund - Five Year Plan

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.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$591,262,173	\$593,110,637	\$601,356,221	\$609,023,871	\$616,771,823	\$624,636,841	\$632,620,927	\$3,084,409,683
Expenses	\$582,233,515	\$593,110,637	\$608,959,244	\$621,482,251	\$621,058,880	\$626,307,454	\$627,968,959	\$3,105,776,787
Incremental		\$0	\$12,871,189	\$3,061,311	\$2,567,942	\$2,181,559	\$2,170,426	\$22,852,427
Initiative Costs		\$0	\$7,489,370	\$7,911,726	\$8,335,180	\$8,761,194	\$9,176,781	\$41,674,251
Capital Impact		\$0	\$6,122,144	\$9,374,913	\$12,668,166	\$16,048,222	\$16,419,038	\$60,632,482
Blue Ribbon Commission		\$0	(\$11,471,749)	(\$11,469,682)	(\$11,469,593)	(\$11,469,593)	(\$11,469,593)	(\$57,350,208)
<b>Total Projected Expenses</b>	\$582,233,515	\$593,110,637	\$623,970,198	\$630,360,518	\$633,160,575	\$641,828,837	\$644,265,611	\$3,173,585,739
<b>Revenues Over(Under) Expenses</b>	\$9,028,658	\$0	(\$22,613,977)	(\$21,336,648)	(\$16,388,752)	(\$17,191,996)	(\$11,644,684)	(\$89,176,057)
<b>Variance %</b>	2%	0%	(4%)	(4%)	(3%)	(3%)	(2%)	(3%)

**Revenue Overview:**

The FY2017 General Fund Revenue Anticipation is \$601M. This amount includes \$594MM in normal General Fund revenues and \$7.4M related to Blue Ribbon Commission revenue generating projects.

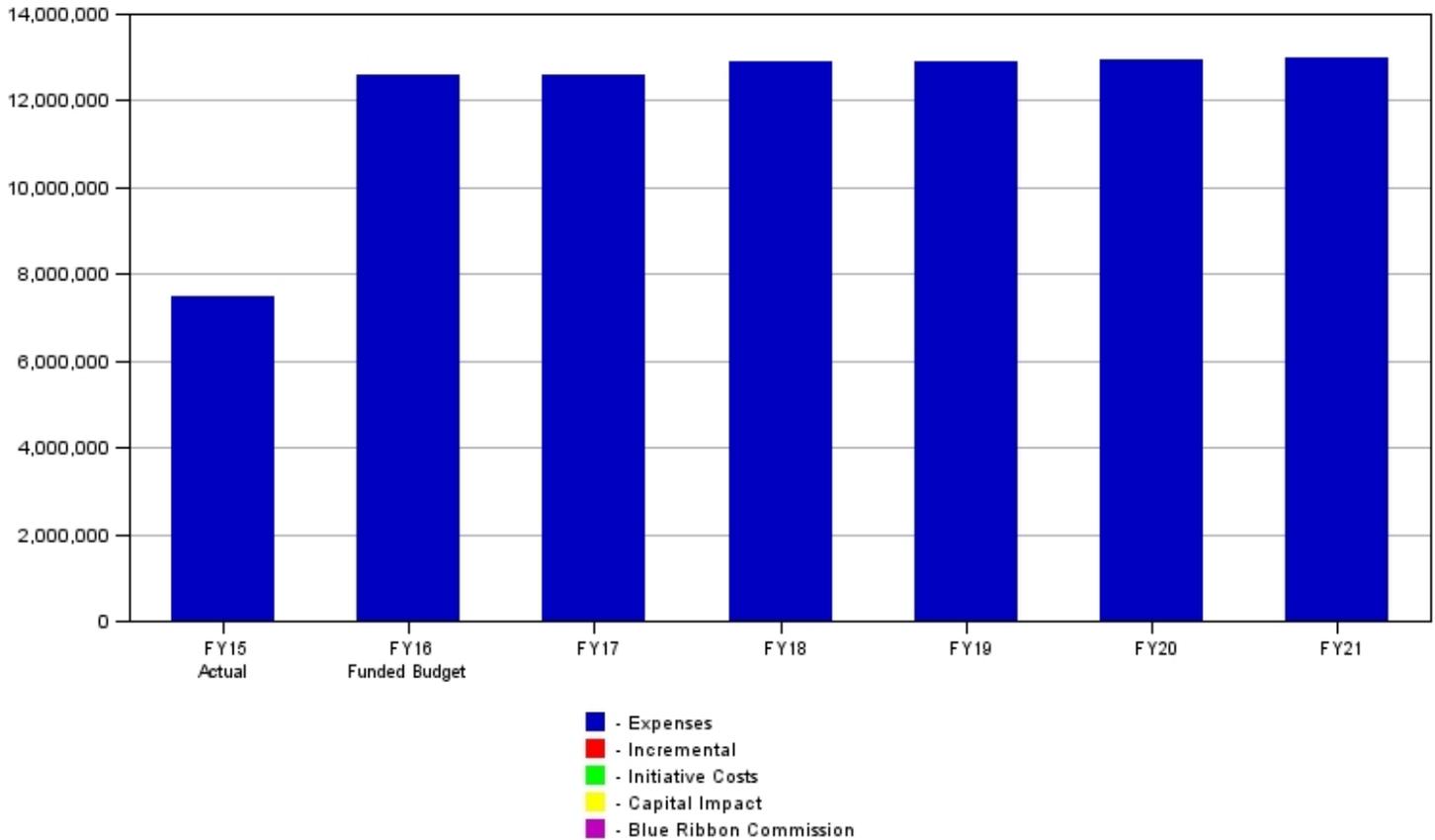
**Expense Overview:**

The FY2017 General Fund projected expenses are \$622MM. Total projected expenses are \$624MM, which includes: capital impact cost to address city infrastructure backlog; longevity pay, and salary increases offset by savings related to the Blue Ribbon Commission Study.

\*For Fiscal Years FY2017 – FY2020, the City will reduce the deficit and balance the Budget during the annual Budget Development Process.

## General Fund - City Council

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.

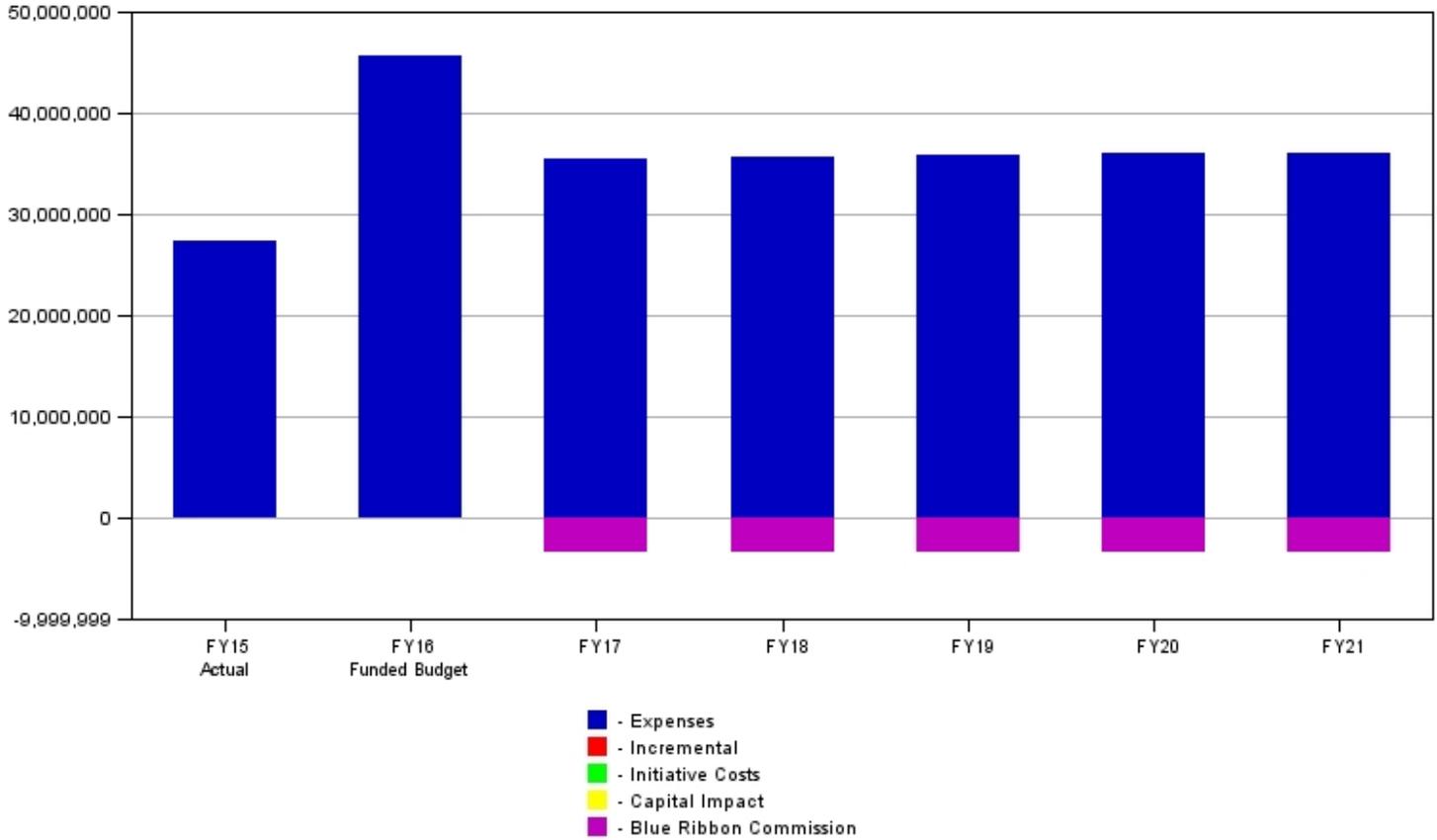


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$7,505,865	\$12,610,548	\$12,610,548	\$12,882,347	\$12,910,825	\$12,939,544	\$12,968,508	\$64,311,772
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$7,505,865</b>	<b>\$12,610,548</b>	<b>\$12,610,548</b>	<b>\$12,882,347</b>	<b>\$12,910,825</b>	<b>\$12,939,544</b>	<b>\$12,968,508</b>	<b>\$64,311,772</b>

- Expenses** - Over the next five years, expenses include salaries per legislation, postage and councilmember expenses per code, and Council Carry Forward within each Council District Office.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## General Fund - Executive Offices

The Department of Executive Offices mission is to communicate and implement the policy and program agenda of the Mayor. The Offices are responsible for providing leadership with City government to effectively accomplish and execute the laws of the City.

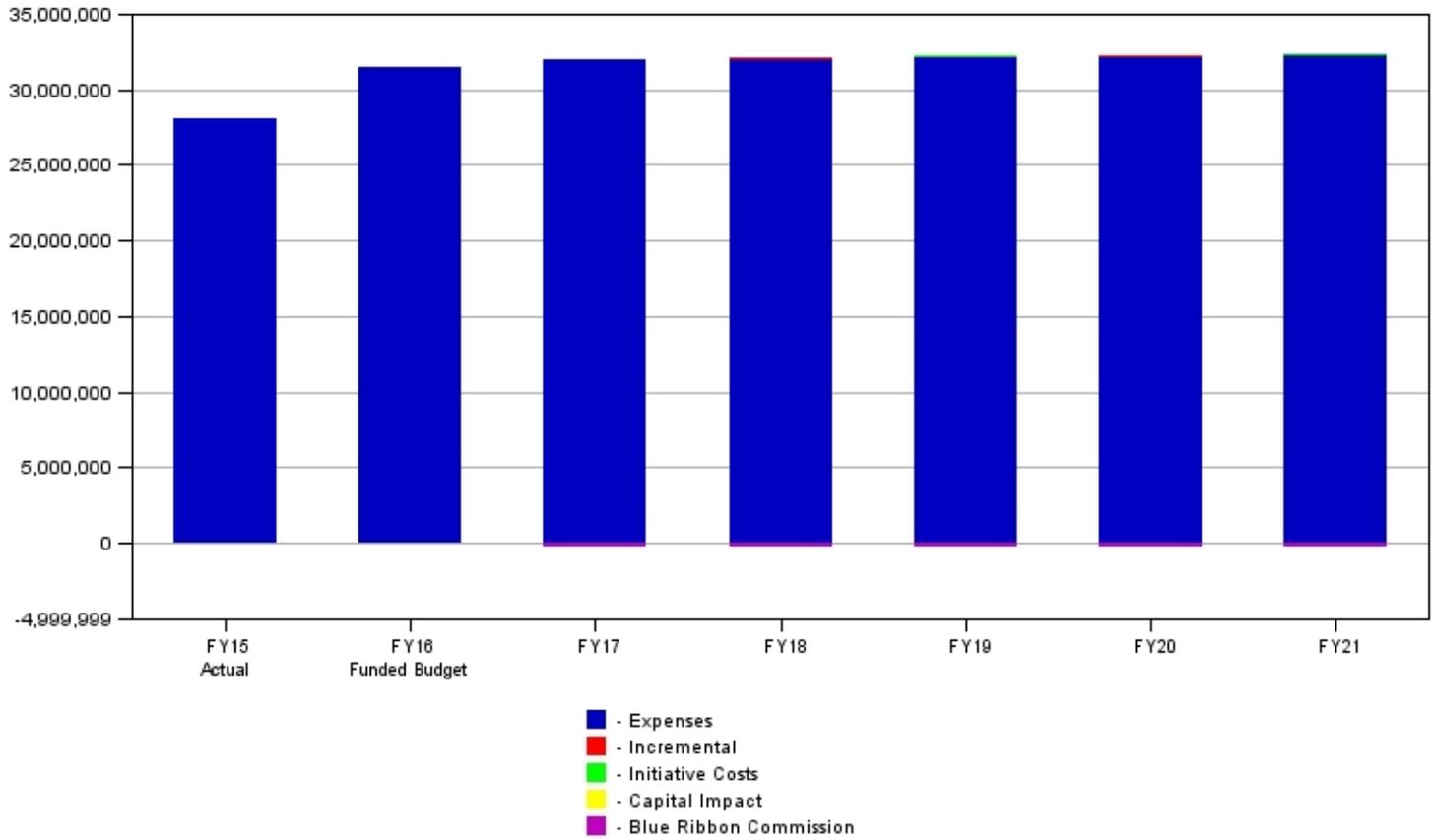


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$27,281,203	\$45,659,715	\$35,497,139	\$35,692,228	\$35,828,452	\$35,965,405	\$36,103,105	\$179,086,329
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$3,433,833)	(\$3,433,704)	(\$3,433,705)	(\$3,433,705)	(\$3,433,705)	(\$17,168,652)
<b>Total Projected Expenses</b>	<b>\$27,281,203</b>	<b>\$45,659,715</b>	<b>\$32,063,306</b>	<b>\$32,258,524</b>	<b>\$32,394,747</b>	<b>\$32,531,700</b>	<b>\$32,669,400</b>	<b>\$161,917,676</b>

- Expenses** - Over the next five years, expenses include RyCars Roofing, Drive Cam devices, Atlanta Vision electric vehicles, Proctor Creek sustainability study, and other contract related items.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings related to the hiring freeze, workers' comp, Healthcare Optimization, fuel, utilities, maintenance and supplies cost.

## General Fund - Department Of Atlanta Information Management

The Department of Atlanta Information Management's (AIM) primary objective is to enable City Operations by consistently delivering reliable and secure services, innovative solutions and best in class customer service.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$28,077,574	\$31,540,570	\$31,933,144	\$32,039,193	\$32,099,395	\$32,158,168	\$32,219,223	\$160,449,125
Incremental	\$0	\$0	\$55,618	\$58,399	\$61,319	\$64,385	\$67,604	\$307,325
Initiative Costs	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$206,088)	(\$206,025)	(\$206,025)	(\$206,025)	(\$206,025)	(\$1,030,187)
<b>Total Projected Expenses</b>	<b>\$28,077,574</b>	<b>\$31,540,570</b>	<b>\$31,802,674</b>	<b>\$31,911,568</b>	<b>\$31,974,690</b>	<b>\$32,036,529</b>	<b>\$32,100,803</b>	<b>\$159,826,263</b>

**Expenses**

- Over the next five years, expenses include endeavors to consolidate services, contracts and strengthen the City's technology framework.

**Incremental**

- Incremental expenses include legislated increases for rent at 180 Peachtree St., KRONOS, and Millner contracts.

**Initiative Costs**

- Initiative costs include a Hyperion monitoring tool that will aid in diagnosing server and connectivity issues.

**Capital Impact**

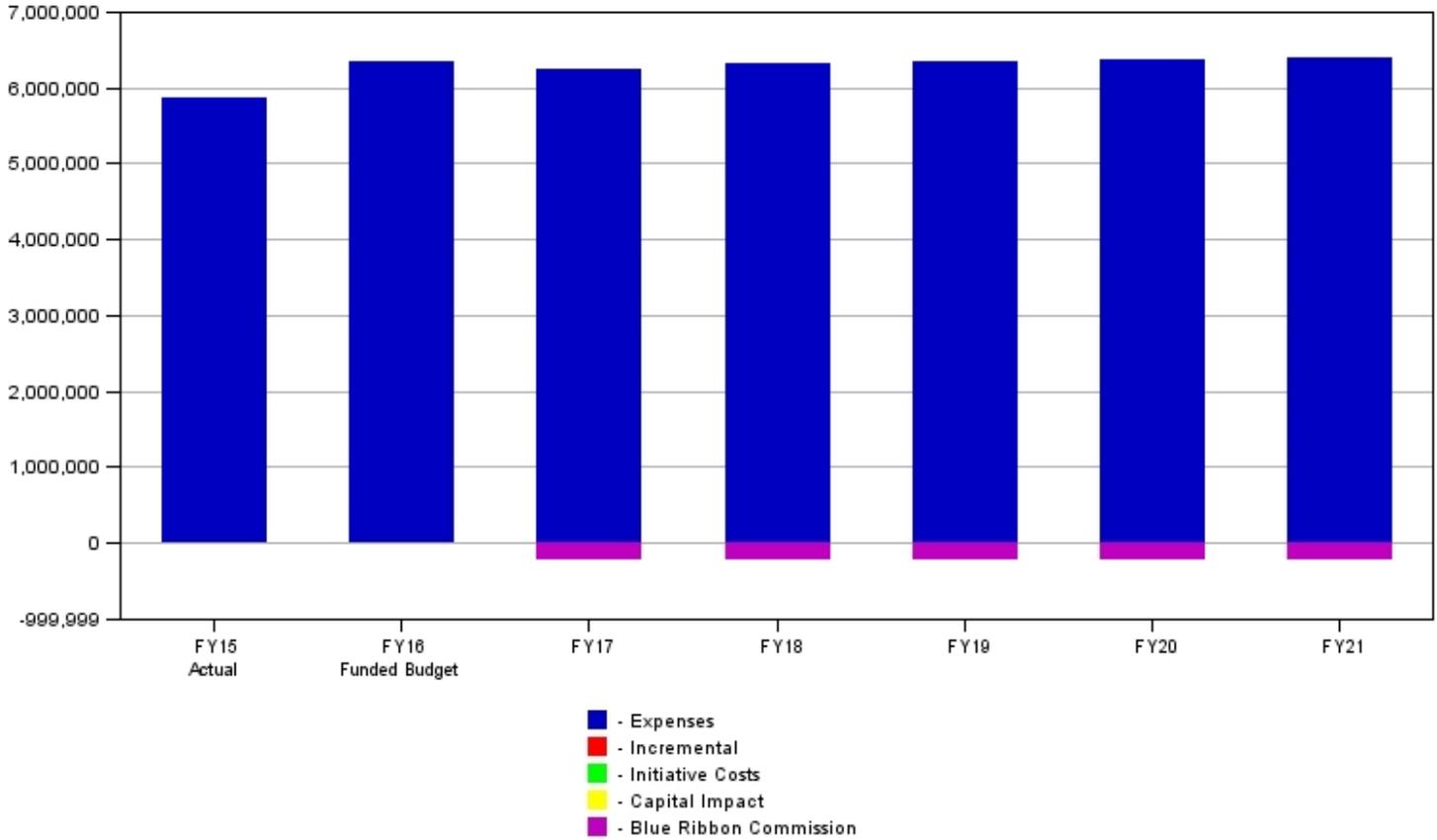
- N/A

**Blue Ribbon Commission**

- Blue Ribbon Commission includes savings related to the hiring freeze, workers' compensation, and Healthcare Optimization.

## General Fund - Department Of Law

The Law Department is a team of professionals committed to providing best-in-class legal representation to the City of Atlanta. In addition to defending the City in all types of civil litigation, the Department works proactively to prevent legal challenges by delivering sound advice, legislation and training.

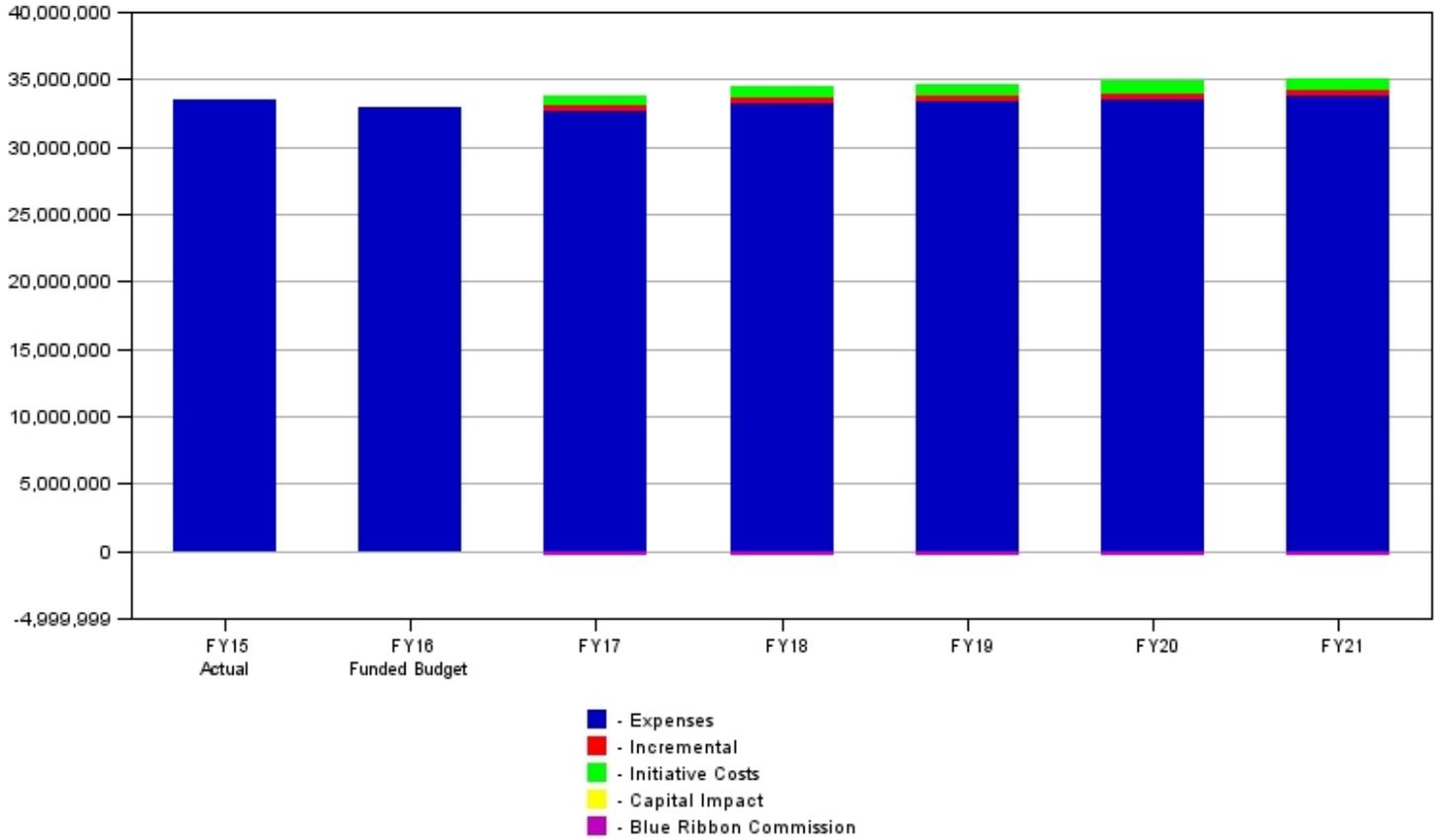


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$5,861,781	\$6,339,915	\$6,247,114	\$6,314,939	\$6,338,157	\$6,361,568	\$6,385,175	\$31,646,952
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$208,593)	(\$208,560)	(\$208,560)	(\$208,560)	(\$208,560)	(\$1,042,833)
<b>Total Projected Expenses</b>	<b>\$5,861,781</b>	<b>\$6,339,915</b>	<b>\$6,038,521</b>	<b>\$6,106,379</b>	<b>\$6,129,597</b>	<b>\$6,153,008</b>	<b>\$6,176,615</b>	<b>\$30,604,119</b>

- Expenses** - Over the next five years, expenses include continued funding for personnel, outside counsel and Continued Legal Education.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings related to the hiring freeze, Healthcare Optimization and supply cost.

## General Fund - Department Of Corrections

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



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$33,503,146	\$32,971,012	\$32,634,915	\$33,225,616	\$33,366,671	\$33,555,816	\$33,745,497	\$166,528,515
Incremental	\$0	\$0	\$412,384	\$412,358	\$412,361	\$405,577	\$405,577	\$2,048,257
Initiative Costs	\$0	\$0	\$777,629	\$816,510	\$857,336	\$900,202	\$945,212	\$4,296,889
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$259,777)	(\$259,651)	(\$259,651)	(\$259,651)	(\$259,651)	(\$1,298,381)
<b>Total Projected Expenses</b>	<b>\$33,503,146</b>	<b>\$32,971,012</b>	<b>\$33,565,150</b>	<b>\$34,194,833</b>	<b>\$34,376,717</b>	<b>\$34,601,945</b>	<b>\$34,836,636</b>	<b>\$171,575,281</b>

**Expenses**

- Over the next five years, expenses include various contracts such as DriveCam, Food Services, Inmate Pharmacy, and Steel Based Boarding.

**Incremental**

- Incremental expenses include Body Camera maintenance, increase in Food Services contract, and McCall Realty lease agreement.

**Initiative Costs**

- Initiative costs includes increases to sworn salaries.

**Capital Impact**

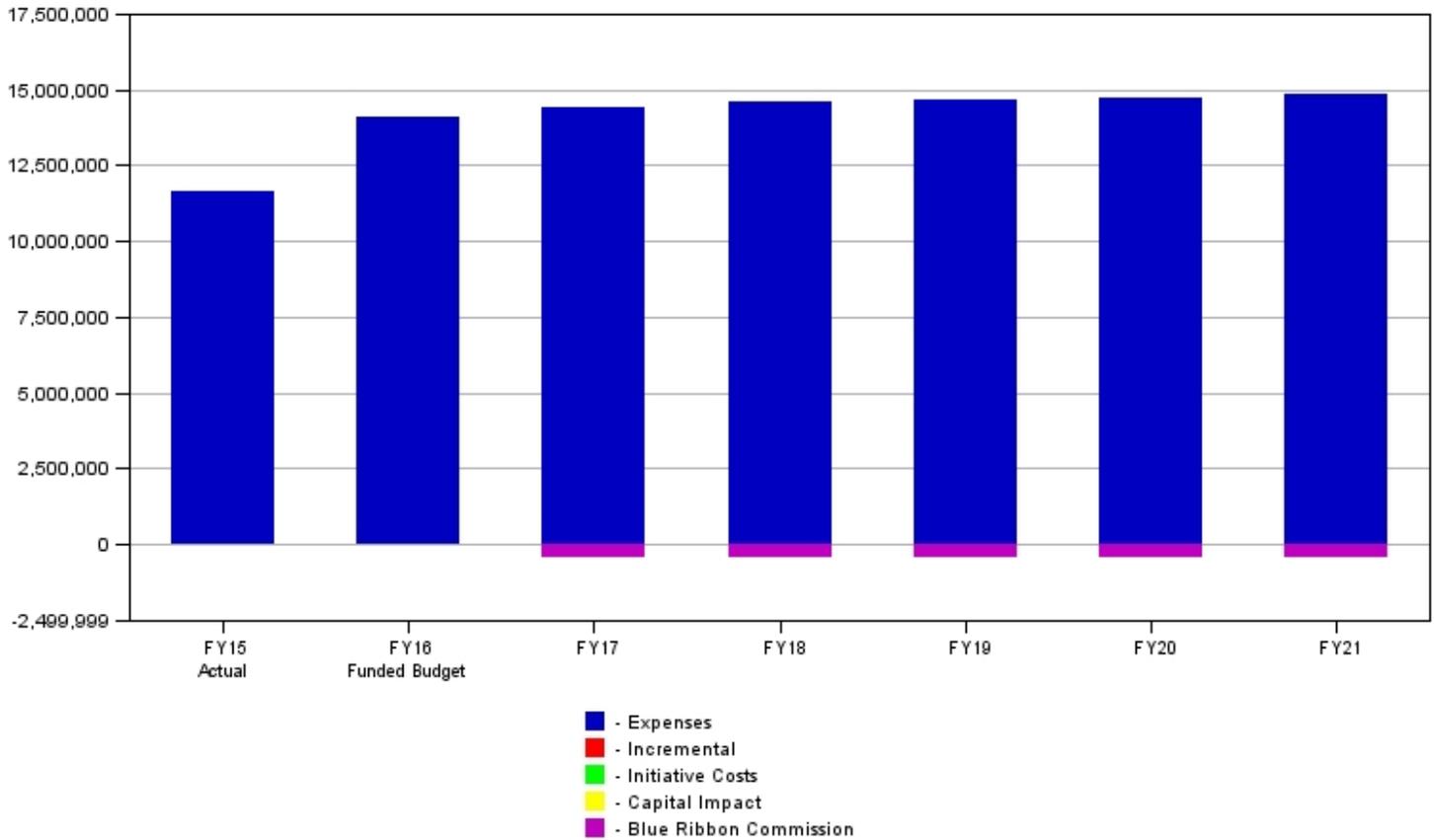
- N/A

**Blue Ribbon Commission**

- Blue Ribbon Commission includes savings from workers' compensation, Healthcare Optimization, and motor and fuel.

## General Fund - Department Of Finance

The Department of Finance's mission is to provide leading practice financial management services and leadership to achieve City of Atlanta goals and objectives.

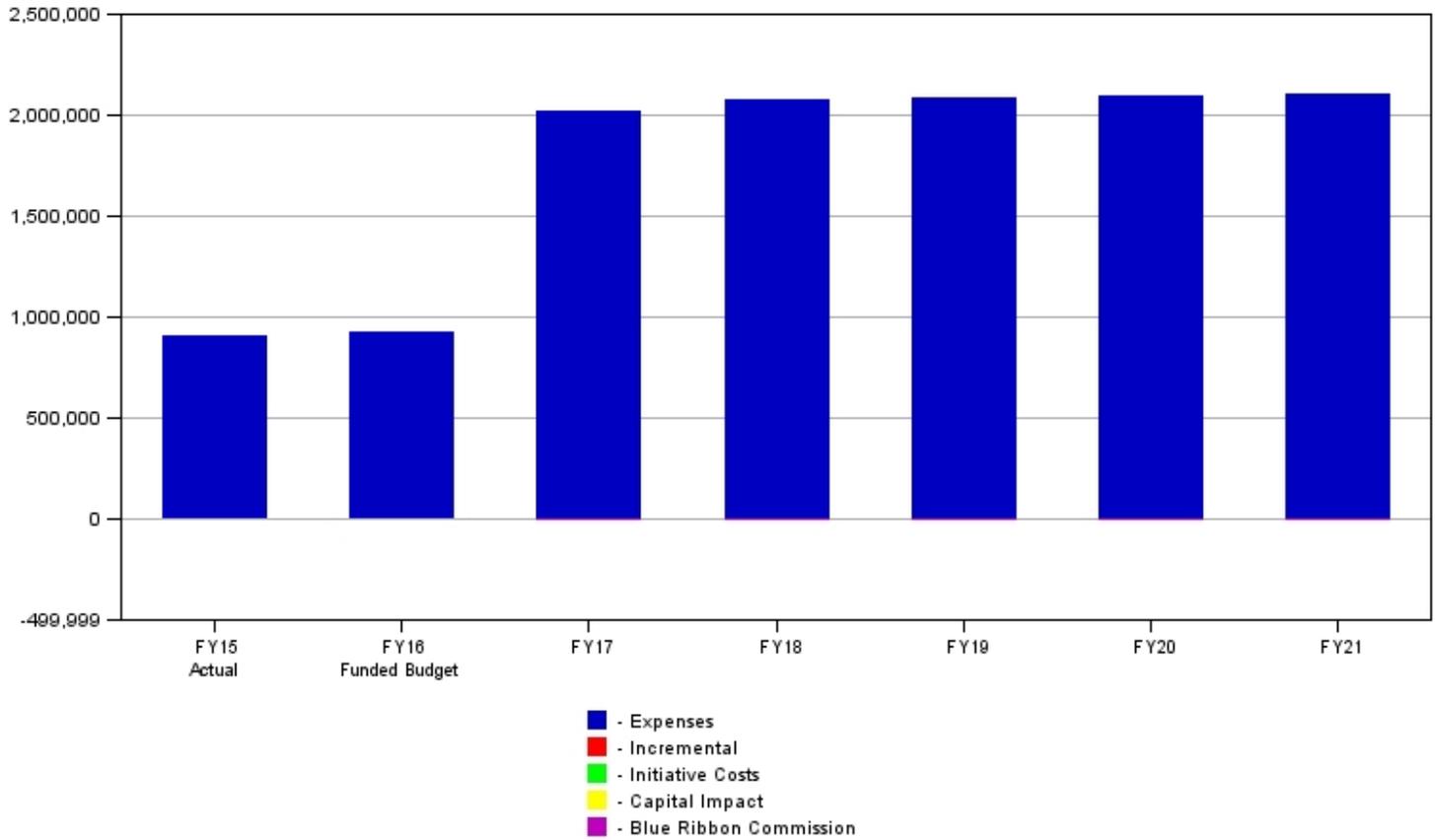


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$11,634,637	\$14,116,744	\$14,393,542	\$14,580,177	\$14,668,665	\$14,760,533	\$14,854,621	\$73,257,538
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$412,461)	(\$412,388)	(\$412,388)	(\$412,388)	(\$412,388)	(\$2,062,013)
<b>Total Projected Expenses</b>	<b>\$11,634,637</b>	<b>\$14,116,744</b>	<b>\$13,981,081</b>	<b>\$14,167,789</b>	<b>\$14,256,277</b>	<b>\$14,348,145</b>	<b>\$14,442,233</b>	<b>\$71,195,525</b>

- Expenses** - Over the next five years, expenses include personnel costs, contractual services for Iron Mountain Information Management, Technology Integration Group copier lease, Drive Cam, Greenberg Traurig, and GMA lease payments.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings from personnel, group insurance and supplies.

## General Fund - Department Of Procurement

The Department of Procurement is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The goal is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.

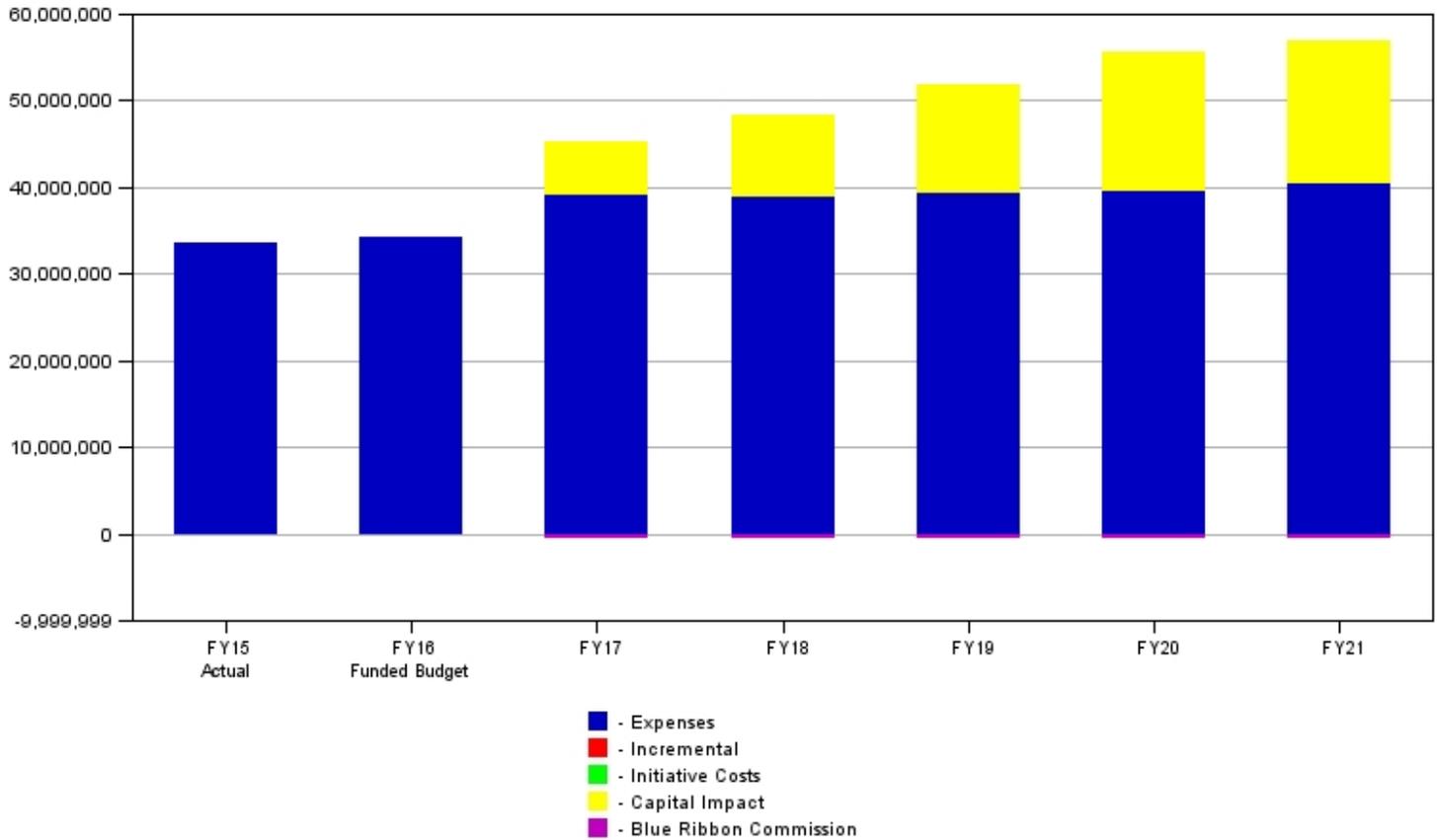


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$904,434	\$924,587	\$2,015,582	\$2,073,030	\$2,083,654	\$2,094,323	\$2,105,040	\$10,371,629
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$10,468)	(\$10,461)	(\$10,461)	(\$10,461)	(\$10,461)	(\$52,312)
<b>Total Projected Expenses</b>	<b>\$904,434</b>	<b>\$924,587</b>	<b>\$2,005,114</b>	<b>\$2,062,569</b>	<b>\$2,073,193</b>	<b>\$2,083,862</b>	<b>\$2,094,579</b>	<b>\$10,319,317</b>

- Expenses** - Over the next five years, expenses include the City's Technology Intergration Group copier lease, personnel and operating expenses to support the Department of Procurement's consolidation.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission include savings in healthcare and consumable supplies.

## General Fund - Department Of Public Works

The Department of Public Works manages the City's public right of way and handles some of the most commonly reported issues such as traffic signals, street signs, street striping and potholes.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$33,518,859	\$34,197,927	\$39,151,278	\$38,905,569	\$39,235,469	\$39,610,718	\$40,455,881	\$197,358,914
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$6,122,144	\$9,374,913	\$12,668,166	\$16,048,222	\$16,419,038	\$60,632,482
Blue Ribbon Commission	\$0	\$0	(\$558,896)	(\$558,804)	(\$558,804)	(\$558,804)	(\$558,804)	(\$2,794,113)
<b>Total Projected Expenses</b>	<b>\$33,518,859</b>	<b>\$34,197,927</b>	<b>\$44,714,525</b>	<b>\$47,721,677</b>	<b>\$51,344,830</b>	<b>\$55,100,136</b>	<b>\$56,316,115</b>	<b>\$255,197,283</b>

**Expenses**

- Over the next five years, expenses include personnel and contractual services.

**Incremental**

- N/A

**Initiative Costs**

- N/A

**Capital Impact**

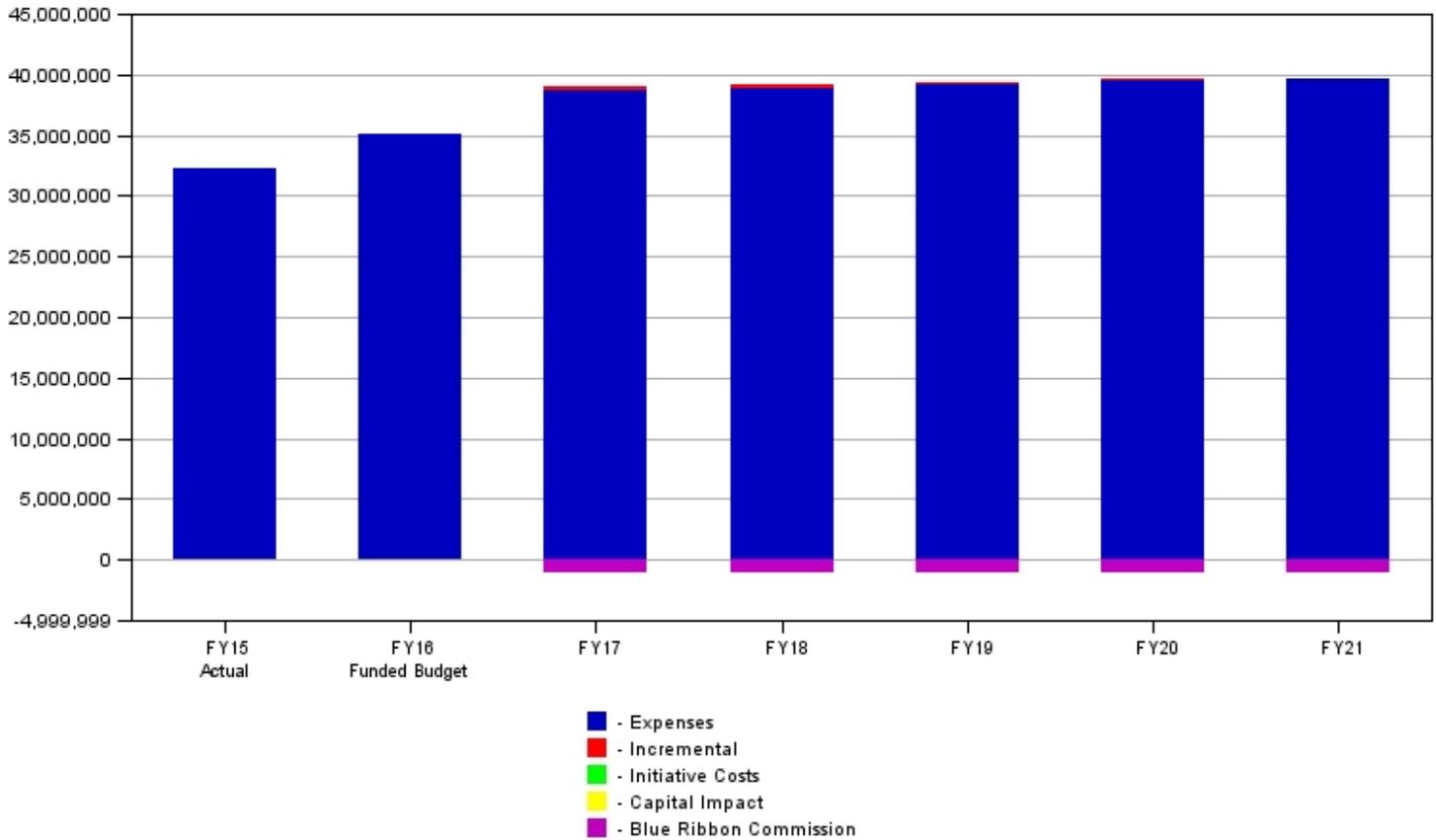
- Capital Impact includes the infrastructure maintenance backlog to be phased in over the five year period at the rate of 2% for FY2017, 2.5% for FY2018, 3% for FY2019 and 3.5% for FY2020.

**Blue Ribbon Commission**

- Blue Ribbon Commission includes savings related to workers' compensation and Healthcare Optimization.

## General Fund - Dept Of Parks & Recreation

The 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.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$32,319,756	\$35,017,572	\$38,689,648	\$38,886,391	\$39,208,064	\$39,557,033	\$39,593,613	\$195,934,749
Incremental	\$0	\$0	\$262,997	\$232,986	\$163,013	\$38,572	\$0	\$697,568
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$1,099,862)	(\$1,099,746)	(\$1,099,746)	(\$1,099,746)	(\$1,099,746)	(\$5,498,844)
<b>Total Projected Expenses</b>	<b>\$32,319,756</b>	<b>\$35,017,572</b>	<b>\$37,852,783</b>	<b>\$38,019,632</b>	<b>\$38,271,331</b>	<b>\$38,495,859</b>	<b>\$38,493,867</b>	<b>\$191,133,473</b>

**Expenses**

- Over the next five years, expenses include funding related to the Center of Hope Afterschool Program, DPR's Lease/Rent, Printer Leasing, Dashboard Cameras, Custodial Services, and the security cameras at recreational facilities.

**Incremental**

- Incremental expenses include cost for handheld devices and cost associated with Park Pride, Buckhead Community Improvement District, Atlanta Downtown Improvement District, and other maintenance contracts.

**Initiative Costs**

- N/A

**Capital Impact**

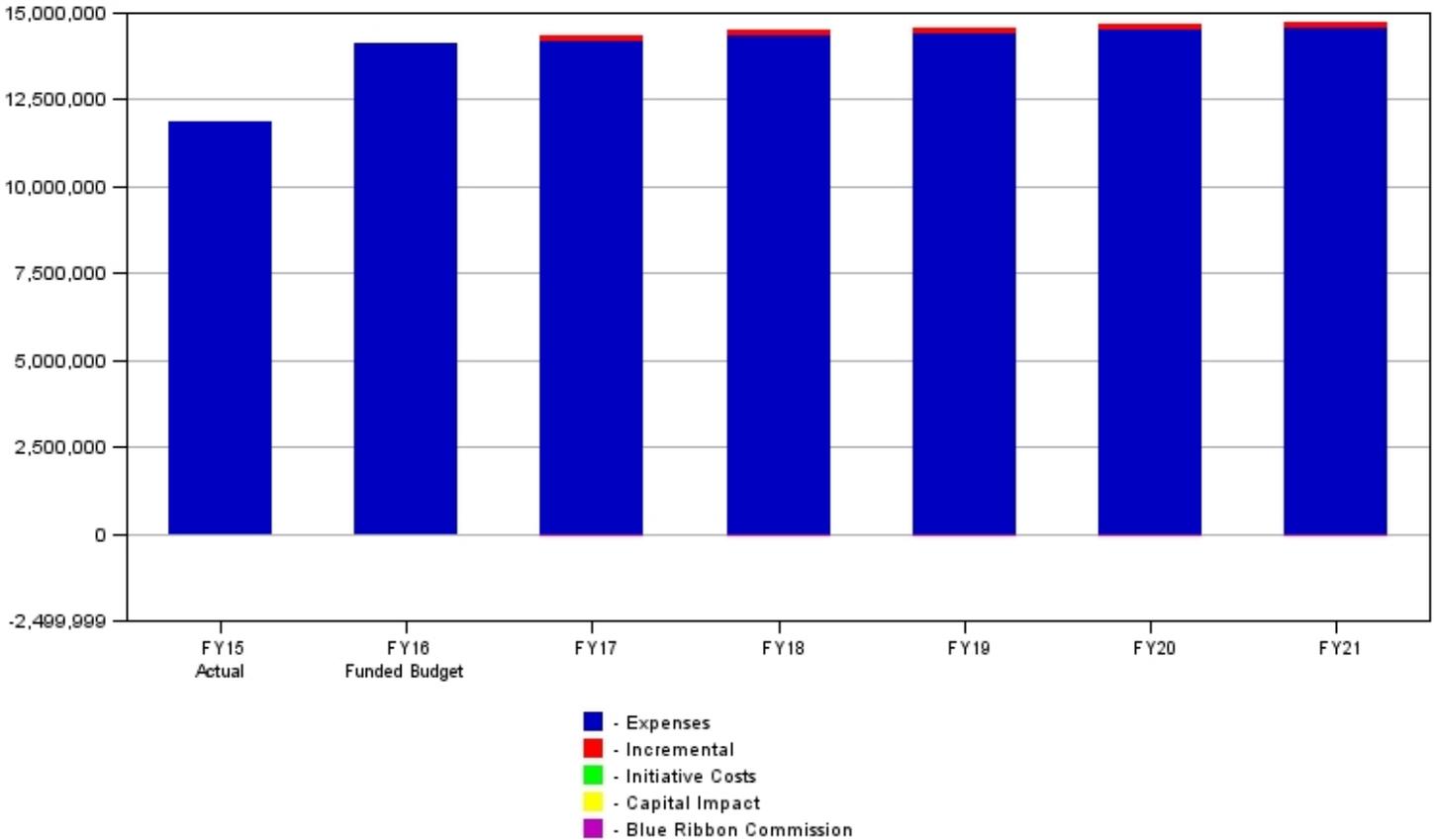
- N/A

**Blue Ribbon Commission**

- Blue Ribbon Commission includes savings related to the hiring freeze, Healthcare optimization, workers' comp, supplies, motor fuel costs and repairs.

## General Fund - Judicial Agencies

The City of Atlanta Municipal Court was created in 2004 through the consolidation of the Municipal Court and the City Court. The goal was to reduce operating costs while dispensing justice, equality, and fairness in an effective manner. Today, the Municipal Court still stands committed to seek improved methods to provide excellent customer service in a safe and secure environment while continuing to dispose of cases in an expeditious manner.

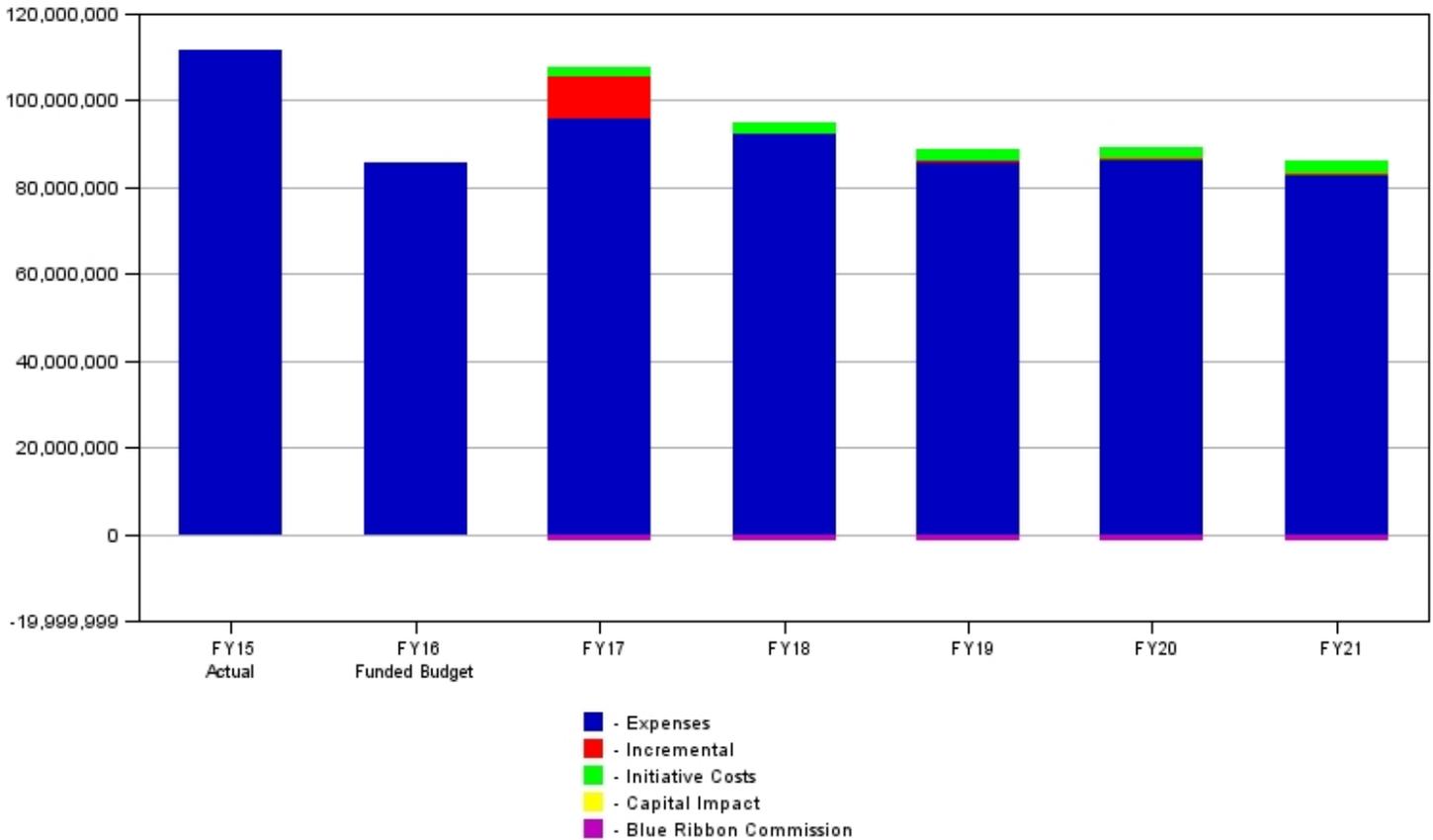


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$11,857,736	\$14,125,883	\$14,153,827	\$14,339,105	\$14,421,026	\$14,503,424	\$14,586,308	\$72,003,690
Incremental	\$0	\$0	\$166,490	\$159,716	\$157,602	\$156,369	\$156,369	\$796,547
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$98,120)	(\$98,049)	(\$98,049)	(\$98,049)	(\$98,049)	(\$490,317)
<b>Total Projected Expenses</b>	<b>\$11,857,736</b>	<b>\$14,125,883</b>	<b>\$14,222,196</b>	<b>\$14,400,772</b>	<b>\$14,480,579</b>	<b>\$14,561,744</b>	<b>\$14,644,628</b>	<b>\$72,309,919</b>

- Expenses** - Over the next five years, expenses includes personnel related costs, various contracts such as Dynamic Security Guard services and Language Line translation services.
- Incremental** - Incremental expenses include funding for records retention system.
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings from workers' compensation and supplies.

## General Fund - Non-Departmental

The General Fund Non-Departmental budget is to provide funding for a variety of expenditures that generally are not specific to any particular City Department, including Debt Service, Workers' Compensation, OPEB (Other Post Employee Benefits), Insurance, Unemployment Compensation, and Animal Control.

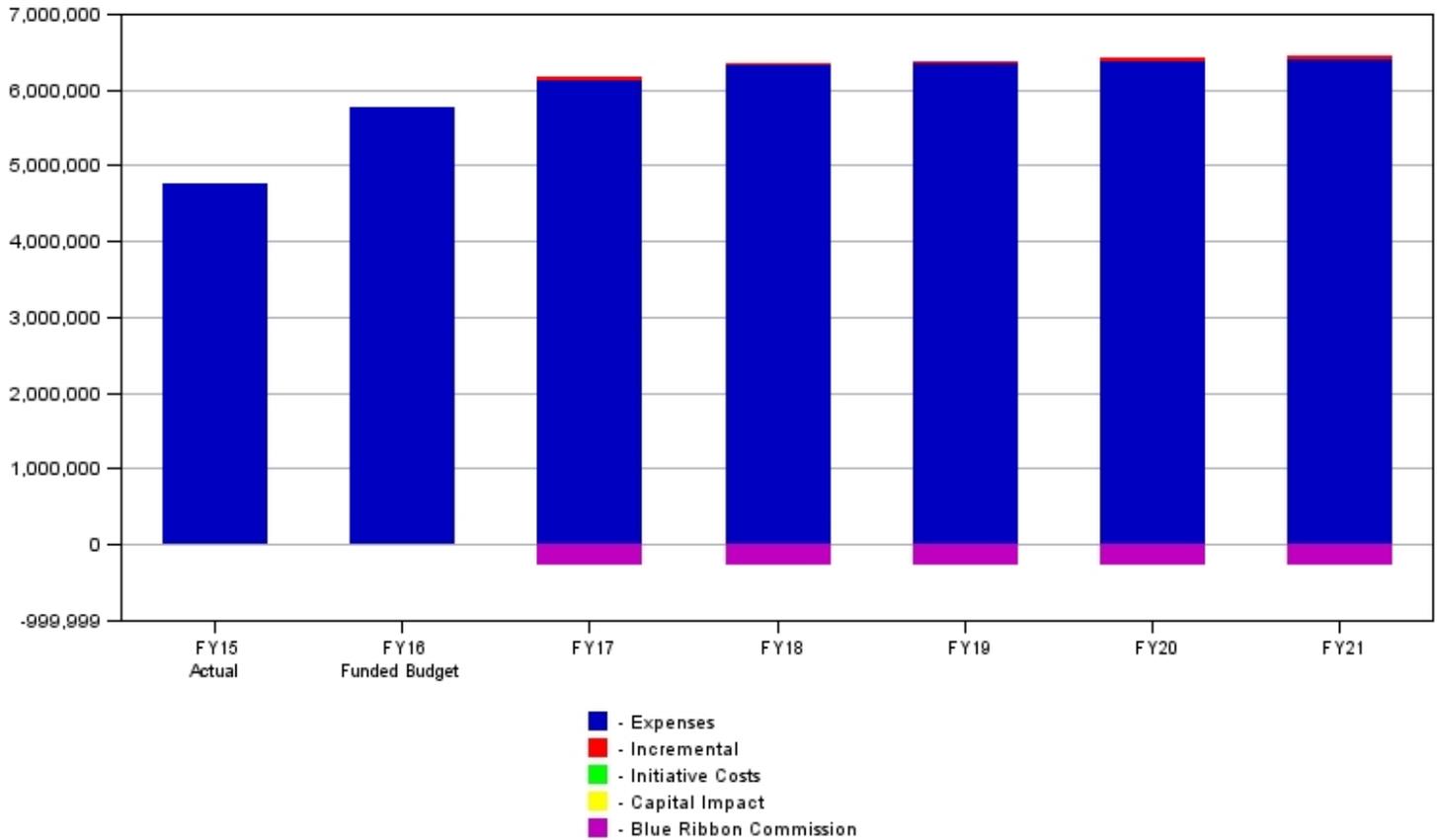


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$111,798,532	\$85,644,123	\$95,570,497	\$92,178,801	\$85,672,865	\$86,195,138	\$82,641,502	\$442,258,803
Incremental	\$0	\$0	\$9,871,151	\$239,492	\$239,491	\$239,492	\$239,491	\$10,829,117
Initiative Costs	\$0	\$0	\$2,430,452	\$2,600,861	\$2,759,772	\$2,908,016	\$3,031,944	\$13,731,044
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$1,711,067)	(\$1,711,067)	(\$1,711,067)	(\$1,711,067)	(\$1,711,067)	(\$8,555,336)
<b>Total Projected Expenses</b>	<b>\$111,798,532</b>	<b>\$85,644,123</b>	<b>\$106,161,032</b>	<b>\$93,308,087</b>	<b>\$86,961,060</b>	<b>\$87,631,579</b>	<b>\$84,201,870</b>	<b>\$458,263,628</b>

- Expenses** - Over the next five years, expenses include funding for Debt Services, Restricted Reserves, Retiree Benefits, payments to other governments and \$4MM for APS Beltline.
- Incremental** - Incremental expenses includes an additional \$6MM for APS Beltline, \$2.2MM for election expenses and \$1.6MM for operating transfer out to Civic Center.
- Initiative Costs** - Initiative costs includes General Fund estimated cost of Longevity pay in the amount of \$846K and 3% salary increases for Grades 19 & above in the amount of \$1.6MM.
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings related to workers' compensation and Healthcare Optimization.

## General Fund - Department Of Human Resources

The Department of Human Resources is committed to attracting, retaining and developing a diverse and competent workforce that enables City agencies to achieve their business needs.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$4,755,278	\$5,773,769	\$6,122,511	\$6,308,353	\$6,338,583	\$6,369,021	\$6,399,671	\$31,538,139
Incremental	\$0	\$0	\$41,060	\$41,060	\$41,060	\$41,060	\$41,060	\$205,300
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$259,448)	(\$259,420)	(\$259,420)	(\$259,420)	(\$259,420)	(\$1,297,130)
<b>Total Projected Expenses</b>	<b>\$4,755,278</b>	<b>\$5,773,769</b>	<b>\$5,904,122</b>	<b>\$6,089,992</b>	<b>\$6,120,223</b>	<b>\$6,150,661</b>	<b>\$6,181,311</b>	<b>\$30,446,309</b>

**Expenses**

- Over the next five years, expenses include salaries & benefits, court reporting, background services, civil service board hearings, professional membership fees, lease of copiers, printing & binding and wireless service.

**Incremental**

- Incremental expenses include Pre-Employment and Hazmat Physicals, LinkedIn and TweetMy Job contracts managed by DHR.

**Initiative Costs**

- N/A

**Capital Impact**

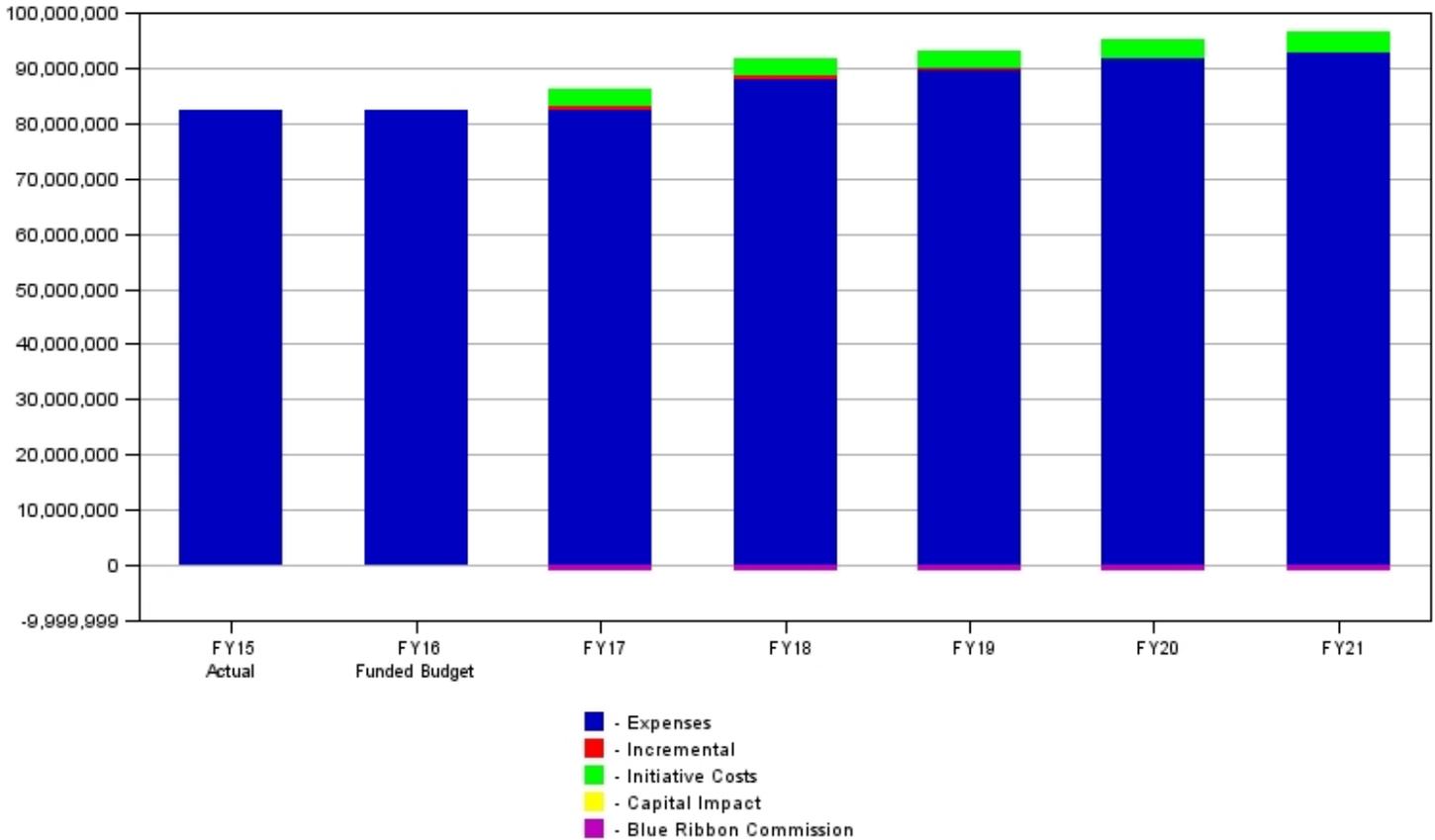
- N/A

**Blue Ribbon Commission**

- Blue Ribbon Commission includes savings related to the hiring freeze, Healthcare Optimization and operating lease/rental.

## General Fund - Department Of Fire Services

Atlanta Fire Rescue is a modern, all-hazards fire department comprised of five divisions of labor: Office of the Fire Chief, Field Operations, Support Services, Technical Services and Airport Operations. Atlanta Fire Rescue provides prompt quality services to our stakeholders that promote safety, security, enhance sustainability and enrich the quality of life through professional development and dedication to service.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$82,298,117	\$82,349,102	\$82,433,704	\$87,870,685	\$89,710,063	\$91,700,770	\$92,886,905	\$444,602,126
Incremental	\$0	\$0	\$758,769	\$758,769	\$230,361	\$0	\$0	\$1,747,899
Initiative Costs	\$0	\$0	\$2,875,157	\$3,018,915	\$3,169,861	\$3,328,354	\$3,494,771	\$15,887,058
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$843,120)	(\$842,729)	(\$842,729)	(\$842,729)	(\$842,729)	(\$4,214,037)
<b>Total Projected Expenses</b>	<b>\$82,298,117</b>	<b>\$82,349,102</b>	<b>\$85,224,510</b>	<b>\$90,805,640</b>	<b>\$92,267,555</b>	<b>\$94,186,395</b>	<b>\$95,538,947</b>	<b>\$458,023,047</b>

### Expenses

- Over the next five years, expenses include efficiency programs and maintaining the strategy of maximizing all funding sources while enhancing current service levels and performances in emergency preparedness and response.

### Incremental

- Incremental expenses include legislated increases for Motorola and Prosys contracts.

### Initiative Costs

- Initiative costs include anticipated salary increases for sworn personnel.

### Capital Impact

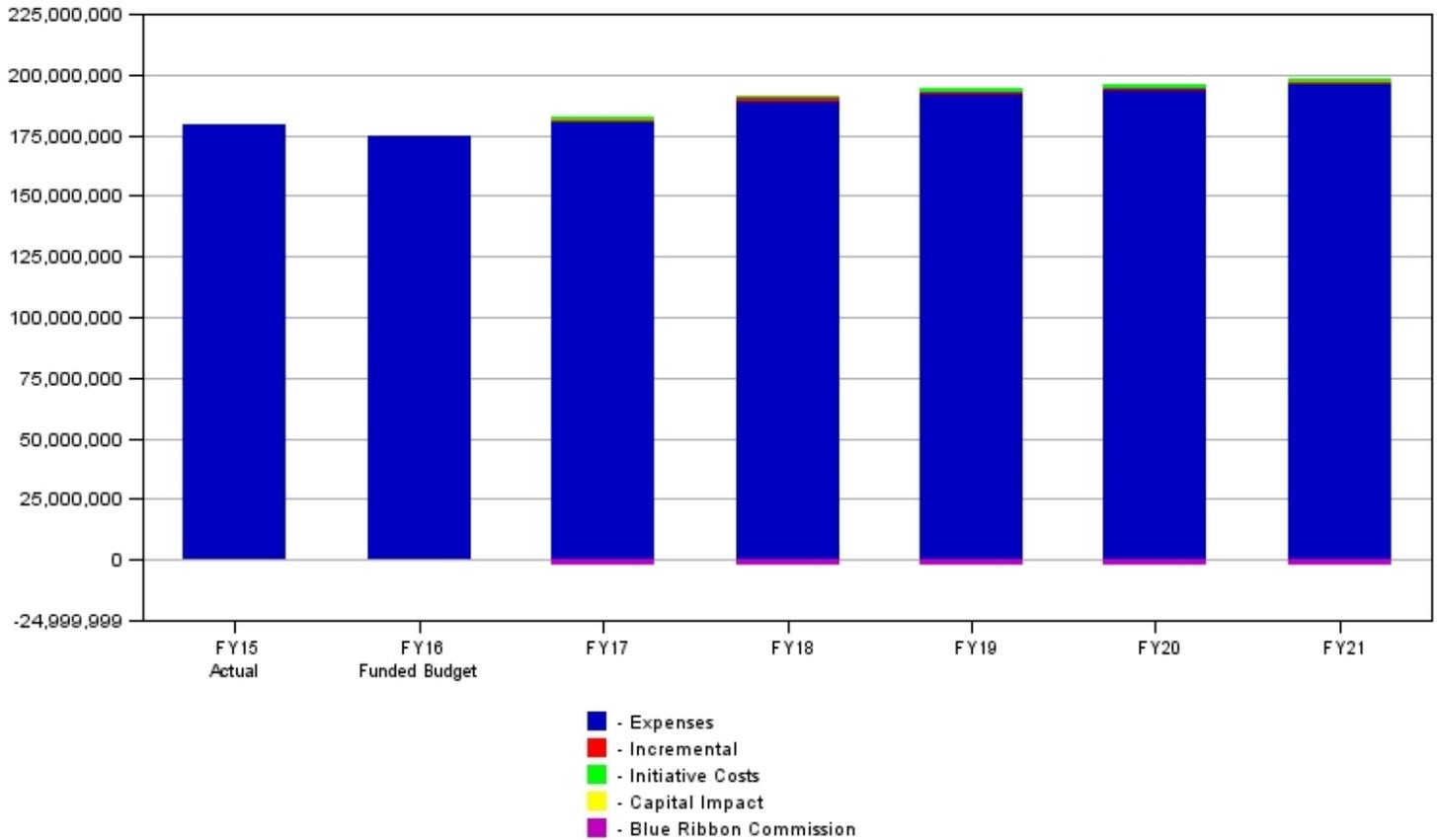
- N/A

### Blue Ribbon Commission

- Blue Ribbon Commission includes savings in office supplies, fuel, and Healthcare Optimization.

## General Fund - Department Of Police Services

The City of Atlanta Police Department mission is to create a safer Atlanta by reducing crime, ensuring the safety of our citizens and building trust in partnership with our communities.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$179,102,239	\$174,981,918	\$180,160,931	\$189,060,422	\$191,976,531	\$193,261,211	\$195,673,064	\$950,132,158
Incremental	\$0	\$0	\$874,661	\$1,002,521	\$1,082,730	\$1,038,486	\$1,044,466	\$5,042,864
Initiative Costs	\$0	\$0	\$1,386,133	\$1,455,440	\$1,528,212	\$1,604,622	\$1,684,853	\$7,659,260
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$2,188,518)	(\$2,187,656)	(\$2,187,566)	(\$2,187,566)	(\$2,187,566)	(\$10,938,873)
<b>Total Projected Expenses</b>	<b>\$179,102,239</b>	<b>\$174,981,918</b>	<b>\$180,233,208</b>	<b>\$189,330,726</b>	<b>\$192,399,906</b>	<b>\$193,716,753</b>	<b>\$196,214,817</b>	<b>\$951,895,408</b>

**Expenses**

- Over the next five years, expenses include Video Integration Center (VIC) Integration maintenance, Demolition, various contracts (i.e., Formulytics, ARS Mechanical, and Puritan Mills Lease Agreement), and new officers being outfitted for new uniforms.

**Incremental**

- Incremental expenses include Body Camera Maintenance and various contracts (i.e., Vision Internet, Enterprise, Lexis Nexis, NEC Corporation, and Target Solutions).

**Initiative Costs**

- Initiative costs includes increases to sworn salaries.

**Capital Impact**

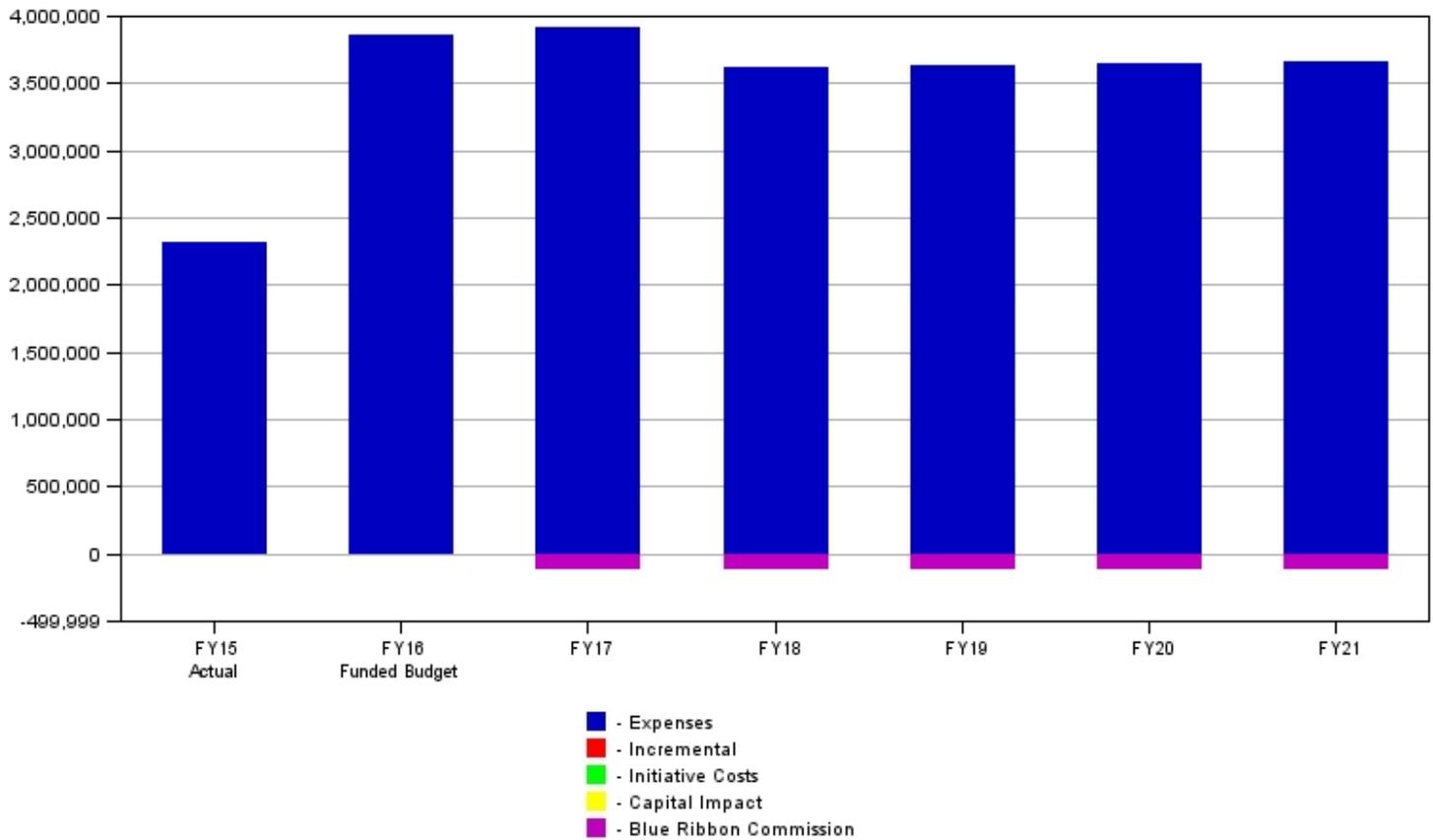
- N/A

**Blue Ribbon Commission**

- Blue Ribbon Commission includes savings from workers' compensation, Healthcare Optimization, and motor and fuel.

## General Fund - Dept Of Planning & Community Development

The Department of Plannings objective is to guide the development of the City through effective measures of planning, design, review, construction plan approval, and housing preservation and assistance.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$2,318,273	\$3,860,040	\$3,915,552	\$3,623,003	\$3,633,469	\$3,644,009	\$3,654,626	\$18,470,660
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$111,170)	(\$111,158)	(\$111,158)	(\$111,158)	(\$111,158)	(\$555,803)
<b>Total Projected Expenses</b>	<b>\$2,318,273</b>	<b>\$3,860,040</b>	<b>\$3,804,382</b>	<b>\$3,511,845</b>	<b>\$3,522,311</b>	<b>\$3,532,851</b>	<b>\$3,543,468</b>	<b>\$17,914,857</b>

**Expenses**

- Over the next five years, expenses include salaries, consultant services and supplies. In FY17 the department will continue to expense allocated funds for Westside Future Fund, Brownsfield Match and Housing Study.

**Incremental**

- N/A

**Initiative Costs**

- N/A

**Capital Impact**

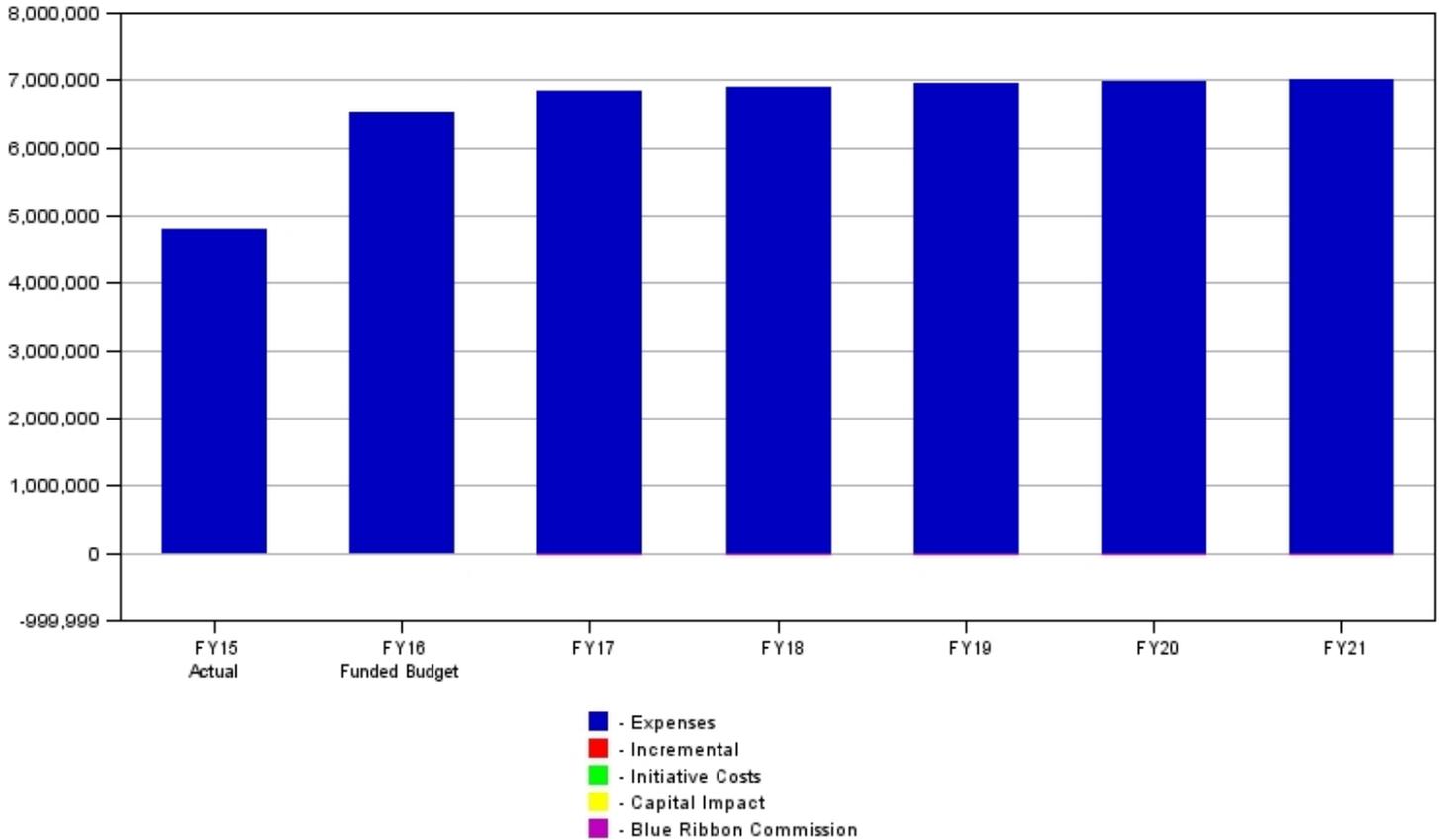
- N/A

**Blue Ribbon Commission**

- Blue Ribbon Commission includes savings related to the hiring freeze, Healthcare Optimization, workers' compensation and general supplies.

## General Fund - Department Of The Solicitor

The Solicitor's Office is mandated to prosecute all cases brought before Atlanta Municipal Court; in carrying out this mandate effectively, efficiently and in a fiscally responsible manner. The Office has implemented alternative prosecution programs, such as Pre-Trial Intervention Program, and processes to review citations in advance to improve case management and reduce the City's potential liability.

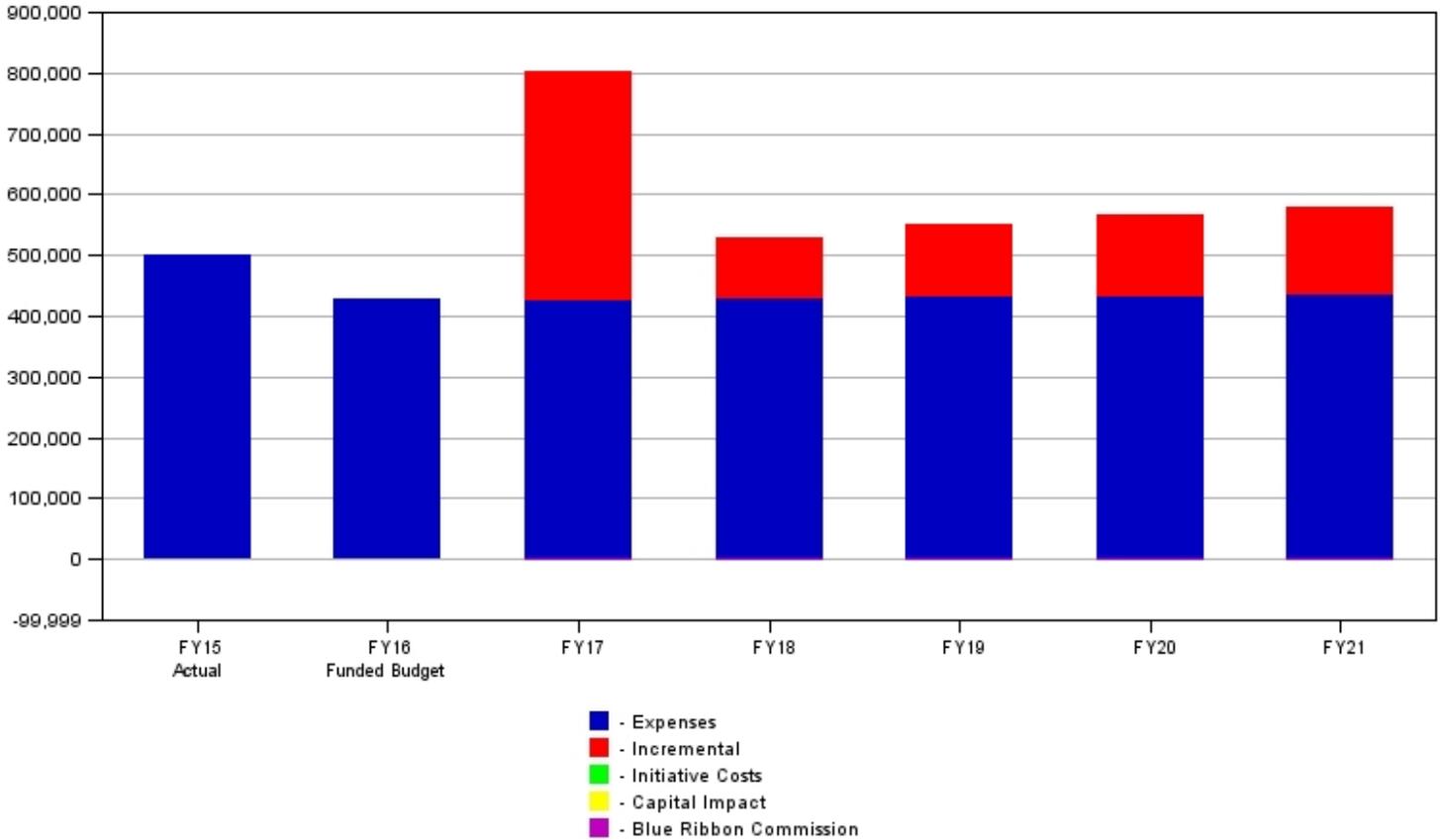


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$4,799,619	\$6,524,205	\$6,852,971	\$6,908,632	\$6,946,247	\$6,982,876	\$7,020,991	\$34,711,717
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$36,389)	(\$36,355)	(\$36,355)	(\$36,355)	(\$36,355)	(\$181,808)
<b>Total Projected Expenses</b>	<b>\$4,799,619</b>	<b>\$6,524,205</b>	<b>\$6,816,582</b>	<b>\$6,872,277</b>	<b>\$6,909,892</b>	<b>\$6,946,522</b>	<b>\$6,984,636</b>	<b>\$34,529,909</b>

- Expenses** - Over the next five years, expenses include the Solicitor's Office plans to fully implement Case Screening/Warrant Services and enhance the use of Pre-trial Intervention programs in order to improve the efficient processing of cases in the Municipal Court.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings related to Healthcare Optimization.

## General Fund - Department Of Ethics

The Board of Ethics seeks to protect the integrity of government and promote the public trust by bringing the City into compliance with the Atlanta Code of Ethics and instilling a culture of ethics in city government.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$501,722	\$428,131	\$425,195	\$429,419	\$430,821	\$432,239	\$433,672	\$2,151,345
Incremental	\$0	\$0	\$377,926	\$100,686	\$120,098	\$132,989	\$146,384	\$878,083
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$3,142)	(\$3,139)	(\$3,139)	(\$3,139)	(\$3,139)	(\$15,700)
<b>Total Projected Expenses</b>	<b>\$501,722</b>	<b>\$428,131</b>	<b>\$799,978</b>	<b>\$526,965</b>	<b>\$547,780</b>	<b>\$562,088</b>	<b>\$576,916</b>	<b>\$3,013,728</b>

**Expenses**

- Over the next five years, expenses include professional training for staff members, additional training materials and media for broader outreach to City officials and employees.

**Incremental**

- Incremental expenses include costs for a new full-time position, cost of living increases for current staff members and costs associated with an upgrade to the E-File system.

**Initiative Costs**

- N/A

**Capital Impact**

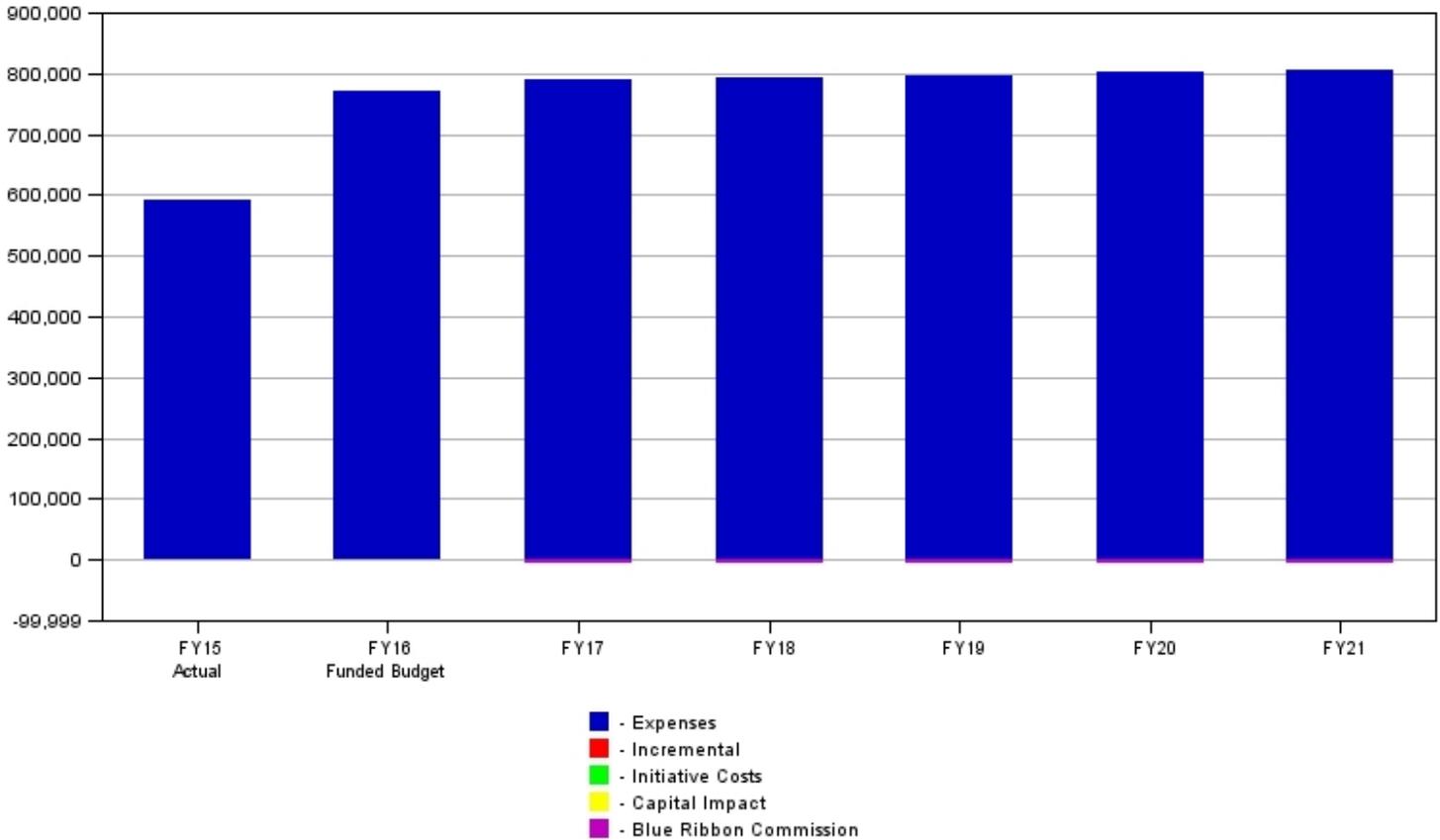
- N/A

**Blue Ribbon Commission**

- Blue Ribbon Commission includes savings related to the Healthcare Optimization.

## General Fund - Atlanta Citizens Review Board

The Atlanta Citizen Review Board (ACRB) is a separate and independent agency investigating complaints and accusation against law enforcement officers. It is also designed to promote public confidence and lessens the possibility of future urban unrest, and to reduce the amount of money needed to satisfy judgments and settlements based on allegations of police misconduct.

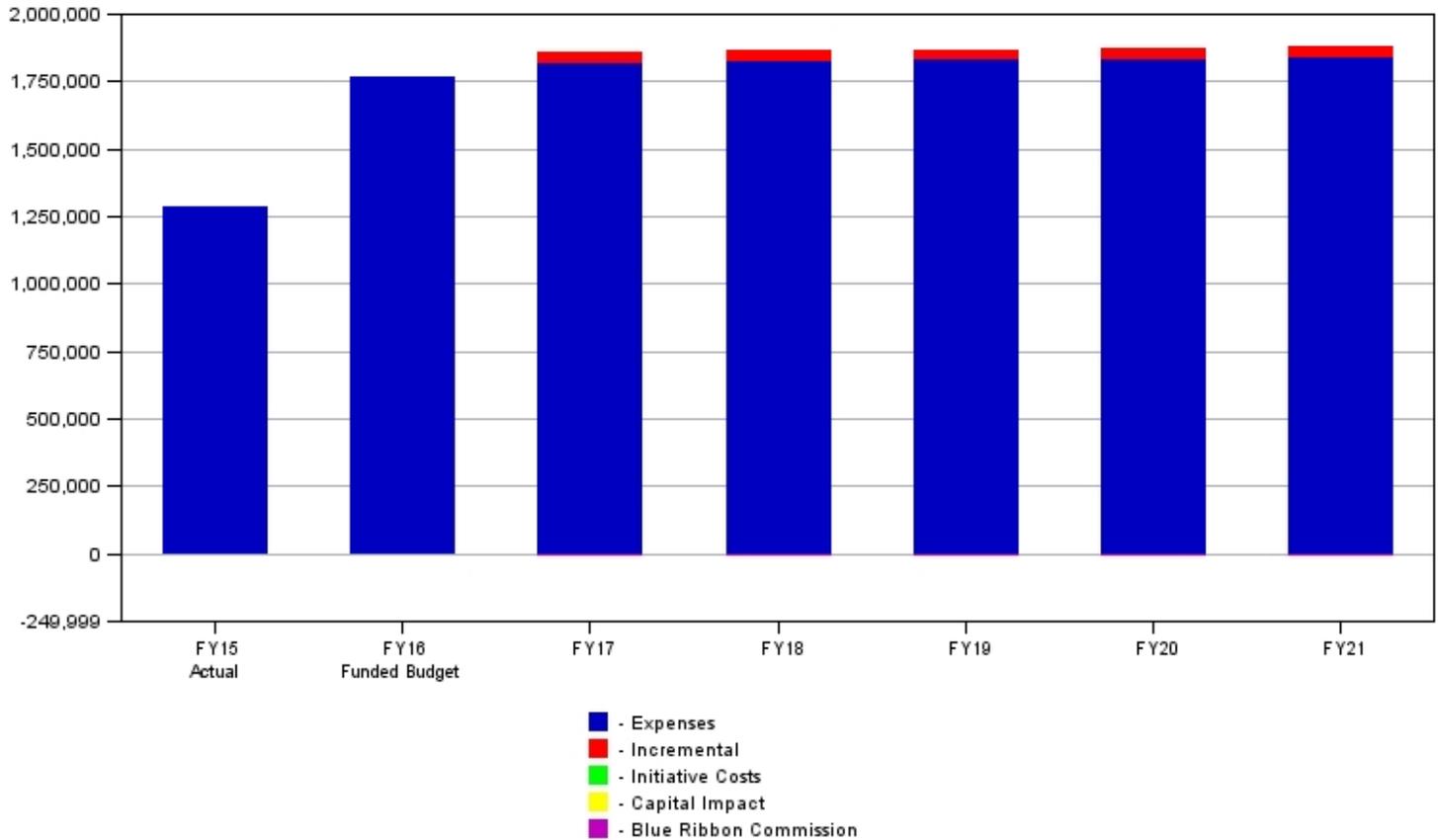


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$591,197	\$771,952	\$790,288	\$793,825	\$797,429	\$801,044	\$804,671	\$3,987,256
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$4,208)	(\$4,204)	(\$4,204)	(\$4,204)	(\$4,204)	(\$21,023)
<b>Total Projected Expenses</b>	<b>\$591,197</b>	<b>\$771,952</b>	<b>\$786,080</b>	<b>\$789,621</b>	<b>\$793,225</b>	<b>\$796,840</b>	<b>\$800,467</b>	<b>\$3,966,233</b>

- Expenses** - Over the next five years, expenses includes salaries, consulting services, printing, supplies and board membership fees. ACRB will continue to investigate citizen complaints and expand its Community Outreach program.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings related to the Healthcare Optimization.

## General Fund - Department Of Audit

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in city government by conducting audits to support legislative oversight and public accountability. The general fund supports audits and investigations in the general government, including programs supported by other government funds.

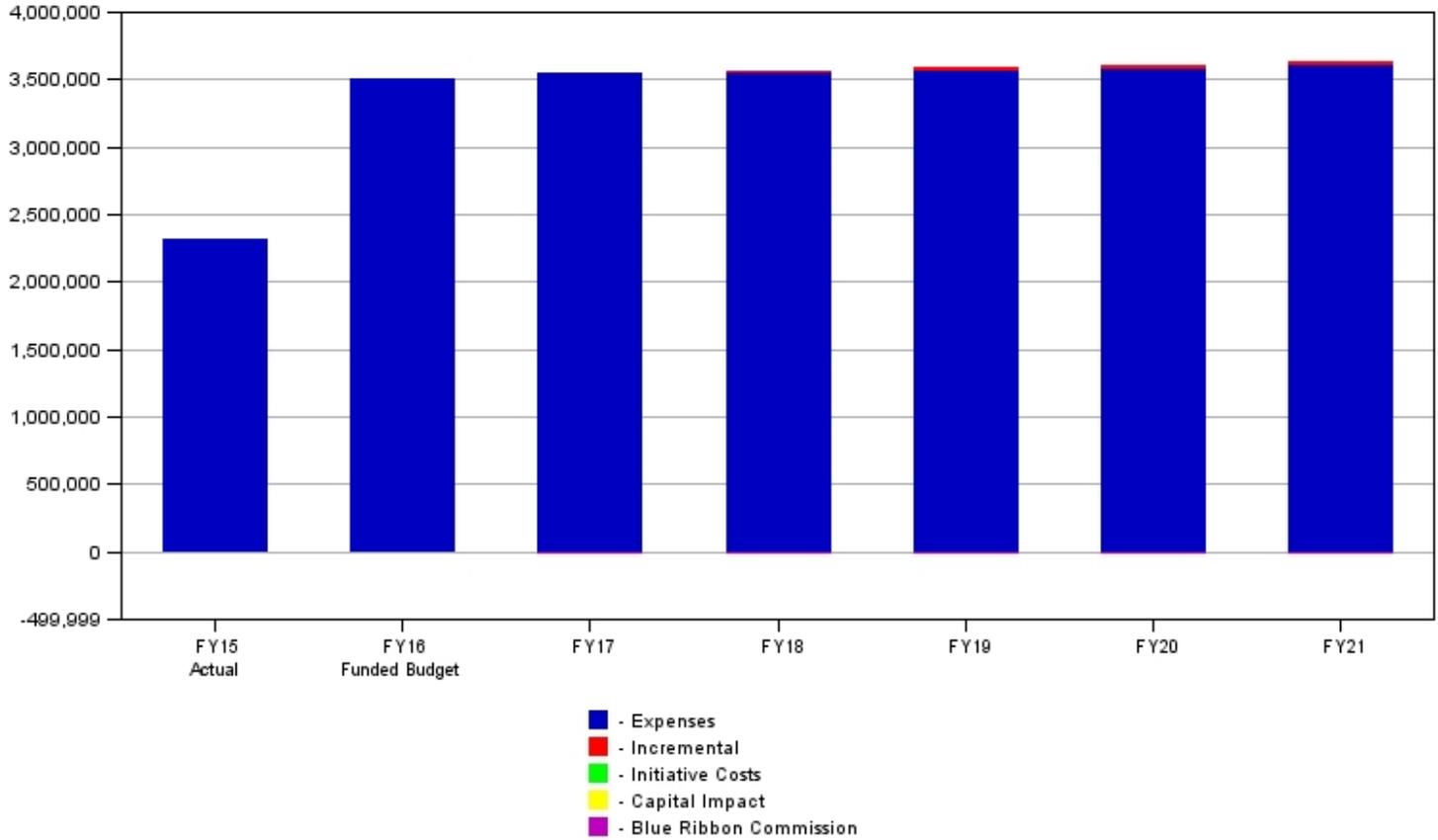


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$1,288,132	\$1,768,095	\$1,818,909	\$1,824,131	\$1,828,564	\$1,833,031	\$1,837,532	\$9,142,168
Incremental	\$0	\$0	\$40,148	\$40,148	\$40,148	\$40,148	\$40,148	\$200,740
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$7,414)	(\$7,407)	(\$7,407)	(\$7,407)	(\$7,407)	(\$37,040)
<b>Total Projected Expenses</b>	<b>\$1,288,132</b>	<b>\$1,768,095</b>	<b>\$1,851,644</b>	<b>\$1,856,872</b>	<b>\$1,861,306</b>	<b>\$1,865,772</b>	<b>\$1,870,273</b>	<b>\$9,305,867</b>

- Expenses** - Over the next five years, expenses include all split funded positions, support for audits and investigations that focus on or include general government operations and activities.
- Incremental** - Incremental expenses include internal equity for all positions.
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings related to the Healthcare Optimization.

## General Fund - Department Of Public Defender

The Public Defender's Office is constitutionally mandated to provide criminal defense for indigent clients facing charges in the Atlanta Municipal Court. Atlanta's Public Defender Office thinks and advocates holistically; seeking sustainable solutions to end the cycle of criminal conduct in a community that truly cares about its people and is known worldwide.

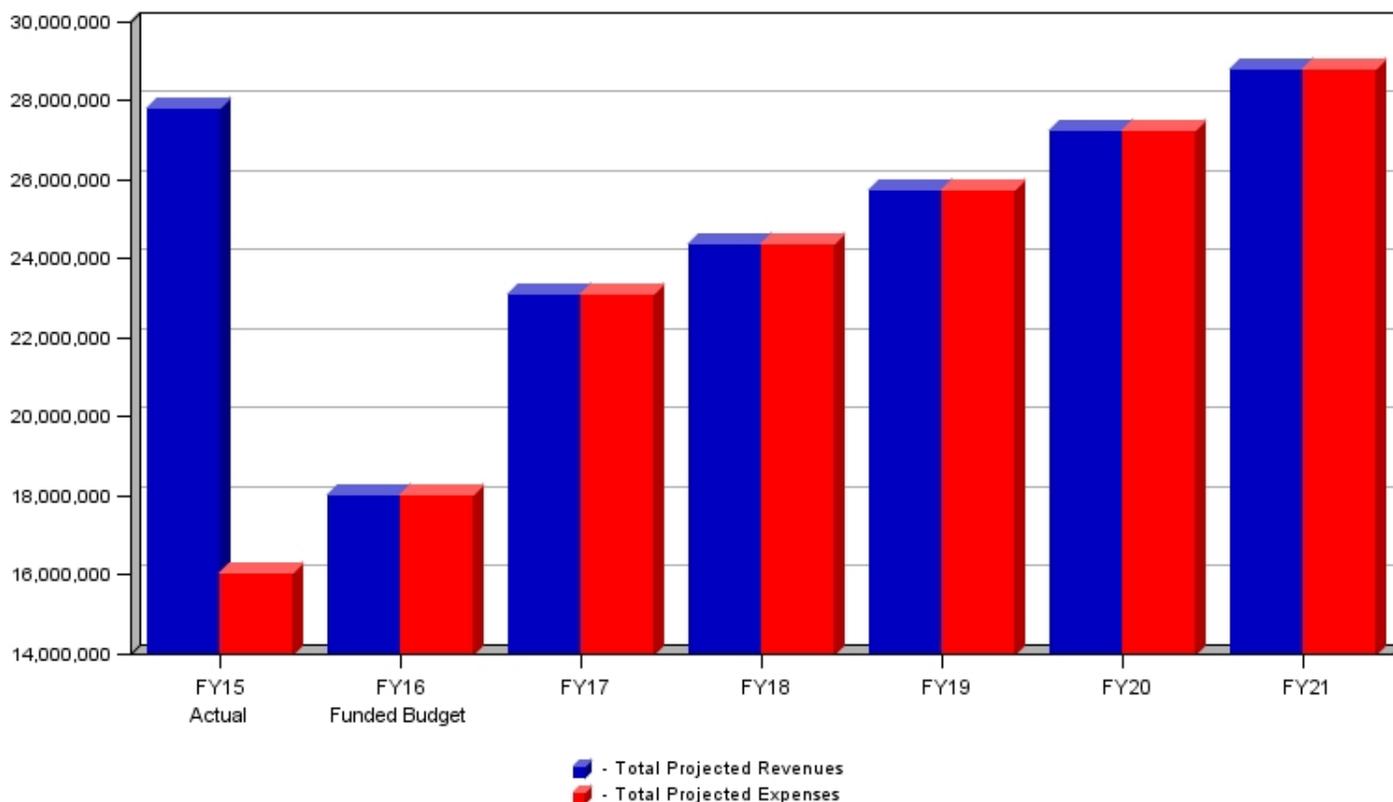


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$2,317,267	\$3,504,828	\$3,541,446	\$3,545,881	\$3,563,425	\$3,581,080	\$3,598,850	\$17,830,682
Incremental	\$0	\$0	\$9,985	\$15,176	\$19,759	\$24,480	\$29,326	\$98,727
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$19,175)	(\$19,158)	(\$19,158)	(\$19,158)	(\$19,158)	(\$95,805)
<b>Total Projected Expenses</b>	<b>\$2,317,267</b>	<b>\$3,504,828</b>	<b>\$3,532,256</b>	<b>\$3,541,900</b>	<b>\$3,564,027</b>	<b>\$3,586,403</b>	<b>\$3,609,019</b>	<b>\$17,833,603</b>

- Expenses** - Over the next five years, expenses include various contracts such as Rental Lease and Technology Integration Group.
- Incremental** - Incremental expenses includes funding for increased court dockets, indigent clients, and the programs needed to reduce homeless, mental illness, drug addiction and other criminal conduct drivers.
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings related to Healthcare Optimization.

## Emergency Telephone System - Five Year Plan

The 911 Communication Center receives, classifies and prioritize calls from the public and dispatches the calls that require police response and transfers and/or direct calls that do not require police response to the proper agency/unit.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$27,820,931	\$18,024,974	\$23,106,814	\$24,401,404	\$25,782,731	\$27,256,607	\$28,829,233	\$129,376,789
Expenses	\$16,052,536	\$18,024,974	\$23,033,344	\$24,323,986	\$25,700,177	\$27,169,975	\$28,739,193	\$128,966,676
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$73,470	\$77,418	\$82,554	\$86,632	\$90,040	\$410,114
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	\$16,052,536	\$18,024,974	\$23,106,814	\$24,401,404	\$25,782,731	\$27,256,607	\$28,829,233	\$129,376,789
<b>Revenues Over(Under) Expenses</b>	\$11,768,395	\$0	\$0	\$0	\$0	\$0	\$0	(\$1)
<b>Variance %</b>	42%	0%	0%	0%	0%	0%	0%	0%

**Revenue Overview:**

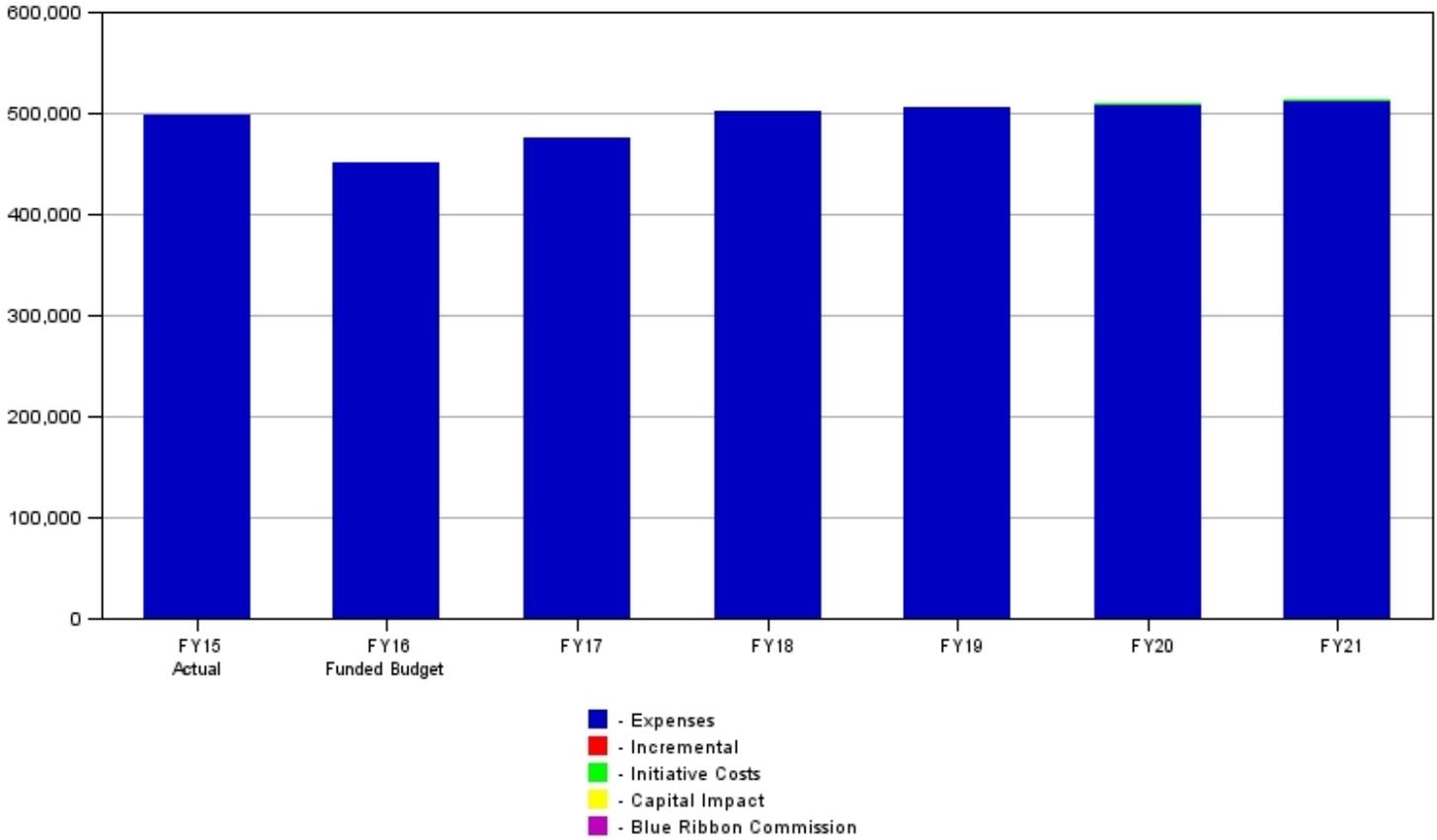
The new public safety access fee is expected to fully recover all E-911 expenditures. Projected revenues for FY17 is \$23MM.

**Expense Overview:**

Over the next five years, expenses are attributed to contracts and professional services that support the E911 system (i.e., Everbridge, Northrop Grumman, PSSI CAD, and Sewall), as well as Longevity initiative and Grade 19 and above salary increase.

## Emergency Telephone System - Department Of Atlanta Information

The Emergency Telephone System Fund under the Department of Atlanta Information Management (AIM) is currently being used to support the E-911 Center/APD.

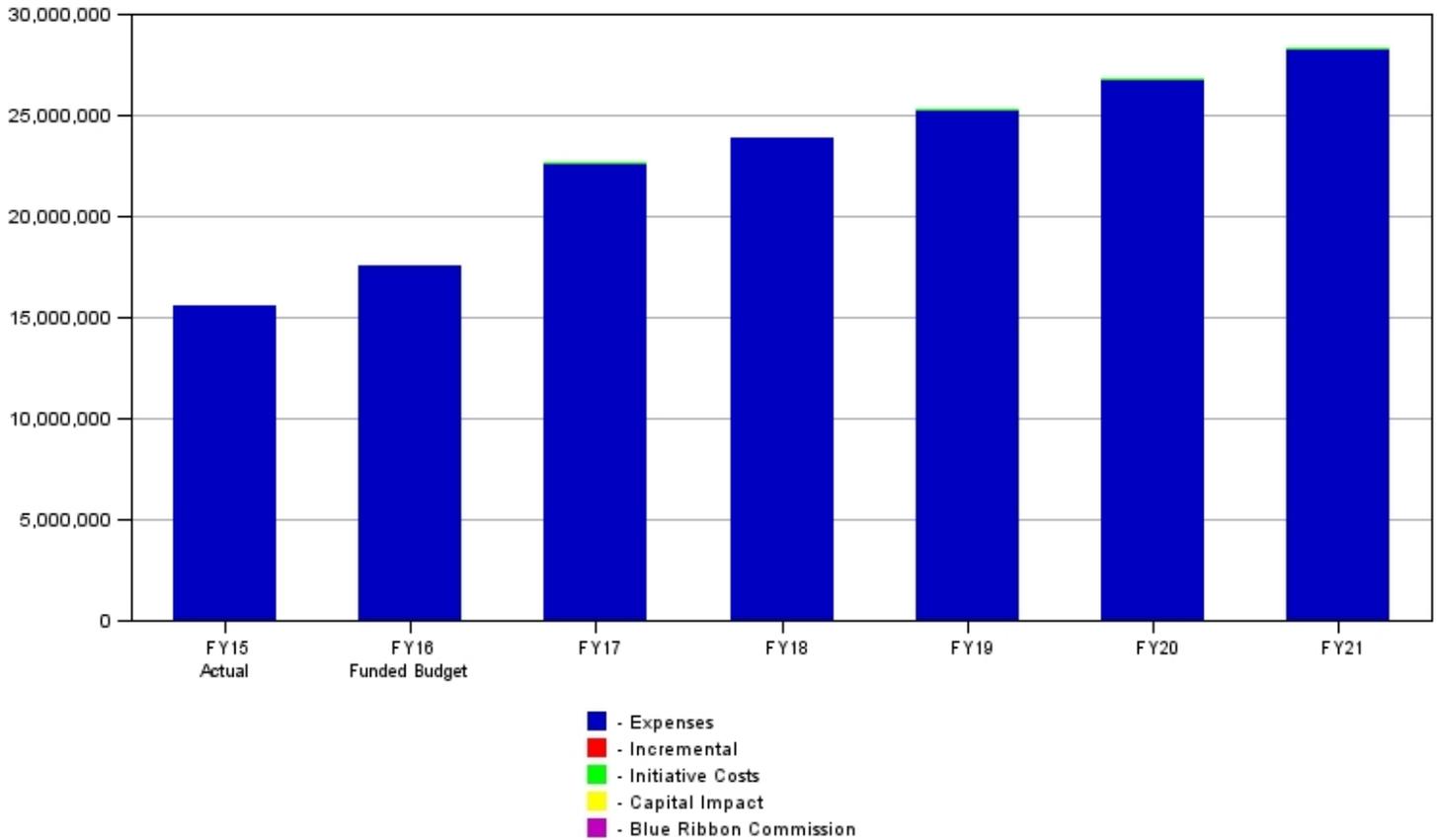


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$498,063	\$450,181	\$475,514	\$501,946	\$505,084	\$508,250	\$511,444	\$2,502,238
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$699	\$734	\$771	\$810	\$850	\$3,864
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$498,063</b>	<b>\$450,181</b>	<b>\$476,213</b>	<b>\$502,680</b>	<b>\$505,855</b>	<b>\$509,060</b>	<b>\$512,294</b>	<b>\$2,506,102</b>

- Expenses** - Over the next five years, expenses include personnel to support APD/E-911.
- Incremental** - N/A
- Initiative Costs** - Initiative costs includes Longevity Pay.
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Emergency Telephone System - Department Of Police Services

The 911 Communication Center receives, classifies and prioritize calls from the public and dispatches the calls that require police response and transfers and/or direct calls that do not require police response to the proper agency/unit.

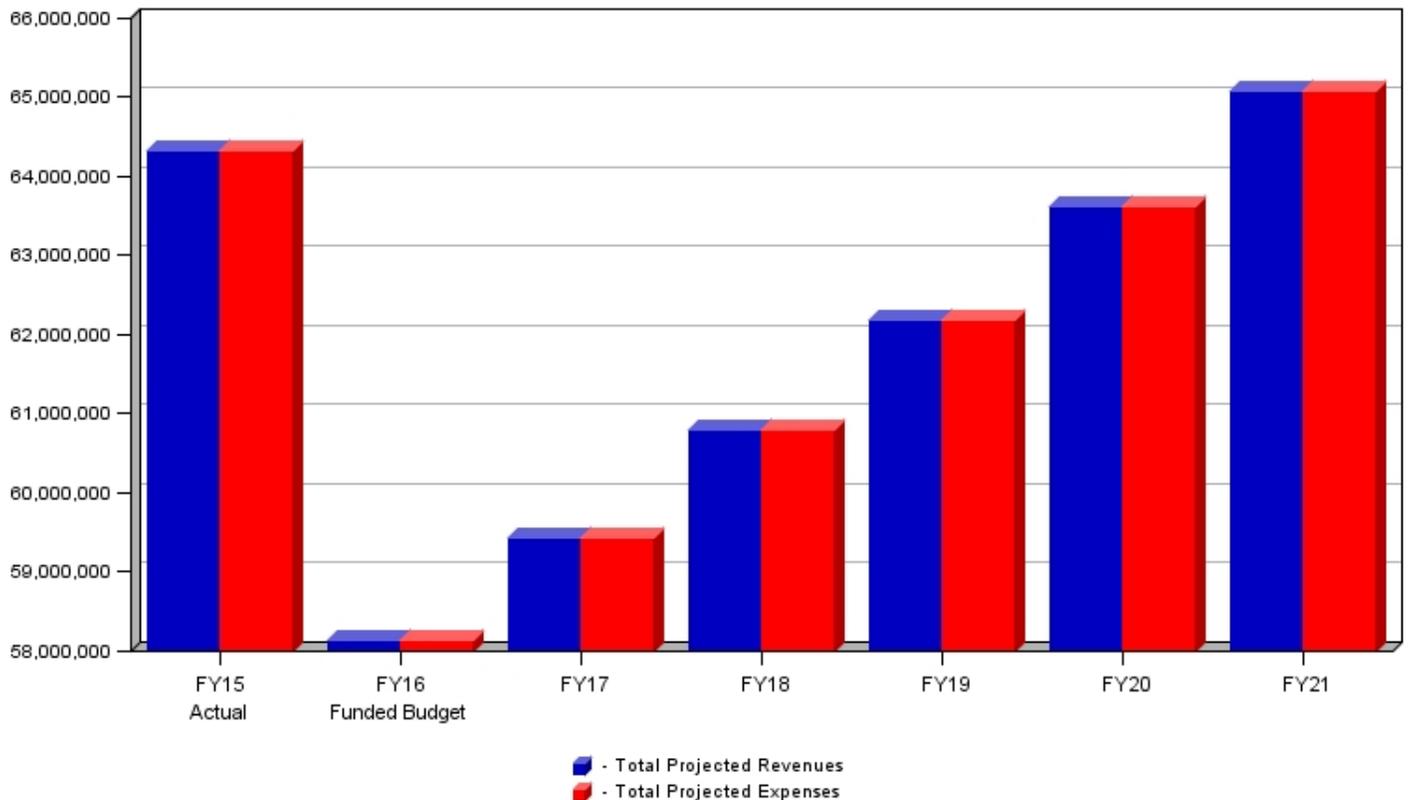


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$15,554,473	\$17,574,793	\$22,557,830	\$23,822,040	\$25,195,094	\$26,661,725	\$28,227,749	\$126,464,438
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$72,771	\$76,684	\$81,783	\$85,822	\$89,190	\$406,249
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$15,554,473</b>	<b>\$17,574,793</b>	<b>\$22,630,601</b>	<b>\$23,898,724</b>	<b>\$25,276,876</b>	<b>\$26,747,547</b>	<b>\$28,316,939</b>	<b>\$126,870,687</b>

- Expenses** - Over the next five years, expenses includes various contracts such as Northrop Grumman, Public Safety Systems Inc. CAD system, and AT&T.
- Incremental** - N/A
- Initiative Costs** - Initiative costs includes Longevity Pay and Pay Increase for Grade 19 and above.
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Hotel/Motel Tax Fund - Five Year Plan

The Hotel/Motel Tax is shared between the City, Atlanta Convention & Visitors Bureau, Georgia World Congress Center, and the Georgia Dome.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$64,330,343	\$58,148,818	\$59,429,727	\$60,796,570	\$62,194,850	\$63,625,290	\$65,088,657	\$311,135,094
Expenses	\$64,330,343	\$58,148,818	\$59,429,727	\$60,796,570	\$62,194,850	\$63,625,290	\$65,088,657	\$311,135,094
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	\$64,330,343	\$58,148,818	\$59,429,727	\$60,796,570	\$62,194,850	\$63,625,290	\$65,088,657	\$311,135,094
<b>Revenues Over(Under) Expenses</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Variance %</b>	0%	0%	0%	0%	0%	0%	0%	0%

**Revenue Overview:**

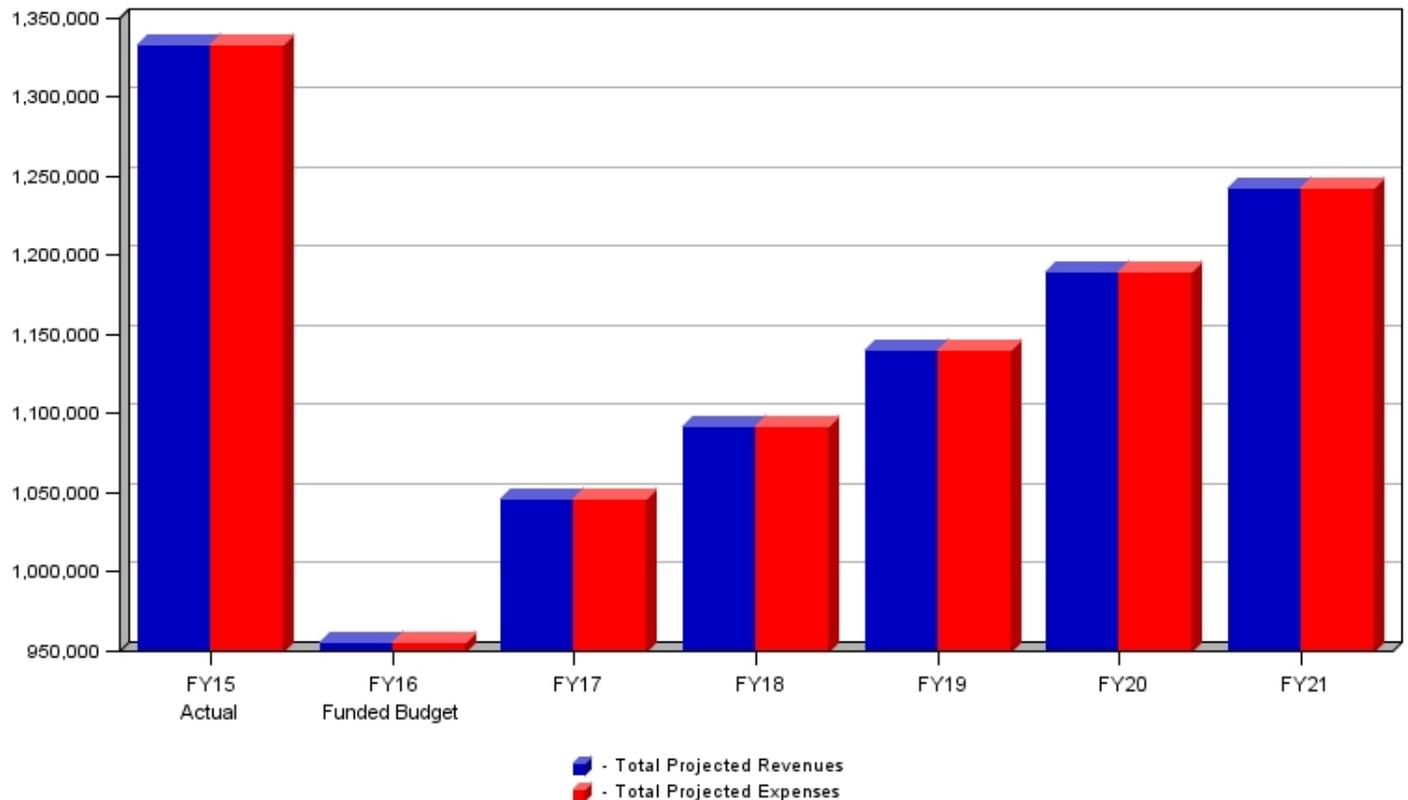
The Hotel/Motel Tax Fund revenue is derived from an 8% rate on rent for occupancy of a guestroom in a hotel in the City. The tax is shared between the City, Atlanta Convention & Visitors Bureau, Georgia World Congress Center, and the Georgia Dome.

**Expense Overview:**

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.

## Rental/Motor Vehicle Tax Fund - Five Year Plan

The Rental/Motor Vehicle Fund contains revenue from transactions associated with a 3% excise tax levied on Car Rental Facilities within the City corporate limits.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$1,333,414	\$955,703	\$1,046,050	\$1,092,076	\$1,140,127	\$1,190,293	\$1,242,666	\$5,711,212
Expenses	\$1,333,414	\$955,703	\$1,046,050	\$1,092,076	\$1,140,127	\$1,190,293	\$1,242,666	\$5,711,212
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	\$1,333,414	\$955,703	\$1,046,050	\$1,092,076	\$1,140,127	\$1,190,293	\$1,242,666	\$5,711,212
<b>Revenues Over(Under) Expenses</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Variance %</b>	0%	0%	0%	0%	0%	0%	0%	0%

### Revenue Overview:

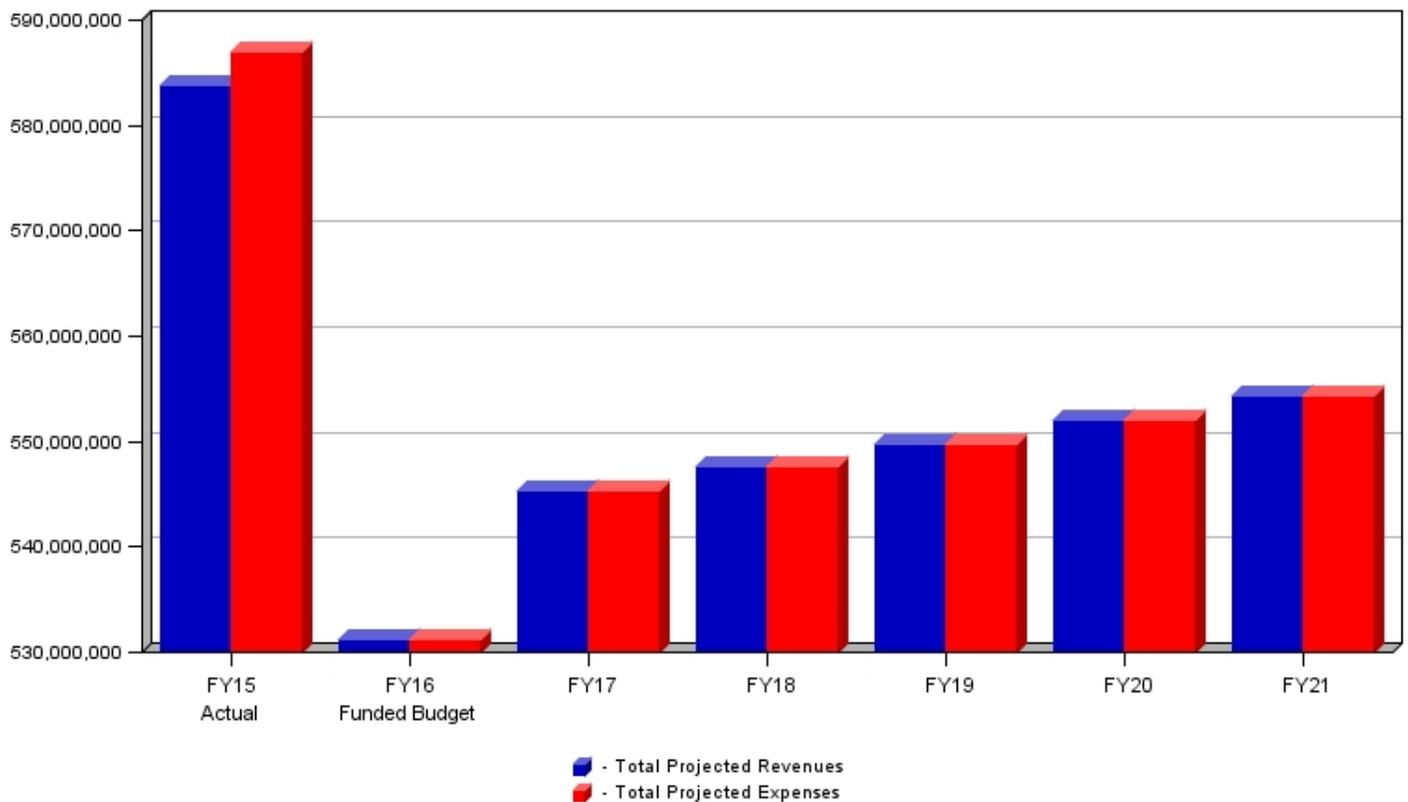
The Car Rental Tax Fund revenues correlate with travel and tourism activity.

### Expense Overview:

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.

## Water & Wastewater Revenue Fund - Five Year Plan

The Water & Wastewater Revenue Fund was established to account for transactions associated with the operation, development, and maintenance of the City's expansive water and wastewater infrastructure system.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$583,816,609	\$531,175,591	\$545,355,055	\$547,571,873	\$549,802,875	\$552,047,396	\$554,300,939	\$2,749,078,139
Expenses	\$587,008,011	\$531,175,591	\$544,622,173	\$546,772,344	\$548,931,820	\$551,113,050	\$553,306,725	\$2,744,746,113
Incremental	\$0	\$0	\$26,946	\$28,462	\$32,278	\$34,681	\$37,157	\$159,524
Initiative Costs	\$0	\$0	\$1,055,381	\$1,120,511	\$1,188,221	\$1,249,110	\$1,306,501	\$5,919,724
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$349,445)	(\$349,445)	(\$349,445)	(\$349,445)	(\$349,445)	(\$1,747,223)
<b>Total Projected Expenses</b>	\$587,008,011	\$531,175,591	\$545,355,055	\$547,571,873	\$549,802,875	\$552,047,396	\$554,300,939	\$2,749,078,138
<b>Revenues Over(Under) Expenses</b>	(\$3,191,402)	\$0	\$0	\$0	\$0	\$0	\$0	\$1
<b>Variance %</b>	(1%)	0%	0%	0%	0%	0%	0%	0%

**Revenue Overview:**

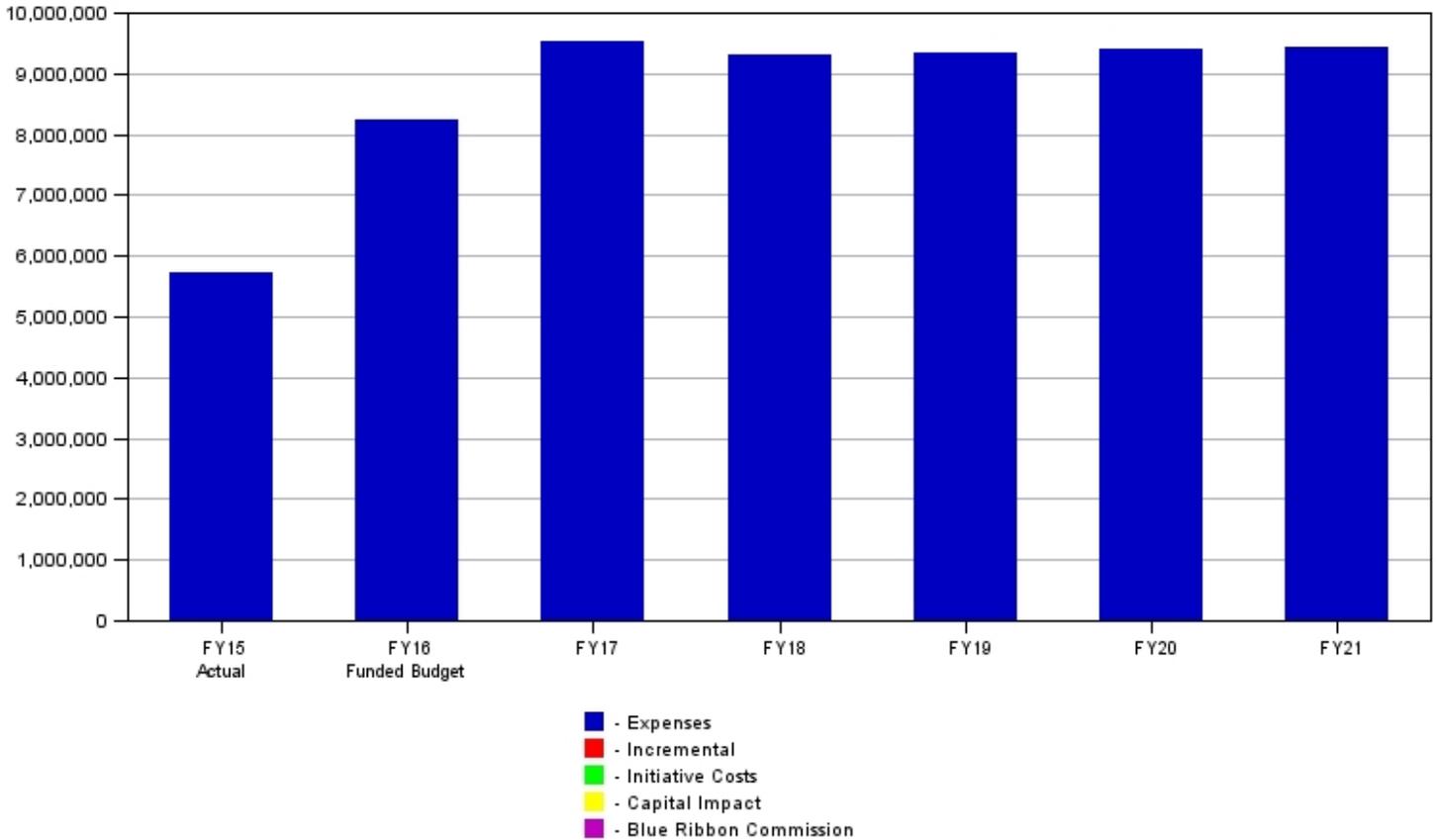
Water & Wastewater Fund revenues represent annually anticipated increases in Water/Sewer Service revenue due to consumption.

**Expense Overview:**

Water & Wastewater Fund expenditures relate to Departmental Operations and Maintenance, Debt Service, Fund-wide reserves and funding of City departments that provide services on behalf of the Department of Watershed Management.

## Water & Wastewater Revenue Fund - Executive Offices

The Water & Wastewater Revenue Fund provides funding to divisions within the Executive Offices that service departments within the Department of Watershed. Also, the Watershed Department pays the City a yearly lease payment for the use of 72 Marietta Street. Currently, the divisions within the Executives Offices that provide service support to the Department of Watershed are the 311 Call Center and FORATLANTA.

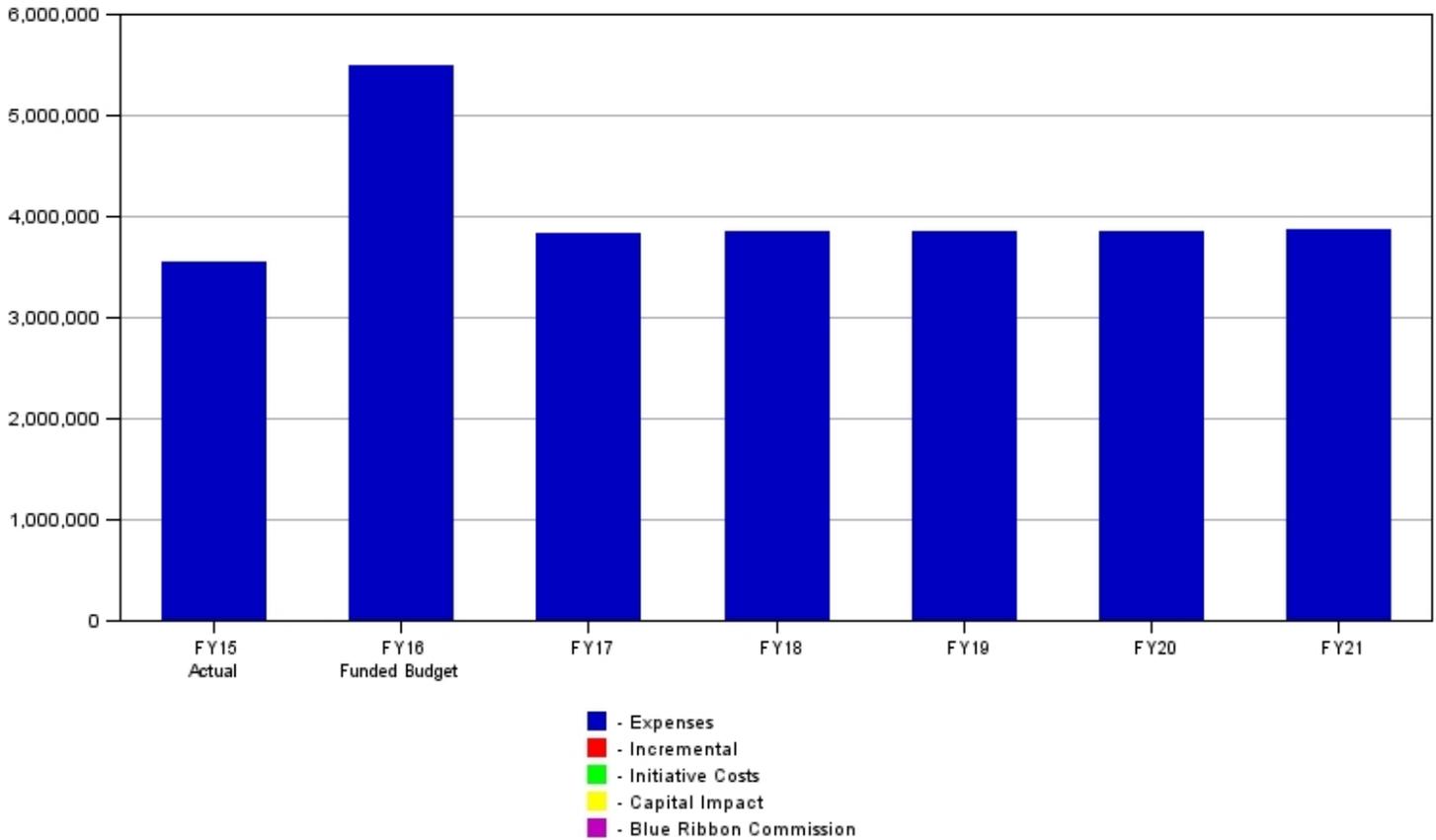


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$5,722,353	\$8,250,915	\$9,515,859	\$9,319,074	\$9,355,297	\$9,391,686	\$9,428,245	\$47,010,160
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$5,722,353</b>	<b>\$8,250,915</b>	<b>\$9,515,859</b>	<b>\$9,319,074</b>	<b>\$9,355,297</b>	<b>\$9,391,686</b>	<b>\$9,428,245</b>	<b>\$47,010,160</b>

- Expenses** - Over the next five years, expenses include costs related to 311 Call Center and the Innovative Delivery Team.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Water & Wastewater Revenue Fund - Department Of ATL Info. Mgt

The Water and Wastewater Revenue Fund under the Department of Atlanta Information Management (AIM) is used for the department and support of 311 Center Hyperion and E-Business Suite (EBS).

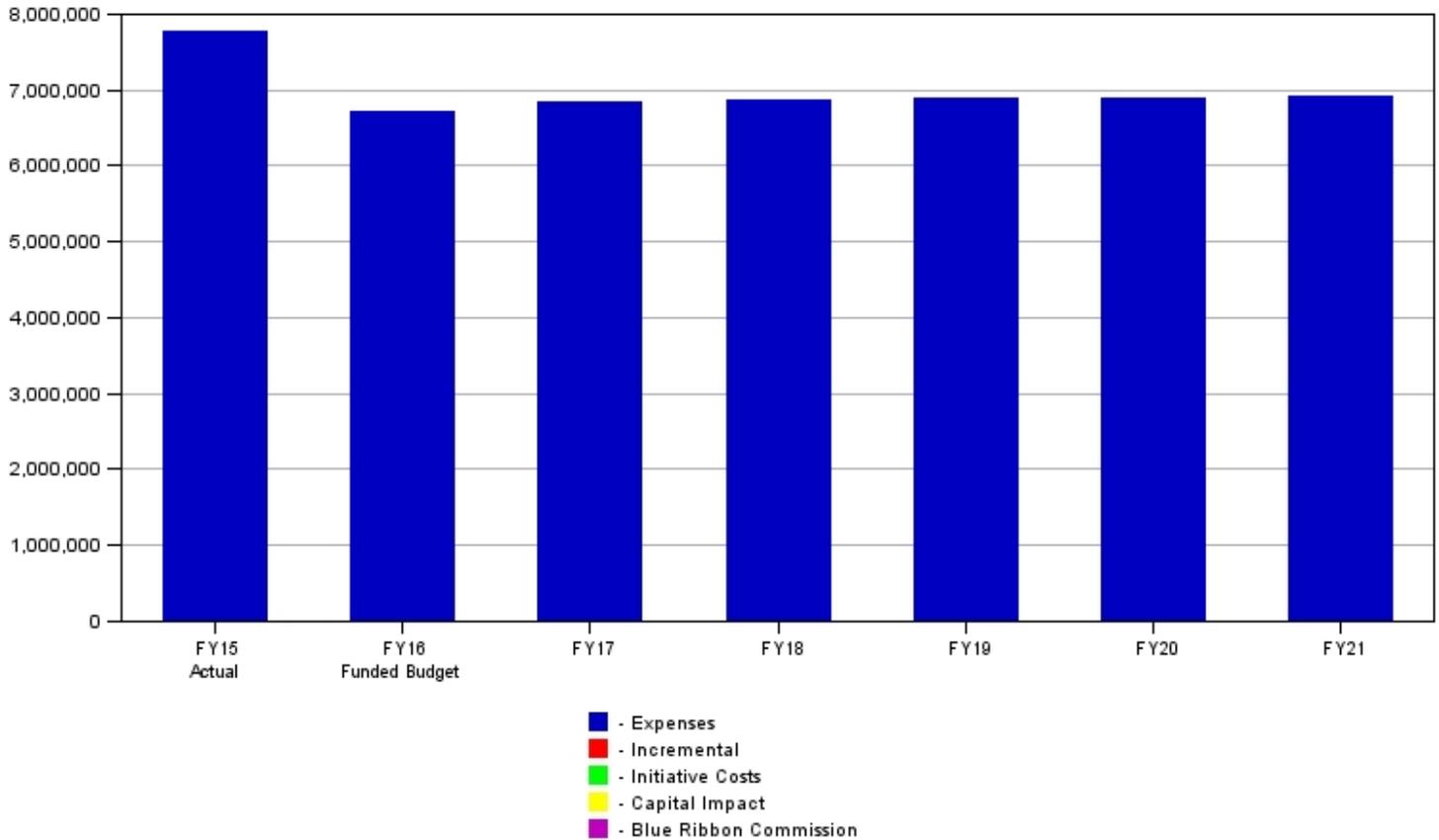


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$3,545,448	\$5,490,535	\$3,826,519	\$3,850,944	\$3,854,244	\$3,857,576	\$3,860,942	\$19,250,226
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$3,545,448</b>	<b>\$5,490,535</b>	<b>\$3,826,519</b>	<b>\$3,850,944</b>	<b>\$3,854,244</b>	<b>\$3,857,576</b>	<b>\$3,860,942</b>	<b>\$19,250,226</b>

- Expenses** - Over the next five years, expenses include the endeavors to consolidate services, contracts and strengthen the City's technology framework.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Water & Wastewater Revenue Fund - Department Of Law

The Law Department is a team of professionals committed to providing best in-class legal representation to the City of Atlanta. In addition to defending the City in all types of civil litigation, the Department works proactively to prevent legal challenges by delivering sound advice, legislation and training.

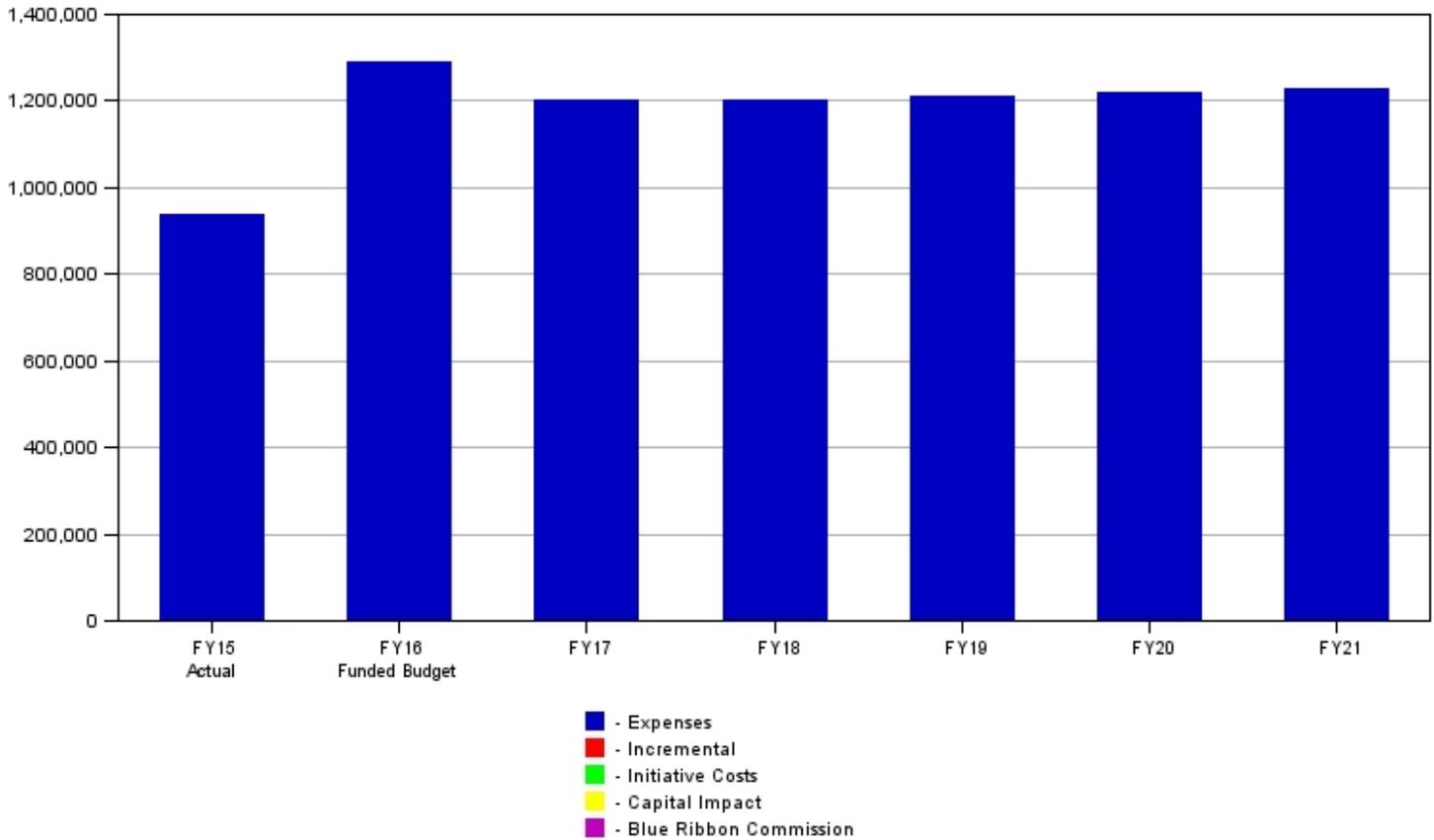


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$7,778,394	\$6,727,921	\$6,839,490	\$6,873,808	\$6,884,828	\$6,895,935	\$6,907,129	\$34,401,189
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$7,778,394</b>	<b>\$6,727,921</b>	<b>\$6,839,490</b>	<b>\$6,873,808</b>	<b>\$6,884,828</b>	<b>\$6,895,935</b>	<b>\$6,907,129</b>	<b>\$34,401,189</b>

- Expenses** - Over the next five years, expenses include continued funding for personnel, outside counsel and Continued Legal Education.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Water & Wastewater Revenue Fund - Department Of Finance

The Department of Finance mission is to provide leading practice financial management services and leadership to achieve City of Atlanta goals and objectives.

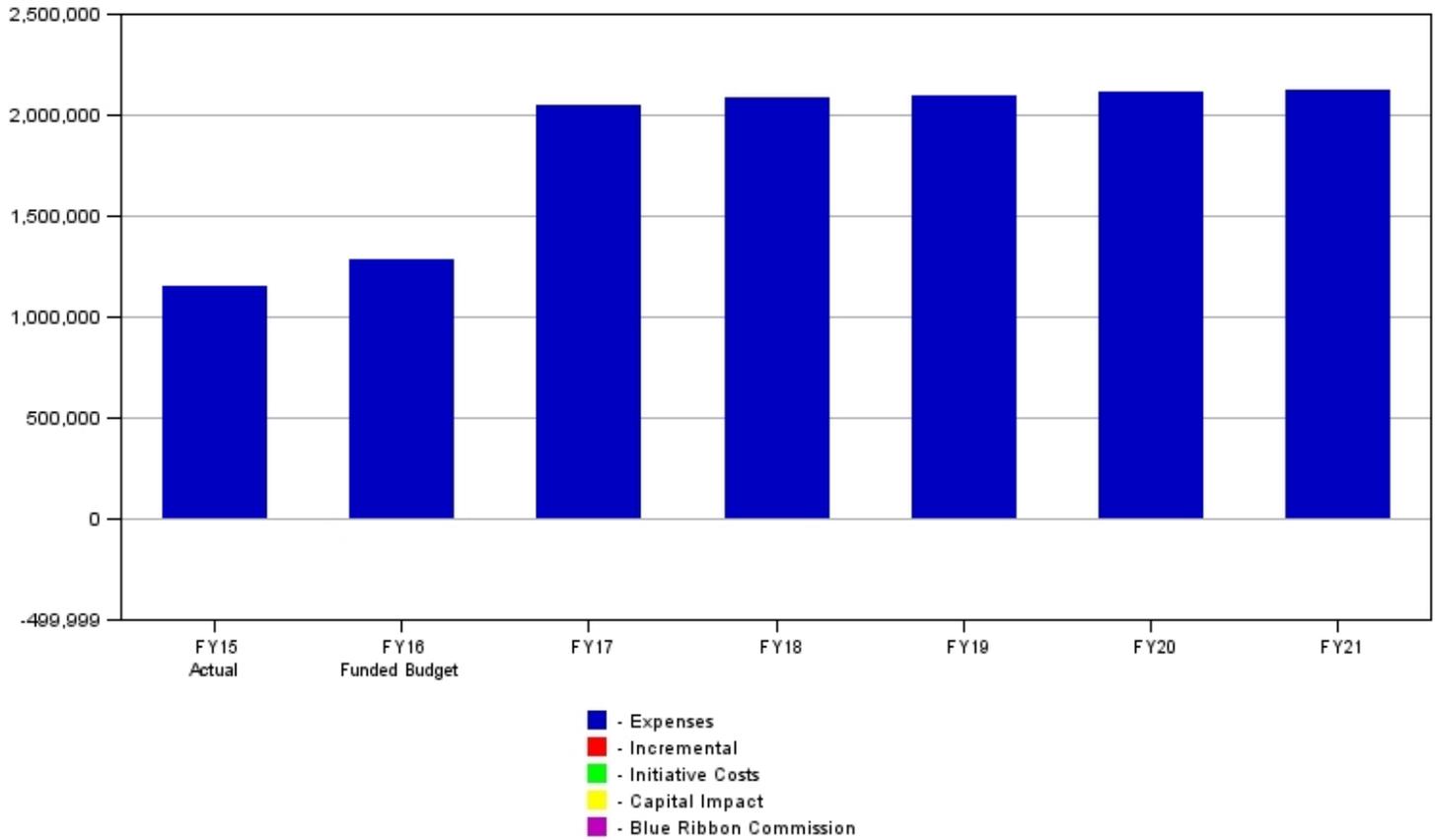


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$935,846	\$1,288,294	\$1,201,932	\$1,203,456	\$1,210,963	\$1,218,563	\$1,226,259	\$6,061,173
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$935,846</b>	<b>\$1,288,294</b>	<b>\$1,201,932</b>	<b>\$1,203,456</b>	<b>\$1,210,963</b>	<b>\$1,218,563</b>	<b>\$1,226,259</b>	<b>\$6,061,173</b>

- Expenses** - Over the next five years, expenses include personnel costs, standard contracts, license agreements (i.e., Sympro, DBC Debt Management, and Bloomberg) and bank fees.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Water & Wastewater Revenue Fund - Department Of Procurement

The Department of Procurement is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The goal is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$1,147,740	\$1,281,691	\$2,047,115	\$2,085,422	\$2,097,710	\$2,110,049	\$2,122,439	\$10,462,735
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$149)	(\$149)	(\$149)	(\$149)	(\$149)	(\$743)
<b>Total Projected Expenses</b>	<b>\$1,147,740</b>	<b>\$1,281,691</b>	<b>\$2,046,967</b>	<b>\$2,085,273</b>	<b>\$2,097,562</b>	<b>\$2,109,900</b>	<b>\$2,122,290</b>	<b>\$10,461,993</b>

**Expenses**

- Over the next five years, expenses include salaries and benefits to support the Department of Procurement's consolidation, Technology Integration Group copier lease, maintenance, office supplies, training/travel, wireless devices and printing.

**Incremental**

- N/A

**Initiative Costs**

- N/A

**Capital Impact**

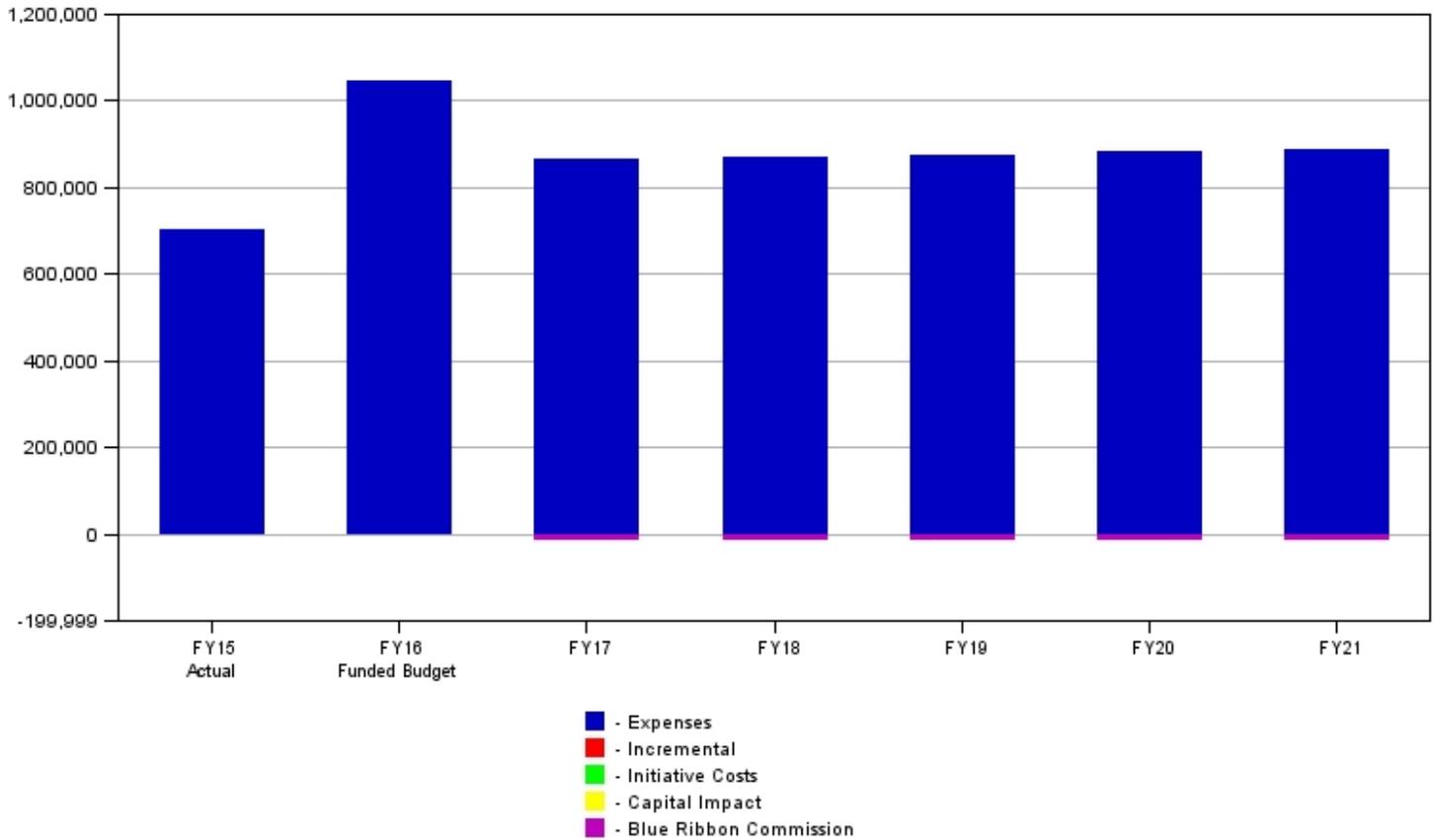
- N/A

**Blue Ribbon Commission**

- Blue Ribbon Commission includes savings related to workers' compensation costs.

## Water & Wastewater Revenue Fund - Department Of Public Works

The Department of Public Works manages the City's public right of way and handles some of the most commonly reported issues such as traffic signals, street signs, street striping and potholes.

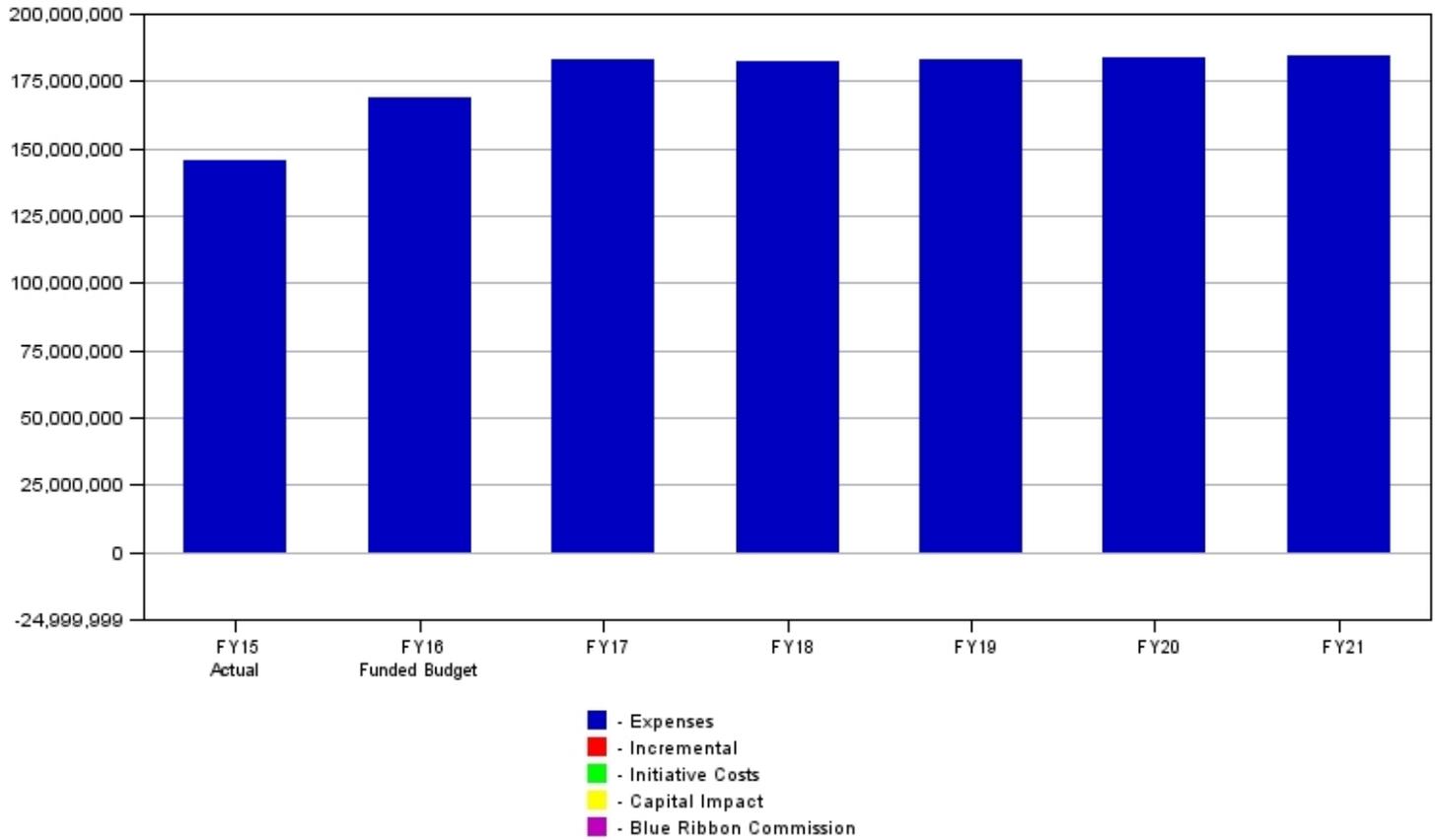


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$700,370	\$1,044,384	\$866,806	\$869,102	\$875,856	\$882,634	\$889,437	\$4,383,835
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$13,178)	(\$13,178)	(\$13,178)	(\$13,178)	(\$13,178)	(\$65,891)
<b>Total Projected Expenses</b>	<b>\$700,370</b>	<b>\$1,044,384</b>	<b>\$853,628</b>	<b>\$855,924</b>	<b>\$862,678</b>	<b>\$869,456</b>	<b>\$876,259</b>	<b>\$4,317,945</b>

- Expenses** - Over the next five years, expenses include salaries and benefits.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings related to workers' compensation and Healthcare Optimization.

## Water & Wastewater Revenue Fund - Department Of Watershed Management

The Water & Wastewater Revenue Fund was established to account for transactions associated with the operation, development, and maintenance of the City's expansive water and wastewater infrastructure system. The system's operations are financed primarily by user charges for water and wastewater services and Municipal Option Sales Tax.

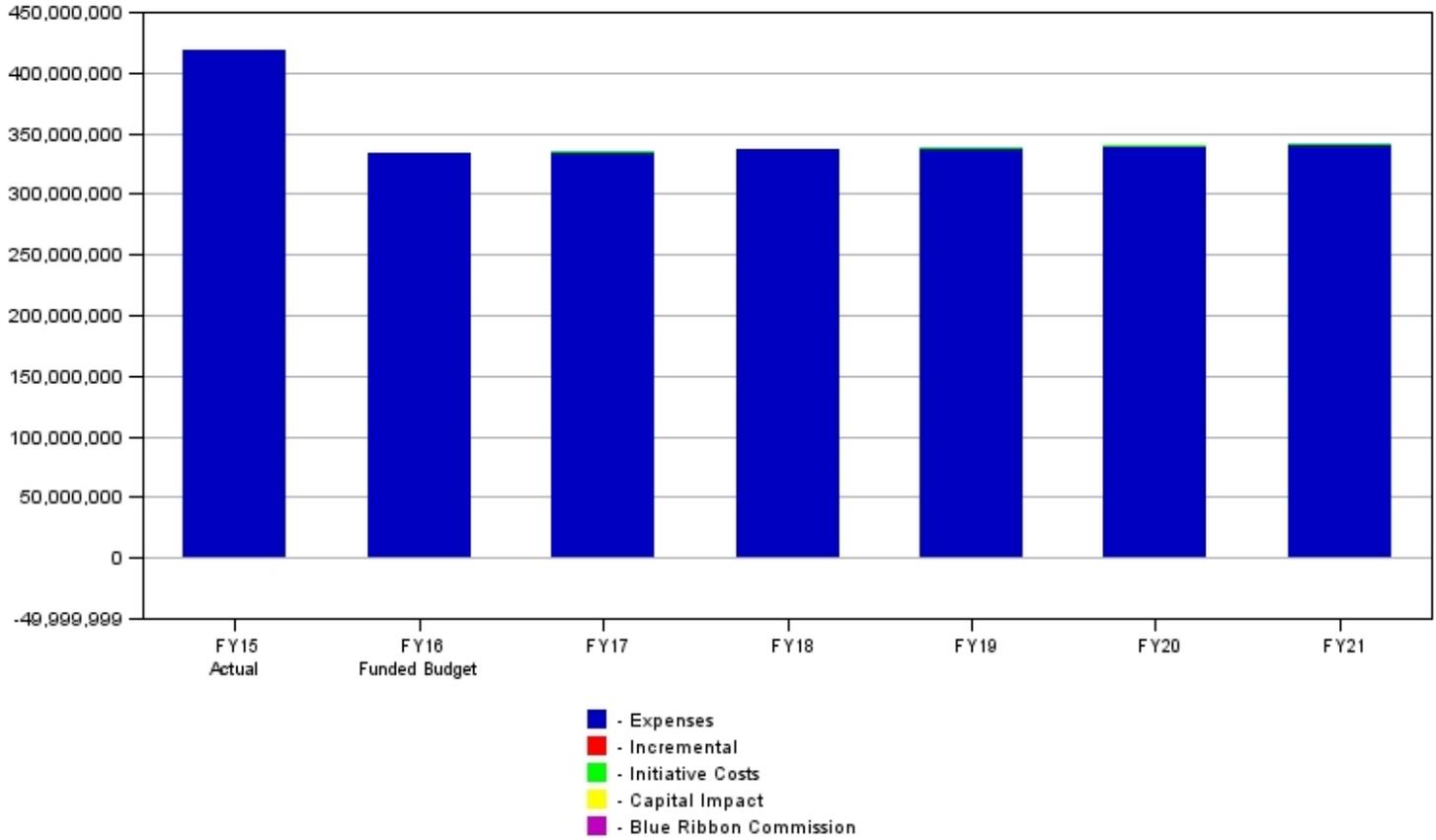


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$145,530,795	\$169,151,894	\$183,032,152	\$182,454,699	\$183,180,365	\$183,908,885	\$184,640,315	\$917,216,416
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$311,383)	(\$311,383)	(\$311,383)	(\$311,383)	(\$311,383)	(\$1,556,916)
<b>Total Projected Expenses</b>	<b>\$145,530,795</b>	<b>\$169,151,894</b>	<b>\$182,720,769</b>	<b>\$182,143,316</b>	<b>\$182,868,982</b>	<b>\$183,597,501</b>	<b>\$184,328,932</b>	<b>\$915,659,501</b>

- Expenses** - Over the next five years, expenses include costs associated with operations and maintenance for the Department of Watershed Management. Increase costs due to repairs, maintenance and supplies for water and wastewater treatment plants.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings in workers' comp and motor equipment repairs.

## Water & Wastewater Revenue Fund - Non-Departmental

The Water & Wastewater Revenue Fund Non-Departmental budget includes funding for expenditures directly associated with debt service on bonds and loans, fund-wide reserve, retiree benefits and payments to other governments.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$418,778,805	\$333,913,064	\$333,396,103	\$336,189,834	\$337,528,619	\$338,885,741	\$340,251,824	\$1,686,252,119
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$1,055,381	\$1,120,511	\$1,188,221	\$1,249,110	\$1,306,501	\$5,919,724
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$24,735)	(\$24,735)	(\$24,735)	(\$24,735)	(\$24,735)	(\$123,674)
<b>Total Projected Expenses</b>	<b>\$418,778,805</b>	<b>\$333,913,064</b>	<b>\$334,426,749</b>	<b>\$337,285,610</b>	<b>\$338,692,105</b>	<b>\$340,110,116</b>	<b>\$341,533,590</b>	<b>\$1,692,048,169</b>

**Expenses**

- Over the next five years, expenses include funding for debt service on bonds and loans, fund-wide reserve, retiree benefits and payments to other governments.

**Incremental**

- N/A

**Initiative Costs**

- Initiative costs includes the estimated cost for Longevity pay and 3% pay raises for Grades 19 & above.

**Capital Impact**

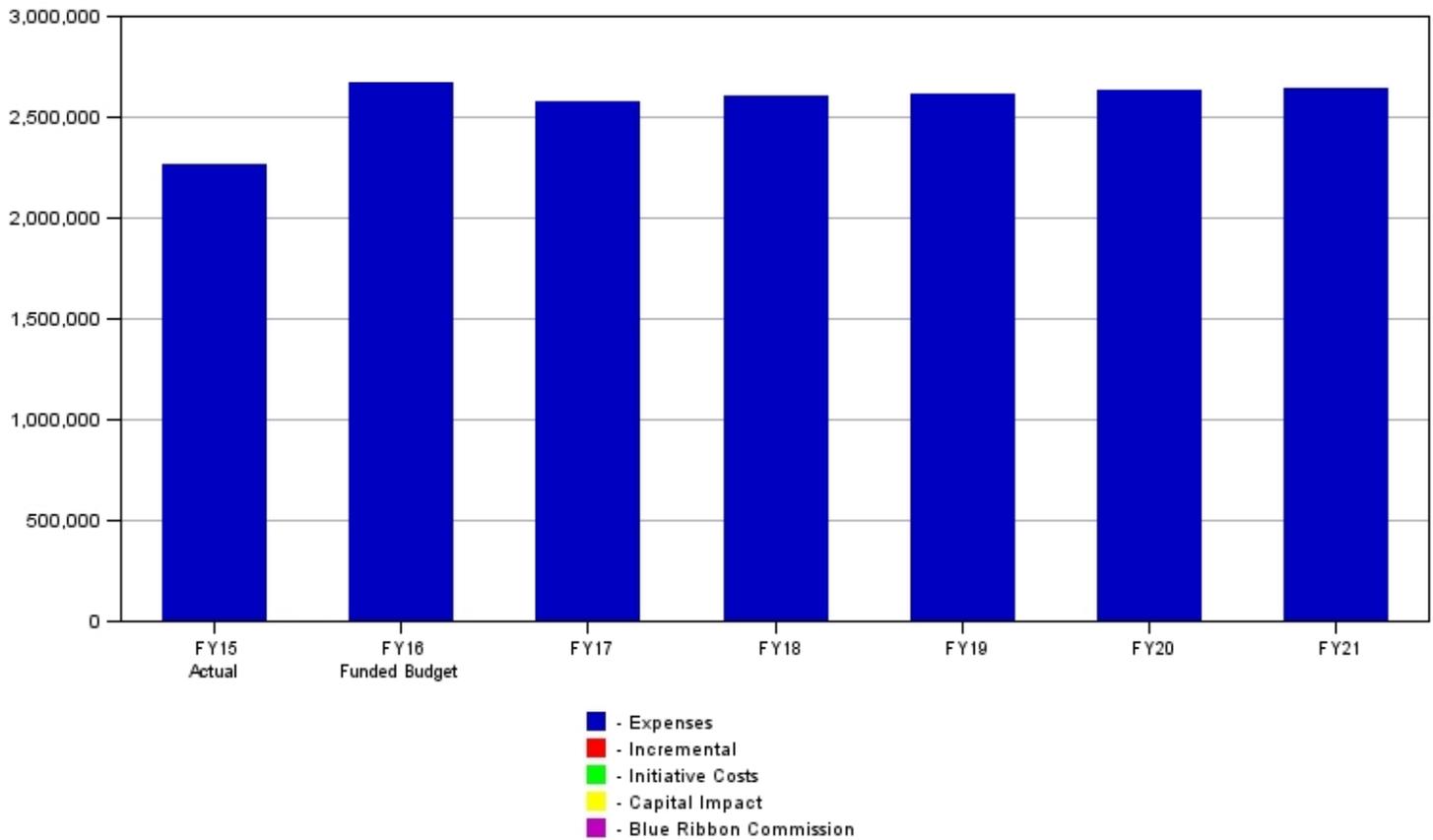
- N/A

**Blue Ribbon Commission**

- Blue Ribbon Commission includes savings in workers' comp.

## Water & Wastewater Revenue Fund - Department Of Human Resources

The Department of Human Resources is committed to attracting, retaining and developing a diverse and competent workforce that enables City agencies to achieve their business needs.

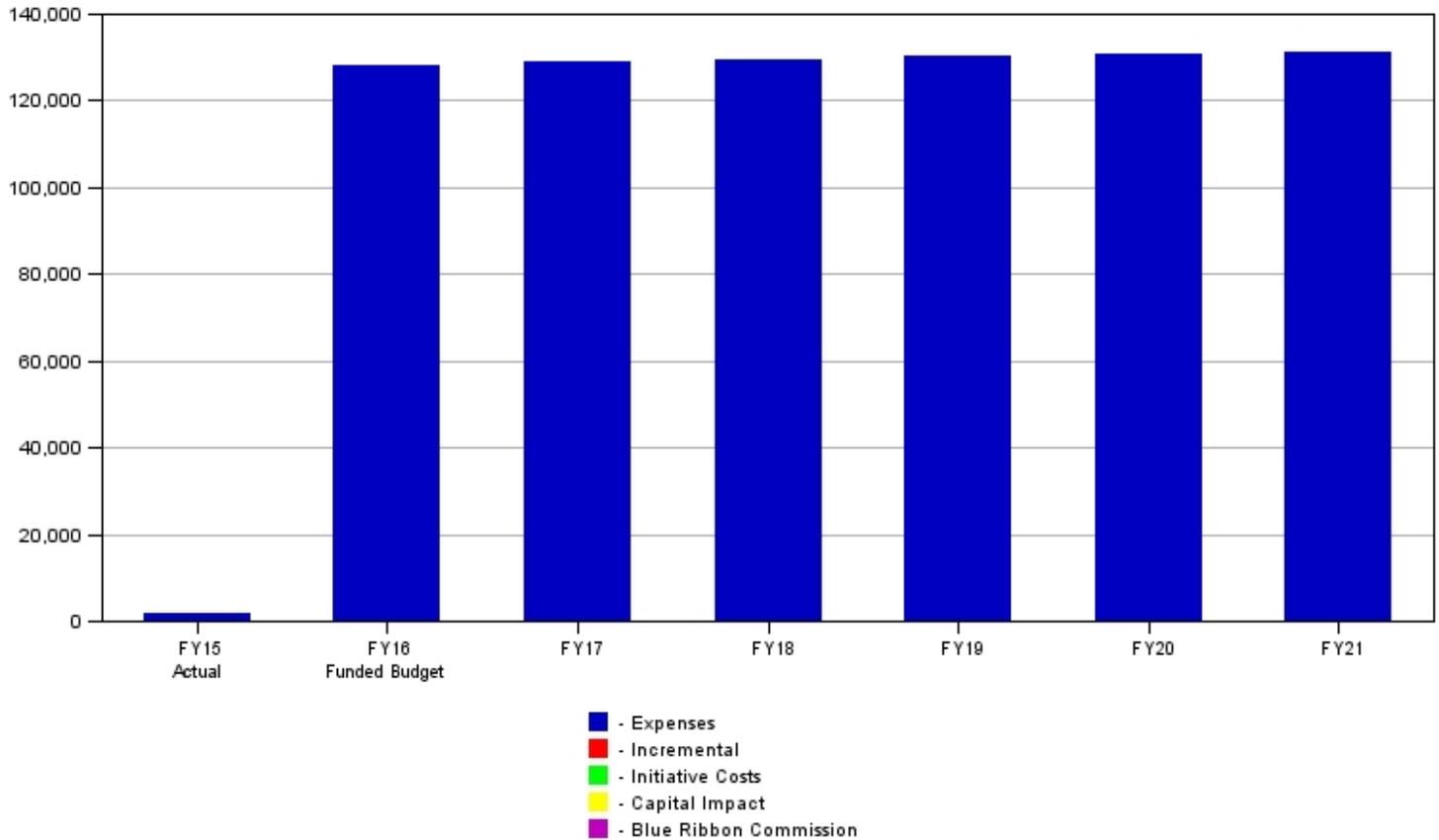


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$2,260,207	\$2,670,959	\$2,573,947	\$2,599,571	\$2,614,759	\$2,630,039	\$2,645,413	\$13,063,729
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$2,260,207</b>	<b>\$2,670,959</b>	<b>\$2,573,947</b>	<b>\$2,599,571</b>	<b>\$2,614,759</b>	<b>\$2,630,039</b>	<b>\$2,645,413</b>	<b>\$13,063,729</b>

- Expenses** - Over the next five years, expenses include salaries and benefits, Civil Service Board Hearings and other daily operational expenses.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Water & Wastewater Revenue Fund - Department Of Police Services

The City of Atlanta Police Department (APD) provides enhanced security and protection to the employees, citizens, visitors and businesses of the City of Atlanta. APD provides full time law enforcement officers to assist in the correction of loss prevention and security within DWM.

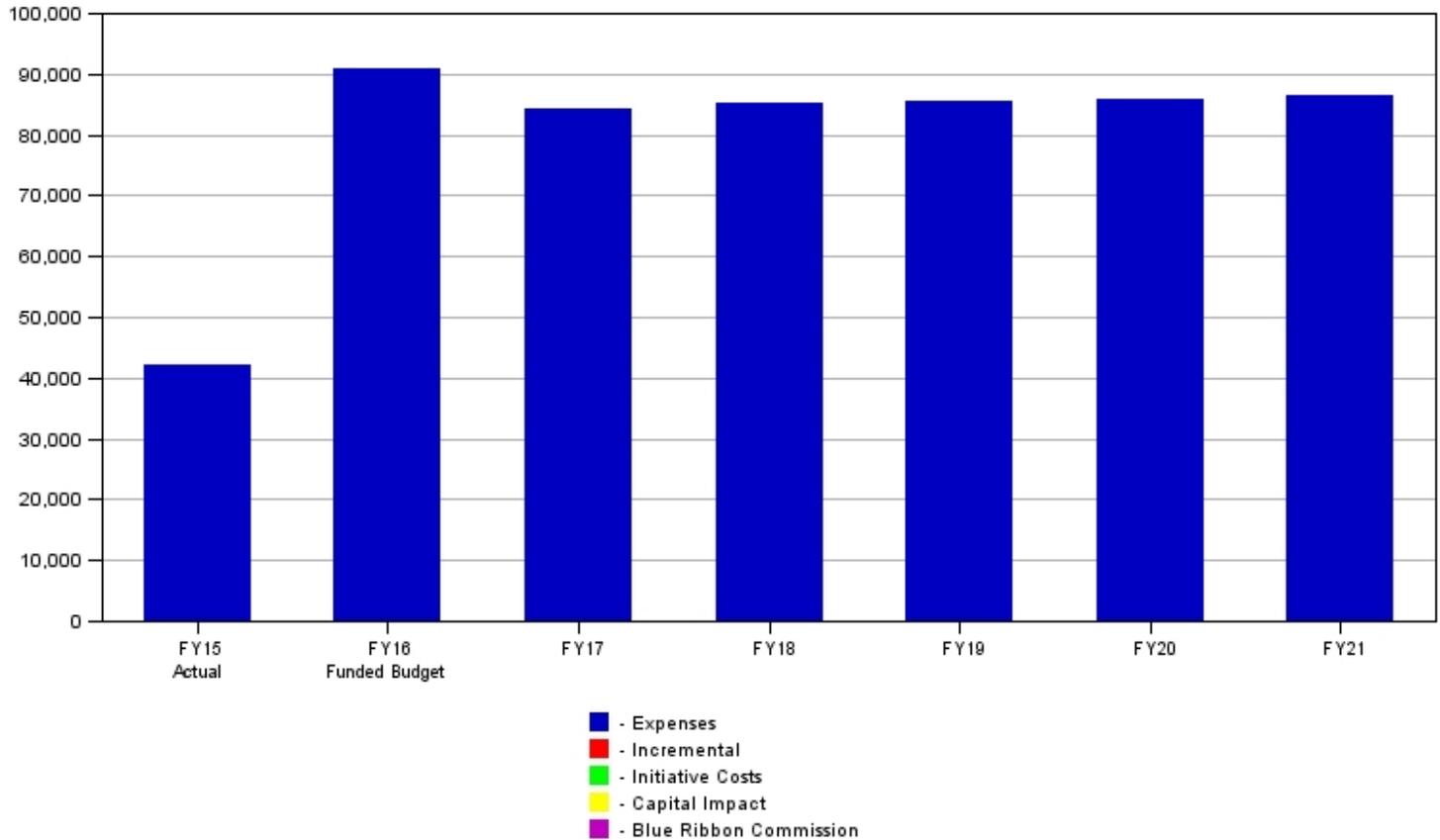


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$1,941	\$128,087	\$128,789	\$129,443	\$130,098	\$130,753	\$131,408	\$650,492
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$1,941</b>	<b>\$128,087</b>	<b>\$128,789</b>	<b>\$129,443</b>	<b>\$130,098</b>	<b>\$130,753</b>	<b>\$131,408</b>	<b>\$650,492</b>

- Expenses** - Over the next five years, expenses are related to two Police Investigator positions.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Water & Wastewater Revenue Fund - Department Of The Solicitor

The Solicitor's Office is mandated to prosecute all water theft cases brought before the Atlanta Municipal Court.

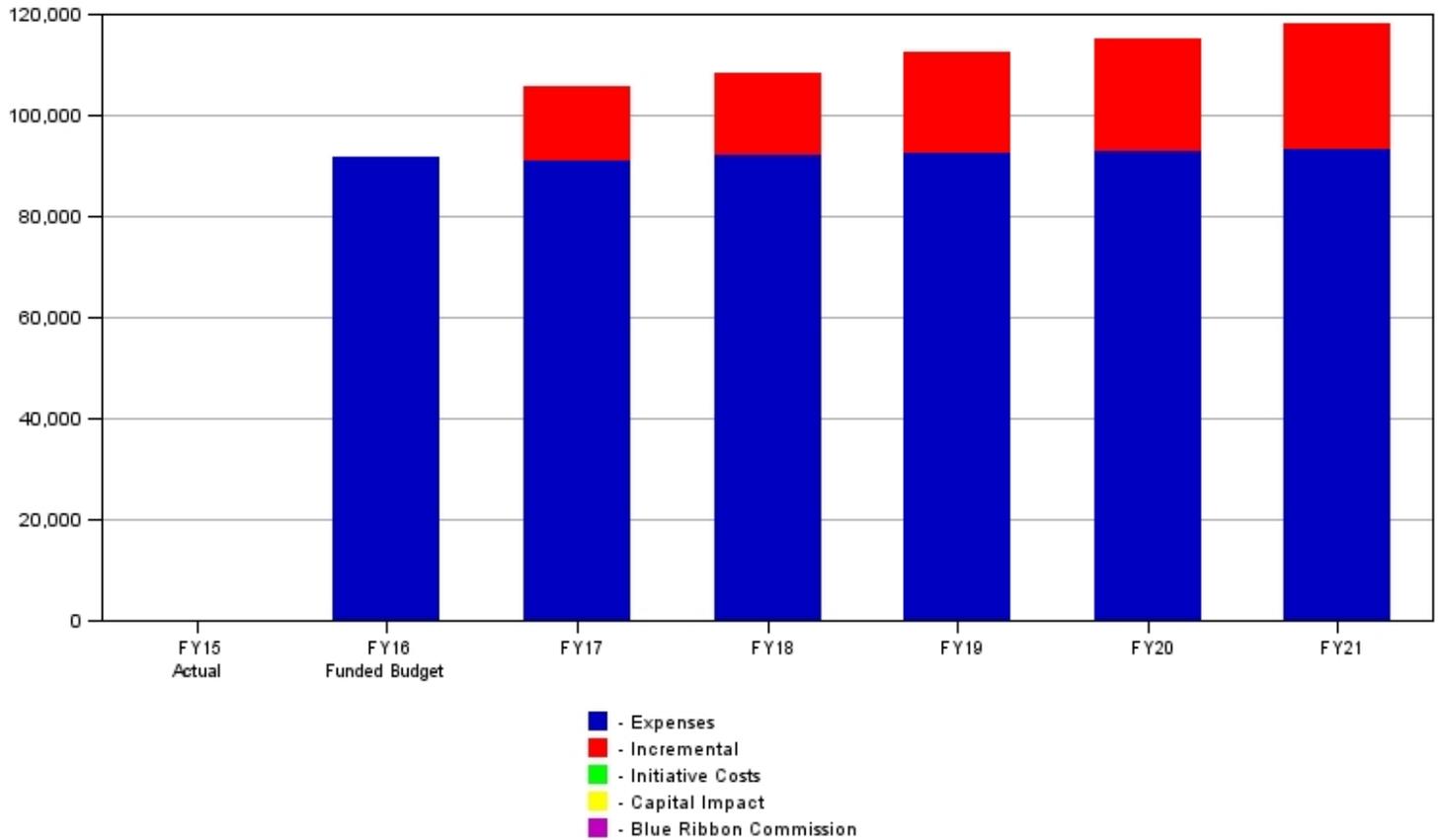


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$42,278	\$90,855	\$84,351	\$85,102	\$85,534	\$85,968	\$86,406	\$427,361
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$42,278</b>	<b>\$90,855</b>	<b>\$84,351</b>	<b>\$85,102</b>	<b>\$85,534</b>	<b>\$85,968</b>	<b>\$86,406</b>	<b>\$427,361</b>

- Expenses** - Over the next five years, expenses include operational cost to process and prosecute water theft cases.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Water & Wastewater Revenue Fund - Department Of Ethics

The Board of Ethics seeks to protect the integrity of government and promote the public trust by bringing the City into compliance with the Atlanta Code of Ethics and instilling a culture of ethics in city government.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$7	\$91,744	\$91,115	\$92,246	\$92,546	\$92,849	\$93,155	\$461,911
Incremental	\$0	\$0	\$14,642	\$16,158	\$19,974	\$22,377	\$24,853	\$98,004
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$7</b>	<b>\$91,744</b>	<b>\$105,757</b>	<b>\$108,404</b>	<b>\$112,520</b>	<b>\$115,226</b>	<b>\$118,008</b>	<b>\$559,915</b>

**Expenses**

- Over the next five years, expenses include professional training for staff members, additional training materials and media for broader outreach to City officials and employees.

**Incremental**

- Incremental expenses include a new full-time position and cost of living increases for current staff members.

**Initiative Costs**

- N/A

**Capital Impact**

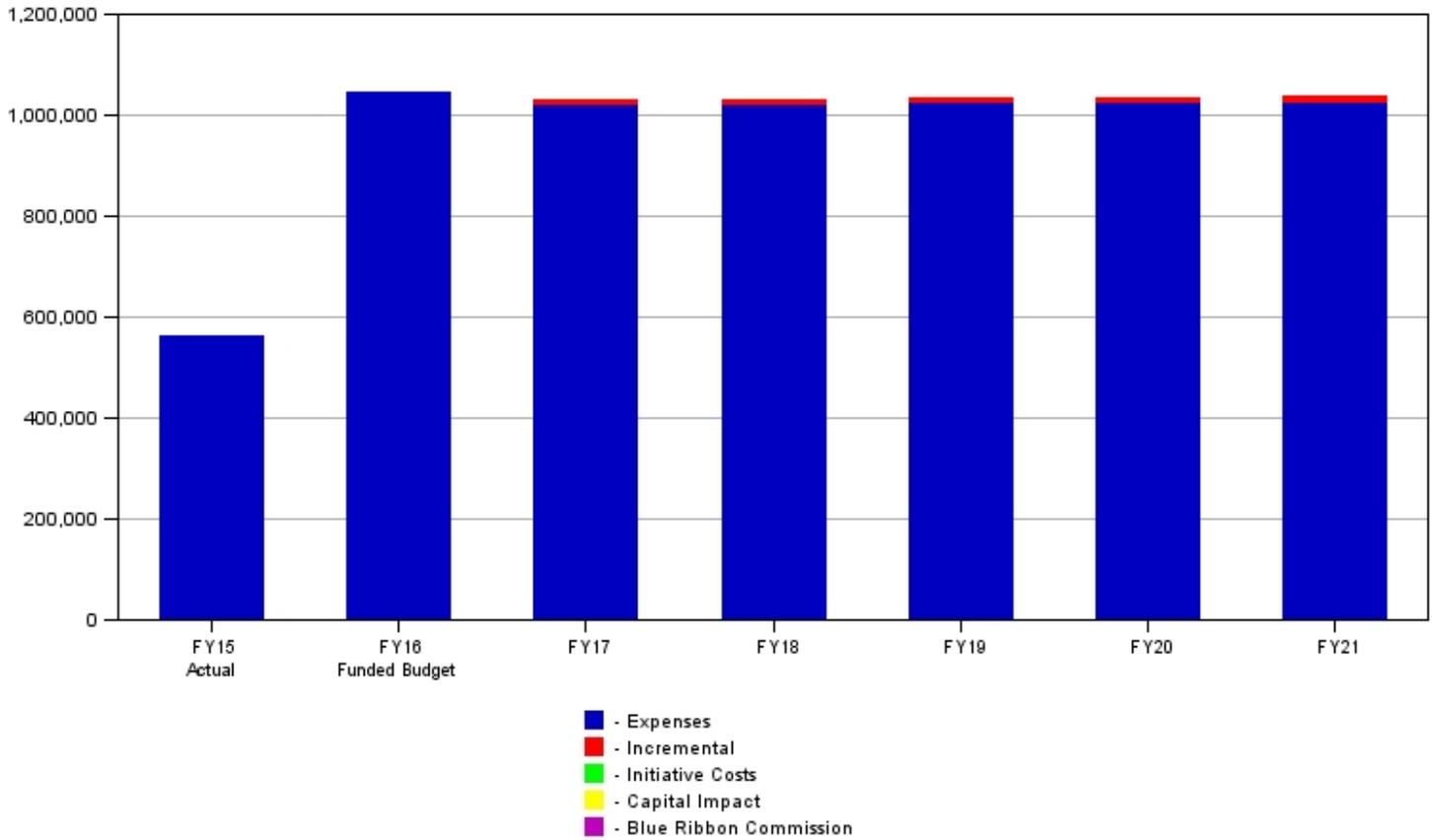
- N/A

**Blue Ribbon Commission**

- N/A

## Water & Wastewater Revenue Fund - Department Of Audit

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in city government by conducting audits to support legislative oversight and public accountability. The Water & Wastewater Revenue Fund supports audits and investigations in the Department of Watershed Management and related activities.

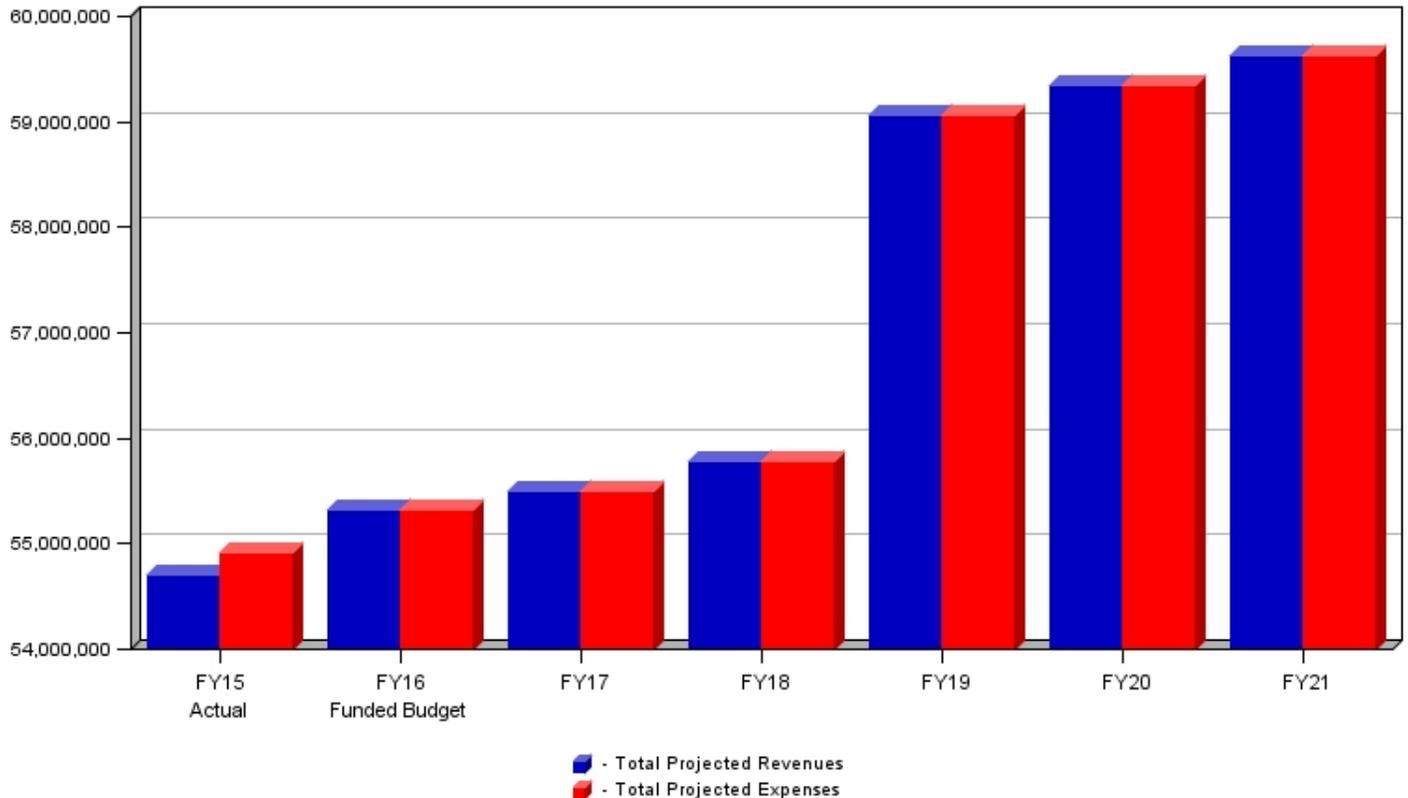


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$563,828	\$1,045,247	\$1,017,994	\$1,019,642	\$1,021,002	\$1,022,373	\$1,023,753	\$5,104,764
Incremental	\$0	\$0	\$12,304	\$12,304	\$12,304	\$12,304	\$12,304	\$61,520
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$563,828</b>	<b>\$1,045,247</b>	<b>\$1,030,298</b>	<b>\$1,031,946</b>	<b>\$1,033,306</b>	<b>\$1,034,677</b>	<b>\$1,036,057</b>	<b>\$5,166,284</b>

- Expenses** - Over the next five years, expenses include all split funded positions, support for audits and investigations that focus on or include the Department of Watershed Management and related activities.
- Incremental** - Incremental expenses include internal equity for all positions.
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Solid Waste Services Revenue Fund - Five Year Plan

The primary services provided by Solid Waste Services are refuse collection and disposal, residential recycling, yard trimmings, bulk rubbish collection, and street sweeping.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$54,712,190	\$55,316,071	\$55,507,233	\$55,784,769	\$59,063,693	\$59,344,011	\$59,625,731	\$289,325,437
Expenses	\$54,916,852	\$55,316,071	\$55,794,454	\$56,061,976	\$59,333,421	\$59,605,620	\$59,880,319	\$290,675,789
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$156,345	\$166,359	\$173,839	\$181,958	\$188,979	\$867,479
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$443,566)	(\$443,566)	(\$443,566)	(\$443,566)	(\$443,566)	(\$2,217,831)
<b>Total Projected Expenses</b>	\$54,916,852	\$55,316,071	\$55,507,233	\$55,784,769	\$59,063,693	\$59,344,012	\$59,625,731	\$289,325,437
<b>Revenues Over(Under) Expenses</b>	(\$204,661)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Variance %</b>	0%	0%	0%	0%	0%	0%	0%	0%

### Revenue Overview:

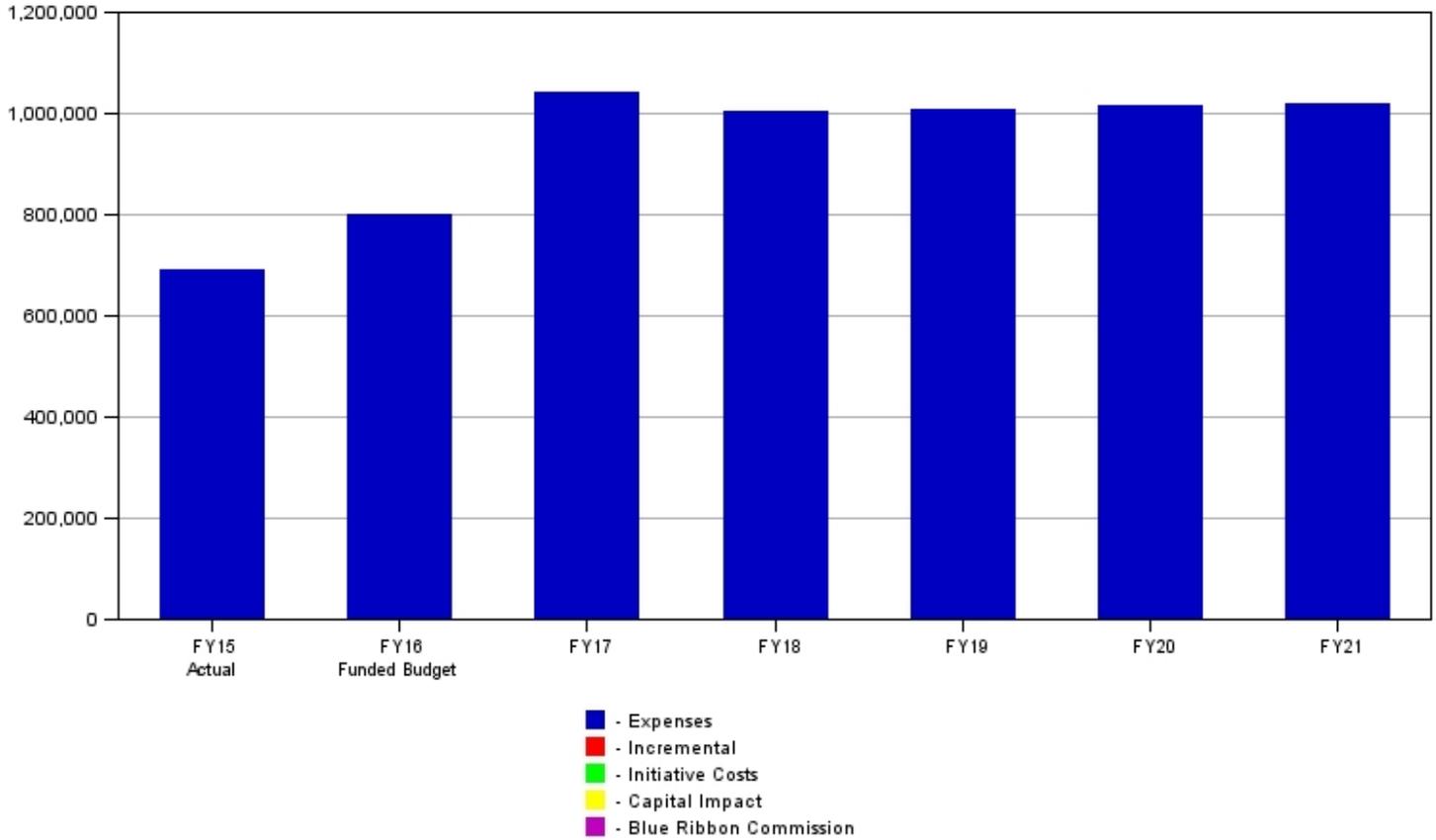
Solid Waste Fund revenues are comprised of user fees to cover the cost of operations. Revenues are projected to increase due to new construction and redevelopment within the service area and rate increases beginning in FY2019.

### Expense Overview:

Operating expenses are projected to increase over the next five years due to higher indirect cost allocations and repairing and replacing aging equipment.

## Solid Waste Services Revenue Fund - Executive Offices

The Solid Waste Service Revenue Fund provides funding to divisions within the Executive Offices that service departments within Solid Waste. The 311 Call Center currently has full-time positions that are funded at a certain percentage within the Solid Waste Service Revenue Fund.

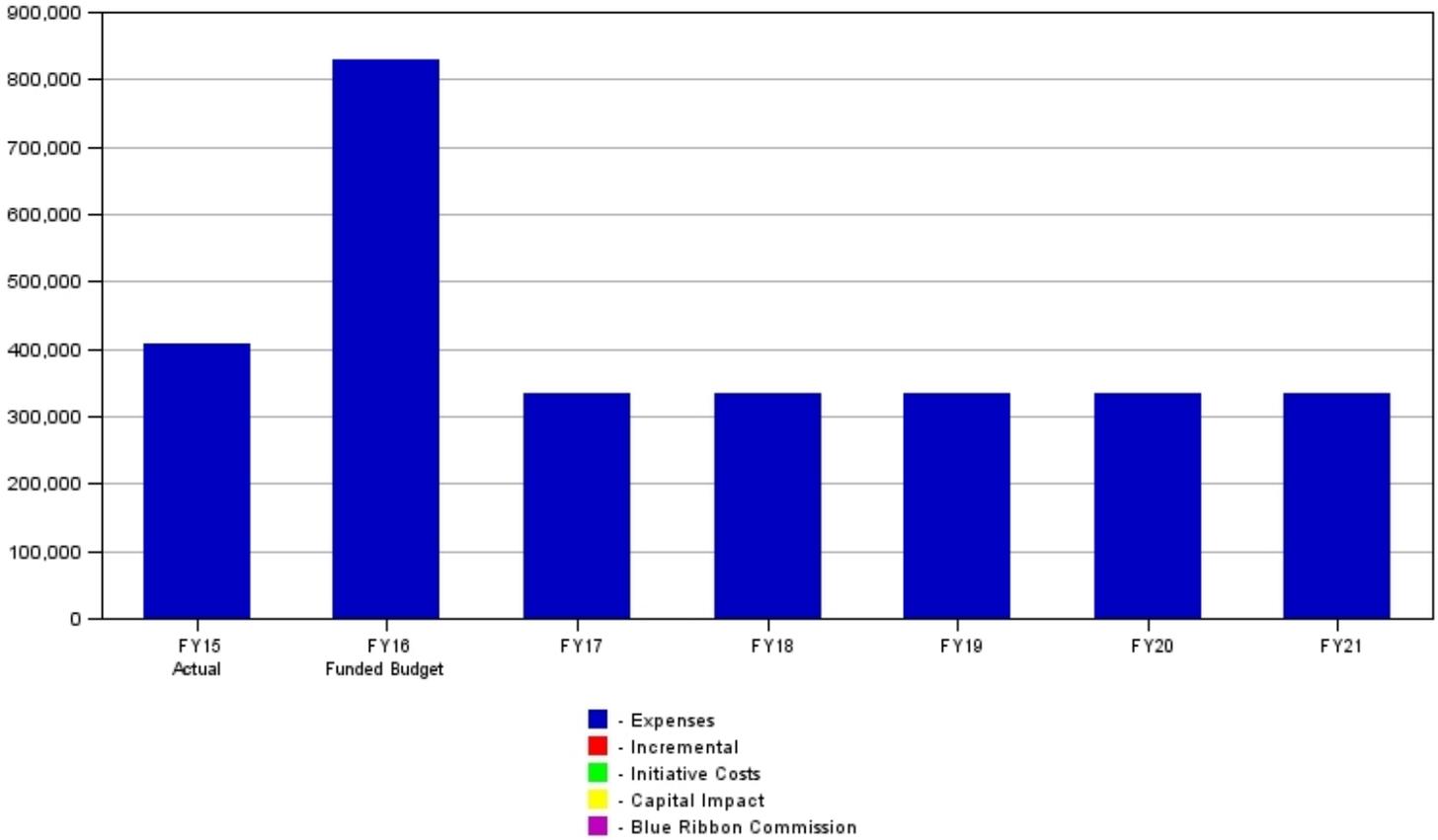


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$689,968	\$800,938	\$1,042,790	\$1,003,714	\$1,008,635	\$1,013,577	\$1,018,539	\$5,087,255
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$689,968</b>	<b>\$800,938</b>	<b>\$1,042,790</b>	<b>\$1,003,714</b>	<b>\$1,008,635</b>	<b>\$1,013,577</b>	<b>\$1,018,539</b>	<b>\$5,087,255</b>

- Expenses** - Over the next five years, expenses include costs related to the 311 Call Center.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Solid Waste Services Revenue Fund - Department Of Atlanta Information Management

The Solid Waste Services Revenue Fund under the Department of Atlanta Information Management (AIM) is used for ongoing support of 311 Center and Hyperion.

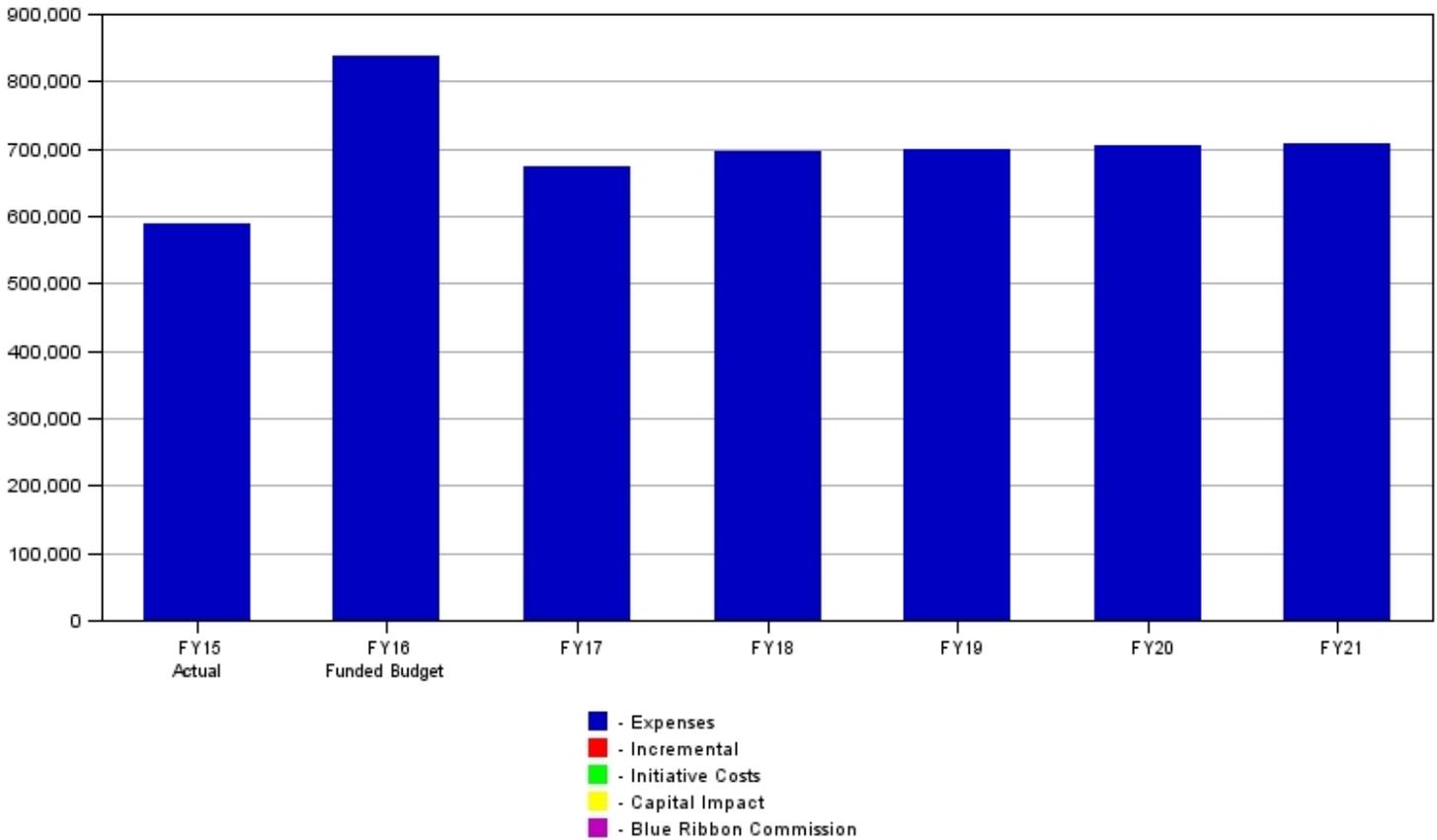


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$406,729	\$830,055	\$334,399	\$333,708	\$334,002	\$334,298	\$334,597	\$1,671,004
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$406,729</b>	<b>\$830,055</b>	<b>\$334,399</b>	<b>\$333,708</b>	<b>\$334,002</b>	<b>\$334,298</b>	<b>\$334,597</b>	<b>\$1,671,004</b>

- Expenses** - Over the next five years, expenses include spit-funded positions for 311 and GIS as well as contract costs for Hyperion and the 311 Call Center.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Solid Waste Services Revenue Fund - Department Of Finance

The Department of Finance mission is to provide leading practice financial management services and leadership to achieve City of Atlanta goals and objectives.

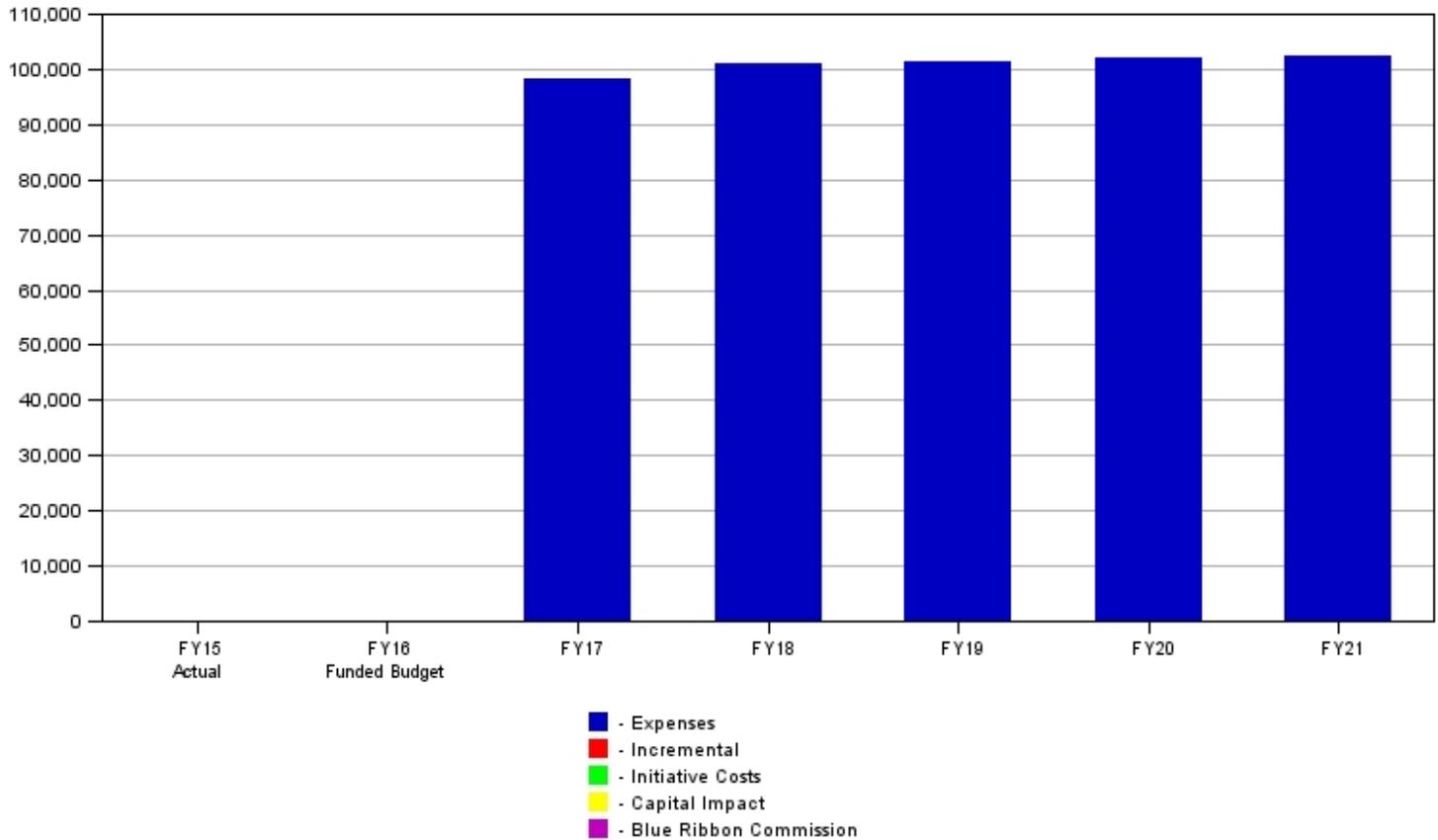


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$588,980	\$838,159	\$672,922	\$695,741	\$699,963	\$704,233	\$708,552	\$3,481,410
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$588,980</b>	<b>\$838,159</b>	<b>\$672,922</b>	<b>\$695,741</b>	<b>\$699,963</b>	<b>\$704,233</b>	<b>\$708,552</b>	<b>\$3,481,410</b>

- Expenses** - Over the next five years, expenses include personnel, Solid Waste Billing system, and bank fees.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Solid Waste Services Revenue Fund - Department Of Procurement

The Department of Procurement is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The goal is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.

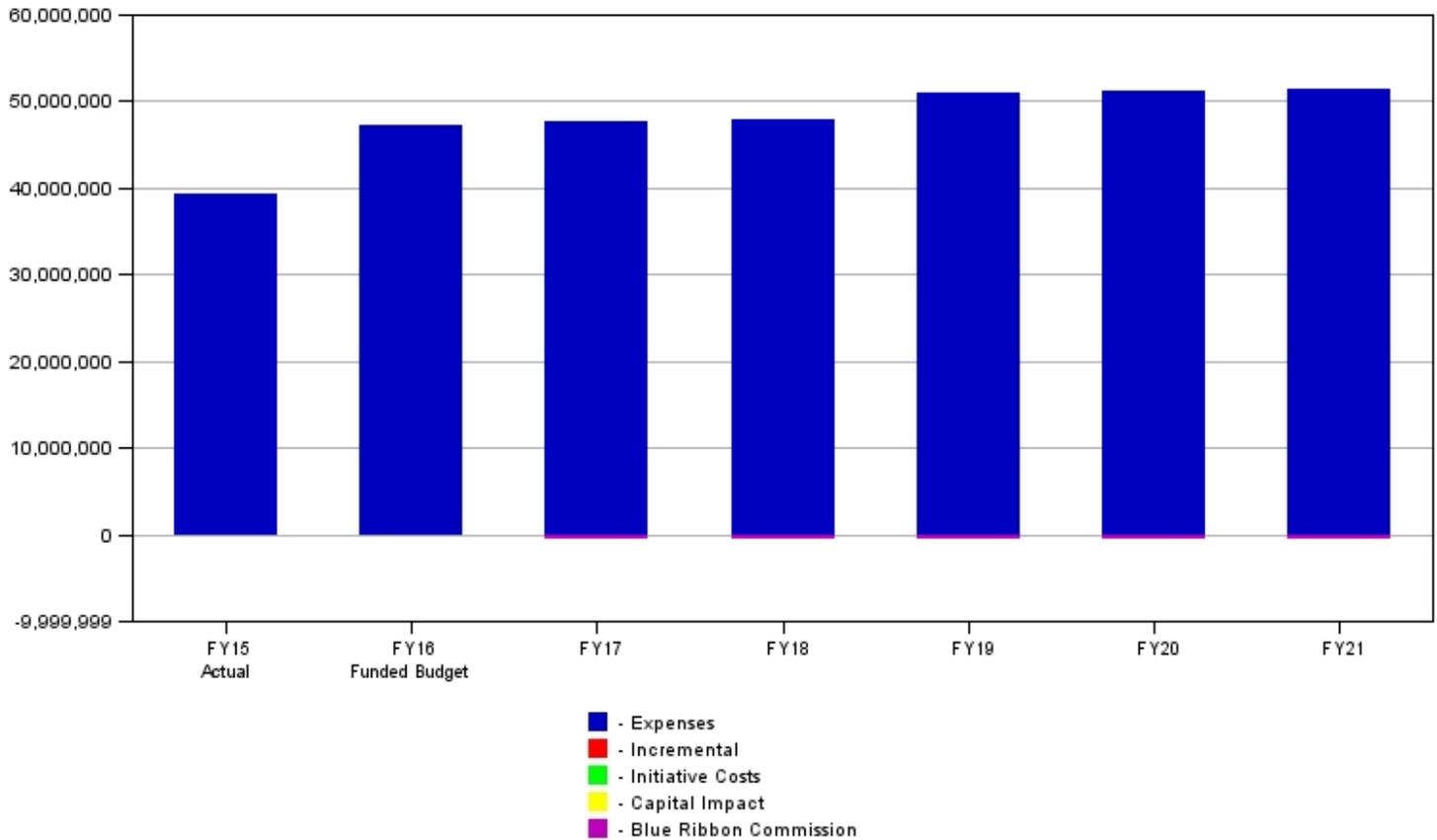


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$0	\$0	\$98,091	\$100,990	\$101,481	\$101,972	\$102,463	\$504,996
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$98,091</b>	<b>\$100,990</b>	<b>\$101,481</b>	<b>\$101,972</b>	<b>\$102,463</b>	<b>\$504,996</b>

- Expenses** - Over the next five years, expenses include funding for two full-time positions.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

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

The Department of Public Works 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; dead animal removal; facilitating the Keep Atlanta Beautiful program, and assisting with city-wide emergency operations.

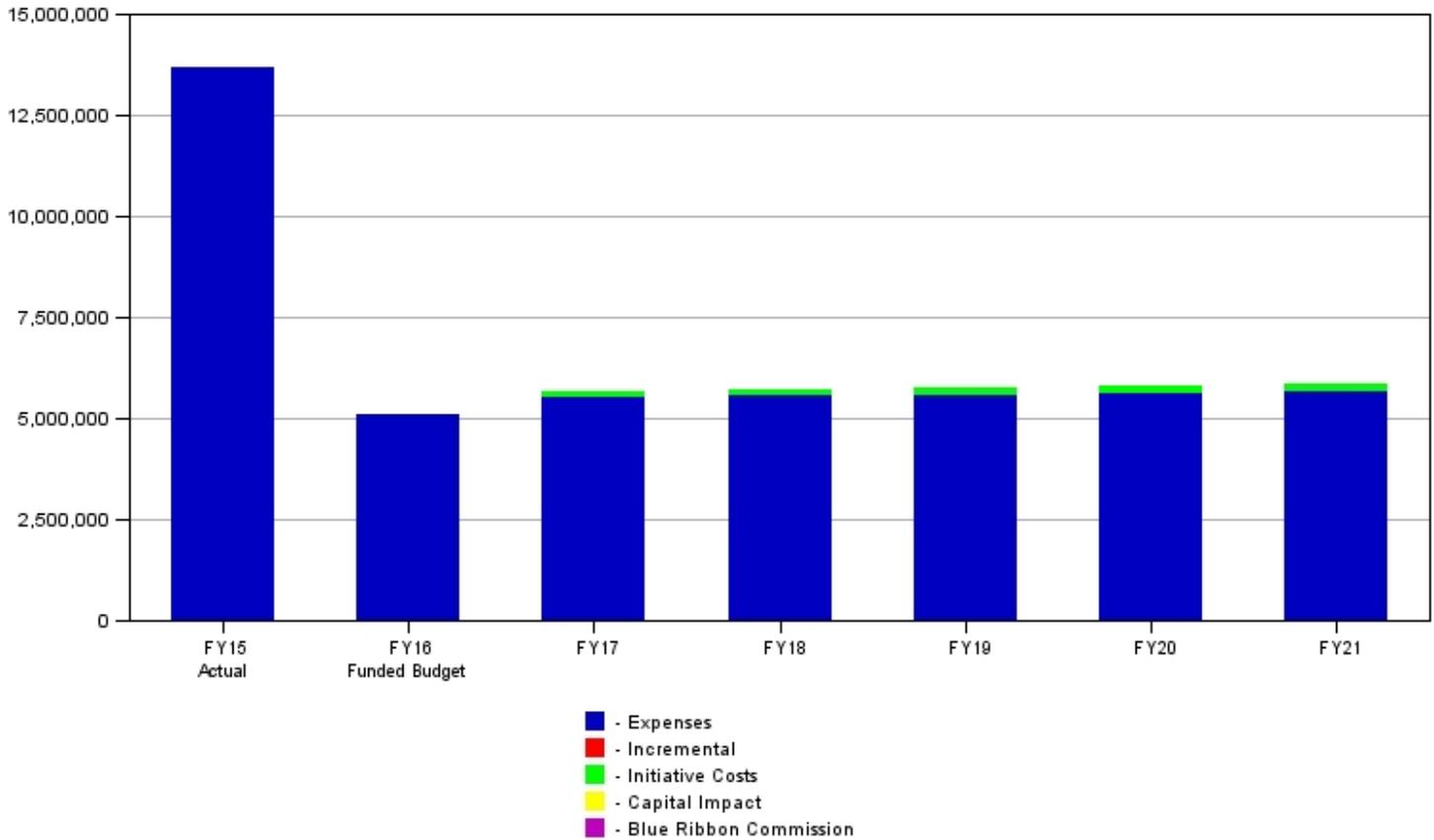


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$39,233,620	\$47,241,260	\$47,614,459	\$47,847,120	\$51,072,217	\$51,297,394	\$51,524,381	\$249,355,571
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$443,566)	(\$443,566)	(\$443,566)	(\$443,566)	(\$443,566)	(\$2,217,831)
<b>Total Projected Expenses</b>	<b>\$39,233,620</b>	<b>\$47,241,260</b>	<b>\$47,170,893</b>	<b>\$47,403,554</b>	<b>\$50,628,651</b>	<b>\$50,853,828</b>	<b>\$51,080,815</b>	<b>\$247,137,740</b>

- Expenses** - Over the next five years, expenses include repairing and replacing aged equipment.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings related to workers' compensation and Healthcare Optimization.

## Solid Waste Services Revenue Fund - Non-Departmental

Non-Departmental is used to account for expenditures not directly associated with the operations and maintenance of the department such as debt service on bonds and loans, fund-wide reserve, retiree benefits and payments to other governments.

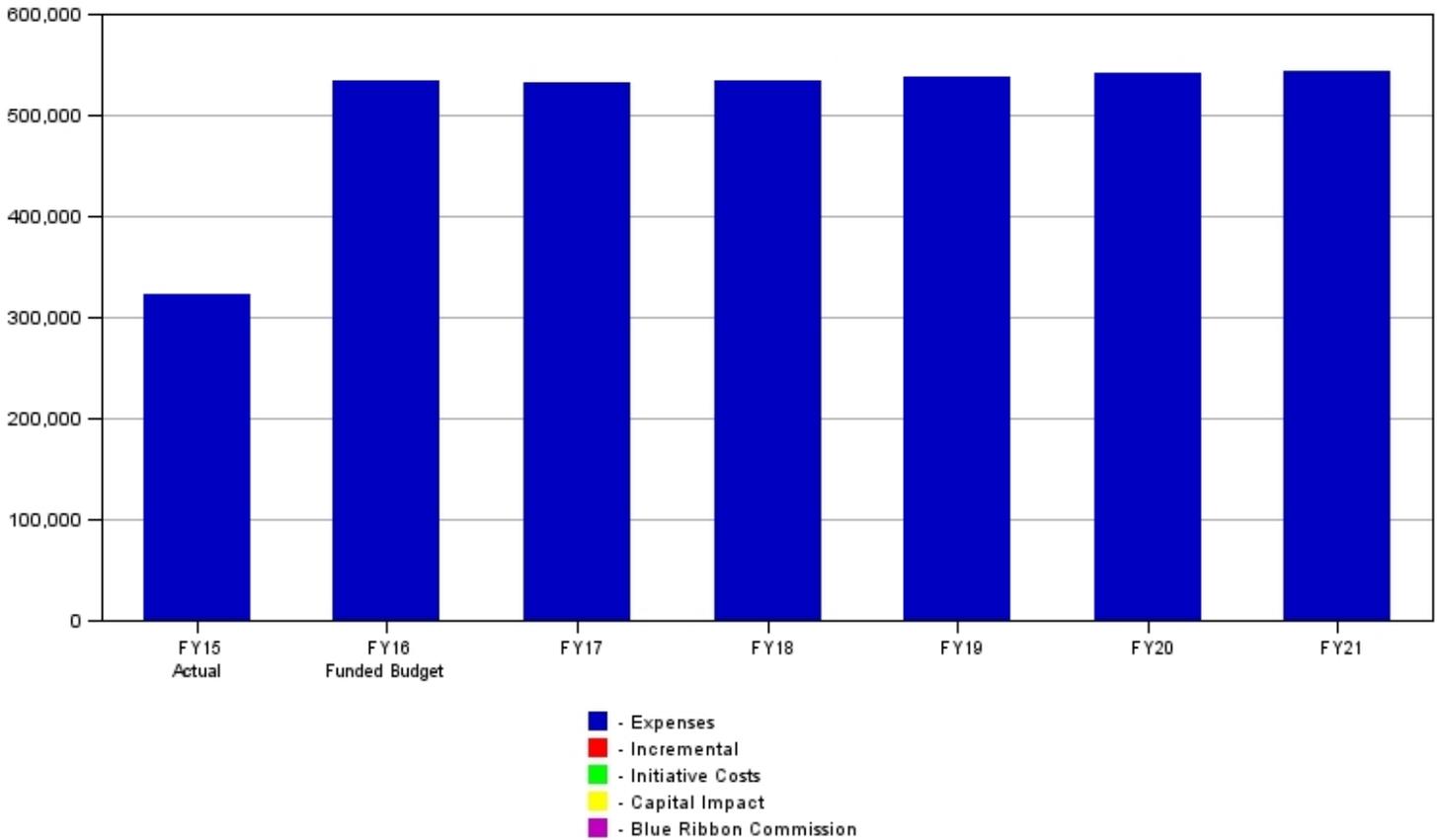


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$13,673,973	\$5,071,216	\$5,499,773	\$5,546,365	\$5,579,599	\$5,613,423	\$5,647,849	\$27,887,010
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$156,345	\$166,359	\$173,839	\$181,958	\$188,979	\$867,479
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$13,673,973</b>	<b>\$5,071,216</b>	<b>\$5,656,119</b>	<b>\$5,712,724</b>	<b>\$5,753,438</b>	<b>\$5,795,381</b>	<b>\$5,836,828</b>	<b>\$28,754,490</b>

- Expenses** - Over the next five years, expenses include indirect cost allocations.
- Incremental** - N/A
- Initiative Costs** - Initiative cost includes the estimated cost of Longevity pay and 3% salary increase for Grades 19 & above.
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Solid Waste Services Revenue Fund - Department Of Human Resources

The Department of Human Resources is committed to attracting, retaining and developing a diverse and competent workforce that enables City agencies to achieve their business needs.

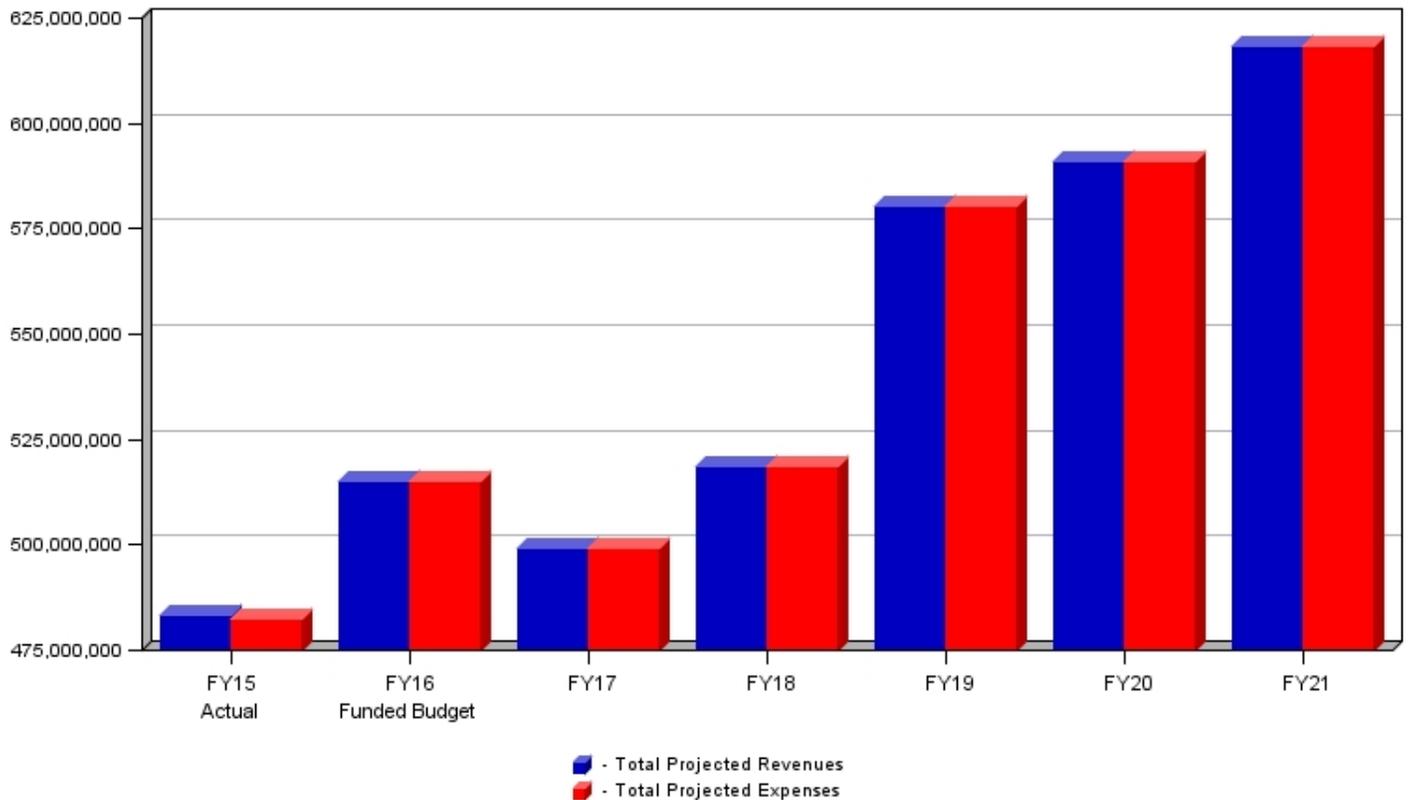


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$323,582	\$534,443	\$532,019	\$534,339	\$537,524	\$540,724	\$543,937	\$2,688,542
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$323,582</b>	<b>\$534,443</b>	<b>\$532,019</b>	<b>\$534,339</b>	<b>\$537,524</b>	<b>\$540,724</b>	<b>\$543,937</b>	<b>\$2,688,542</b>

- Expenses** - Over the next five years, expenses include salaries and benefits for DHR personnel.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Airport Revenue Fund - Five Year Plan

Hartsfield-Jackson Atlanta International Airport's mission is to provide a safe, secure and cost-competitive gateway to the world that drives economic development, the highest level of efficiency, and exercises fiscal and environmental responsibility.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$483,364,748	\$514,980,305	\$499,353,151	\$518,874,848	\$580,418,189	\$590,912,030	\$618,368,536	\$2,807,926,753
Expenses	\$482,508,986	\$514,980,305	\$497,610,047	\$517,026,295	\$578,454,982	\$588,842,320	\$616,194,306	\$2,798,127,950
Incremental	\$0	\$0	\$26,946	\$28,462	\$32,278	\$34,681	\$37,157	\$159,524
Initiative Costs	\$0	\$0	\$1,839,634	\$1,943,568	\$2,054,406	\$2,158,505	\$2,260,549	\$10,256,663
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$123,477)	(\$123,477)	(\$123,477)	(\$123,477)	(\$123,477)	(\$617,383)
<b>Total Projected Expenses</b>	\$482,508,986	\$514,980,305	\$499,353,151	\$518,874,849	\$580,418,189	\$590,912,030	\$618,368,536	\$2,807,926,754
<b>Revenues Over(Under) Expenses</b>	\$855,762	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Variance %</b>	0%	0%	0%	0%	0%	0%	0%	0%

### **Revenue Overview:**

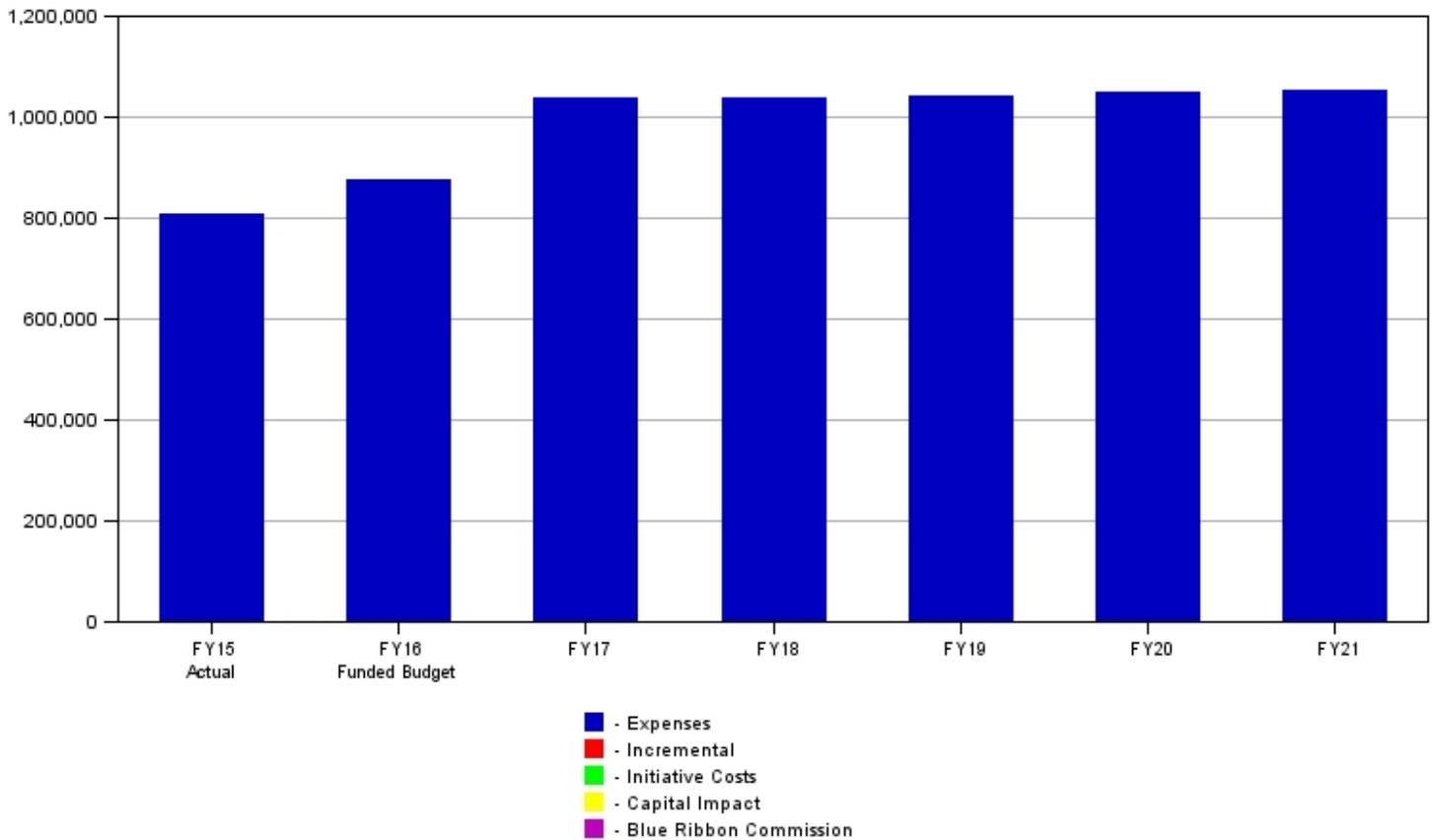
Revenues are projected to decrease in FY17 due to the termination of Airport Improvement Project #11 (AIP) and increase during the remaining years due to increases in Central Passenger Facility Rentals (CPTC), inside concessions and car rentals.

### **Expense Overview:**

Over the next five years, expenses are projected to increase due to personnel and contractual services.

## Airport Revenue Fund - Executive Offices

The Airport Revenue Fund provides funding to divisions within the Executive Offices that service departments within the Department of Aviation. Currently the divisions within the Executives Offices that provide service support to the Department of Aviation are the 311 Call Center and Contract Compliance.

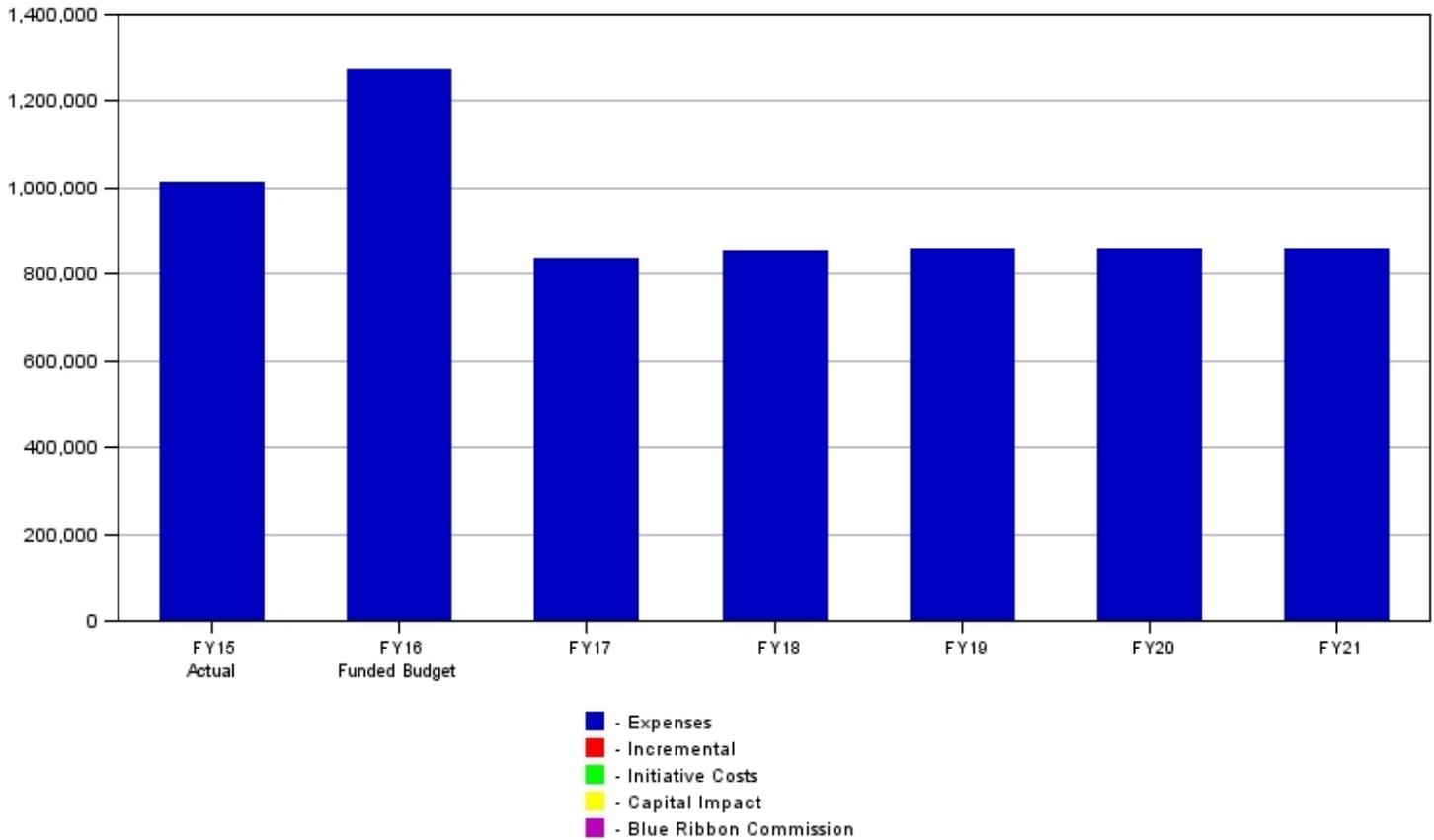


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$807,423	\$874,576	\$1,039,257	\$1,037,812	\$1,043,090	\$1,048,397	\$1,053,734	\$5,222,292
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$807,423</b>	<b>\$874,576</b>	<b>\$1,039,257</b>	<b>\$1,037,812</b>	<b>\$1,043,090</b>	<b>\$1,048,397</b>	<b>\$1,053,734</b>	<b>\$5,222,292</b>

- Expenses** - Over the next five years, expenses include costs related to 311 Call Center and the Office of Contract Compliance.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Airport Revenue Fund - Department Of Atlanta Information Management

The Airport Revenue Fund under the Department of Atlanta Information Management (AIM) is used to support activities within the department and 311, Hyperion and, E-Business Suite (EBS).

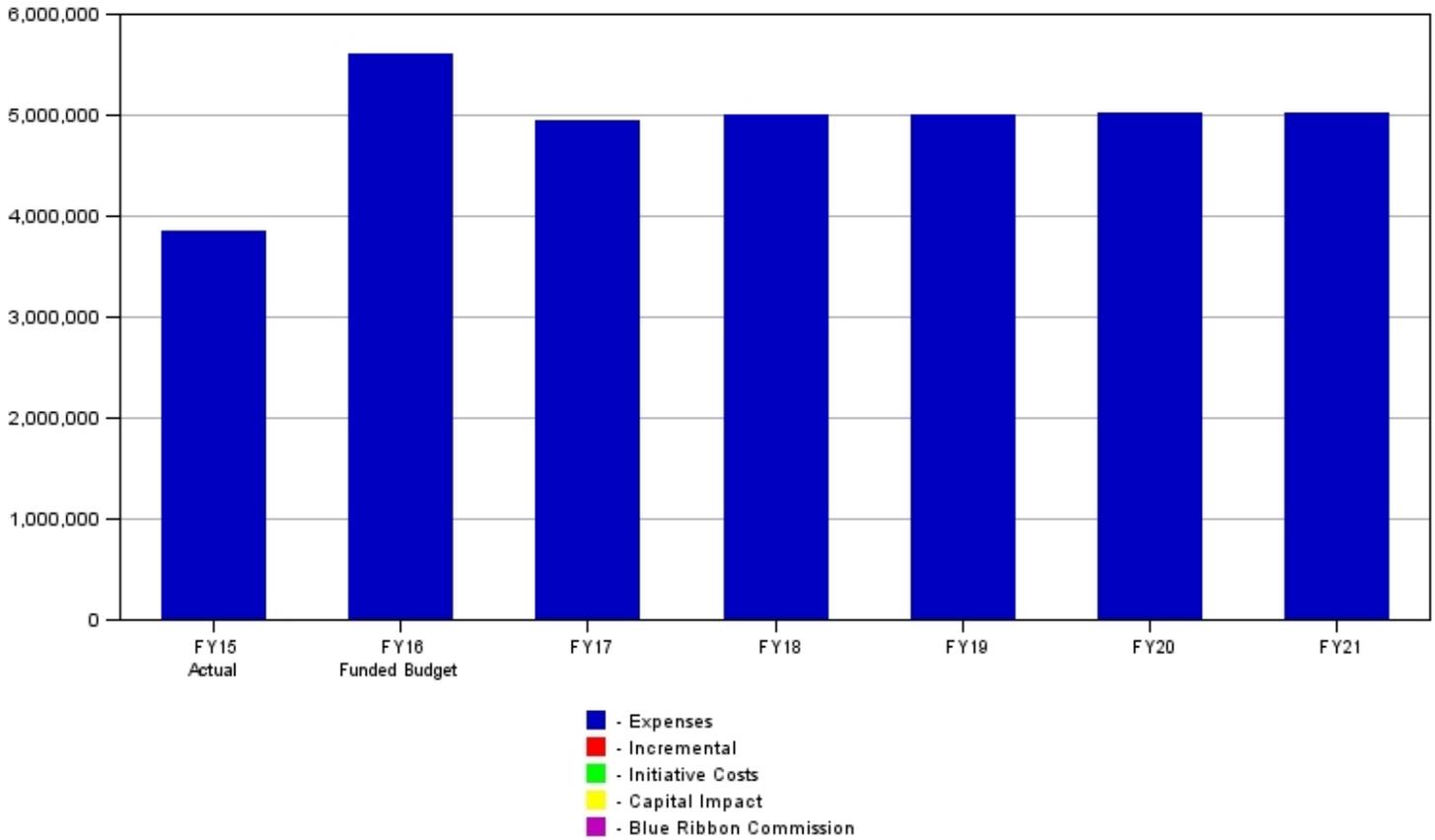


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$1,011,840	\$1,273,894	\$837,217	\$855,680	\$857,246	\$858,826	\$860,421	\$4,269,390
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$1,011,840</b>	<b>\$1,273,894</b>	<b>\$837,217</b>	<b>\$855,680</b>	<b>\$857,246</b>	<b>\$858,826</b>	<b>\$860,421</b>	<b>\$4,269,390</b>

- Expenses** - Over the next five years, expenses include endeavors to consolidate services, contracts and strengthen the City's technology framework.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Airport Revenue Fund - Department Of Law

The Law Department is a team of professionals committed to providing best in-class legal representation to the City of Atlanta. In addition to defending the City in all types of civil litigation, the Department works proactively to prevent legal challenges by delivering sound advice, legislation and training.

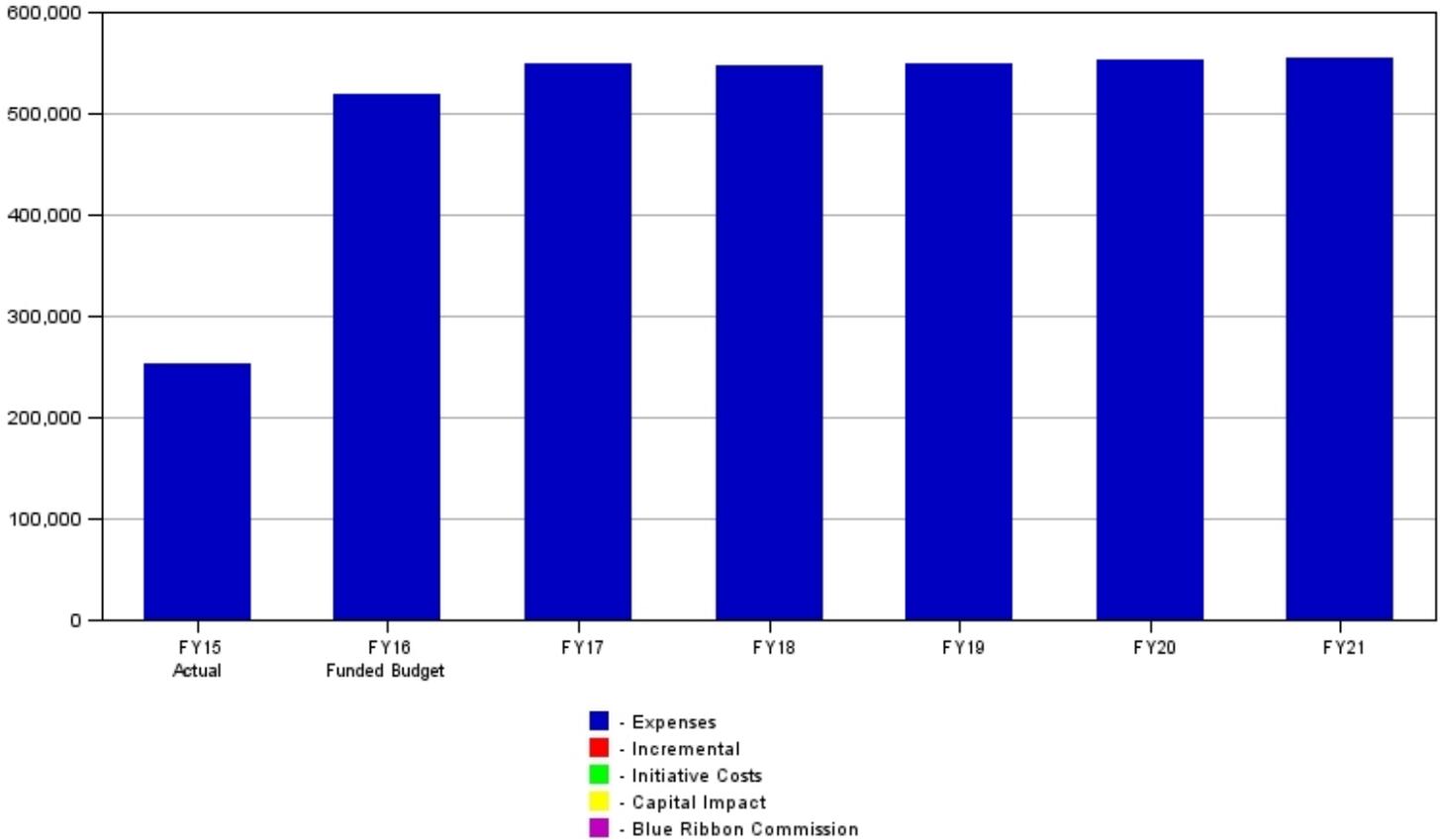


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$3,845,780	\$5,609,346	\$4,949,863	\$4,997,468	\$5,007,158	\$5,016,927	\$5,026,778	\$24,998,193
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$3,845,780</b>	<b>\$5,609,346</b>	<b>\$4,949,863</b>	<b>\$4,997,468</b>	<b>\$5,007,158</b>	<b>\$5,016,927</b>	<b>\$5,026,778</b>	<b>\$24,998,193</b>

- Expenses** - Over the next five years, expenses include continued funding for personnel, outside counsel for negotiation of the Central Passenger Terminal Complex lease, potential protest and lawsuits related to Airport Procurements and Continued Legal Education.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Airport Revenue Fund - Department Of Finance

The Department of Finance's mission is to provide leading practice financial management services and leadership to achieve City of Atlanta goals and objectives.

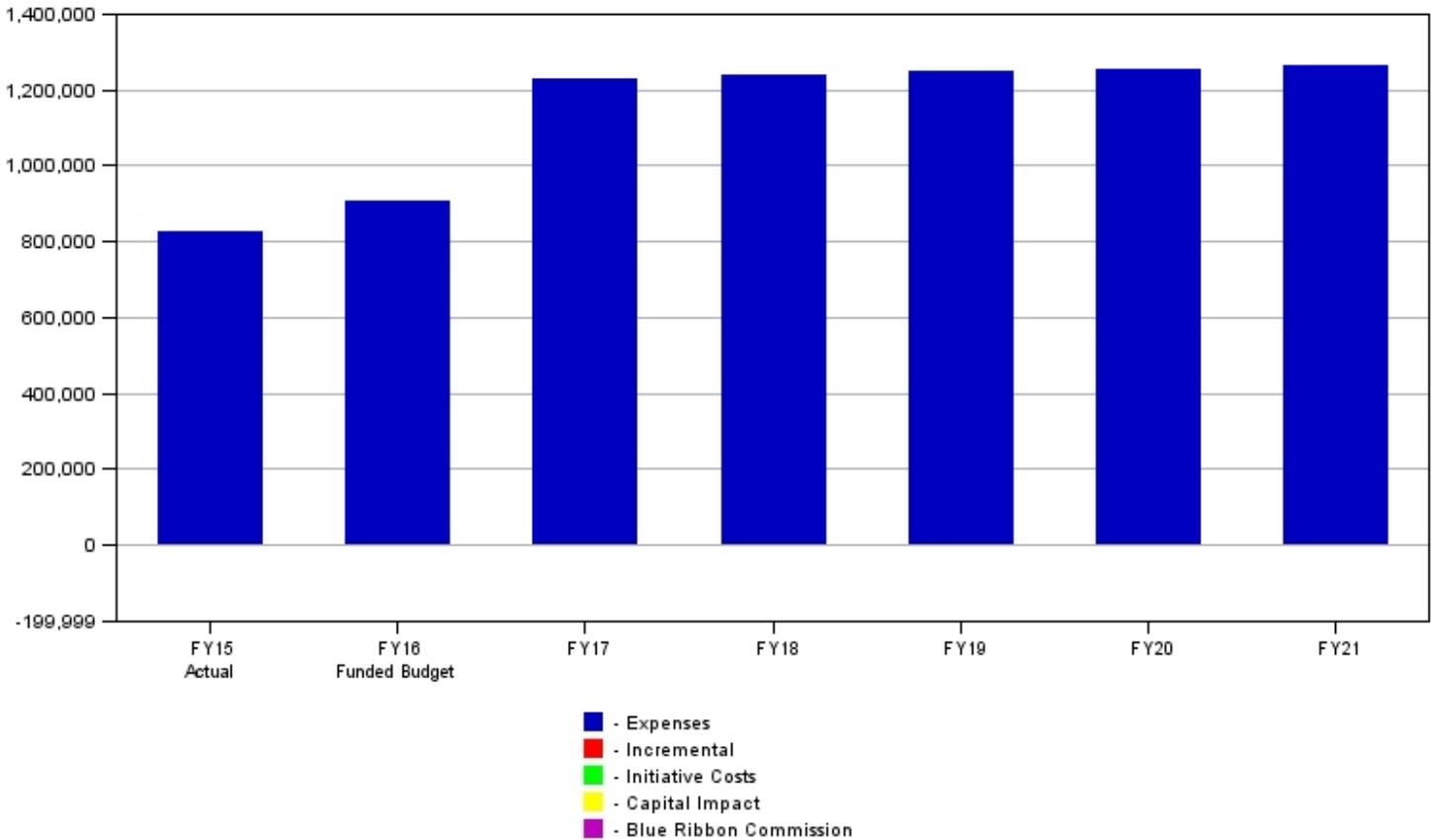


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$253,140	\$518,063	\$549,376	\$547,909	\$549,926	\$551,984	\$554,084	\$2,753,279
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$253,140</b>	<b>\$518,063</b>	<b>\$549,376</b>	<b>\$547,909</b>	<b>\$549,926</b>	<b>\$551,984</b>	<b>\$554,084</b>	<b>\$2,753,279</b>

- Expenses** - Over the next five years, expenses include personnel costs, standard contracts, license agreements (i.e. Sympro, DBC Debt Management and Bloomberg) and bank fees.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Airport Revenue Fund - Department Of Procurement

The Department of Procurement is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The goal is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.

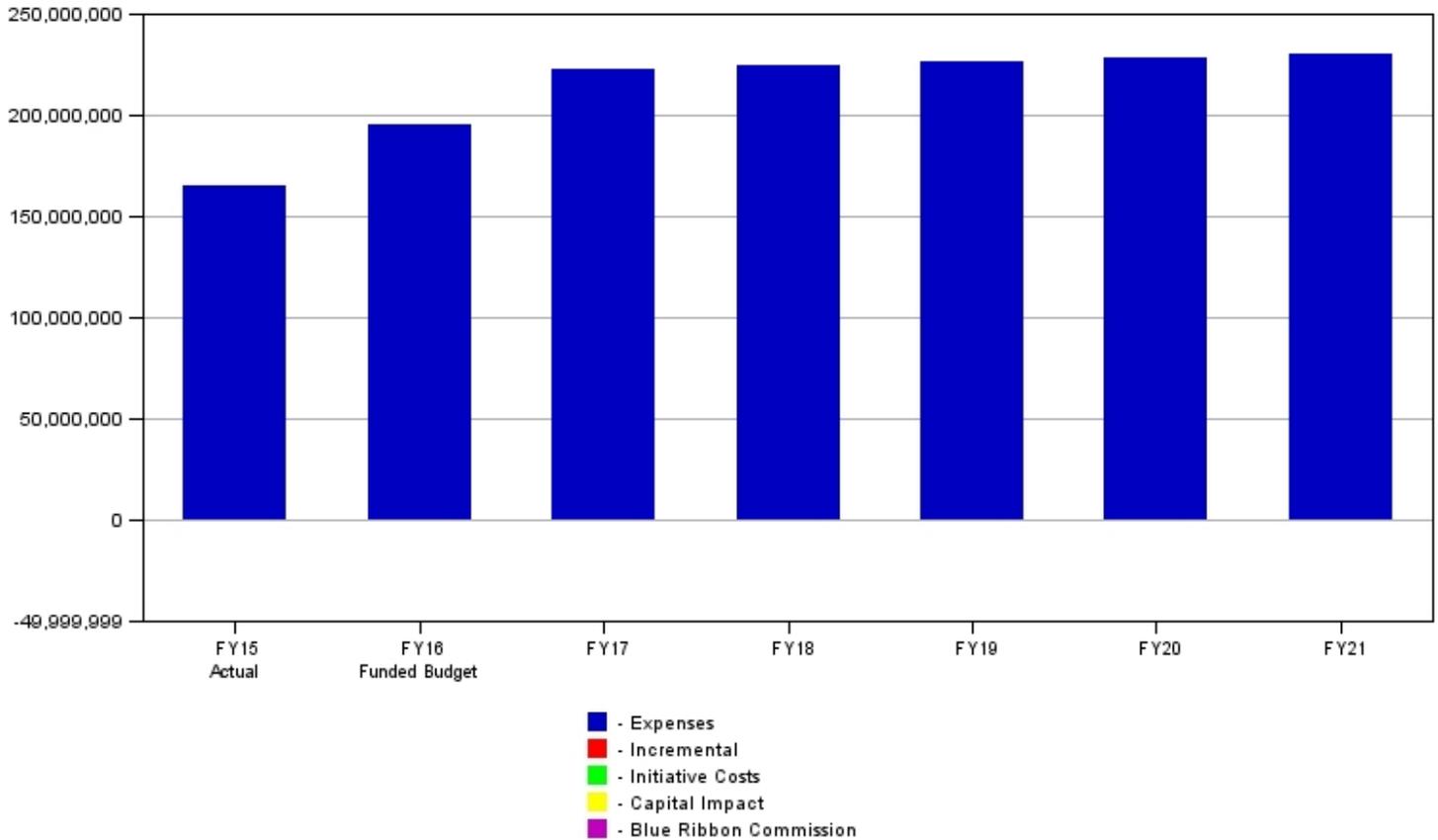


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$828,243	\$904,926	\$1,227,521	\$1,240,161	\$1,247,723	\$1,255,326	\$1,262,970	\$6,233,701
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$911)	(\$911)	(\$911)	(\$911)	(\$911)	(\$4,555)
<b>Total Projected Expenses</b>	<b>\$828,243</b>	<b>\$904,926</b>	<b>\$1,226,610</b>	<b>\$1,239,250</b>	<b>\$1,246,812</b>	<b>\$1,254,415</b>	<b>\$1,262,059</b>	<b>\$6,229,146</b>

- Expenses** - Over the next five years, expenses include salaries and benefits to support the Department of Procurement's consolidation, increases in workers' compensation, Technology Integration Group copier lease and daily operational supplies.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings in workers' compensation costs.

## Airport Revenue Fund - Department Of Aviation

The Department of Aviation manages the operating revenue and expenses that result from the ongoing operations at Hartsfield-Jackson Atlanta International Airport. Operating revenue is principally derived from agreements relating to the use of Airport Facilities, landing fees, concessions such as parking lots, car rental agencies, etc.

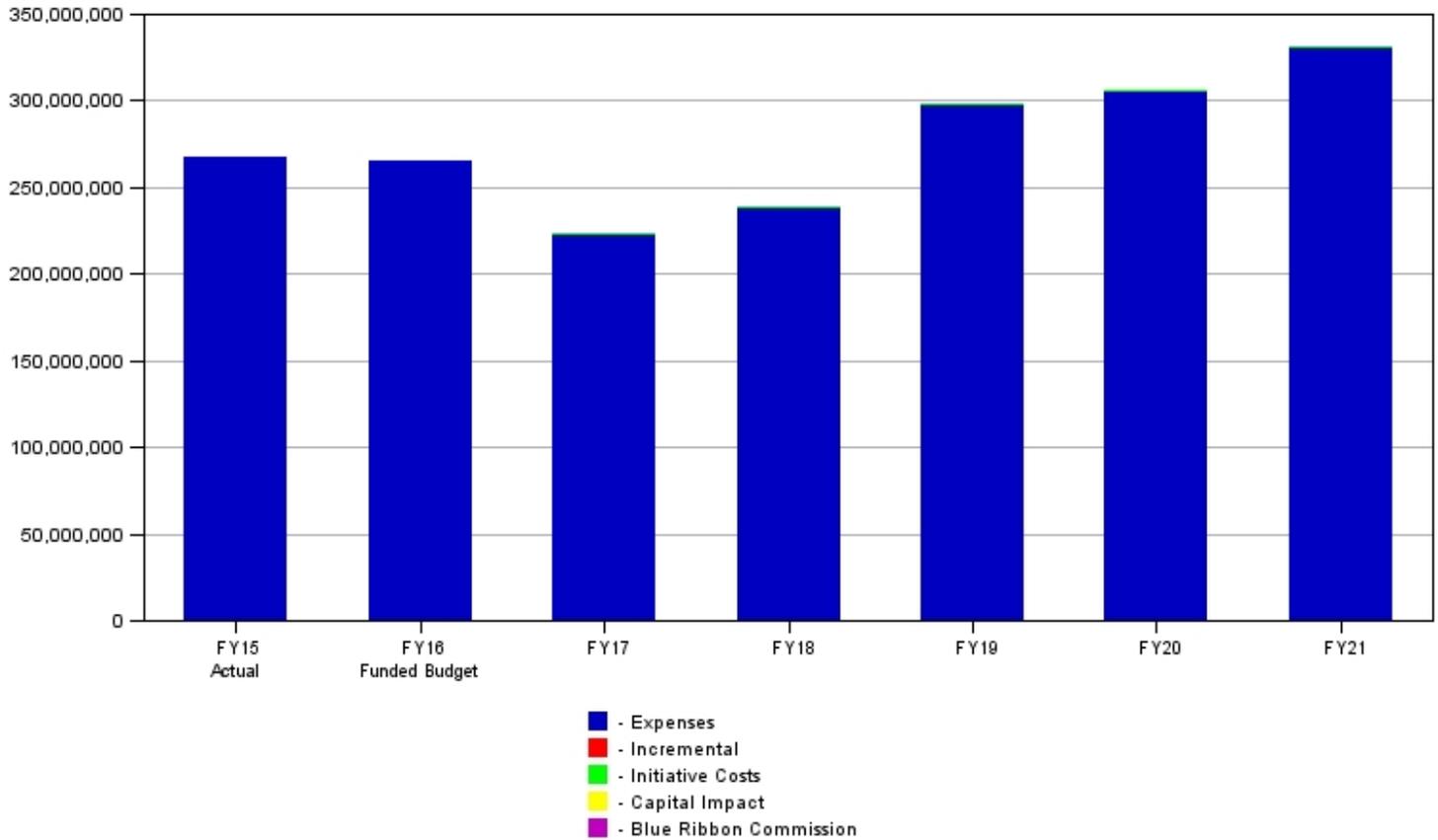


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$165,502,288	\$195,297,245	\$222,723,177	\$224,200,278	\$226,003,931	\$227,856,251	\$229,777,213	\$1,130,560,849
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$88,960)	(\$88,960)	(\$88,960)	(\$88,960)	(\$88,960)	(\$444,801)
<b>Total Projected Expenses</b>	<b>\$165,502,288</b>	<b>\$195,297,245</b>	<b>\$222,634,217</b>	<b>\$224,111,318</b>	<b>\$225,914,971</b>	<b>\$227,767,290</b>	<b>\$229,688,252</b>	<b>\$1,130,116,048</b>

- Expenses** - Over the next five years, expenses include personnel and contractual services.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings related to workers' compensation and Healthcare Optimization.

## Airport Revenue Fund - Non-Departmental

Non-Departmental is used to account for expenditures not directly associated with the operations and maintenance of the department such as debt service on bonds and loans, fund-wide reserve, retiree benefits and payments to other governments.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$267,087,325	\$264,854,612	\$222,046,444	\$237,882,028	\$296,997,575	\$305,010,343	\$329,905,846	\$1,391,842,236
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$947,325	\$1,006,644	\$1,070,634	\$1,125,545	\$1,175,941	\$5,326,089
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$267,087,325</b>	<b>\$264,854,612</b>	<b>\$222,993,768</b>	<b>\$238,888,672</b>	<b>\$298,068,209</b>	<b>\$306,135,888</b>	<b>\$331,081,788</b>	<b>\$1,397,168,325</b>

**Expenses**

- Over the next five years, expenses include funding for debt service on bonds and loans, fund-wide reserve, retiree benefits and payments to other governments.

**Incremental**

- N/A

**Initiative Costs**

- Initiative cost includes the estimated cost of Longevity pay and 3% salary increase for Grades 19 & above.

**Capital Impact**

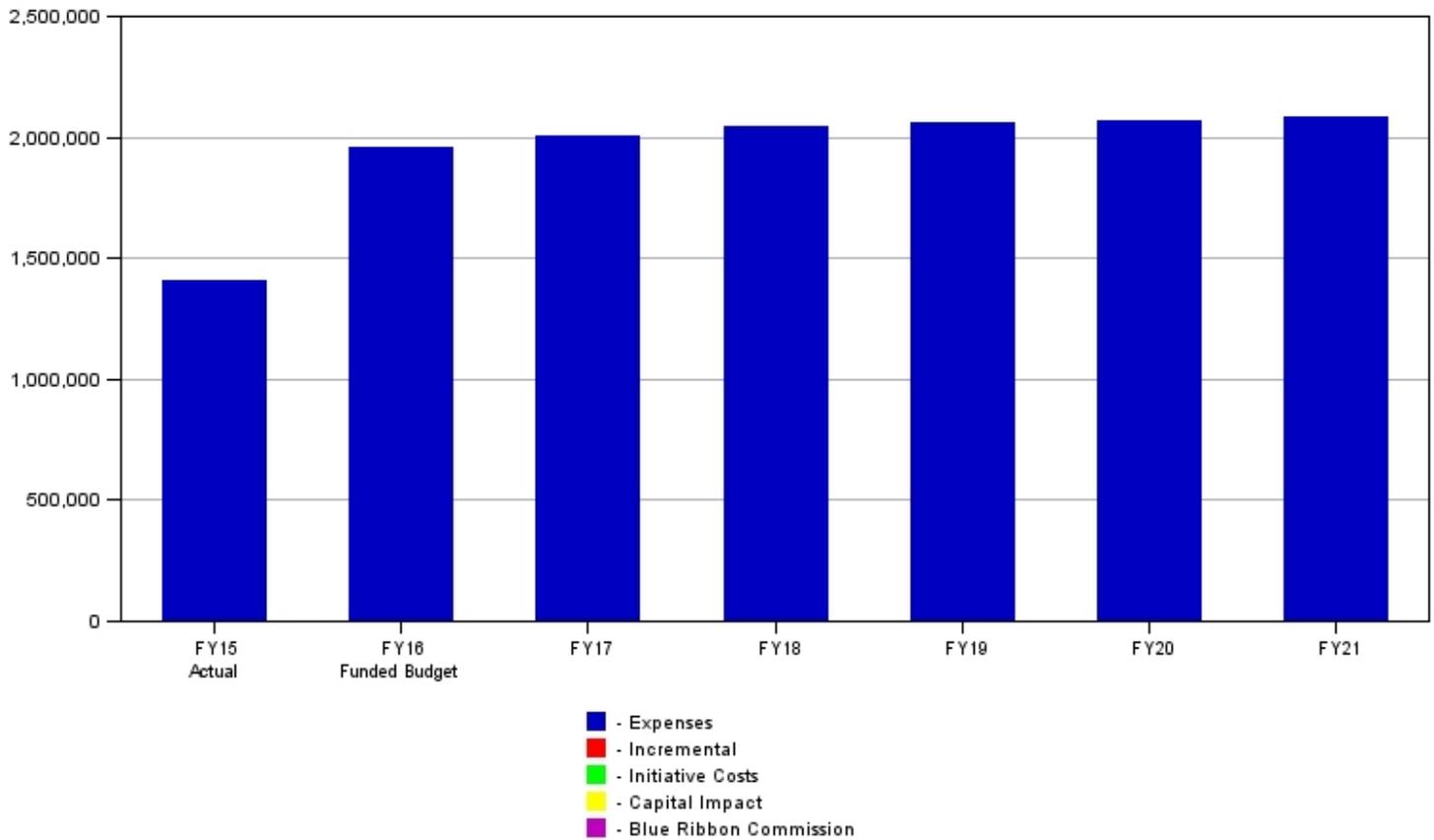
- N/A

**Blue Ribbon Commission**

- N/A

## Airport Revenue Fund - Department Of Human Resources

The Department of Human Resources is committed to attracting, retaining and developing a diverse and competent workforce that enables City agencies to achieve their business needs.

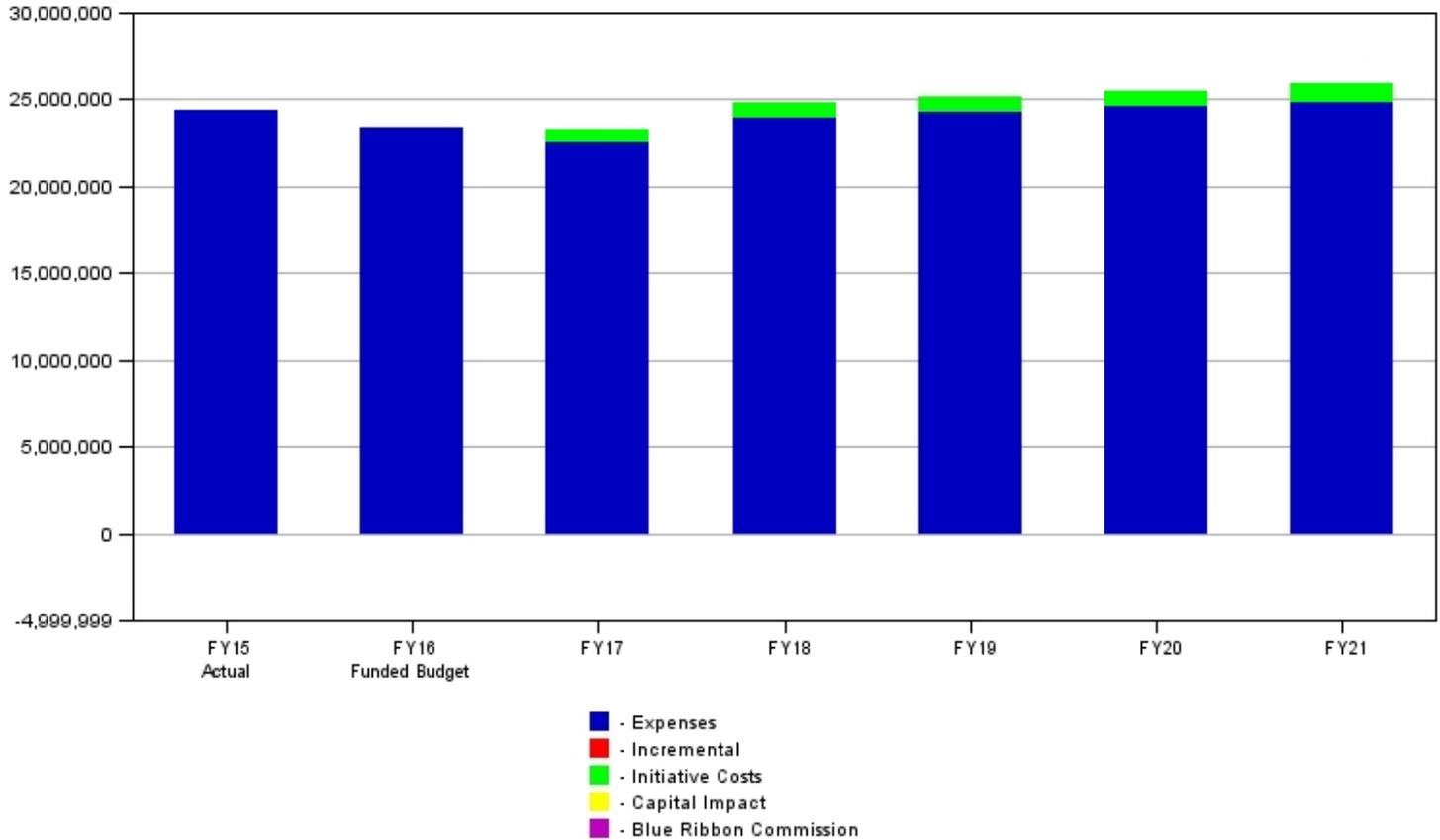


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$1,409,138	\$1,955,193	\$2,001,669	\$2,047,722	\$2,059,061	\$2,070,477	\$2,081,971	\$10,260,900
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$1,409,138</b>	<b>\$1,955,193</b>	<b>\$2,001,669</b>	<b>\$2,047,722</b>	<b>\$2,059,061</b>	<b>\$2,070,477</b>	<b>\$2,081,971</b>	<b>\$10,260,900</b>

- Expenses** - Over the next five years, expenses include salaries, benefits and Purchased/Contract Services.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Airport Revenue Fund - Department Of Fire Services

The Atlanta Fire Rescue Department serves an area of 132.6 square miles with a population of over 500,000 residents, responding to over sixty miles of interstate highways, twenty-three miles of rapid rail and protects Hartsfield-Jackson International Airport. In Addition, AFRD provides services to over one million workers, visitors, and tourists and the businesses to which they work and play.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$24,429,007	\$23,433,787	\$22,488,526	\$23,977,919	\$24,266,244	\$24,562,706	\$24,867,629	\$120,163,024
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$834,236	\$875,948	\$919,746	\$965,733	\$1,014,020	\$4,609,684
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$20,168)	(\$20,168)	(\$20,168)	(\$20,168)	(\$20,168)	(\$100,838)
<b>Total Projected Expenses</b>	<b>\$24,429,007</b>	<b>\$23,433,787</b>	<b>\$23,302,595</b>	<b>\$24,833,700</b>	<b>\$25,165,822</b>	<b>\$25,508,271</b>	<b>\$25,861,481</b>	<b>\$124,671,869</b>

**Expenses**

- Over the next five years, expenses include efficiency programs and maintaining the strategy of maximizing all funding sources while enhancing current service levels and performances in emergency preparedness and response.

**Incremental**

- N/A

**Initiative Costs**

- Initiative costs include anticipated salary increases for sworn personnel.

**Capital Impact**

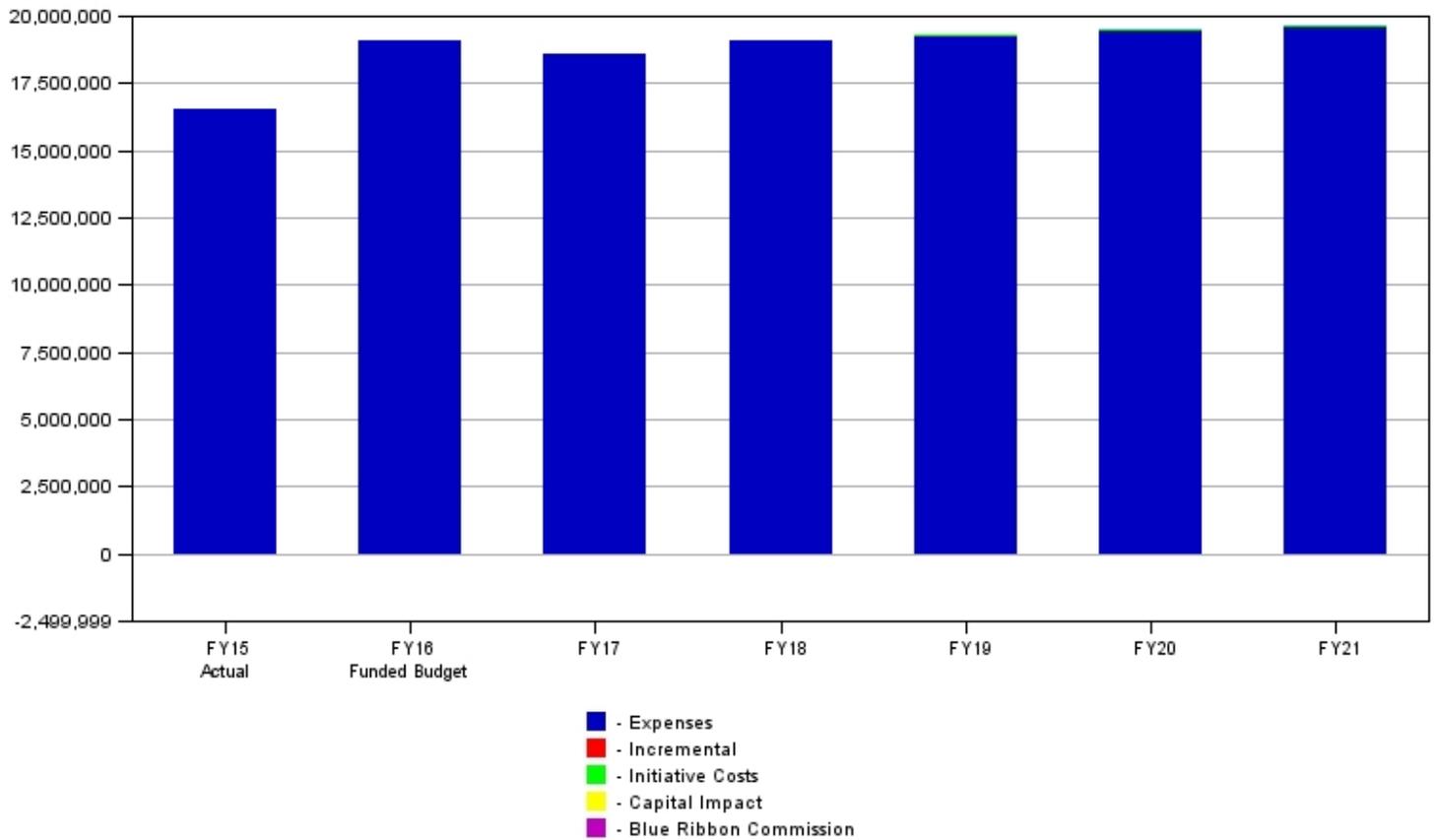
- N/A

**Blue Ribbon Commission**

- Blue Ribbon Commission includes anticipated savings for workers' compensation.

## Airport Revenue Fund - Department Of Police Services

The City of Atlanta Police Department mission is to create a safer Atlanta by reducing crime, ensuring the safety of our citizens and building trust in partnership with our communities.

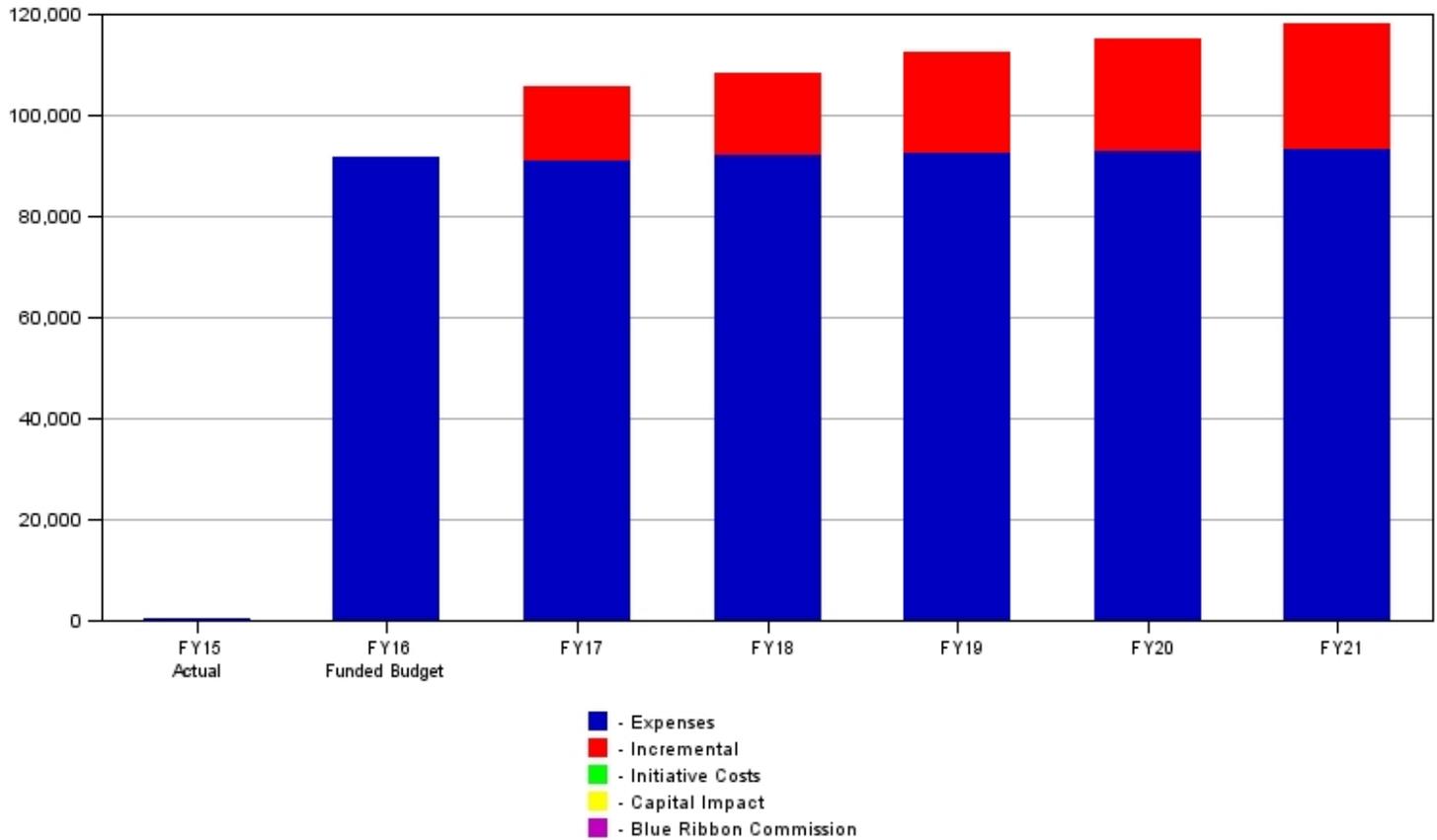


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$16,518,316	\$19,084,153	\$18,558,586	\$19,046,711	\$19,228,823	\$19,415,269	\$19,606,222	\$95,855,611
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$58,073	\$60,976	\$64,026	\$67,227	\$70,588	\$320,891
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$13,438)	(\$13,438)	(\$13,438)	(\$13,438)	(\$13,438)	(\$67,190)
<b>Total Projected Expenses</b>	<b>\$16,518,316</b>	<b>\$19,084,153</b>	<b>\$18,603,222</b>	<b>\$19,094,250</b>	<b>\$19,279,410</b>	<b>\$19,469,058</b>	<b>\$19,663,372</b>	<b>\$96,109,312</b>

- Expenses** - Over the next five years, expenses include costs related to personnel, police contracts, and service for operational needs.
- Incremental** - N/A
- Initiative Costs** - Initiative costs includes increases to sworn salaries.
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings from workers' compensation.

## Airport Revenue Fund - Department Of Ethics

The Board of Ethics seeks to protect the integrity of government and promote the public trust by bringing the City into compliance with the Atlanta Code of Ethics and instilling a culture of ethics in city government.

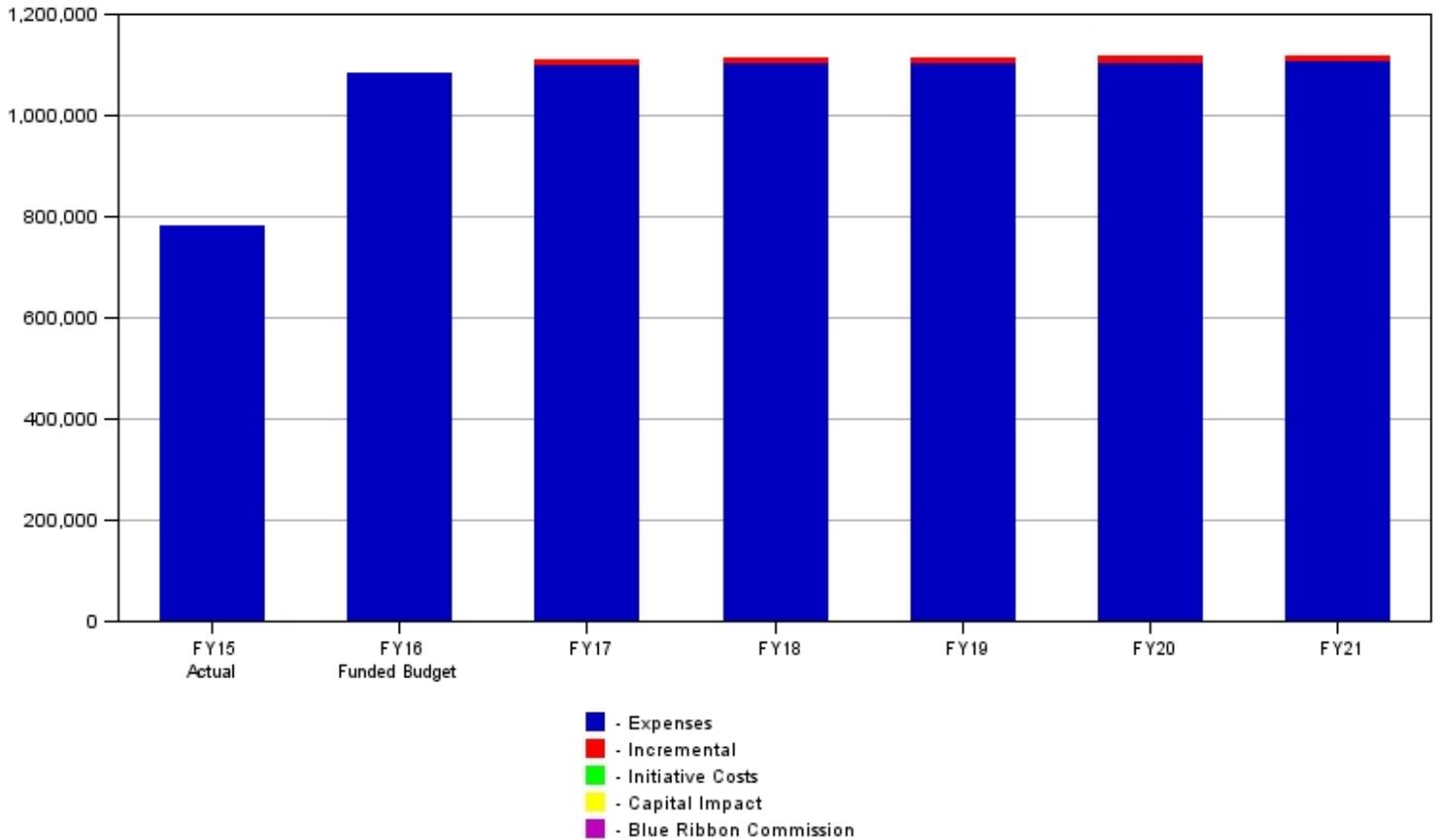


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$502	\$91,744	\$91,115	\$92,247	\$92,546	\$92,849	\$93,155	\$461,913
Incremental	\$0	\$0	\$14,642	\$16,158	\$19,974	\$22,377	\$24,853	\$98,004
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$502</b>	<b>\$91,744</b>	<b>\$105,757</b>	<b>\$108,405</b>	<b>\$112,520</b>	<b>\$115,226</b>	<b>\$118,008</b>	<b>\$559,917</b>

- Expenses** - Over the next five years, expenses include professional training for staff members, additional training materials and media for broader outreach to City officials and employees.
- Incremental** - Incremental expenses include costs for a new full-time position and cost of living increases for current staff members.
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Airport Revenue Fund - Department Of Audit

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in city government by conducting audits to support legislative oversight and public accountability. The Airport Revenue Fund supports audits and investigations in the Department of Aviation and related activities.

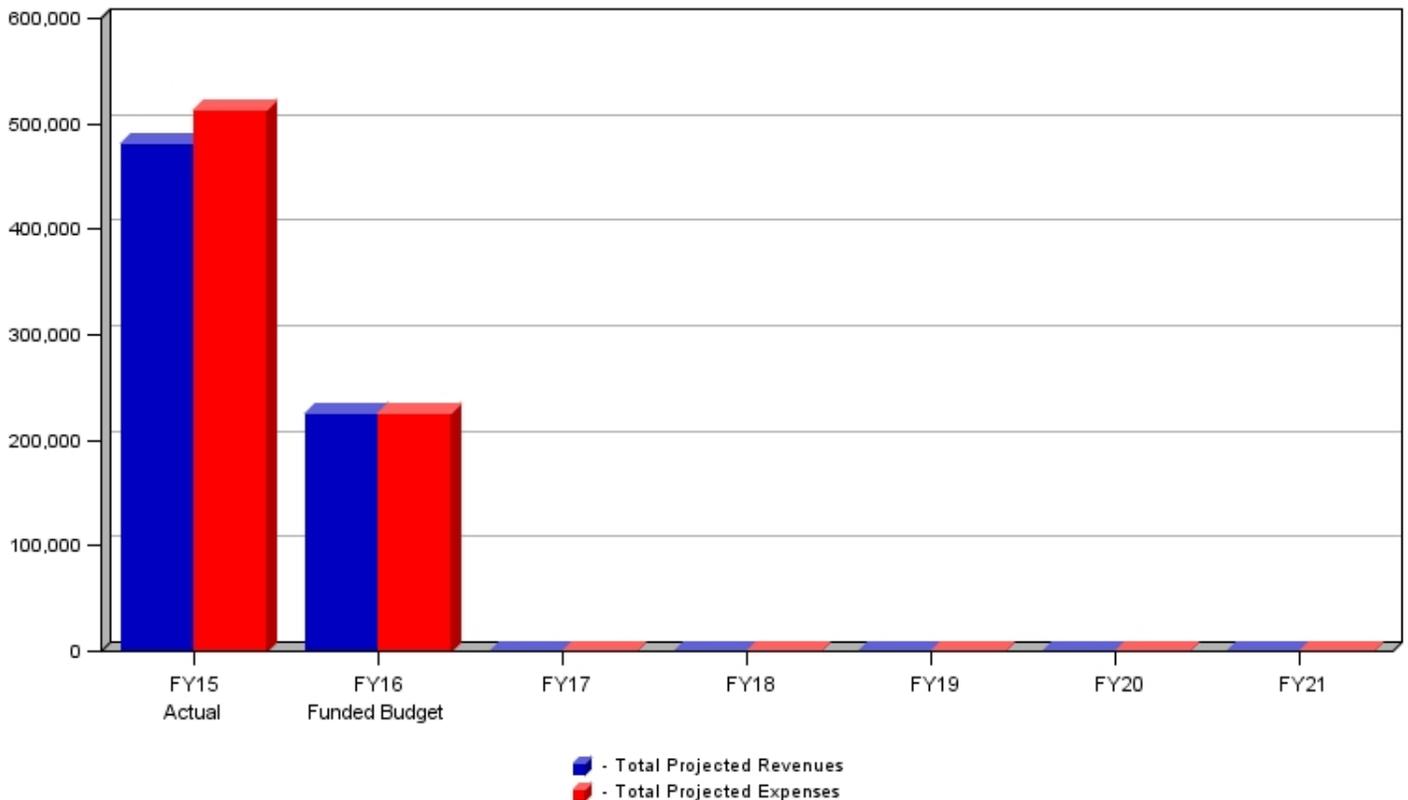


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$780,180	\$1,082,767	\$1,097,295	\$1,100,360	\$1,101,658	\$1,102,966	\$1,104,284	\$5,506,563
Incremental	\$0	\$0	\$12,304	\$12,304	\$12,304	\$12,304	\$12,304	\$61,520
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$780,180</b>	<b>\$1,082,767</b>	<b>\$1,109,599</b>	<b>\$1,112,664</b>	<b>\$1,113,962</b>	<b>\$1,115,270</b>	<b>\$1,116,588</b>	<b>\$5,568,083</b>

- Expenses** - Over the next five years, expenses include all split funded positions, support for audits and investigations that focus on or include the Department of Aviation and related activities.
- Incremental** - Incremental expenses include internal equity for all positions.
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Parks Facilities Revenue Fund - Five Year Plan

The Parks Facilities Revenue Fund was created to support the Cyclorama restoration project and is supported by ticket and attraction user fees.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$482,014	\$225,000	\$0	\$0	\$0	\$0	\$0	\$0
Expenses	\$513,714	\$225,000	\$0	\$0	\$0	\$0	\$0	\$1
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	\$513,714	\$225,000	\$0	\$0	\$0	\$0	\$0	\$1
<b>Revenues Over(Under) Expenses</b>	(\$31,700)	\$0	\$0	\$0	\$0	\$0	\$0	(\$1)
<b>Variance %</b>	(7%)	0%	0%	0%	0%	0%	0%	0%

**Revenue Overview:**

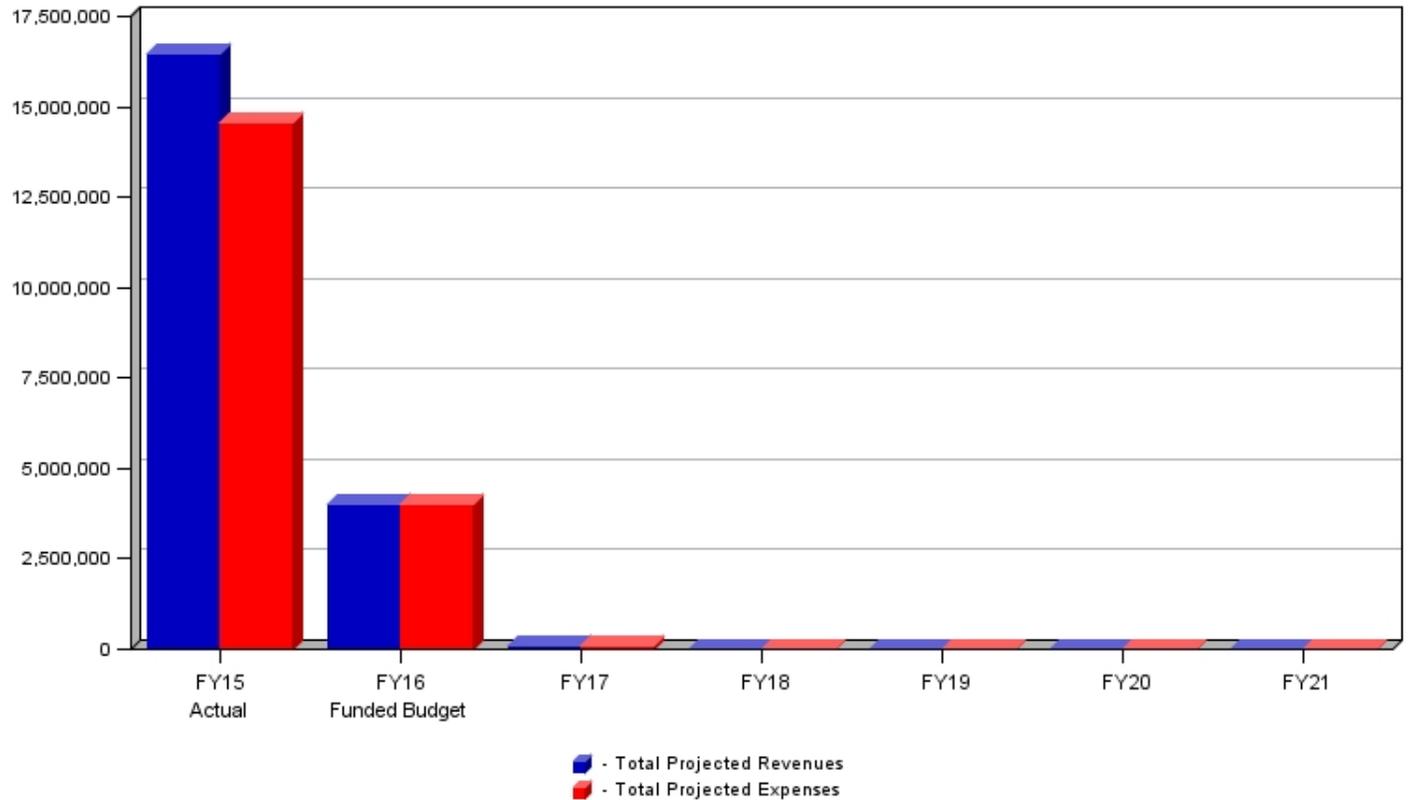
The Cyclorama facility ceased operations in June 2015.

**Expense Overview:**

The Cyclorama facility ceased operations in June 2015.

## Underground Atl Facil Revenue Fund - Five Year Plan

The Underground Atlanta Fund was established in 1989 to account for transactions associated with the public operations of the Underground Atlanta facilities and parking decks.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$16,451,134	\$4,000,000	\$110,000	\$0	\$0	\$0	\$0	\$110,000
Expenses	\$14,574,530	\$4,000,000	\$110,000	\$0	\$0	\$0	\$0	\$110,000
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	\$14,574,530	\$4,000,000	\$110,000	\$0	\$0	\$0	\$0	\$110,000
<b>Revenues Over(Under) Expenses</b>	\$1,876,605	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Variance %</b>	11%	0%	0%	0%	0%	0%	0%	0%

**Revenue Overview:**

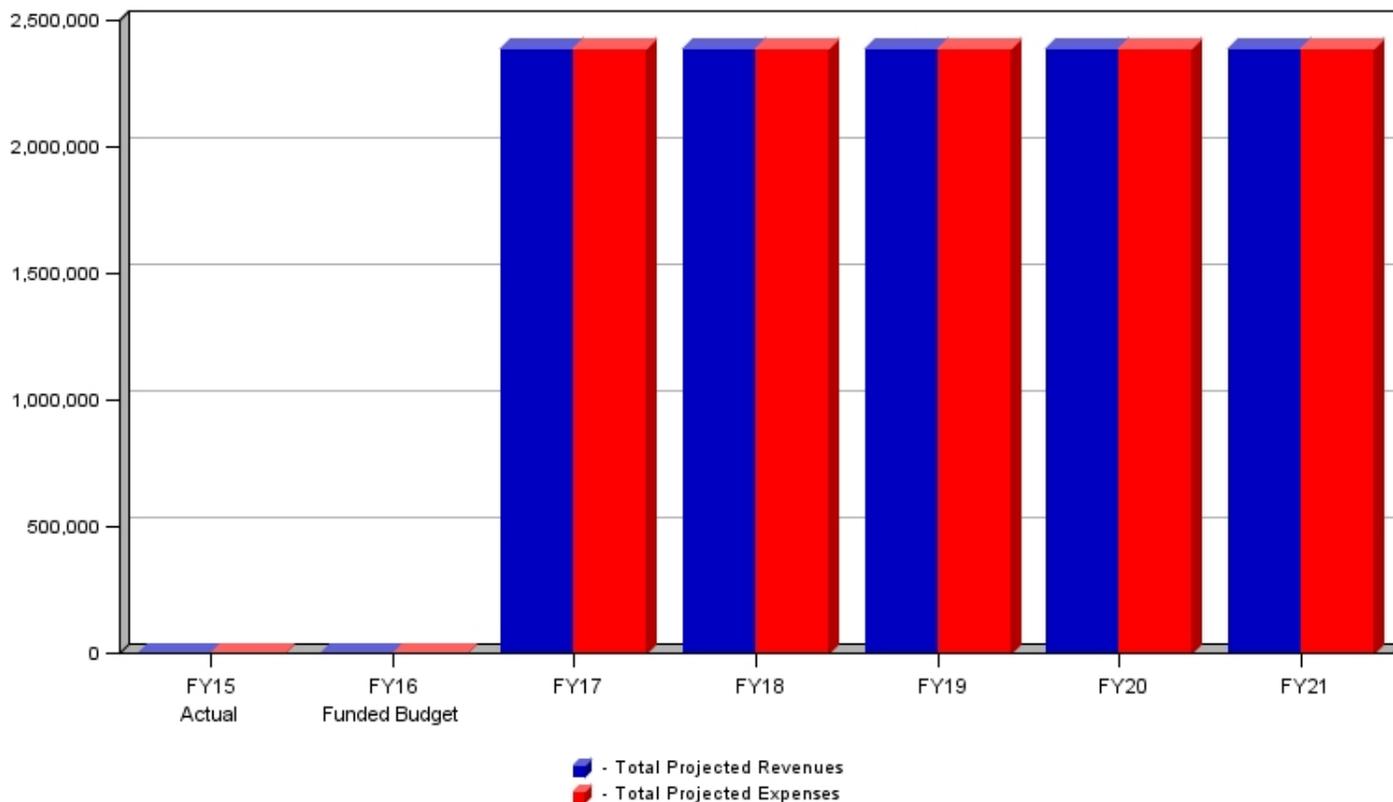
Underground operations will cease following the sale of the building.

**Expense Overview:**

Expenses for FY17 include cost for insurance. Underground will cease operations following the sale of the building.

## City Plaza Operating Fund - Five Year Plan

The City Plaza Fund was established to account for transactions associated with the public operations of the Mixed-Use facility and parking decks.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$0	\$0	\$2,390,000	\$2,390,000	\$2,390,000	\$2,390,000	\$2,390,000	\$11,950,000
Expenses	\$0	\$0	\$2,390,000	\$2,390,000	\$2,390,000	\$2,390,000	\$2,390,000	\$11,950,000
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	\$0	\$0	\$2,390,000	\$2,390,000	\$2,390,000	\$2,390,000	\$2,390,000	\$11,950,000
<b>Revenues Over(Under) Expenses</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Variance %</b>	0%	0%	0%	0%	0%	0%	0%	0%

**Revenue Overview:**

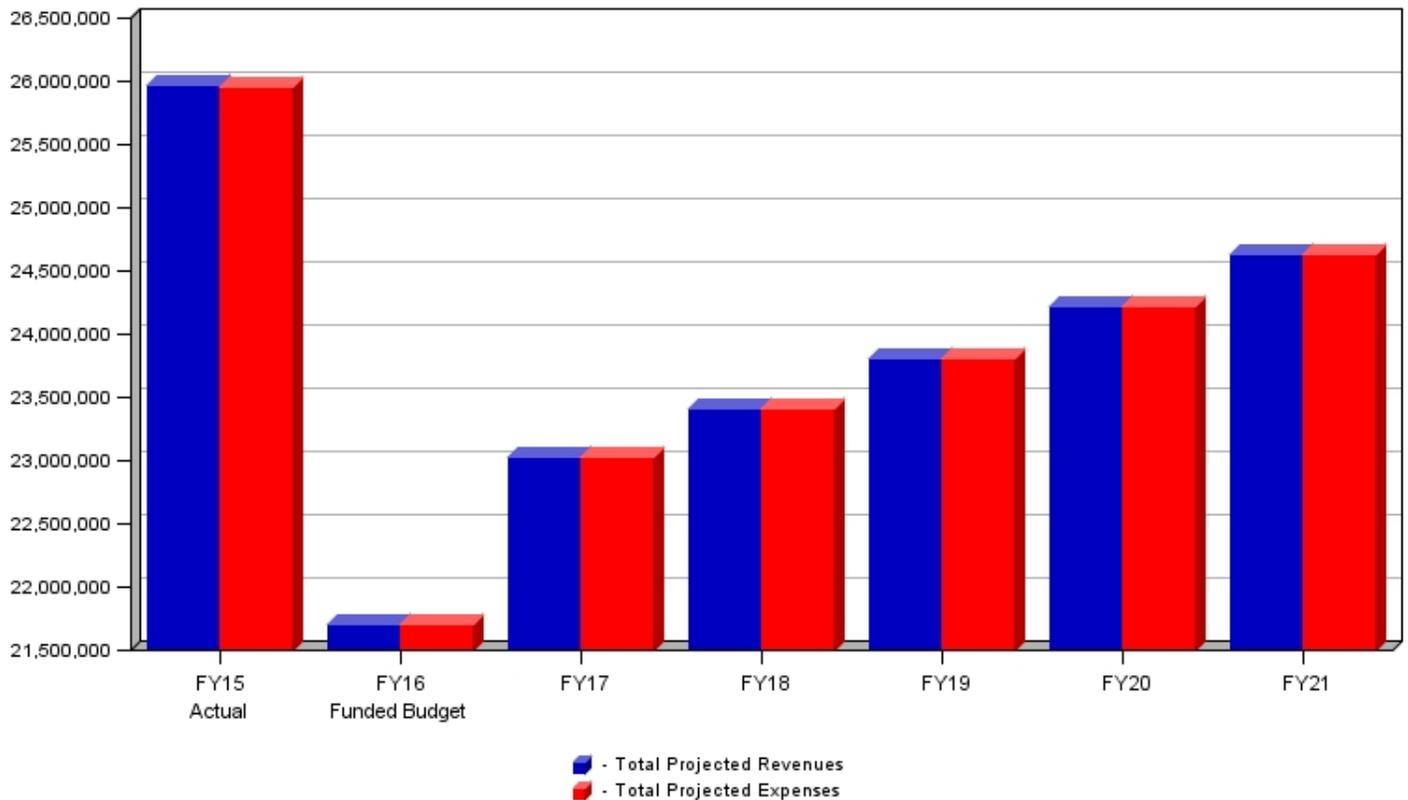
The City Plaza Fund revenue is projected to receive \$2,390,000 in revenues, primarily from apartment rents and commercial income from parking.

**Expense Overview:**

Over the next five years, expenses include funding for maintenance of the building.

## Building Permits Fund - Five Year Plan

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



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$25,972,001	\$21,700,226	\$23,023,753	\$23,415,157	\$23,813,215	\$24,218,040	\$24,629,746	\$119,099,911
Expenses	\$25,959,002	\$21,700,226	\$22,833,638	\$23,213,225	\$23,601,316	\$23,995,852	\$24,396,747	\$118,040,778
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$191,613	\$203,429	\$213,396	\$223,685	\$234,496	\$1,066,619
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$1,497)	(\$1,497)	(\$1,497)	(\$1,497)	(\$1,497)	(\$7,485)
<b>Total Projected Expenses</b>	\$25,959,002	\$21,700,226	\$23,023,754	\$23,415,157	\$23,813,215	\$24,218,040	\$24,629,746	\$119,099,912
<b>Revenues Over(Under) Expenses</b>	\$12,999	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Variance %</b>	0%	0%	0%	0%	0%	0%	0%	0%

### Revenue Overview:

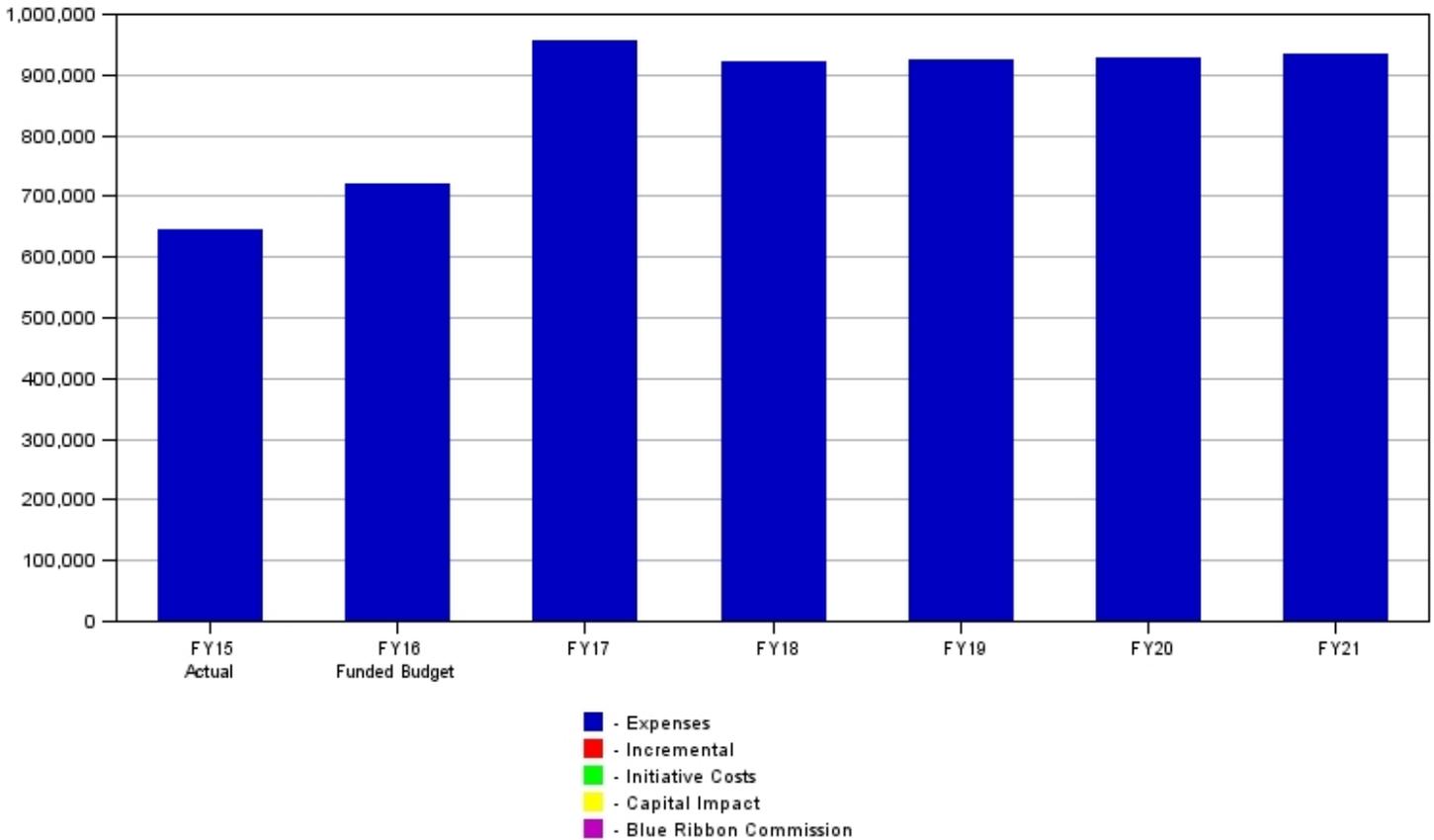
The Building Permit Fund revenues correlate with the construction sector, economic cycles and construction related growth. The construction sector employment is forecasted to continue to increase due to recovery in the housing market.

### Expense Overview:

Over the next five years, the Building Permit Fund is projecting a slight increase in operating expenses, primary due to salaries, benefits and supplies. Building Permit Fund expenses also includes estimate cost for Indirect Cost and OPEB.

## Building Permits Fund - Executive Offices

The Building Permits Fund provides funding to divisions within the Executive Offices that service departments within the Building Fund. The 311 Call Center currently has full-time positions that are funded at a certain percentage within the Building Fund.

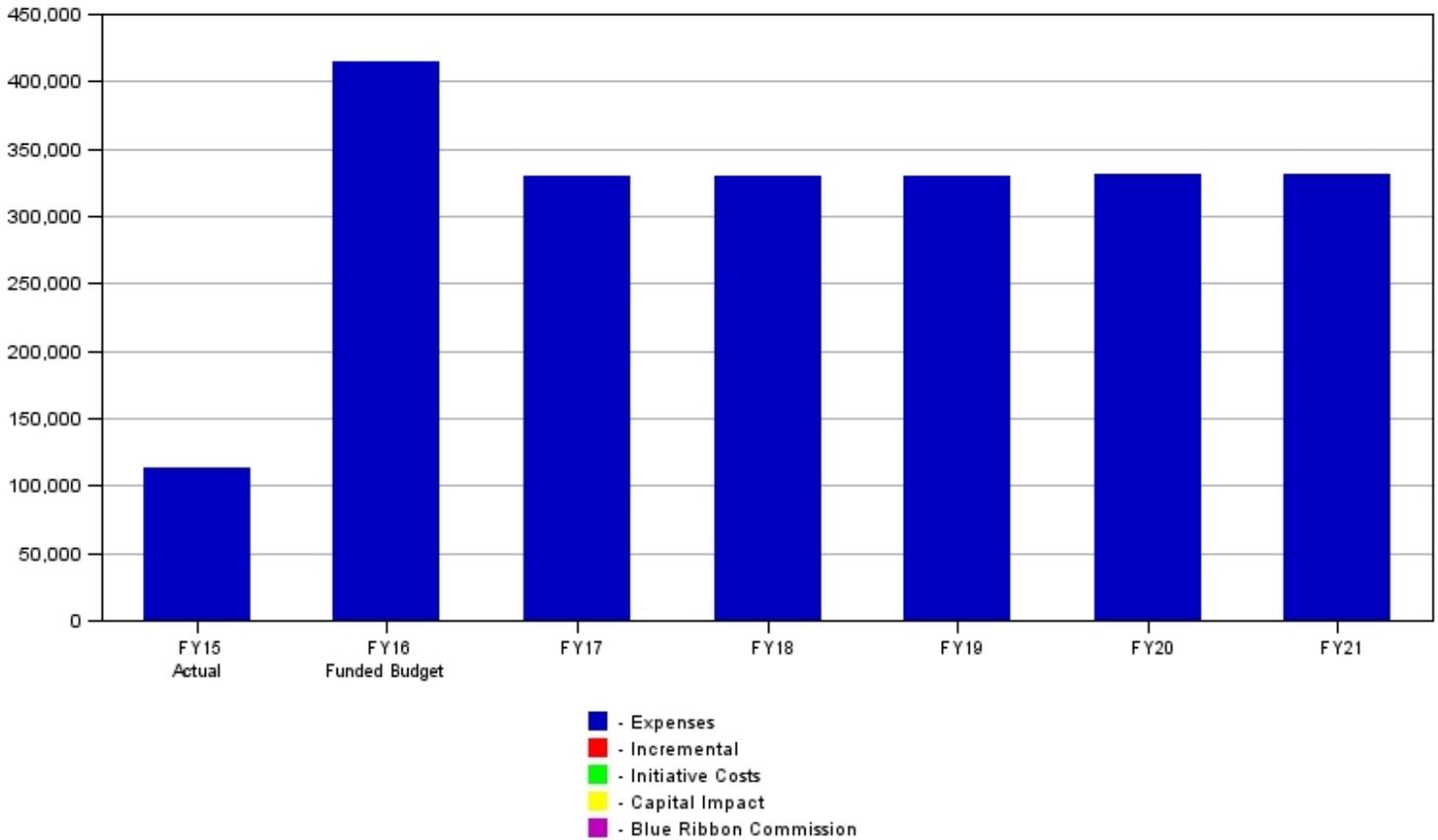


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$643,622	\$719,239	\$955,315	\$920,586	\$924,626	\$928,683	\$932,757	\$4,661,967
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$643,622</b>	<b>\$719,239</b>	<b>\$955,315</b>	<b>\$920,586</b>	<b>\$924,626</b>	<b>\$928,683</b>	<b>\$932,757</b>	<b>\$4,661,967</b>

- Expenses** - Over the next five years, expenses include costs related to 311 Call Center.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Building Permits Fund - Department Of Atlanta Information Management

The Building Permits fund under the Department of Atlanta Information Management is being used for the ongoing support of Hyperion and 311.

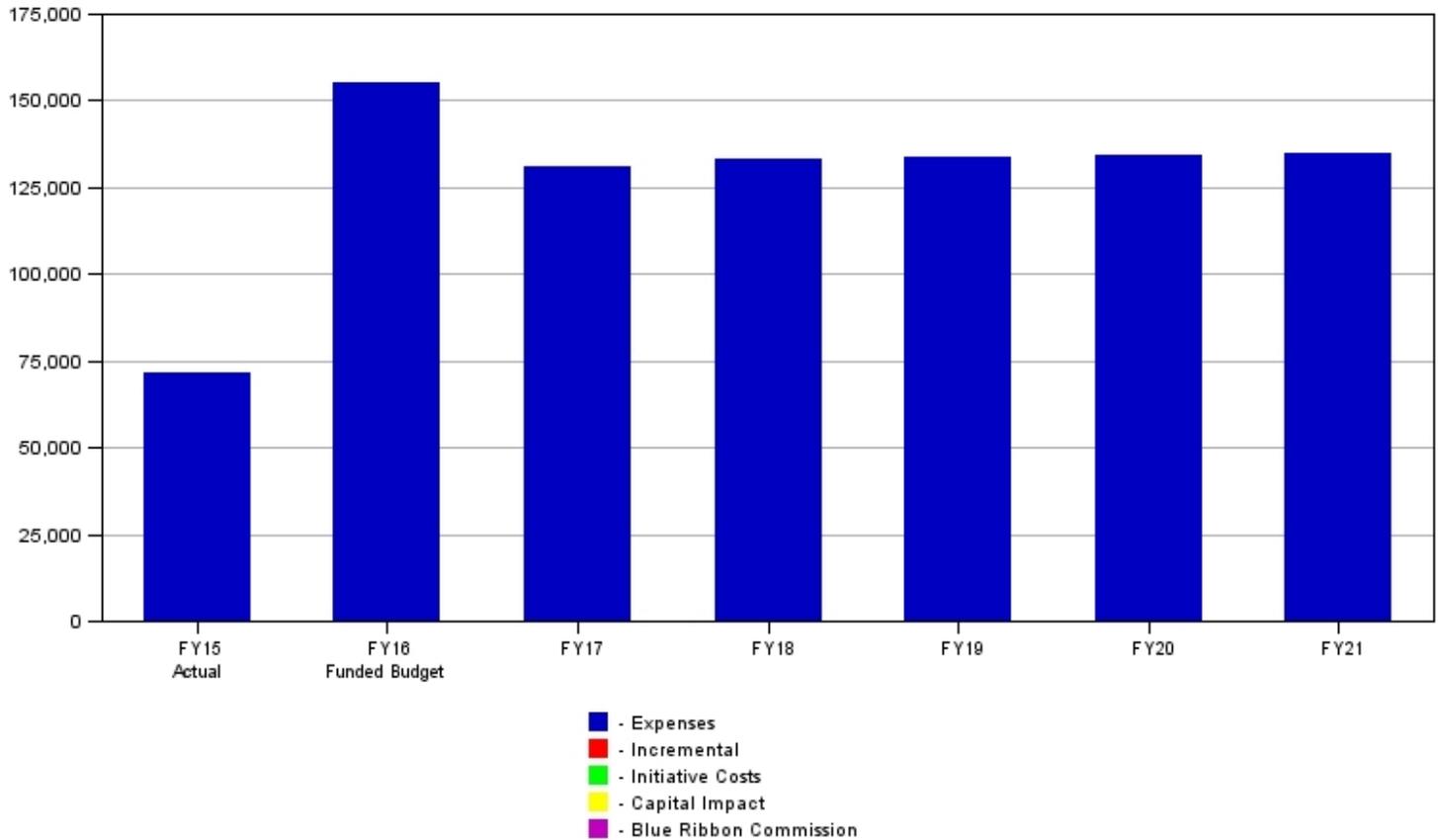


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$113,913	\$414,918	\$330,181	\$329,239	\$330,038	\$330,842	\$331,651	\$1,651,950
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$113,913</b>	<b>\$414,918</b>	<b>\$330,181</b>	<b>\$329,239</b>	<b>\$330,038</b>	<b>\$330,842</b>	<b>\$331,651</b>	<b>\$1,651,950</b>

- Expenses** - Over the next five years, expenses include split-funded positions for 311 and GIS as well as contract costs for Hyperion and the 311 Call Center.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Building Permits Fund - Department Of Law

The Law Department is a team of professionals committed to providing best in-class legal representation to the City of Atlanta. In addition to defending the City in all types of civil litigation, the Department works proactively to prevent legal challenges by delivering sound advice, legislation and training.

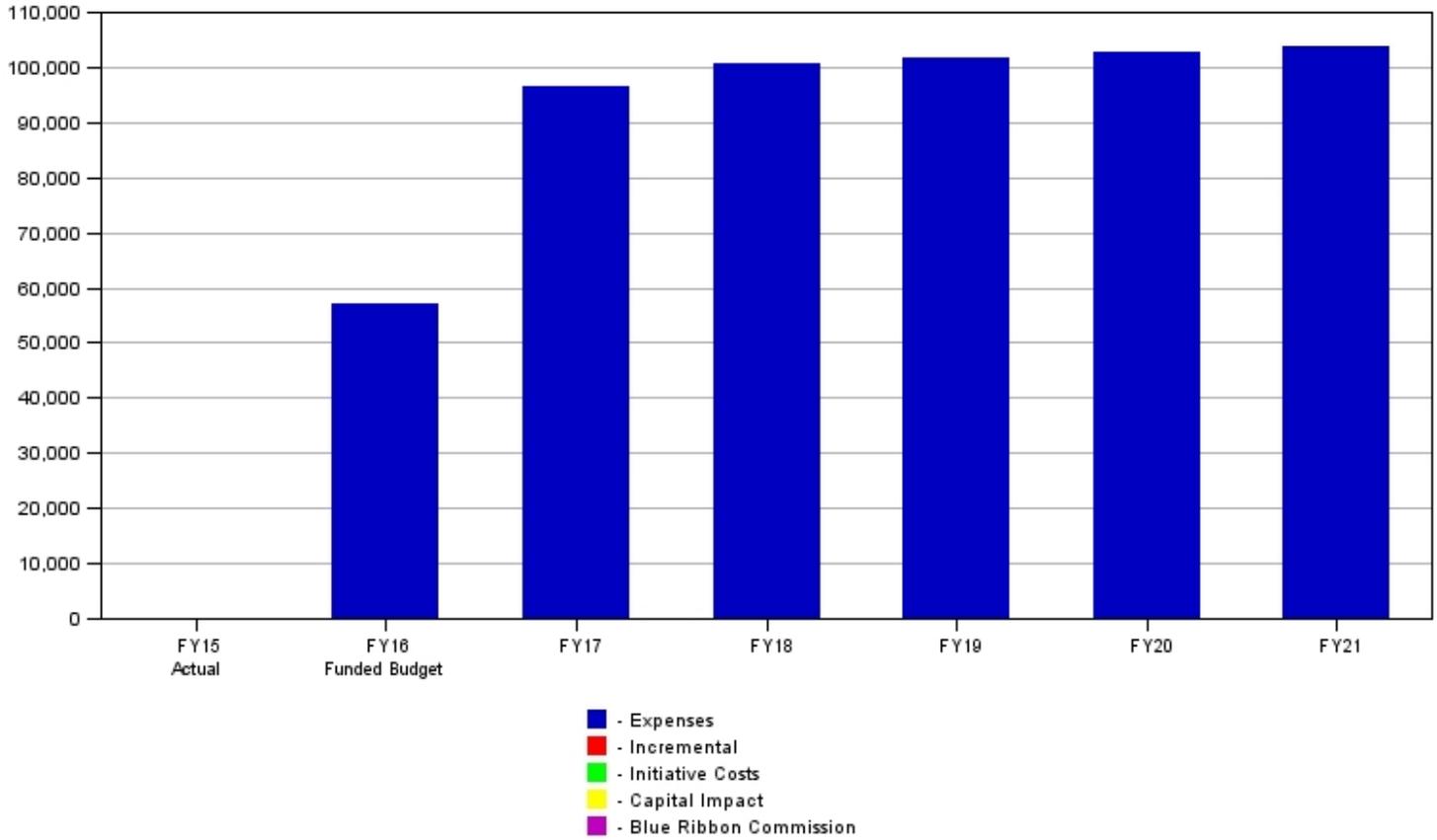


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$71,483	\$155,248	\$130,831	\$133,244	\$133,783	\$134,329	\$134,881	\$667,067
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$71,483</b>	<b>\$155,248</b>	<b>\$130,831</b>	<b>\$133,244</b>	<b>\$133,783</b>	<b>\$134,329</b>	<b>\$134,881</b>	<b>\$667,067</b>

- Expenses** - Over the next five years, expenses include continued funding for personnel related to two split-funded positions.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Building Permits Fund - Department Of Finance

The Building Permits Fund provides funding to divisions within the Department of Finance that service departments within the Building Fund.

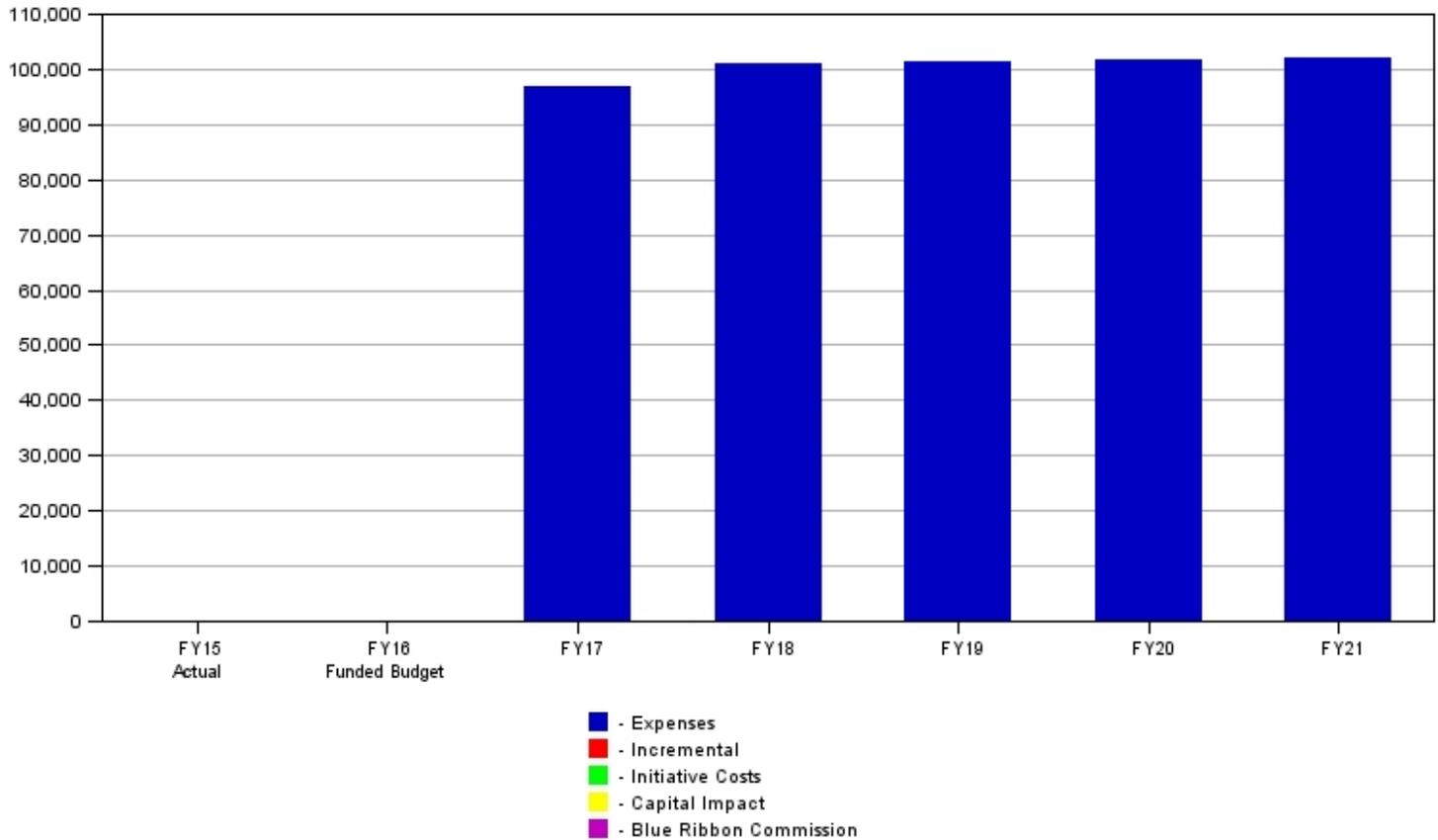


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$0	\$57,014	\$96,590	\$100,583	\$101,630	\$102,705	\$103,810	\$505,318
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$0</b>	<b>\$57,014</b>	<b>\$96,590</b>	<b>\$100,583</b>	<b>\$101,630</b>	<b>\$102,705</b>	<b>\$103,810</b>	<b>\$505,318</b>

- Expenses** - Over the next five years, expenses include personnel and associated benefits.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Building Permits Fund - Department Of Procurement

The Department of Procurement is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The goal is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.

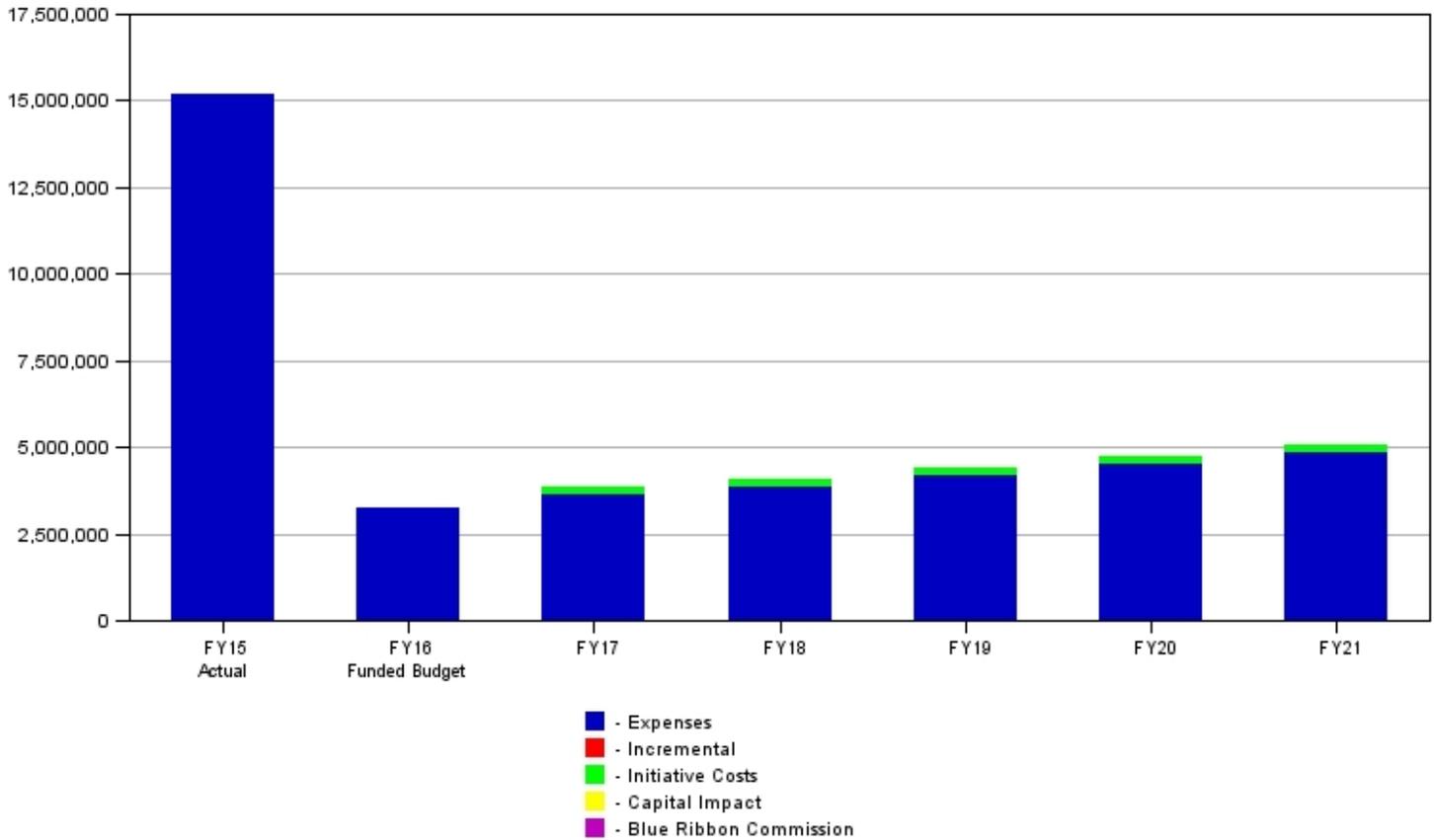


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$0	\$0	\$96,991	\$101,071	\$101,423	\$101,775	\$102,128	\$503,388
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$96,991</b>	<b>\$101,071</b>	<b>\$101,423</b>	<b>\$101,775</b>	<b>\$102,128</b>	<b>\$503,388</b>

- Expenses** - Over the next five years, expenses include funding for two full-time positions.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Building Permits Fund - Non-Departmental

The purpose of Non-Departmental Building Permits Fund is to provide funding for a variety of expenditures that generally are not specific to any department within the Building Permit Fund.

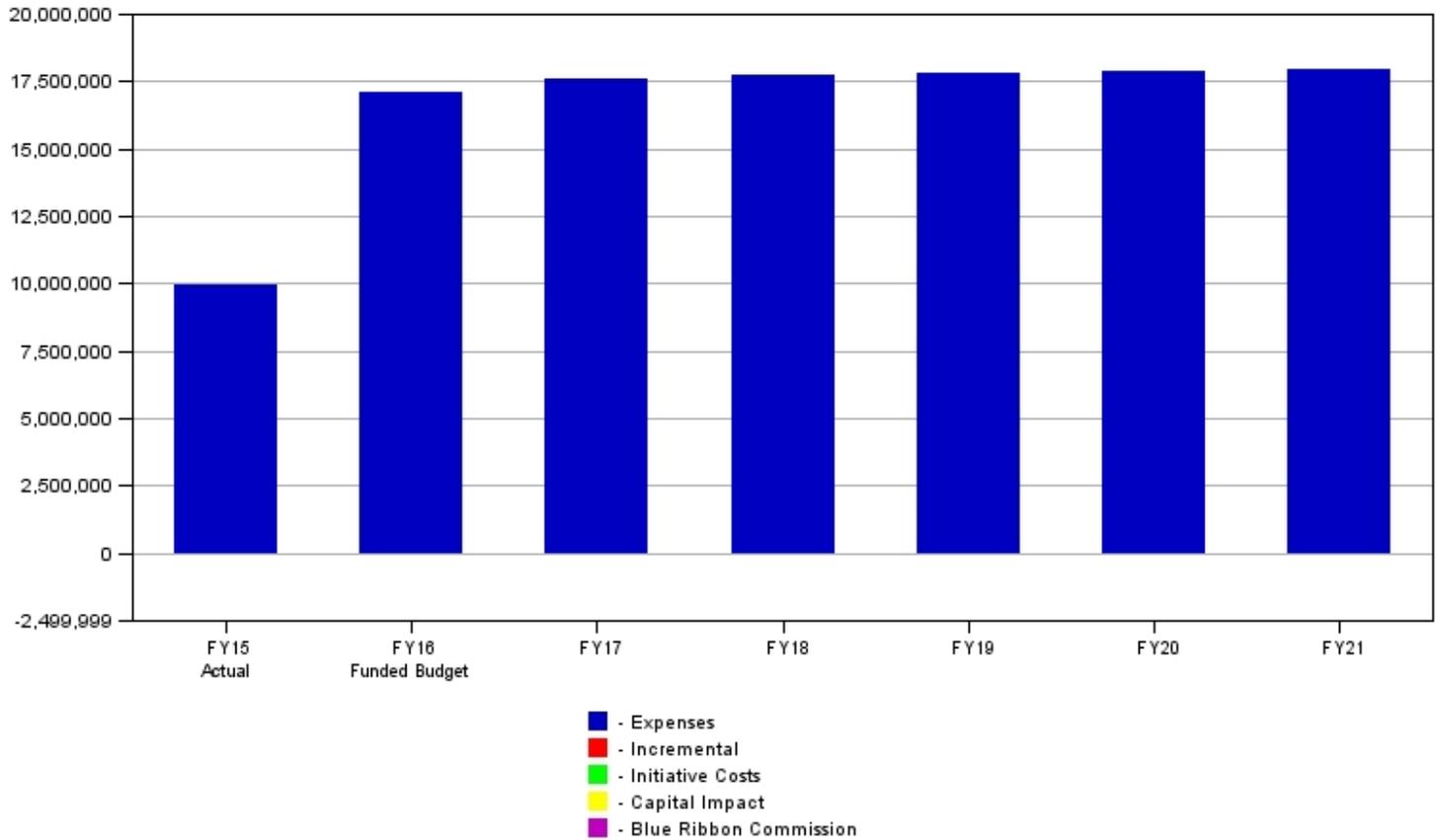


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$15,171,108	\$3,231,584	\$3,646,414	\$3,870,924	\$4,186,988	\$4,509,063	\$4,837,052	\$21,050,441
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$191,613	\$203,429	\$213,396	\$223,685	\$234,496	\$1,066,619
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$15,171,108</b>	<b>\$3,231,584</b>	<b>\$3,838,027</b>	<b>\$4,074,353</b>	<b>\$4,400,384</b>	<b>\$4,732,748</b>	<b>\$5,071,548</b>	<b>\$22,117,059</b>

- Expenses** - Over the next five years, expenses include funding for the Reserves, Indirect Cost and Retiree Benefits.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Building Permits Fund - Dept Of Planning & Community Development

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

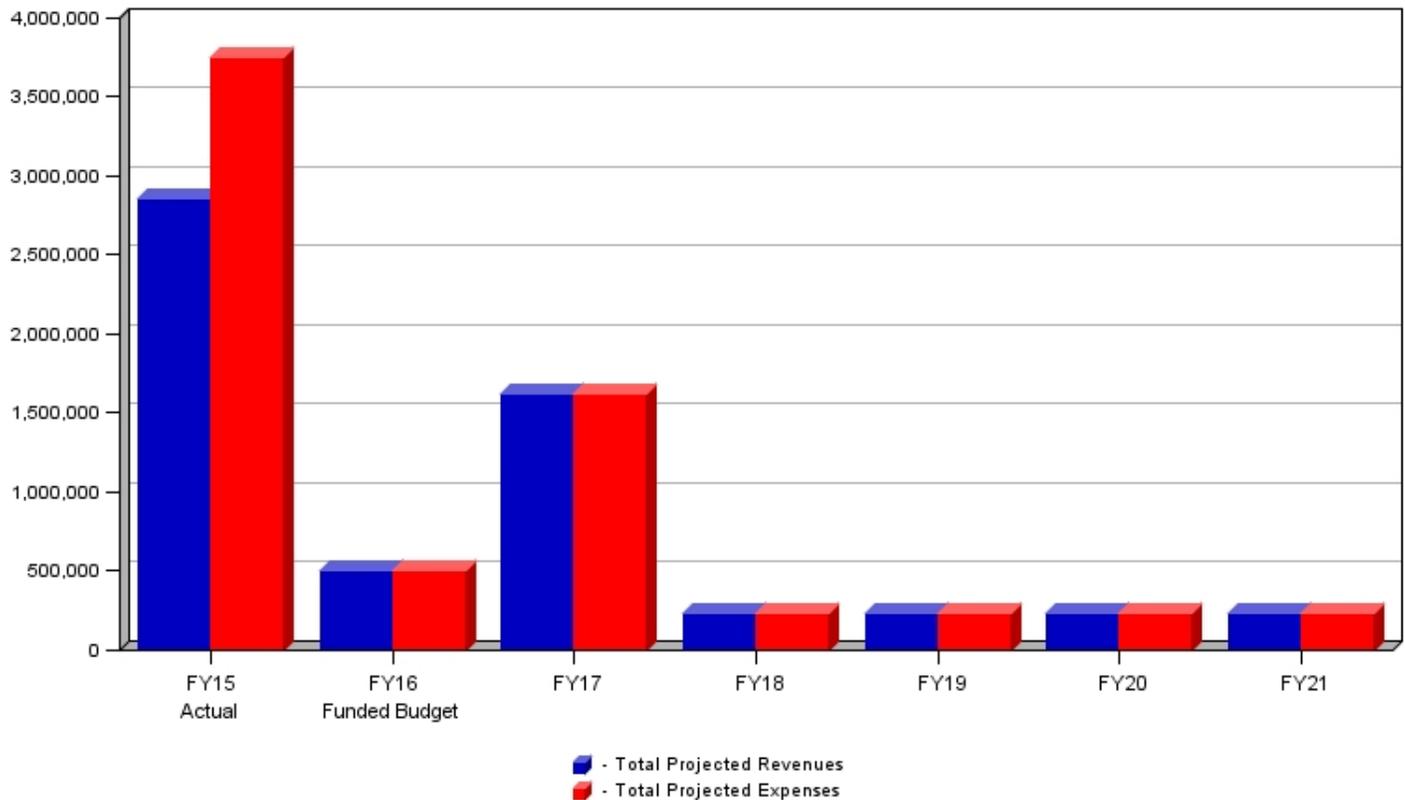


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$9,958,874	\$17,122,223	\$17,577,316	\$17,757,579	\$17,822,829	\$17,888,455	\$17,954,467	\$89,000,646
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	(\$1,497)	(\$1,497)	(\$1,497)	(\$1,497)	(\$1,497)	(\$7,485)
<b>Total Projected Expenses</b>	<b>\$9,958,874</b>	<b>\$17,122,223</b>	<b>\$17,575,819</b>	<b>\$17,756,082</b>	<b>\$17,821,332</b>	<b>\$17,886,958</b>	<b>\$17,952,970</b>	<b>\$88,993,161</b>

- Expenses** - Over the next five years, expenses include an increase primarily due to salaries, benefits, consulting services and supplies. The department expenses also includes the estimated cost for Drive Cam.
- Incremental** - N/A
- Initiative Costs** - N/A
- Initiative costs includes the estimated cost for Longevity pay in the amount of \$14K and 3% pay raises for Grades 19 & above in the amount of \$177K.
- Capital Impact** - N/A
- Blue Ribbon Commission** - Blue Ribbon Commission includes savings related to Motor Equipment / Repairs.

## Civic Center Revenue Fund - Five Year Plan

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



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$2,862,198	\$500,000	\$1,626,006	\$239,492	\$239,491	\$239,492	\$239,492	\$2,583,973
Expenses	\$3,753,262	\$500,000	\$1,621,610	\$239,492	\$239,491	\$239,492	\$239,492	\$2,579,577
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$4,396	\$0	\$0	\$0	\$0	\$4,396
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	\$3,753,262	\$500,000	\$1,626,006	\$239,492	\$239,491	\$239,492	\$239,492	\$2,583,973
<b>Revenues Over(Under) Expenses</b>	(\$891,064)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Variance %</b>	(31%)	0%	0%	0%	0%	0%	0%	0%

**Revenue Overview:**

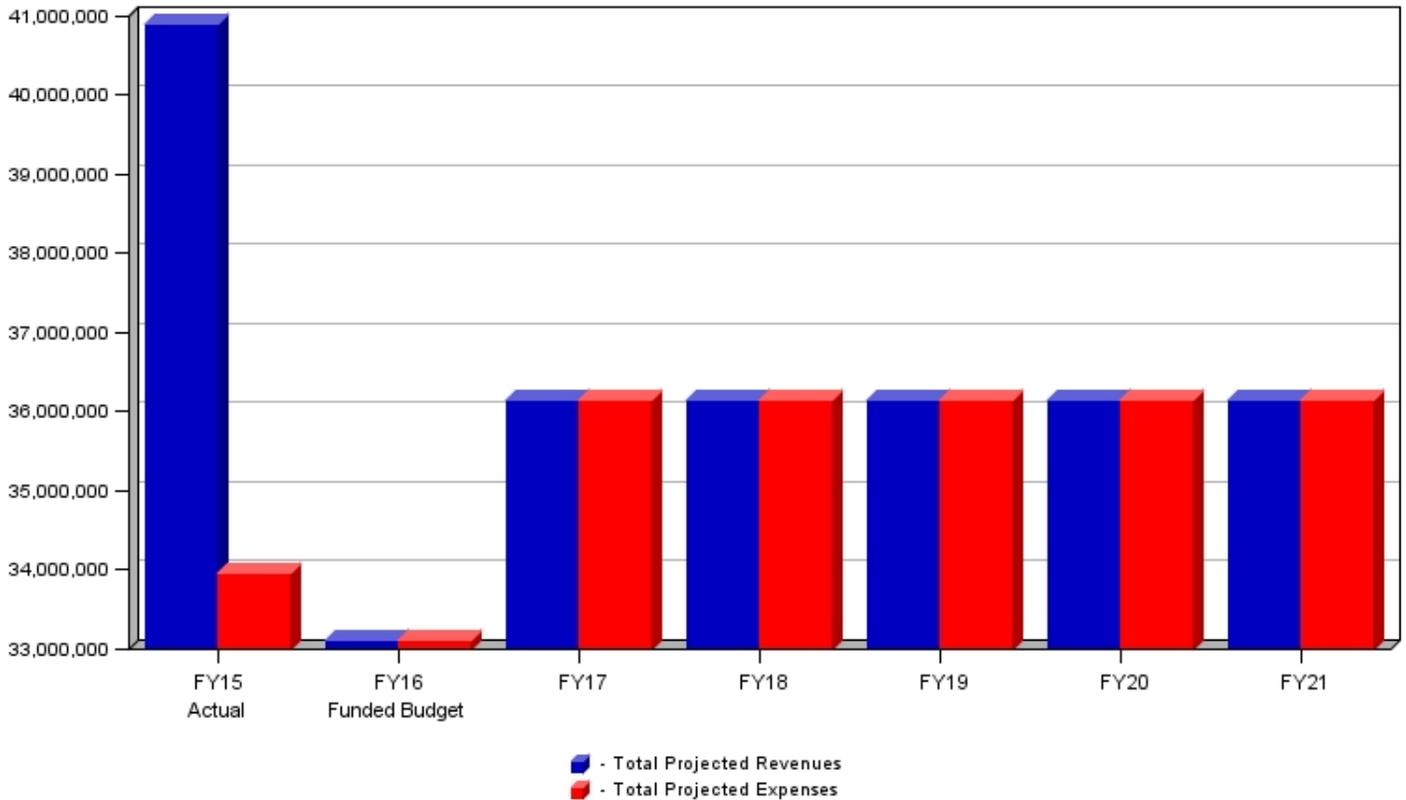
The Civic Center Revenue Fund is forecasted to receive \$1,626,006 in FY17 until the pending sale of the facility is completed.

**Expense Overview:**

The Civic Center expenses for FY17 include salaries, maintenance and debt service. Initiative cost includes Longevity pay and salary increase for Grades 19 & above. Expense for FY18 - FY21 includes debt payment to Atlanta Gas Light per the agreement.

## Fleet Service Fund - Five Year Plan

Fleet Management fund is established for maintaining the City of Atlanta's fleet of vehicles and motorized equipment. Fleet Management department provides fuel and maintenance services to City departments.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$40,909,021	\$33,126,728	\$36,146,874	\$36,146,874	\$36,146,874	\$36,146,874	\$36,146,874	\$180,734,369
Expenses	\$33,953,784	\$33,126,728	\$36,080,419	\$36,075,393	\$36,072,087	\$36,069,298	\$36,066,241	\$180,363,439
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$66,454	\$71,481	\$74,787	\$77,575	\$80,633	\$370,929
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	\$33,953,784	\$33,126,728	\$36,146,873	\$36,146,874	\$36,146,874	\$36,146,873	\$36,146,874	\$180,734,368
<b>Revenues Over(Under) Expenses</b>	\$6,955,238	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Variance %</b>	17%	0%	0%	0%	0%	0%	0%	0%

**Revenue Overview:**

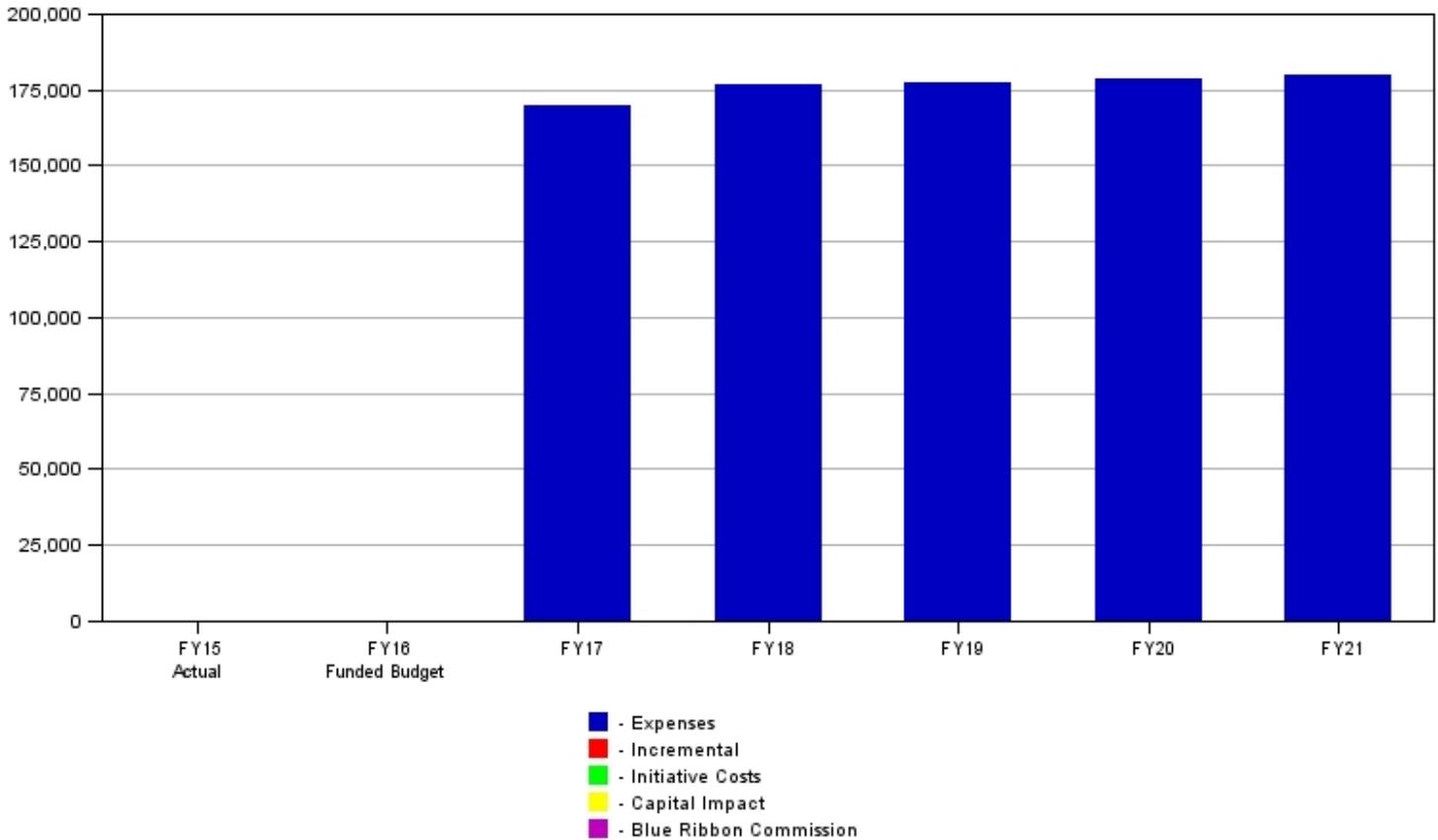
Revenues are derived from charge-back recovery to the participating City departments. Over the next five years revenues are projected to increase due to the increase of service fees.

**Expense Overview:**

Expenses are projected to slightly increase over the next five years primarily due to indirect cost allocations.

## Fleet Service Fund - Department Of Procurement

The Department of Procurement is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The goal is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.

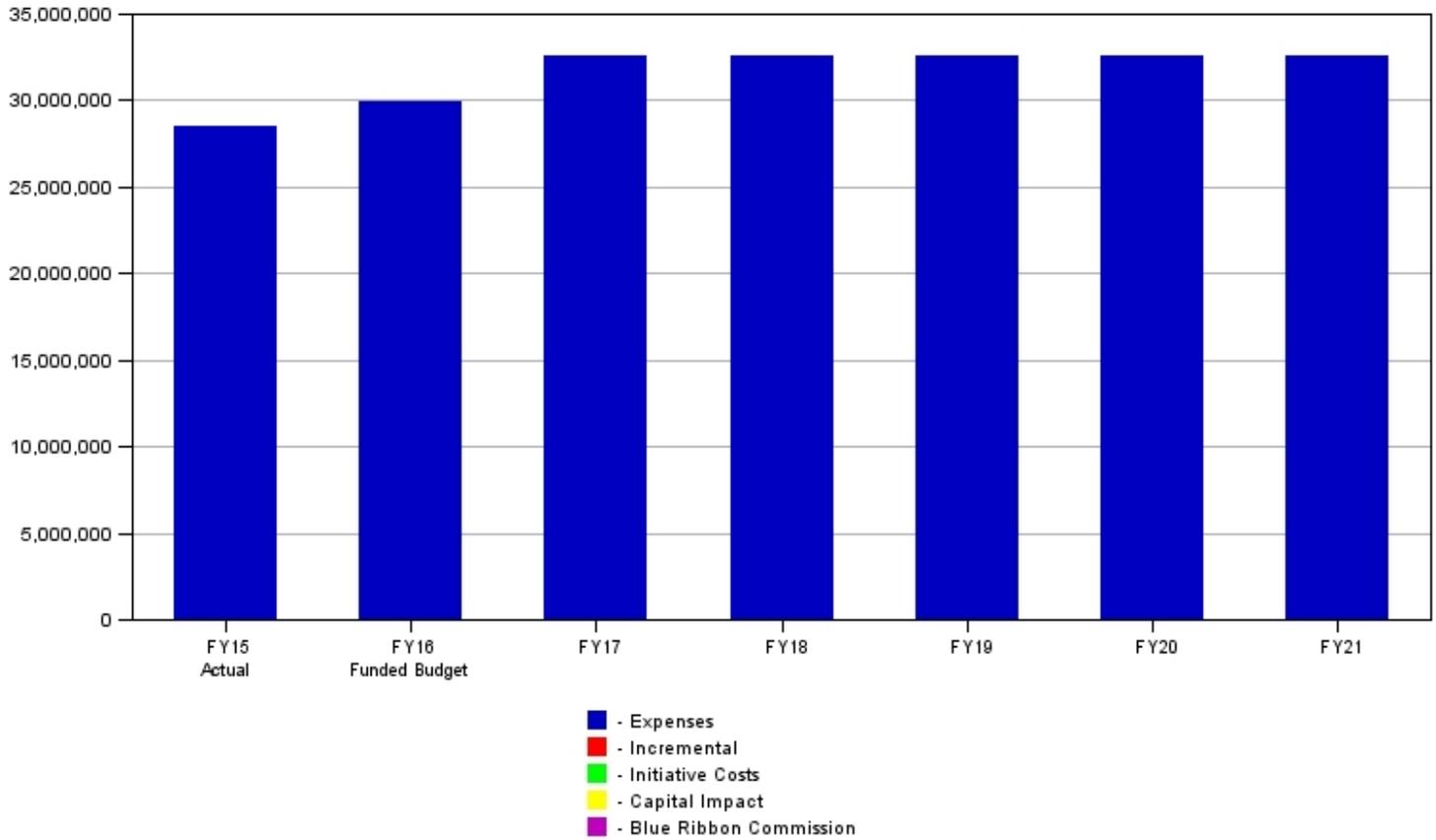


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$0	\$0	\$170,078	\$176,584	\$177,593	\$178,604	\$179,614	\$882,472
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$170,078</b>	<b>\$176,584</b>	<b>\$177,593</b>	<b>\$178,604</b>	<b>\$179,614</b>	<b>\$882,472</b>

- Expenses** - Over the next five years, expenses include funding for three full-time positions.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Fleet Service Fund - Department Of Public Works

The Department of Public Works is responsible for the acquisition, maintenance and disposal of the City of Atlanta's motorized equipment fleet. 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 services.

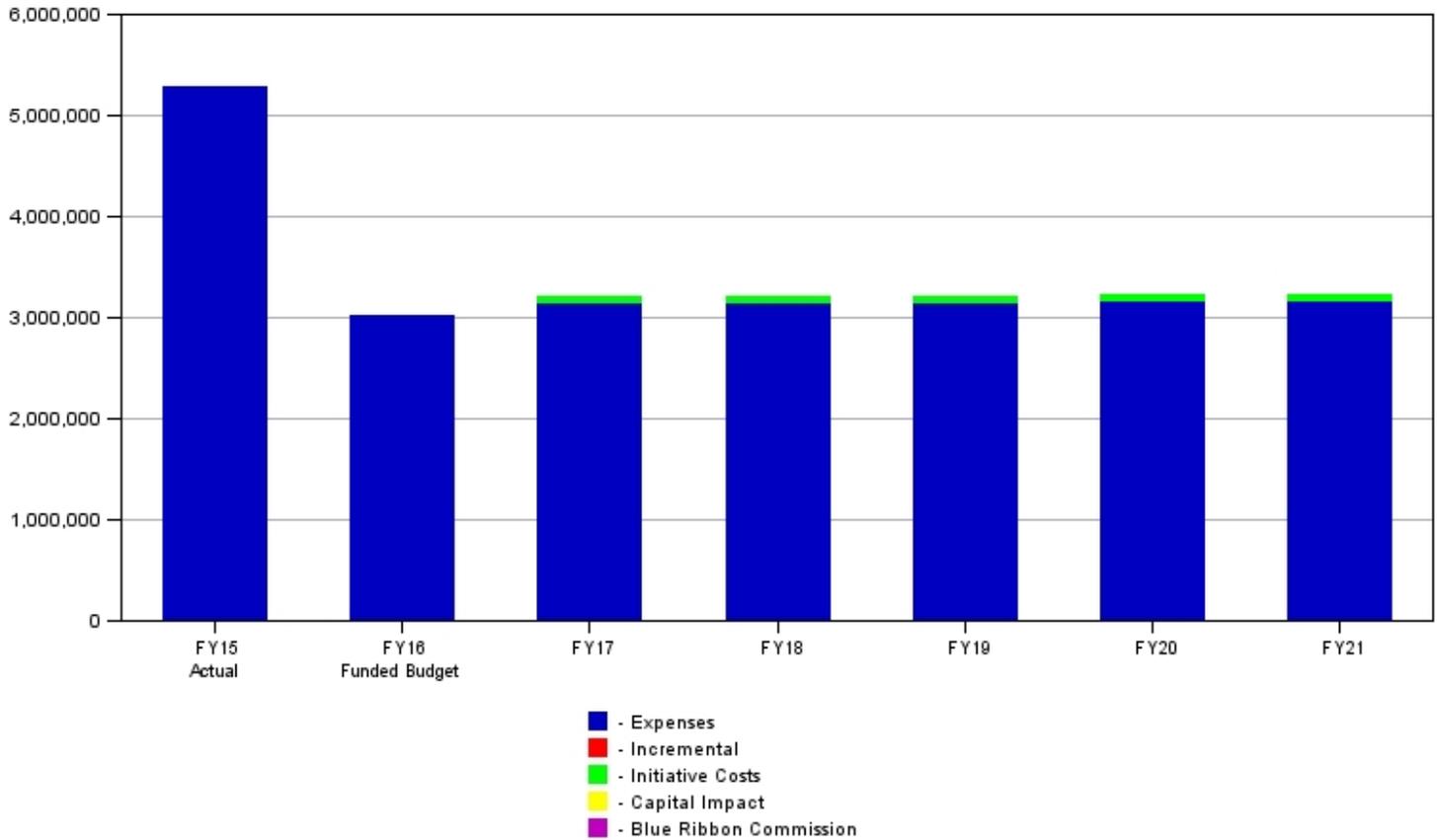


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$28,488,044	\$29,951,465	\$32,608,010	\$32,587,461	\$32,579,103	\$32,571,251	\$32,563,122	\$162,908,947
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$28,488,044</b>	<b>\$29,951,465</b>	<b>\$32,608,010</b>	<b>\$32,587,461</b>	<b>\$32,579,103</b>	<b>\$32,571,251</b>	<b>\$32,563,122</b>	<b>\$162,908,947</b>

- Expenses** - Over the next five years, expenses includes contractual obligations.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Fleet Service Fund - Non-Departmental

Non-Departmental is used to account for expenditures not directly associated with the operations and maintenance of the department such as debt service on bonds and loans, fund-wide reserve, retiree benefits and payments to other governments.

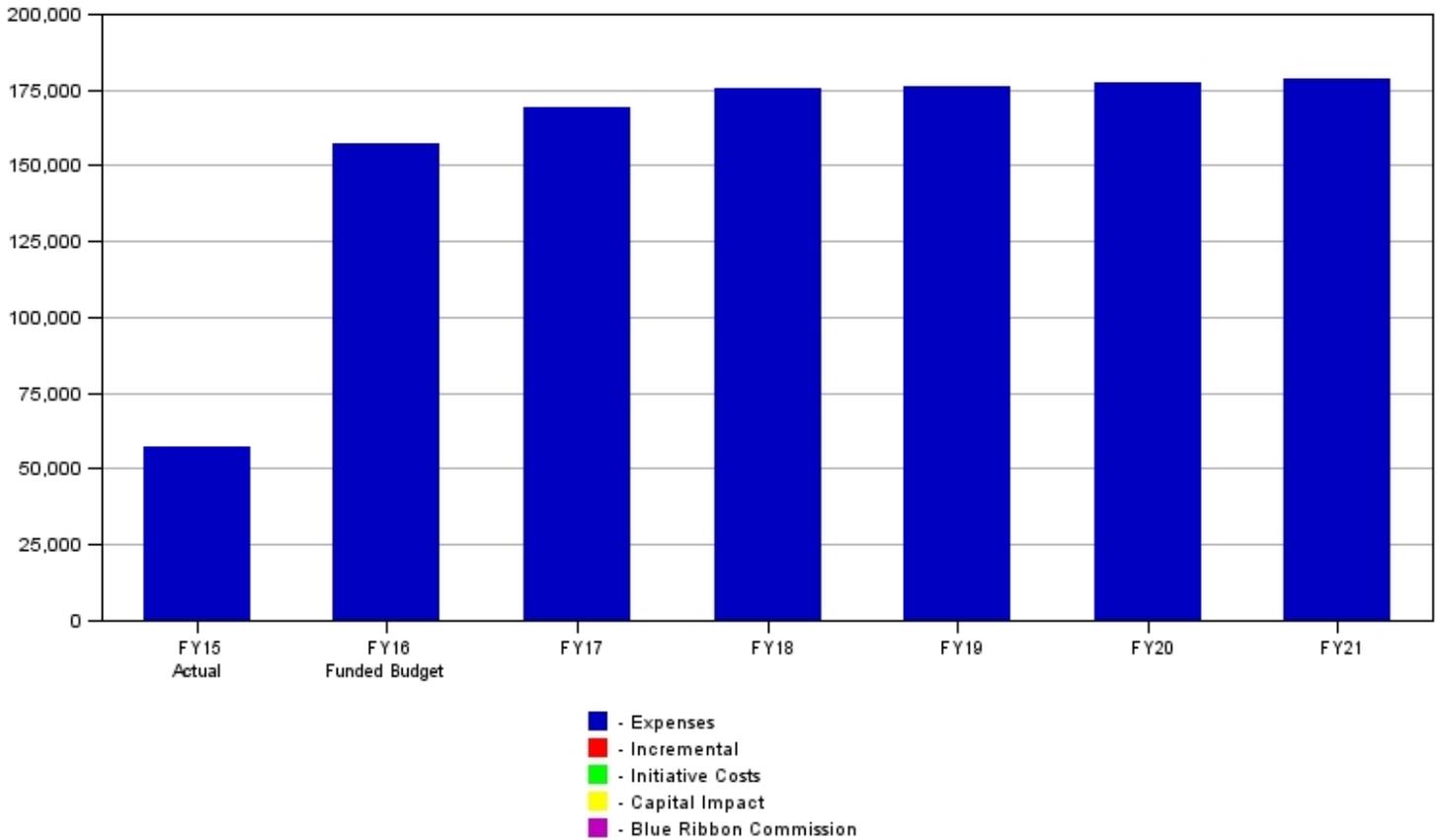


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$5,280,273	\$3,018,280	\$3,133,128	\$3,136,070	\$3,139,015	\$3,141,963	\$3,144,914	\$15,695,090
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$66,454	\$71,481	\$74,787	\$77,575	\$80,633	\$370,929
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$5,280,273</b>	<b>\$3,018,280</b>	<b>\$3,199,582</b>	<b>\$3,207,551</b>	<b>\$3,213,801</b>	<b>\$3,219,538</b>	<b>\$3,225,547</b>	<b>\$16,066,019</b>

- Expenses** - Over the next five year, expenses include indirect cost allocations.
- Incremental** - N/A
- Initiative Costs** - Initiative cost includes the estimated cost of Longevity pay and 3% salary increase for Grades 19 & above.
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Fleet Service Fund - Department Of Human Resources

The Department of Human Resources is committed to attracting, retaining and developing a diverse and competent workforce that enables City agencies to achieve their business needs.

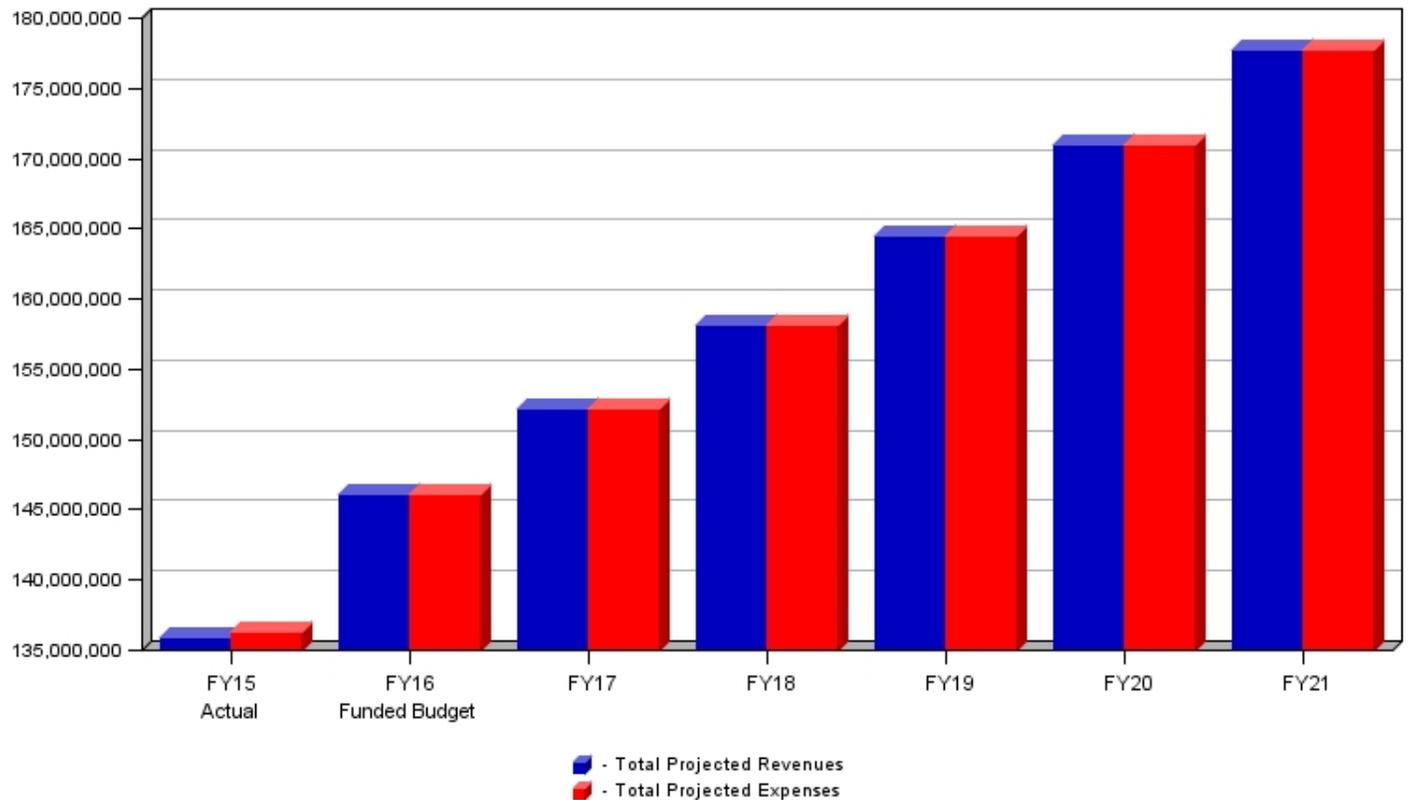


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$57,465	\$156,983	\$169,204	\$175,278	\$176,376	\$177,480	\$178,591	\$876,930
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$57,465</b>	<b>\$156,983</b>	<b>\$169,204</b>	<b>\$175,278</b>	<b>\$176,376</b>	<b>\$177,480</b>	<b>\$178,591</b>	<b>\$876,930</b>

- Expenses** - Over the next five years, expenses include salaries and benefits for DHR personnel.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Group Insurance Fund - Five Year Plan

The Group Insurance Fund is established through employer and employee contributions; it is used for the sole purpose of paying active and retired employees and their dependents medical, dental, vision, life, and voluntary insurance premiums and expenses.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
<b>Total Projected Revenues</b>	\$135,951,943	\$146,181,336	\$152,142,051	\$158,182,182	\$164,463,917	\$170,996,918	\$177,791,247	\$823,576,316
Expenses	\$136,366,369	\$146,181,336	\$152,118,691	\$158,157,701	\$164,438,260	\$170,969,825	\$177,762,823	\$823,447,300
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$23,360	\$24,481	\$25,657	\$27,093	\$28,424	\$129,016
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	\$136,366,369	\$146,181,336	\$152,142,051	\$158,182,182	\$164,463,917	\$170,996,918	\$177,791,248	\$823,576,315
<b>Revenues Over(Under) Expenses</b>	(\$414,426)	\$0	\$0	\$0	\$0	\$0	\$0	\$1
<b>Variance %</b>	0%	0%	0%	0%	0%	0%	0%	0%

**Revenue Overview:**

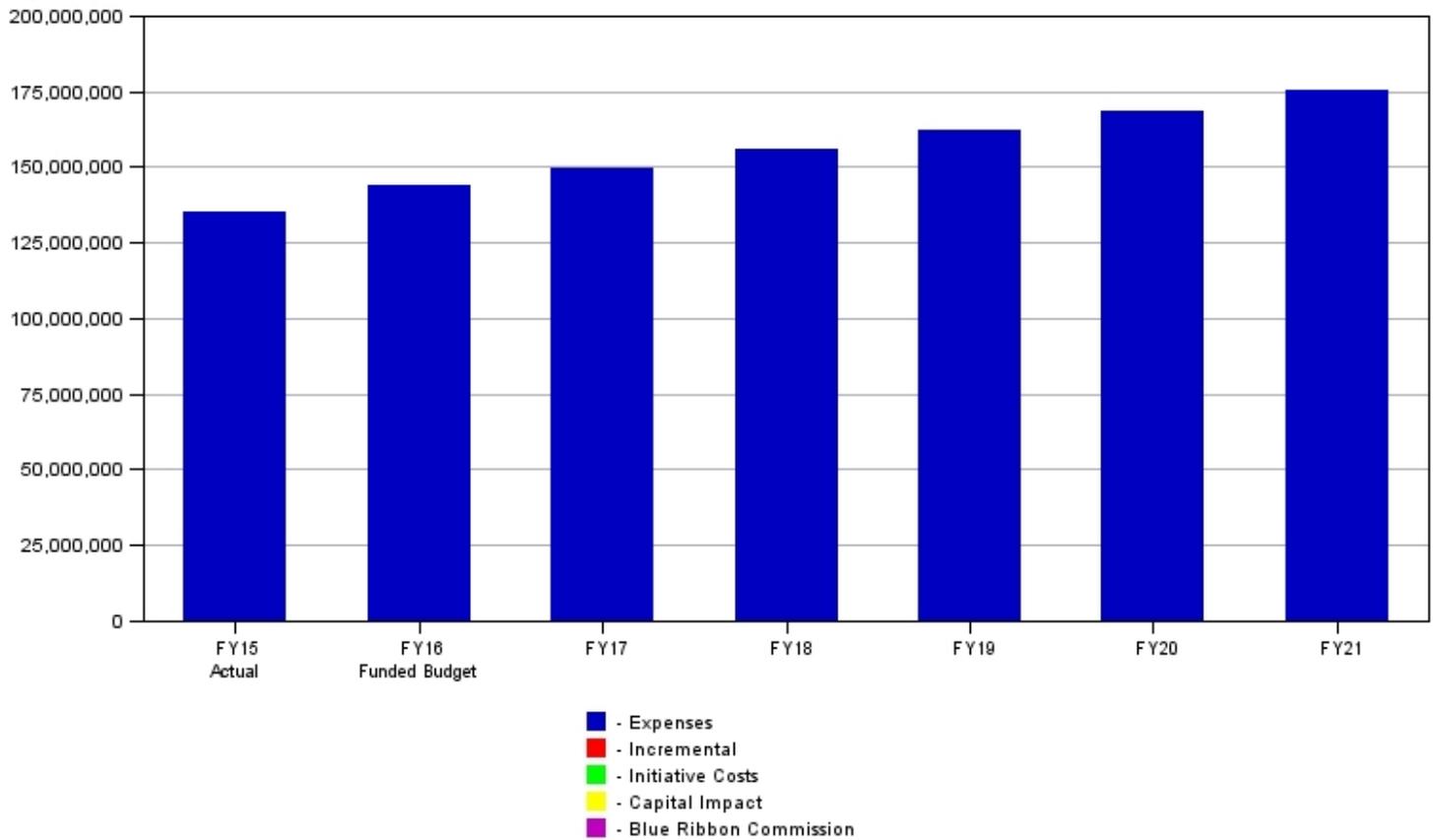
Group Insurance revenues include an initial projected increase of 4%. This amount is adjusted for in FY17-FY21 for the projected savings related to the Optimization of Healthcare costs project.

**Expense Overview:**

Group Insurance expenses include an initial projected increase of 4%. This amount is adjusted for in FY17-FY21 for the projected savings related to the Optimization of Healthcare costs project.

## Group Insurance Fund - Non-Departmental

The purpose of Non-Departmental Group Insurance is to provide funding for a variety of expenditures that generally are not specific to any one department within Group Insurance.

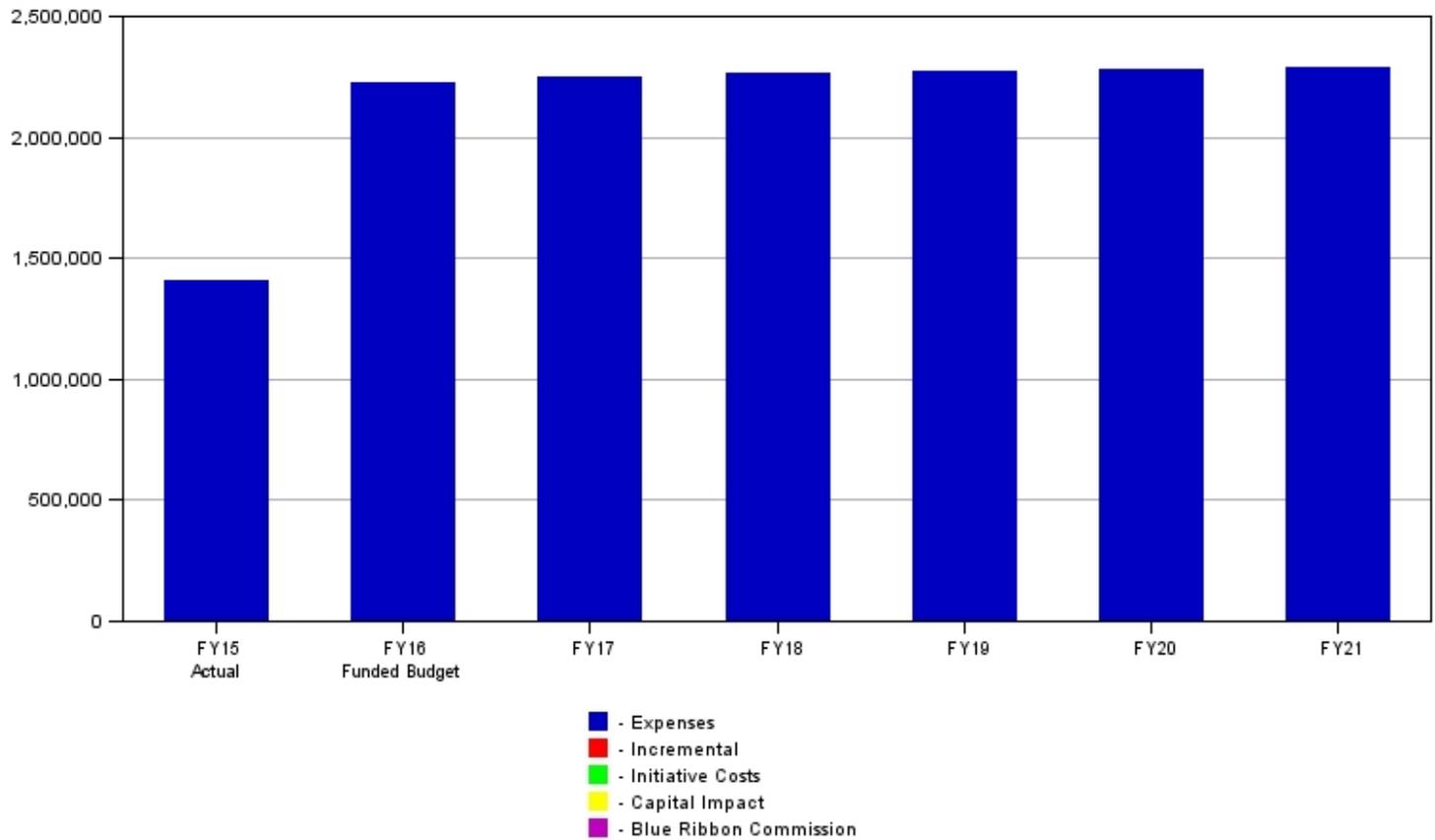


	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$134,960,056	\$143,954,208	\$149,867,559	\$155,890,549	\$162,165,010	\$168,690,430	\$175,477,236	\$812,090,784
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$23,360	\$24,481	\$25,657	\$27,093	\$28,424	\$129,016
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$134,960,056</b>	<b>\$143,954,208</b>	<b>\$149,890,919</b>	<b>\$155,915,030</b>	<b>\$162,190,667</b>	<b>\$168,717,523</b>	<b>\$175,505,661</b>	<b>\$812,219,799</b>

- Expenses** - Over the next five years, expenses include the funding of health insurances as well as costs related to the Affordable Care Act.
- Incremental** - N/A
- Initiative Costs** - Initiative costs include longevity incentives and anticipated pay increases.
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A

## Group Insurance Fund - Department Of Human Resources

The Department of Human Resources is committed to attracting, retaining and developing a diverse and competent workforce that enables City agencies to achieve their business needs.



	FY15 Actual	FY16 Funded Budget	FY17	FY18	FY19	FY20	FY21	Total Plan Years
Expenses	\$1,404,932	\$2,227,128	\$2,251,132	\$2,267,152	\$2,273,250	\$2,279,395	\$2,285,587	\$11,356,516
Incremental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Initiative Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Impact	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blue Ribbon Commission	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$1,404,932</b>	<b>\$2,227,128</b>	<b>\$2,251,132</b>	<b>\$2,267,152</b>	<b>\$2,273,250</b>	<b>\$2,279,395</b>	<b>\$2,285,587</b>	<b>\$11,356,516</b>

- Expenses** - Over the next five years, expenses include salaries & benefits, consulting & professional services, maintenance/lease of Copiers, Printing & Binding, wireless service, and supplies.
- Incremental** - N/A
- Initiative Costs** - N/A
- Capital Impact** - N/A
- Blue Ribbon Commission** - N/A



# FUND BALANCES

GENERAL FUND BALANCE AND  
PROJECTIONS

THE PLAN TO ADDRESS DEFICIT FUND  
BALANCES

SUMMARY OF FUND BALANCE AND NET  
POSITION

FIVE YEAR PLAN



## GENERAL FUND BALANCE

According to GFOA, the adequacy of unassigned fund balance in the general fund should be assessed based upon a government's specific circumstances. Nevertheless, the GFOA recommends, at a minimum, that general-purpose governments, regardless of size, incorporate in its financial policies that unrestricted fund balance in their general fund be no less than two months (16.7%) of or regular general fund operating expenditures.

During fiscal 2012 the City adopted a fund balance policy which calls for unrestricted fund balance in the General Fund to range 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 years' 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.

<b>Fund Balance at June 30, 2009</b>	<b>7,393</b>
<b>FY 2010 Surplus</b>	<b><u>65,040</u></b>
<b>Fund Balance at June 30, 2010</b>	<b>72,433</b>
<b>FY 2011 Surplus</b>	<b><u>21,917</u></b>
<b>Fund Balance at June 30, 2011</b>	<b>94,350</b>
<b>FY 2012 Surplus</b>	<b><u>32,370</u></b>
<b>Fund Balance at June 30, 2012</b>	<b>126,720</b>
<b>FY2013 Surplus</b>	<b><u>11,444</u></b>
<b>Fund Balance at June 30, 2013</b>	<b>138,164</b>
<b>FY2014 Surplus</b>	<b><u>3,821</u></b>
<b>Fund Balance at June 30, 2014</b>	<b><u>141,985</u></b>
<b>FY2015 Surplus</b>	<b><u>9,029</u></b>
<b>Fund Balance at June 30, 2015</b>	<b><u>151,014</u></b>

The following is the Fund Balance as of June 30, 2015 as presented in the format required by GASB 54.

GASB54 Category	Amount
Nonspendable	1,946
Restricted	0
Assigned	7,814
Unassigned	141,254
<b>Total</b>	<b>151,014</b>

**Projected Fund Balance Change during FY16**

FY 2016 Revenues Approved by City Council	593,111	
Less: GF revenue projection variance	<u>1,984</u>	
Net Projected Revenues as of 6/30/2016		595,095
FY 2016 Expenses Approved by Council	593,111	
Less: GF department projection variance	<u>1,663</u>	
Net Projected Expenses as of 6/30/2016		<u>594,774</u>
Net Estimated FY16 Surplus from Operations		<u>321</u>
<b>Projected General Fund Balance at June 30, 2016</b>		<u><b>151,695</b></u>

At the end of the fiscal year, unspent reserves and any other surplus funds will increase fund balance.

The following is the Fund Balance Projection as of June 30, 2016, as presented in the format required by GASB

<b>GASB54 Category</b>	<b>Amount</b>
Nonspendable	11,101
Restricted	0
Committed	0
Assigned	11,636
Unassigned	128,958
<b>Total</b>	<b>151,695</b>
Unrestricted	140,594

# THE PLAN TO ADDRESS DEFICIT FUND BALANCES

As of the FY2015 CAFR, the City has seven funds that are operating in a deficit position:

- E911 – Emergency Telephone System,
- Capital Finance Fund,
- Solid Waste Fund,
- Underground Atlanta Fund,
- Civic Center Fund, and
- Fleet Services Fund.

The legislation driving this five year plan has included as an objective that each of these funds are addressed. Specifically, the legislation states the need to “eliminate any deficits in funds supported by the General Fund”. Listed below is a description of each fund with their respective FY2015 deficits and possible solutions to reduce or eliminate the balances.

## **E911 – EMERGENCY TELEPHONE SYSTEM**

The Emergency Telephone System Fund consists of collections of an Enhanced 911 (E911) fee levied against telephone subsidies beginning in 1991. Until 1993, the collections of these fees were accounted for in the General Fund in Revenue from Charges for Services category. The current rate structure mandated by the Georgia General Assembly does not adequately cover the costs of operating this function. Since 2011, the general fund has transferred over \$45 million to this fund, including \$1 million in FY 2014 and \$8 million during FY 2015. As of the close of FY2015 the amount due to the general fund is \$5.2 million, a decrease of \$8 million from FY 2014.

During the 2015 legislative session, the Georgia General Assembly approved House Bill 650 to authorize the City to fix and collect a public safety assessment fee within the City for the protection of public health, welfare, and convenience of the City, and for the adequate protection of police, fire and other emergency services, as set forth in the City’s Charter at Section 1-102(c)(62). On May 4, 2015, the City passed Resolution 15-R-3526 authorizing the Mayor to execute a contract with Fulton county Tax Commissioner for the billing and collection of the E-911 Public Safety Access Assessment for the City. The legislation authorized the City to collect public safety assessment fee in the amount of \$27 per residential parcel and \$307 per nonresidential parcel. The annual billing for FY 16 of \$6.9M is expected to contribute towards the deficit in the E911 fund.

## **CAPITAL FINANCE FUND**

Capital Finance Fund (CFF) was established to centralize all governmental capital purchases. Examples of capital purchases include infrastructure and vehicles for Public Safety, Public Works, and Parks & Recreation. The CFF was also used to capture the costs of the Oracle ERP system. However, specific funding was not identified for this project and these costs contributed significantly to the deficit. In 2011, the General Fund transferred \$29 million from reserves to the CFF. During FY14 Oracle implementation costs attributable to the Enterprise Funds was transferred to the CFF in the amount of \$24.7 million. Of this amount, \$4.9 million went toward reducing the remaining deficit. As of the close of FY 2015 the deficit is \$4.5 million, accounting for unspent project proceeds.

## **SOLID WASTE FUND**

Solid Waste Collection Fund consists of collections of fees for: garbage, 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 responding to city-wide emergency operations. In FY2010, the rates were increased to cover the costs for providing these services. As a result, this fund has been covering its operating costs and funding its capital needs. As of the close of FY2015 the amount due to the general fund was \$15 million, a \$2.4 million decrease from the FY2014.

Since raising the recycling fee from \$30 to \$88, the Solid Waste fund has realized a surplus. A renewal and extension fund was created to address capital needs, and will be funded by 50% of the annual surplus. The remaining 50% will remain in the fund balance to reduce the deficit balance. Following the fiscal year that the Solid Waste fund balance reflects a positive fund balance, 100% of all net revenues will flow to its renewal and extension fund following each year-end close.

### **UNDERGROUND ATLANTA FUND**

The Underground Atlanta Fund was established in 1989 to account for transactions associated with the public operations of the Underground Atlanta facilities and the parking decks. The City has a master lease agreement with the tenant to lease the structure until 2086. The fund is supported by user fees, parking revenues and a general fund subsidy because revenues from Underground have not been sufficient to cover operating expenses. Since 2009, annual operating deficits have ranged from \$1-2 million. During FY2013, the General Fund transferred \$7 million to the Underground Fund towards deficit reduction and the deficit at the close of FY2013 was \$1million. During FY2014, \$8.8 million was charged to this fund to purchase the sublease rights in preparation for the eventual sale of the property. It is expected that property sale proceeds would offset any remaining deficit at the time of closing. The deficit balance at the end of FY15 was \$7.7 million.

### **CIVIC CENTER FUND**

The Civic Center will require significant capital investments in order to continue to attract events that result in revenues that will cover operating expenses. At the close of FY 2015, the Civic Center fund had an accumulated deficit of \$2.4 million. The City is currently weighing the options on this property including increasing event revenue, cost containment and sale of the property.

### **FLEET SERVICES FUND**

The Fleet Services fund is an internal service fund that provides fuel and maintenance services to internal COA departments. Over time internal service funds should break-even; all costs incurred by the fund should be recouped via charges to the user departments. The Fleet Services Fund has not been recovering costs, and as of the close of FY 2015 had an accumulated deficit of \$27.6 million. During FY15 Fleet Services revisited their billing methodologies and began charging out indirect costs that were historically not billed out and hence contributed to the deficit. The goal was to cap the deficit at its current level and break even on all years going forward. During FY15, Fleet Services Fund did not contribute to the existing deficit. During the closeout of FY15, the General Fund transferred \$6m to the Fleet Fund and reduced the deficit from \$34.7M as of FY 2014 to \$27.6M at the end of FY 15. This trend is expected to continue with further deficits being reduced by contributions from the General Fund and Enterprise Funds.

## SUMMARY OF FUND BALANCE

	Beginning Fund Balance				FY15 Net Change in Fund Balance	Audited Ending Fund Balance 2015	% Change in Fund Balance
		Revenues	Expenditures	Other Financing Resource			
General Fund	141,985,399	517,065,603	(500,124,386)	(7,912,559)	9,028,658	151,014,057	6.36%
<b>Special Revenue Funds</b>							
Community Development Block Grant Fund	233,514	6,898,116	(6,376,874)	109,769	631,011	864,525	270.22%
Emergency 911 Fund	(12,815,910)	14,305,903	(16,052,536)	13,515,028	11,768,395	(1,047,515)	-91.83%
Intergovernmental Grant Fund	252,684	30,071,366	(33,275,384)	1,493,157	(1,710,861)	(1,458,177)	-677.07%
Empowerment Zone Fund	(139,670)	-	(10,720)	-	(10,720)	(150,390)	7.68%
Job Training Grant Fund	397,875	7,371,040	(7,625,362)	-	(254,322)	143,553	-63.92%
Home Investment Partnerships Program Fund	423,472	2,575,223	(2,525,590)	-	49,633	473,105	11.72%
Rental Rehabilitation Fund	603	-	-	-	-	603	0.00%
Sec 108 Loan Trust Fund	5,632,778	2,806	187,328	-	190,134	5,822,912	3.38%
Atlantic Station TAD Fund	33,030,356	16,664,369	(13,081,403)	-	3,582,966	36,613,322	10.85%
Westside TAD Fund	78,530,353	13,036,732	(13,345,210)	-	(308,478)	78,221,875	-0.39%
NW Atlanta TAD Fund	9,619,218	2,530,118	(2,678,325)	-	(148,207)	9,471,011	-1.54%
Princeton Lakes TAD Fund	5,878,727	2,015,158	(776,093)	-	1,239,065	7,117,792	21.08%
Eastside TAD Fund	64,412,537	11,719,409	(4,331,830)	-	7,387,579	71,800,116	11.47%
Atlanta Beltline TAD	10,927,676	21,747,238	(28,635,469)	1,244,875	(5,643,356)	5,284,320	-51.64%
Campbellton Road TAD Fund	2,541,800	64,636	(303,159)	-	(238,523)	2,303,277	-9.38%
Hollowell/M.L. King TAD Fund	2,159,826	341,683	(42,861)	-	298,822	2,458,648	13.84%
Metropolitan Parkway TAD Fund	1,235,048	206,753	(36,331)	-	170,422	1,405,470	13.80%
Stadium Neighborhoods TAD Fund	53,226	1,512	(20,901)	-	(19,389)	33,837	-36.43%
Rental/Motor Vehicle Tax	-	1,333,414	(1,333,414)	-	-	-	0.00%
Hotel/Motel Tax Fund	-	64,330,343	(48,254,190)	(16,076,153)	-	-	0.00%
Affordable Housing Fund	7,061,867	600,610	(2,914,402)	2,869,177	555,385	7,617,252	100.00%
Special 1% Sales And Use Tax Fund	-	131,578,685	-	(131,578,685)	-	-	0.00%
Perpetual Care	311,858	14,249	-	-	14,249	326,107	100.00%
Trust Fund	35,548,068	16,960,315	(19,302,610)	820,334	(1,521,961)	34,026,107	-4.28%
<b>Special Revenue Total</b>	<b>245,295,904</b>	<b>344,369,678</b>	<b>(200,735,336)</b>	<b>(127,602,498)</b>	<b>16,031,844</b>	<b>261,327,748</b>	<b>6.54%</b>
<b>Capital Projects Fund</b>							
Annual Bond Fund	340,734	2,888	-	-	2,888	343,622	0.85%
1993 School Improvement Bond	20,142	31	-	-	31	20,173	0.15%
1994 Referendum G.O. Bond Fund	363,457	554	-	-	554	364,011	0.15%
1996 G.O. Public Improvement Bond Part B	32,284	49	-	-	49	32,333	0.15%
1997 G.O. Public Improvement Bond Fund	249,090	380	-	-	380	249,469	0.15%
2000 Park Improvement Bond Fund	11,891	18	-	-	18	11,909	0.15%
2001 Quality Of Life Fund	21,551	139	-	-	139	21,689	0.64%
2004 Quality Of Life Fund	198,992	1,101	(3,979)	(1,455)	(4,333)	194,659	-2.18%
2005 B Go Project Fund	(9,069)	-	9,069	-	9,069	(0)	0.00%
2005A Park Improvement Bond Fund	9,211,784	782	(3,441,522)	-	(3,440,740)	5,771,044	-37.35%
Public Safety Facility Fund	1	1	(6,011,869)	6,011,869	1	2	79.23%
2008A Quality Of Life Improvement	1,634,143	1,686	(33,564)	-	(31,878)	1,602,265	-1.95%
GO Refunding Series 2014A	-	-	(18,491,474)	18,501,572	10,098	10,098	
GO Refunding Series 2014B	-	-	(40,811,947)	40,820,761	8,814	8,814	
2014A Park Improvement Revenue Refunding Bond	-	5,066,347	(434,998)	-	4,631,349	4,631,349	
2014B Park Improvement Revenue Refunding Bond	-	62,384	(62,384)	-	0	0	
2015 Infrastructure Bond Fund	-	-	(819,410)	215,336,684	214,517,274	214,517,274	
2015 Municipal Facilities Bond Fund	-	-	(156,190)	73,155,064	72,998,874	72,998,874	
Capital Finance Fund	14,025,790	301,674	(13,835,770)	8,148,677	(5,385,419)	8,640,371	-38.40%
Special Assessment Fund	2,404,252	87,965	-	-	87,965	2,492,216	3.66%
Solid Waste Management Fac Const Fund	2,469,356	997	(2,110,056)	2,106,225	(2,834)	2,466,522	-0.11%
Capital Asset - Finance Fund	25,889,733	484,121	(5,508,248)	(2,271,236)	(7,295,363)	18,594,370	-28.18%
Capital Finance - Recovery	(2,070,242)	3,821,750	(2,086,158)	-	1,735,592	(334,650)	0.00%
General Government Capital Fund	29,394,228	6,607,729	(2,066,242)	-	4,541,487	33,935,716	15.45%
Park Improvement Fund	3,021,504	10,510,205	(11,015,440)	-	(505,235)	2,516,269	-16.72%
2002 Traffic Court Facility Bond	187,923	286	-	-	286	188,209	0.15%
<b>Sub - Total</b>	<b>87,397,545</b>	<b>26,951,086</b>	<b>(106,880,182)</b>	<b>361,808,161</b>	<b>281,879,065</b>	<b>369,276,610</b>	<b>322.53%</b>
<b>Debt Service Fund</b>							
Bond Sinking Fund	66,646,615	31,820,114	(63,610,409)	(1,097,589)	(32,887,884)	33,758,731	-49.35%
<b>Government Grand Total</b>	<b>541,325,464</b>	<b>920,206,481</b>	<b>(871,350,313)</b>	<b>225,195,515</b>	<b>274,051,683</b>	<b>815,377,147</b>	<b>50.63%</b>

## SUMMARY OF NET POSITION

	Beginning Fund Balance	FY15 Net Change in Fund Balance			Audited Ending Fund Balance 2015	% Change in Fund Balance		
		Revenues	Expenditures	Other Financing Resource			Non operating	
DWM	2,416,541,912.47	459,673,357.43	(296,414,522.46)	129,149,573.19	(136,922,316.00)	155,486,092.16	2,572,028,004.63	6.43%
DOA	4,551,170,068.92	483,021,981.45	(487,211,446.11)	26,333,190.18	93,647,323.59	115,791,049.11	4,666,961,118.03	2.54%
Nonmajor ENT	(44,588,046.98)	86,877,243.86	(85,343,127.33)	10,436,693.94	(1,491,815.76)	10,478,994.71	(34,109,052.27)	-23.50%
Sanitation	(58,513,546.06)	54,593,985.06	(59,729,991.74)	(2,401,082.42)	135,035.60	(7,402,053.50)	(65,915,599.56)	12.65%
Parks and Recreational	(968,027.57)	482,013.78	(545,691.25)	-	(2,676.09)	(66,353.56)	(1,034,381.13)	6.85%
Underground Atlanta	1,186,848.70	4,229,188.38	(8,970,962.40)	12,221,946.00	(912,820.44)	6,567,351.54	7,754,200.24	553.34%
Parking Deck	1,011,140.02	870,716.96	(469,600.00)	615,830.36	(886,069.57)	130,877.75	1,142,017.77	12.94%
Permit Fund	16,084,029.36	25,977,299.63	(13,894,368.24)	-	284,402.10	12,367,333.49	28,451,362.85	76.89%
Civic Center	(3,388,491.43)	724,040.05	(1,732,513.70)	-	(109,687.36)	(1,118,161.01)	(4,506,652.44)	33.00%
Internal Services	(24,044,088.56)	170,776,168.66	(169,996,371.51)	6,000,000.00	(342,809.26)	6,436,987.89	(17,607,100.67)	-26.77%
Fleet services	(36,921,114.62)	34,909,021.16	(33,629,779.59)	6,000,000.00	(427,604.60)	6,851,636.97	(30,069,477.65)	-18.56%
Group Insurances	12,877,026.06	135,867,147.50	(136,366,591.92)	-	84,795.34	(414,649.08)	12,462,376.98	-3.22%

# DEBT MANAGEMENT

OVERVIEW

MUNICIPAL BOND RATINGS

DEBT FORECAST SUMMARIES

FIVE YEAR PLAN



# OVERVIEW

The City of Atlanta, Department of Finance is tasked with the responsibility of executing sound financial management practices to address the ongoing needs and functions of the City, as governed by the Mayor and City Council members. The Office of Debt & Investments operates under the umbrella of the Department of Finance and is primarily responsible for the management of the City's cash, investment and debt portfolio functions. Specifically, where debt management is concerned, the office:

- Assists in the administration of the City's bond program through the planning and coordination of bond sales and is a key contributor to strategic planning for debt structuring and issuance, and ongoing portfolio management
- Makes recommendations that identify long term financing instruments: general obligation bonds, revenue bonds, obligations issued through state level authorities, and other obligations including lease purchase agreements and appropriation backed securities such as Certificates of Participations (COPS)
- Leads in the development of debt policies, capital improvement plans and debt capacity studies
- Manages outside consultants and agencies, including financial advisors, investment bankers, bond counsel and ratings agencies
- Apprises City of Atlanta leadership of debt position and transactions which includes members of the Administration and City Council, as required

This document provides an overview of the City's debt management program under the purview of the Office of Debt and Investments as well as outlines the methodology of the office's debt management practices.

## **Debt Management Objectives**

- Maintain cost-effective access to the capital markets through prudent policies
- Maintain moderate debt and debt service payments with effective planning and coordination with the City's departments
- Meet significant capital demands through debt financing and alternative financing mechanisms
- Define the acceptable parameters and structure for each type of debt, and;
- Achieve and maintain the highest possible credit ratings within the context of the City's capital needs and financing capabilities

# MUNICIPAL BOND RATINGS

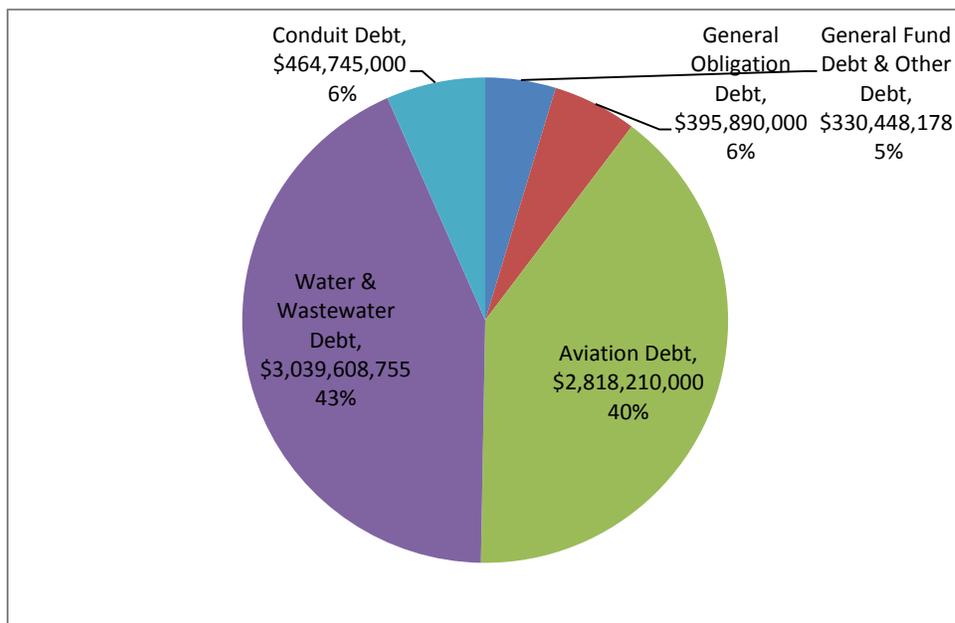
CITY OF ATLANTA			
BONDS TYPE	CREDIT RATING		
	Moody's	Standard & Poor's	Fitch
General Obligation Bonds <i>Underlying Rating</i>	Aa2	AA	AA+
Water and Wastewater Revenue Bonds <i>Underlying Rating</i>	Aa3	AA-	A+
Hartsfield Atlanta International Airport Revenue Bonds - Senior Lien / GARBs <i>Underlying Rating</i>	Aa3	AA-	A+
Hartsfield Atlanta International Airport Revenue Bonds GARBs/PFC <i>Underlying Rating</i>	A1	AA-	A+
Atlanta Development Authority <i>Underlying Rating</i>	A2	A	--
Downtown Development Authority <i>Underlying Rating</i>	Aa2	A	--
Solid Waste Management Authority <i>Underlying Rating</i>	Aa2	A	--
Atlanta Fulton County Recreation Authority <i>Underlying Rating</i>	Aa2	A	--
Atlanta Urban Residential Finance Authority <i>Underlying Rating</i>	Aa2	A	--
Tax Allocation Districts <i>Underlying Rating</i>	Baa3	BBB	--

# DEBT FORECAST SUMMARIES

The City of Atlanta’s outstanding debt totaled \$7.05 billion as of June 30, 2015. Total debt consists of \$1.2 billion in General Obligation and other debt (General Fund, TAD, Capital Leases, Other); \$2.8 billion in Aviation Revenue Bonds, and \$3.04 billion in Water and Wastewater Revenue Bonds. Total debt from fiscal year 2015 decreased by \$87 million or 1.2% over fiscal year 2014.

In fiscal year 2015, the City refunded \$1.3 billion of Water and Wastewater Revenue Bonds, defeased \$39.6 million of General Obligation Bonds, and issued \$252 million Public Improvement General Obligation Bonds to finance citywide capital improvement projects.

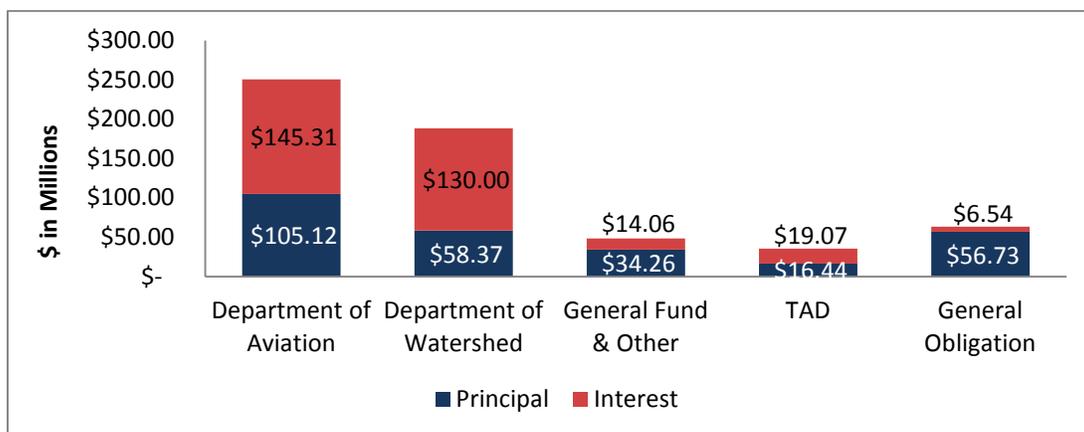
Overall, the City continues to generate enough cash from various revenue streams to cover its operating costs, make payments on outstanding debt obligations and build future reserves.



### FY 2015 Principal and Interest Payments

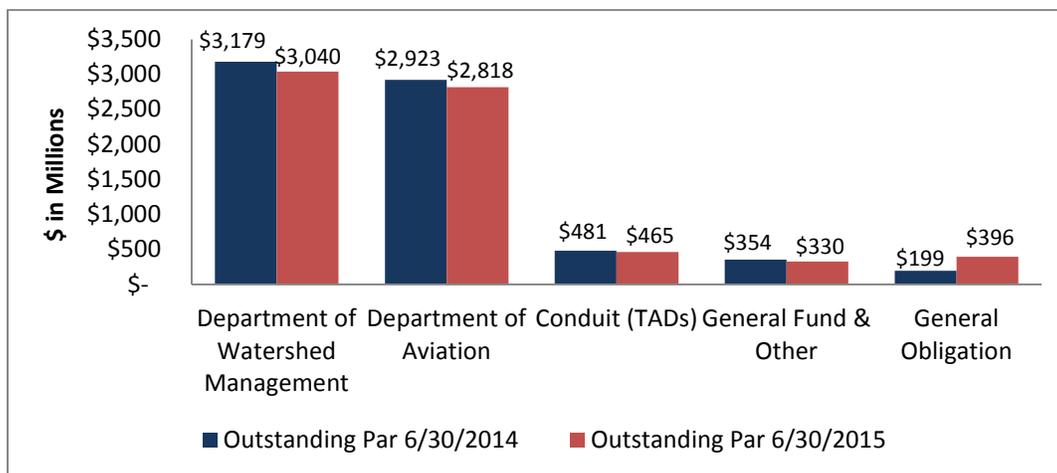
In fiscal year 2015, approximately \$586 million in revenues were used to service the outstanding long-term debt obligations of the City. \$270.9 million of this total was spent on principal and \$314.9 million on interest payments. The total debt payments by issue category are as follows:

Water / Wastewater	Aviation	General Fund & Other	TADs	General Obligation
\$188.4M	\$250.4M	\$48.3M	\$35.5M	\$63.3M



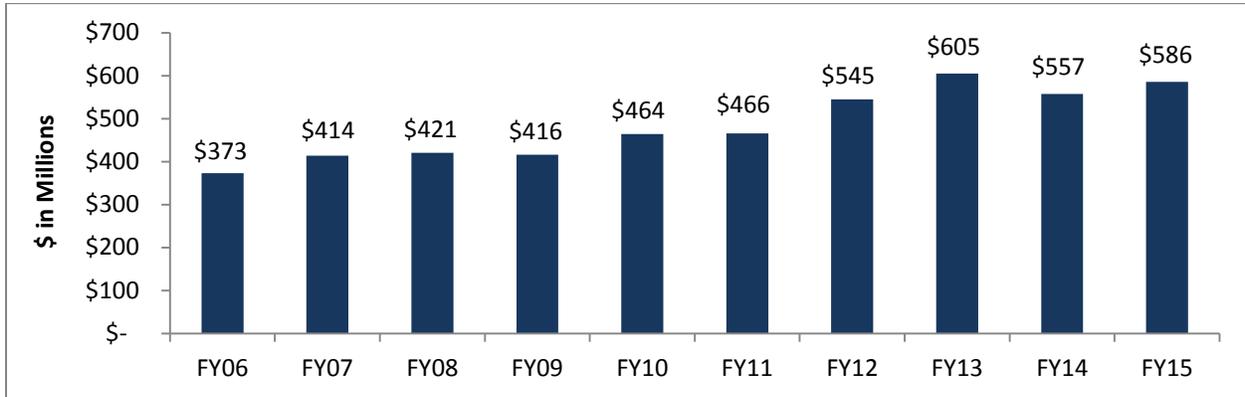
### Debt Comparison

At the end of fiscal year 2015, the City's total debt outstanding was \$7.05 billion. This represents a 1.2% or approximately \$87.0 million decrease over the previous year's total of \$7.1 billion.



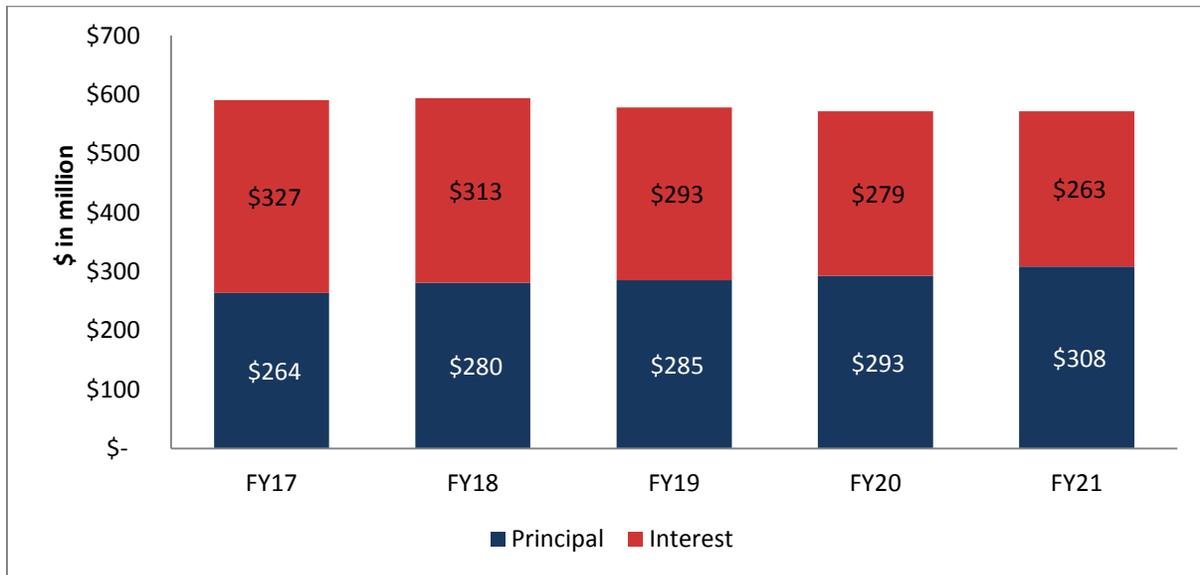
### All Long Term Debt - Historical Payments

During the last 10 years, from 2006 to 2015, the City has spent \$4.8 billion in principal and interest payments on all of its long term debt obligations. The payments were for the GO bonds, Conduit bonds, General Fund bonds, Capital Leases, Aviation bonds, and Water and Wastewater bonds. The overall annual debt payment has increased approximately 1.6 times from \$373.2 million in 2006 to \$585.9 million in 2015.



### All Debt - 5 Year Outlook Principal & Interest Payments

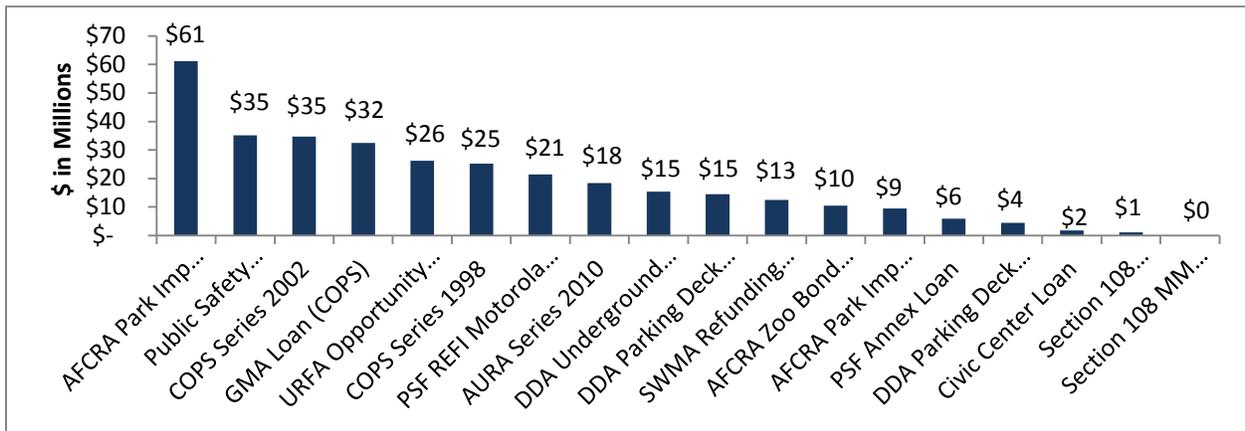
At the end of fiscal year 2015, the City had a total of \$7.05 billion in long-term debt outstanding. It is expected that the City will spend approximately \$1.21 billion in interest payments over the next five years on these bonds; this averages out to \$242.3 million annually.



# General Fund & Other

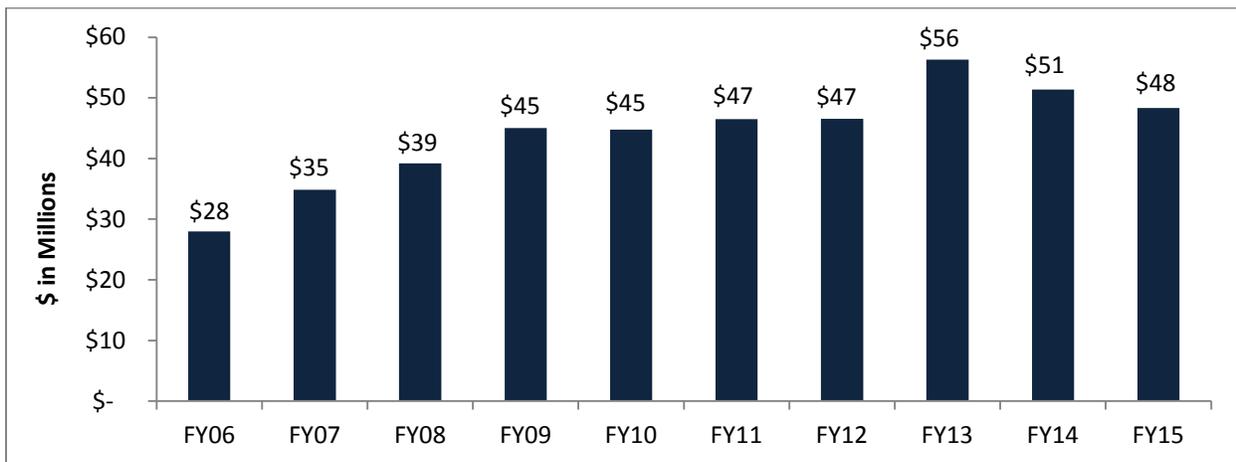
## General Fund Outstanding Debt

The General Fund and Other debt obligations of the City consists of bonds issued for various purposes, and Capital Lease agreements. For the fiscal year ended 2015, \$330.4 million of the General Fund and lease obligations debt remained outstanding.



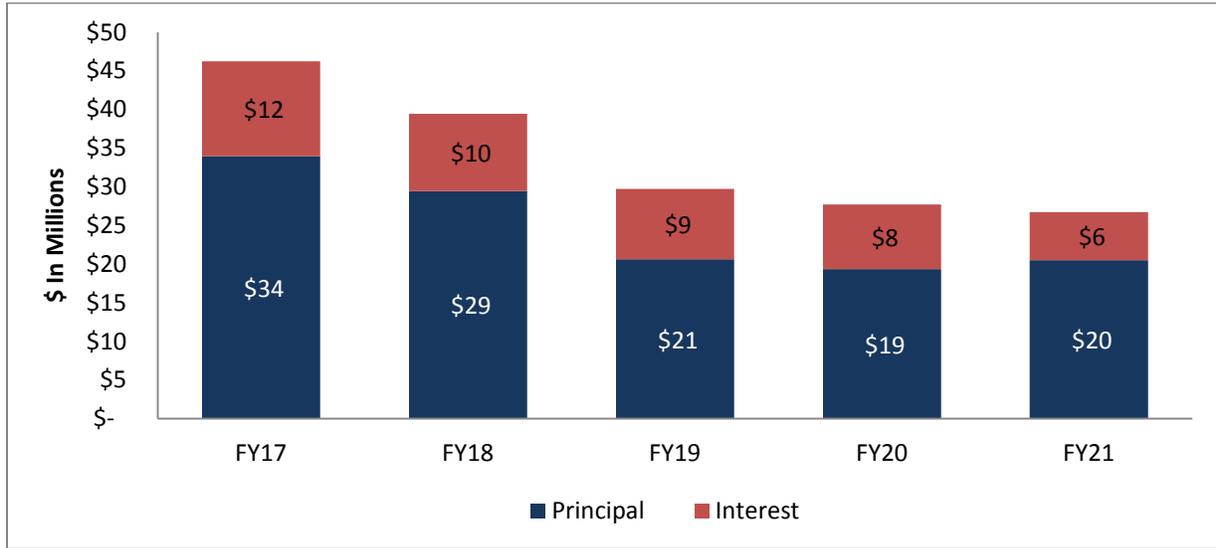
## General Fund - Historical Payments

Between 2006 and 2015 the City has paid \$440.8 million on principal and interest on its general fund and other debt outstanding. During this period the debt payments has increased from \$27.9 million in 2006 to \$48.3 million annually.



### General Fund - 5 Year Outlook - Principal & Interest Payments

In the next 5 years, it is expected that \$169.8 million of General Fund and Other revenues will be used to make annual debt service payments. The payments include Inter-governmental agreements that the City has with other authorities. \$123.9 million of the total amount will be used to make principal payments and \$45.9 million for interest payments.

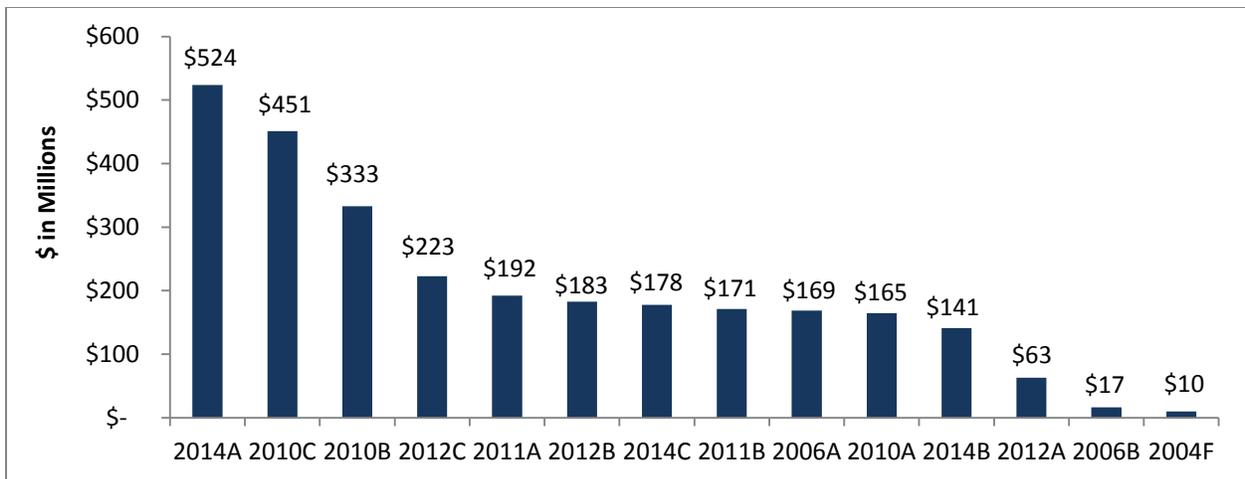


# Department of Aviation

## Department of Aviation – Outstanding Debt

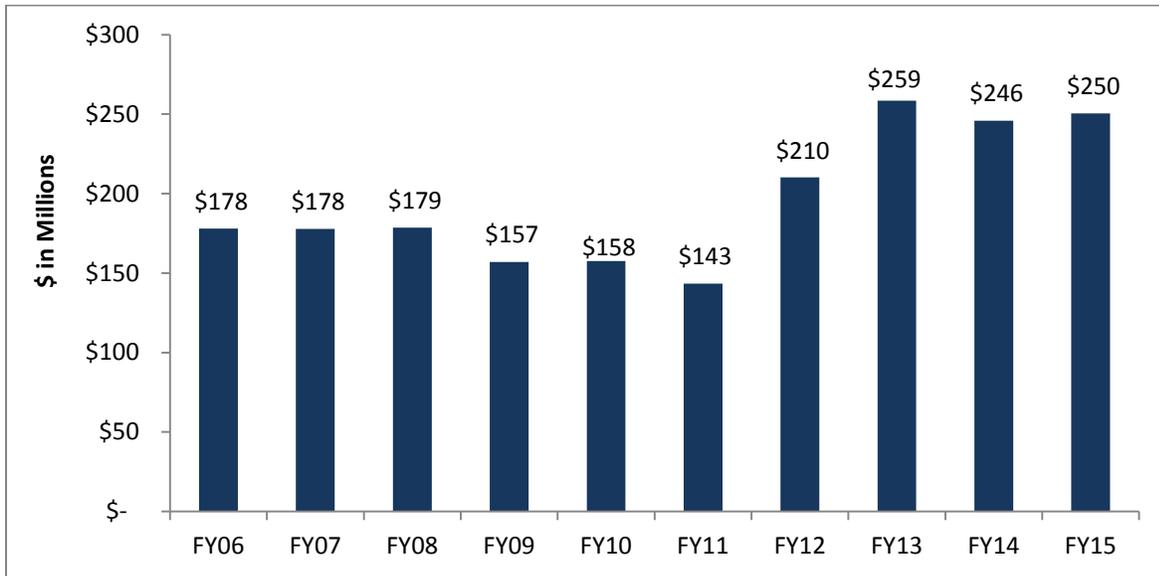
The City of Atlanta is one of 4 cities in the nation that owns and operates a World Class International airport. To maintain its position, the City issues bonds for ongoing capital improvement projects which are pledged against its revenues and have equal lien parity. Revenues pledged against the bonds issued are either General revenues, Passenger Facility Charges or Customer Facility Charges revenues.

At the end of fiscal year end 2015, the Department of Aviation had \$2.8 billion in outstanding long term debt that consist of General Airport Revenue Bonds (10), Passenger Facility Charge Bonds (2), and Customer Facility Charge Bonds (2). These bonds were either issued as Alternative Minimum Tax (AMT) or Non-Alternative Minimum Tax (Non-AMT).



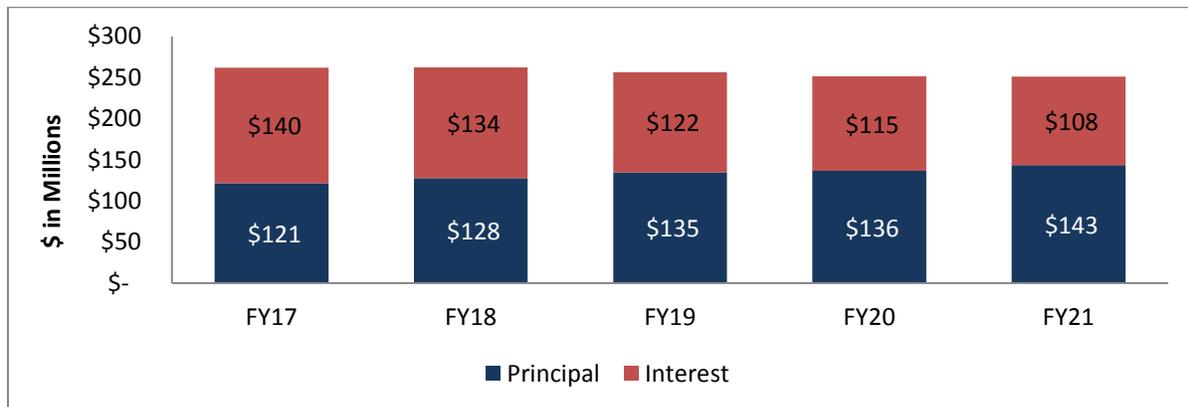
### Department of Aviation - Historical Payments

During the last 10 years from 2006 to 2015 the City’s Department of Aviation has paid \$1.9 billion on principal and interest on all its revenue bonds obligations. The average annual debt service payments for the last 5 years is \$221.7 million.



### Department of Aviation – 5 Year Outlook - Principal & Interest Payments

In the next 5 years, the Department of Aviation is expected to spend \$1.3 billion of revenues to make annual principal and interest payments on current outstanding debt obligations. 51.7% or \$663.8 million of the total will be used to make principal payments, and \$619.1 million or 48.3% for interest. It is expected that average annual debt service payments will be approximately \$256.6 million over the next 5 years.

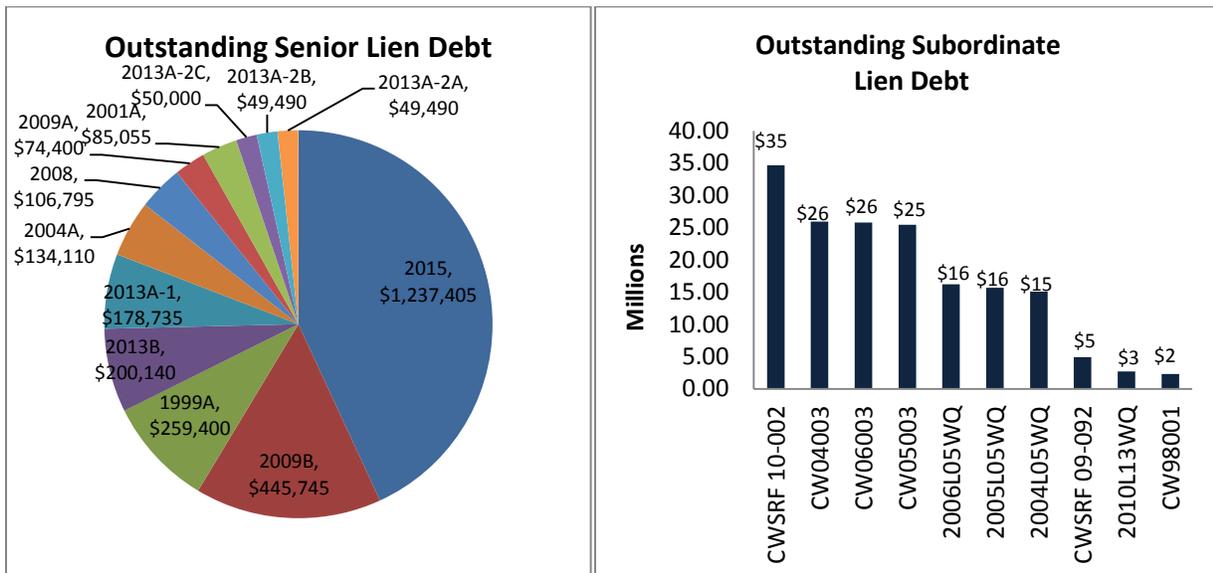


# Department of Watershed Management

## Department of Watershed Management – Outstanding Debt

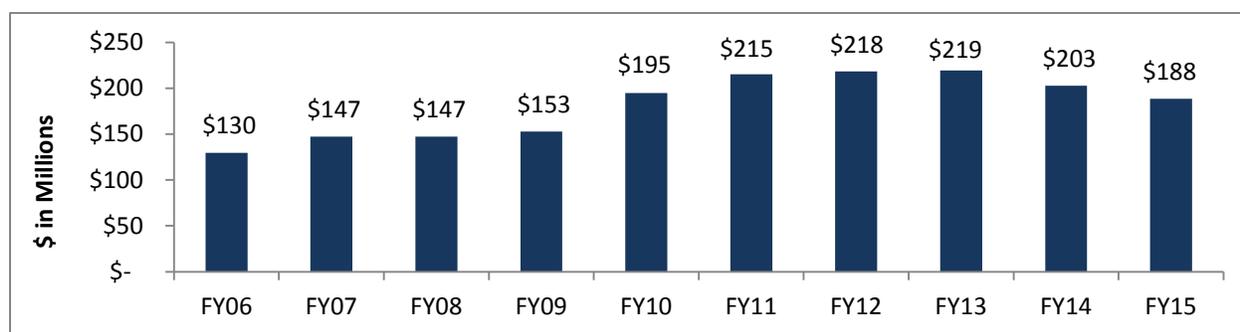
The Department of Watershed Management is responsible for operating and maintaining the City’s Water and Wastewater system in compliance with federal and state regulations. The department has issued long-term bonds and state revolving loans to provide funding for its capital improvement projects. The bonds and loans issued are pledged against the revenues generated by the system.

For fiscal year 2015, the Department had \$3.04 billion of long-term outstanding which consisted of \$2.87 billion of senior lien debt and \$169 million subordinate lien debt. \$1.3 billion of the department’s long-term debt obligation was refunded in fiscal year 2015.



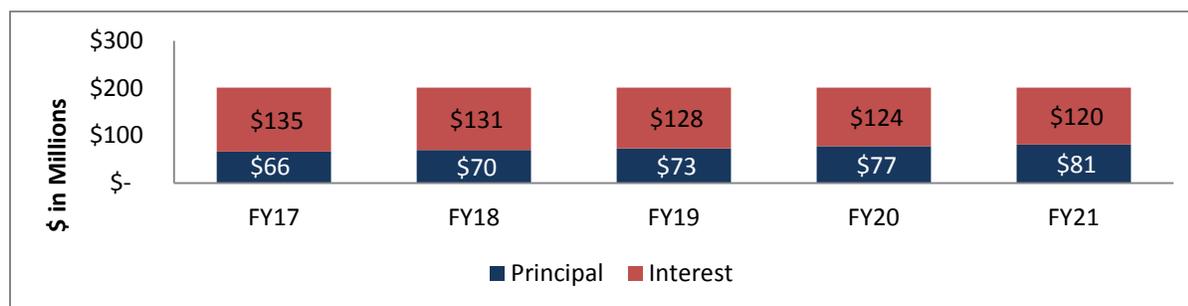
### Department of Watershed Management Debt - Historical Payments

During the last 10 years from 2006 to 2015, the City’s Department of Watershed Management (DWM) has paid \$1.8 billion in principal and interest on all its revenue bonds obligations. The annual debt has increased from \$130 million in 2006 to \$188 million in 2015. The average annual debt for the last 5 years is \$209 million. It is expected that overall annual debt will be approximately \$201 million over the next 5 years. The decrease in annual debt for the department is the result Bond Refunding opportunities that the Department has executed as a result of the current low interest rate environment. It is expected that forecasted CIP will be paid from available renewal and extension funds.



### Department of Watershed Management – 5 Year Outlook - Principal & Interest Payments

The Department of Watershed is expected to make approximately \$5.2 billion in total principal and interest payments on the current outstanding bonds. This represents an average of approximately \$184.6 million annually. \$3.04 billion or 58.8% of the total amount will be used to make annual principal payments and \$2.13 billion or 41.2% in interest.



# General Obligation

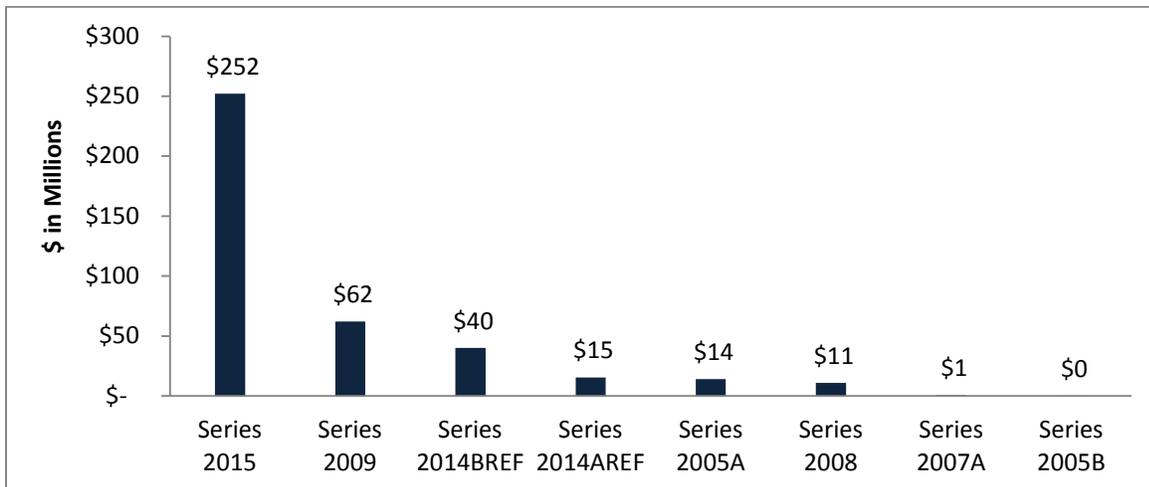
## General Obligation – Outstanding Debt

As needed, the City issues \$8 million General Obligation bonds to fund capital improvement projects that enhance the quality of life of its taxpayers. Uses of the bond proceeds are appropriated in the following manner:

- \$4M towards acquiring site and constructing/equipping new municipal buildings and related facilities
- \$4M towards renovating, improving, adding to, and equipping existing school buildings and facilities, or acquiring, constructing, and equipping new school buildings and facilities

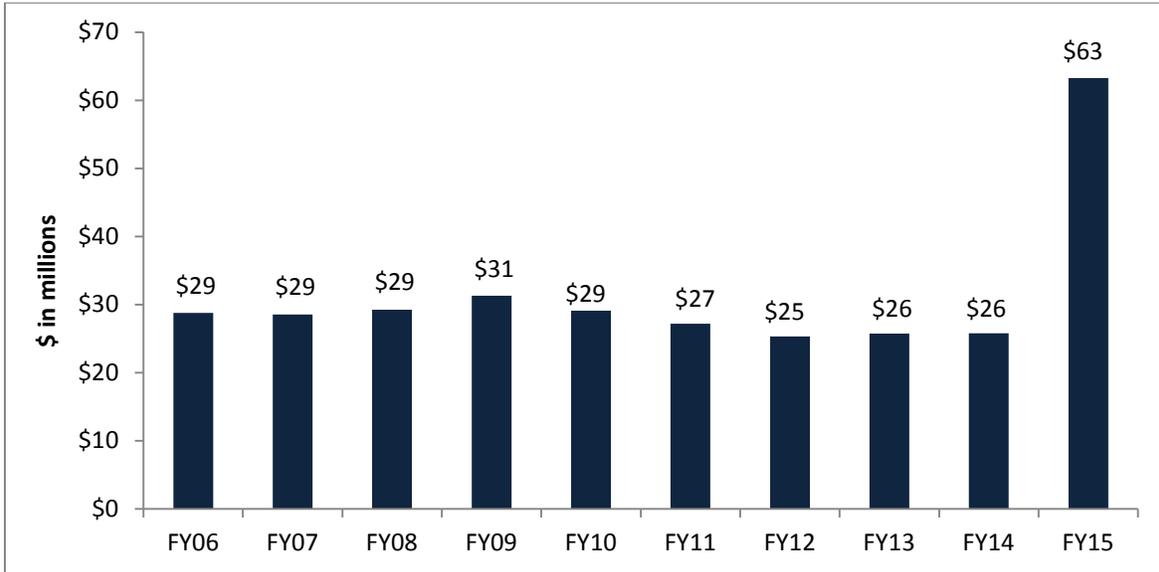
The City's General Obligation Public Improvement Bonds are used for sidewalk design and construction throughout the City, including sidewalk installations in various public housing development and for streetscape and intersection improvements throughout the City. During fiscal year 2015, the City issued \$252 million in GO bonds to finance a portion of the approximate \$1 billion in capital improvement needs. Additionally, the City defeased \$39.6 million of its outstanding General Obligation Bonds that were callable.

For the fiscal year ended June 30, 2015, the City had eleven (8) General Obligation debt outstanding totaling \$395.8 million. The City used \$63.2 million of collected tax revenues to make annual principal and interest payment for the fiscal year. As a result of issuing the new Infrastructure Bonds, the total General Obligation bonds outstanding increased by \$37.5 million for the fiscal year.



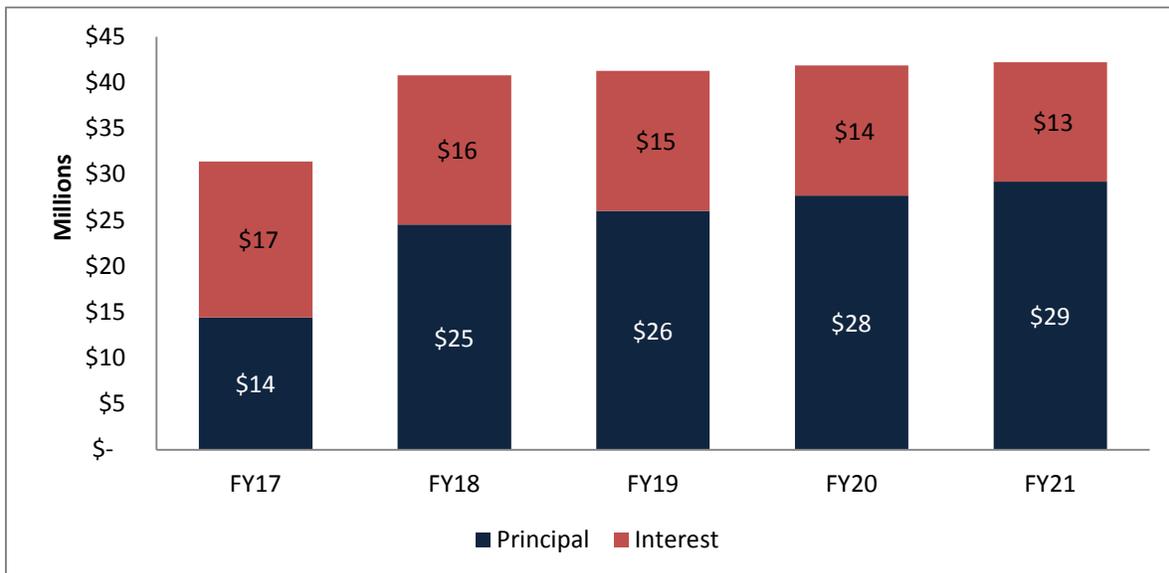
### General Obligation - Historical Payments

During the last 10 years from 2006 to 2015 the City has spent \$314.2 million in principal and interest payments on its GO bond debt. During this period GO annual debt payments has grown from \$28.7 million to \$63.2 million. The fiscal year 2015 debt service payment increase is the result of the \$39.6 million bond defeasance.



### General Obligation Debt - 5 Year Outlook - Principal & Interest Payments

\$197.5 million in total tax revenues will be used to make principal and interest payments on the City's General Obligation debt outstanding in the next 5 years. \$121.8 million or 62.7% of the total amount will be used for principal payments and \$75.6 million or 38.3% for interest.

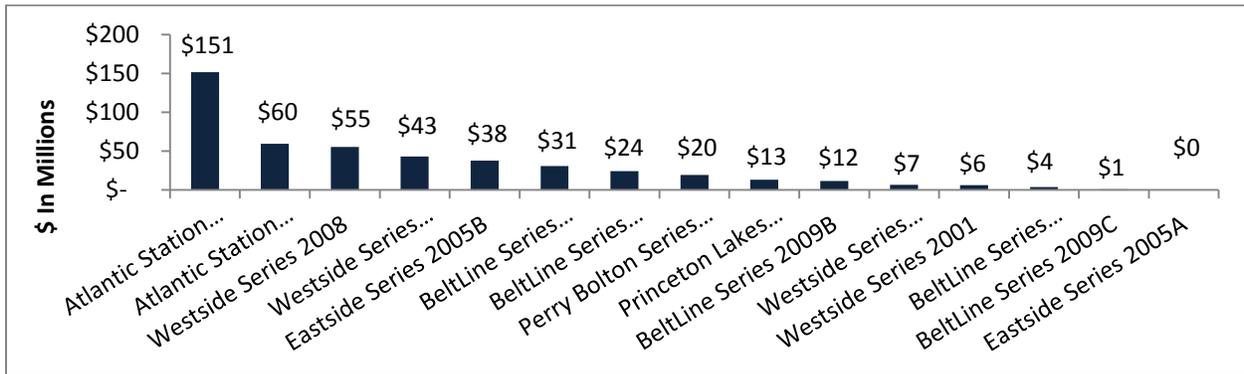


# Tax Allocation Districts (TADs)

## TADs – Outstanding Debt

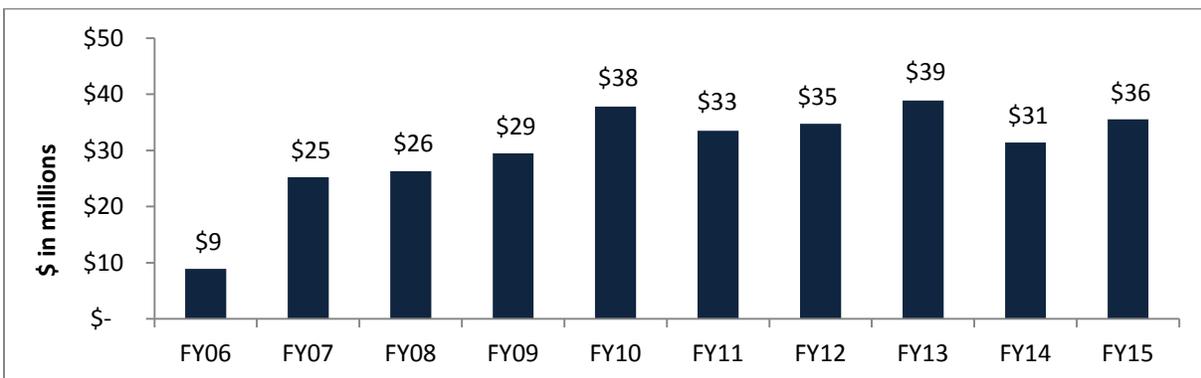
The City has issued bonds to fund various Capital Improvement Projects (CIP) in specially designated tax districts; these bond issuances are deemed as conduit debt obligations of the City. Tax receipts from the designated districts are used to make annual debt service payments when due.

For the fiscal year ended 2015, the City had 15 TAD bonds outstanding with a total value of \$464.7 million. During this period, \$35.5 million in tax receipts was used to make annual principal and interest payments.



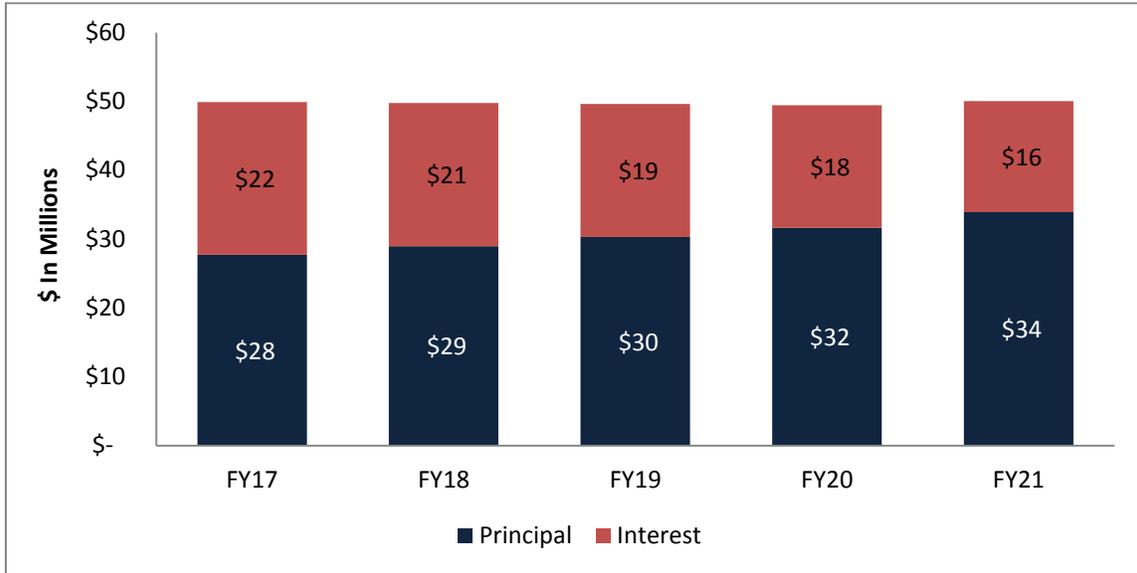
## TAD – Historical Payments

Between 2006 and 2015 the City has spent \$301.7 million on principal and interest payments on its conduit debt outstanding. During this period the debt payment has increased from \$8.8 million in 2006 to \$35.5 million annually. The average annual debt service payments for the last 5 years was \$34.7 million. It is expected that the overall annual debt service for the next 5 years will be \$49.7 million.



### TADs - 5 Year Outlook - Principal & Interest Payments

In the next 5 years it is expected that the City will make \$248.7 million in principal and interest payments on its outstanding Conduit debt. \$152.5 million or 61.3% of the total amount will be used to make annual principal payments and \$96.2 million or 38.7% in interest.





CAPITAL PROJECT  
STATUS  
SUMMARIES

CAPITAL PROJECT STATUS OVERVIEW

FIVE YEAR PLAN



## CAPITAL PROJECT STATUS OVERVIEW

The quality of life for City of Atlanta residents depends on the reliability of transportation, the dependability of water, wastewater, and stormwater systems, the ability to safely dispose of waste, the accessibility to culture and recreation, and many other essential public services. Quality service levels can be achieved by proper enhancement, replacement, and maintenance of capital assets by implementing a Capital Improvement Program (CIP).

In order to qualify as a Capital Improvement Project, the item in question must meet one of the following criteria:

- Real property acquisition (Land)
- Construction of new facilities
- Addition (a modification that changes the structural “footprint” of the facility) to existing facilities greater than or equal to \$25,000
- Remodeling/repair/preservation of the interior/exterior of any facility greater than or equal to \$25,000
- Demolition of existing facilities greater than or equal to \$25,000
- Major equipment items or projects including computer infrastructure, which as a whole are greater than or equal to \$25,000 (excludes vehicles unless  $\geq$  \$50,000)
- Infrastructure projects (a road, bridge, intersection, drainage system, or sewer structure, etc.)
- Planning and inventory studies in excess of \$25,000

Project costs include all phases of a project, including planning, design, utility relocation, right of way acquisition, etc. All phases of the project are budgeted in a Capital Projects Fund.

The City of Atlanta develops its capital projects budget based on its Capital Improvements Program process. This process is the mechanism for operating departments to request programming of funds for future capital needs, and is designed to coordinate capital projects requirements with available resources. A capital project may be divided into various cost centers for accounting purposes. Each center represents the budgeting of funds for a particular project by an organizational unit within a fund.

The FY2017 to FY2021 five year plan provides the status of active capital projects that are new or will continue from the previous fiscal year. All anticipated project costs are spread over the five year period with the exception of projects anticipated to be expensed and closed-out in the current year. For these projects, funding will not be allocated in future years.

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
Annual Bond Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	336,087					\$336,087
<b>Total City Wide</b>	<b>\$336,087</b>					<b>\$336,087</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Campbellton Road Segmental Improvements - 100316	148,043					\$148,043
Roxboro Road Underpass - 100324	48,837					\$48,837
Computer Traffic Control Expansion - 100334	3,065					\$3,065
Neighborhood Traffic Management - 100344	1,272					\$1,272
Cascade/Mays Streetscape, Cd-381 - 100818	59,870					\$59,870
Kirkwood Sidewalk Improvements - 101415	75,000					\$75,000
<b>Sub-Total</b>	<b>\$336,087</b>					<b>\$336,087</b>
<b>Total City Wide</b>	<b>\$336,087</b>					<b>\$336,087</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
1994 Referendum G.O. Bond Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	385,447					\$385,447
<b>Total City Wide</b>	<b>\$385,447</b>					<b>\$385,447</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Mitchell St Viaduct - 100983	119,979					\$119,979
Campbellton Road Widening (Phase I) - 101232	265,467					\$265,467
<b>Sub-Total</b>	<b>\$385,447</b>					<b>\$385,447</b>
<b>Total City Wide</b>	<b>\$385,447</b>					<b>\$385,447</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
1996 G.O. Public Improvement Bond Part B**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	31,927					\$31,927
<b>Total City Wide</b>	<b>\$31,927</b>					<b>\$31,927</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Howell Mill Rd Widening - 101995	31,927					\$31,927
<b>Sub-Total</b>	<b>\$31,927</b>					<b>\$31,927</b>
<b>Total City Wide</b>	<b>\$31,927</b>					<b>\$31,927</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
1997 G.O. Public Improvement Bond Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	248,693					\$248,693
<b>Total City Wide</b>	<b>\$248,693</b>					<b>\$248,693</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Campbellton Road Widening (Phase I) - 101232	248,693					\$248,693
<b>Sub-Total</b>	<b>\$248,693</b>					<b>\$248,693</b>
<b>Total City Wide</b>	<b>\$248,693</b>					<b>\$248,693</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
2001 Quality Of Life Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	33,055					\$33,055
<b>Total City Wide</b>	<b>\$33,055</b>					<b>\$33,055</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Simpson Road Streetscape - 102115	5,562					\$5,562
Unpaved Street Pavings, District 4 - 102181	12,666					\$12,666
Speed Hump Installations, District 5 - 102218	2,685					\$2,685
Speed Hump Installations, District 6 - 102219	1,787					\$1,787
Traffic Calming Measures, District 5 - 102230	5,670					\$5,670
Traffic Signals & Communications, Dist. 6 - 102583	4,684					\$4,684
<b>Sub-Total</b>	<b>\$33,055</b>					<b>\$33,055</b>
<b>Total City Wide</b>	<b>\$33,055</b>					<b>\$33,055</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
2004 Quality Of Life Fund**

	FY17	FY18	FY19	FY20	FY21	Total
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	229,034					\$229,034
<b>Total City Wide</b>	<b>\$229,034</b>					<b>\$229,034</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Sidewalk Improvements, District 1 - 102087	1,200					\$1,200
Sidewalk Improvements, District 2 - 102088	68					\$68
Sidewalk Improvements, District 4 - 102090	127,837					\$127,837
Sidewalk Improvements, District 6 - 102092	9,331					\$9,331
St. Resurfacing & Reconstruct, Dist 11 - 102174	9,203					\$9,203
Street Resurfacing, Pgm Mgmt & Insp. - 102189	(25,766)					(\$25,766)
Speed Hump Installations, District 12 - 102225	30					\$30
Intersection Improvements, Dist 9 - 102525	16,212					\$16,212
Intersection Improvements, Dist 12 - 102528	10,761					\$10,761
Streetscape Projects, District 3 - 102531	912					\$912
Streetscape Projects, District 7 - 102535	445					\$445
Streetscape Projects, District 9 - 102537	4,874					\$4,874
Cascade/Mays Village Center - 102558	64,801					\$64,801
Adams Drive Bridge Repairs - 102618	9,126					\$9,126
<b>Sub-Total</b>	<b>\$229,034</b>					<b>\$229,034</b>
<b>Total City Wide</b>	<b>\$229,034</b>					<b>\$229,034</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
2005 B Go Project Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	35,001					\$35,001
<b>Total City Wide</b>	<b>\$35,001</b>					<b>\$35,001</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Hill Street Facility - 102638	35,001					\$35,001
<b>Sub-Total</b>	<b>\$35,001</b>					<b>\$35,001</b>
<b>Total City Wide</b>	<b>\$35,001</b>					<b>\$35,001</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
2005A Park Improvement Bond Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Dept Of Parks & Recreation	5,384,385					\$5,384,385
<b>Total City Wide</b>	<b>\$5,384,385</b>					<b>\$5,384,385</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Dept Of Parks &amp; Recreation</b>						
Lighting Improvements, City-Wide - 100184	174,068					\$174,068
Construction Of Bldgs., City-Wide - 100229	2,052,093					\$2,052,093
Ground & Site Imprvs., City-Wide - 100247	2,945,153					\$2,945,153
City Wide Park Furniture & Play Equip. - 100271	213,071					\$213,071
<b>Sub-Total</b>	<b>\$5,384,385</b>					<b>\$5,384,385</b>
<b>Total City Wide</b>	<b>\$5,384,385</b>					<b>\$5,384,385</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
2007A Bond Project Fund**

	FY17	FY18	FY19	FY20	FY21	Total
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	206,345					\$206,345
Dept Of Parks & Recreation	100,000					\$100,000
<b>Total City Wide</b>	<b>\$306,345</b>					<b>\$306,345</b>

	FY17	FY18	FY19	FY20	FY21	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Citywide Sidewalks Improvements - 102866	206,345					\$206,345
<b>Sub-Total</b>	<b>\$206,345</b>					<b>\$206,345</b>
<b>Dept Of Parks &amp; Recreation</b>						
Ground & Site Imprvs., City-Wide - 100247	100,000					\$100,000
<b>Sub-Total</b>	<b>\$100,000</b>					<b>\$100,000</b>
<b>Total City Wide</b>	<b>\$306,345</b>					<b>\$306,345</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
2008A Quality Of Life Improvement Bond Fd**

	FY17	FY18	FY19	FY20	FY21	Total
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	3,278,059					\$3,278,059
<b>Total City Wide</b>	<b>\$3,278,059</b>					<b>\$3,278,059</b>

<b>PROJECT TOTALS BY DEPARTMENT</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>Department Of Public Works</b>						
Mitchell St Viaduct - 100983	225					\$225
Sidewalk Improvements, District 1 - 102087	16,525					\$16,525
Sidewalk Improvements, District 2 - 102088	11,229					\$11,229
Sidewalk Improvements, District 4 - 102090	179,307					\$179,307
Sidewalk Improvements, District 5 - 102091	48,188					\$48,188
Sidewalk Improvements, District 9 - 102095	654					\$654
Sidewalk Improvements, District 10 - 102096	515,666					\$515,666
Intersection Improvements, Dist 2 - 102117	34,844					\$34,844
Intersection Improvements, Dist 8 - 102120	114,089					\$114,089
West End Marta Area - 102142	19,383					\$19,383
Fairburn Rd Bridge Row Acquisition - 102151	189,280					\$189,280
Parking Meter Maintenance/Parts - 102210	1,962					\$1,962
Speed Hump Installations, District 1 - 102214	50,000					\$50,000
Speed Hump Installations, District 5 - 102218	12,000					\$12,000
Speed Hump Installations, District 6 - 102219	20,057					\$20,057
Speed Hump Installations, District 7 - 102220	38,598					\$38,598
Speed Hump Installations, District 8 - 102221	30,076					\$30,076
Speed Hump Installations, District 10 - 102223	8,852					\$8,852
Speed Hump Installations, District 12 - 102225	25,000					\$25,000
Streetscape Projects, District 5 - 102533	7,882					\$7,882
Streetscape Projects, District 9 - 102537	161,983					\$161,983
Greenway Trail Projects - 102550	87,268					\$87,268
Cascade/Mays Village Center - 102558	123,138					\$123,138
Ralph D. Abernathy Blvd Strscape Go#0847 - 102737	4,835					\$4,835
Greenscape Enhance (Cat. 2) - 110063	184,820					\$184,820
Sts,Brdgs,& Vias (Cat. 3) - 110064	510,848					\$510,848
Traffic Signals (Cat. 4) - 110065	50,658					\$50,658
Mlk Jr. Drive Streetscapes - 110068	1,714					\$1,714
Bicycle Route Sign & Marks - 110071	13,562					\$13,562
Crosswalk Installation - 110074	234,547					\$234,547
Undes Sdwlk & Stscps (Cat. 1) - 110076	137,586					\$137,586
Swlk Stscp C1 Dgn Const & Prg M - 110082	2,601					\$2,601
2008 Qol Bond Sidewalk Crews - 110265	253,882					\$253,882
2008 Qol Bond Administration - 110266	49,664					\$49,664
Lake Claire Park - 110451	255					\$255
Sidewalks - Ada Ramps - 110820	116,166					\$116,166

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
2008A Quality Of Life Improvement Bond Fd**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
University Drive Speed Humps - 111101	14,056					\$14,056
Edgewood Avenue Bicycle Rote - 111102	130					\$130
St Charles Avenue Speed Humps - 111104	6,528					\$6,528
<b>Sub-Total</b>	<b>\$3,278,059</b>					<b>\$3,278,059</b>
<b>Total City Wide</b>	<b>\$3,278,059</b>					<b>\$3,278,059</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
2015 Infrastructure Bond**

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>Total</u>
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	66,164,175	59,523,010	23,800,000	17,921,651		\$167,408,836
<b>Total City Wide</b>	<b>\$66,164,175</b>	<b>\$59,523,010</b>	<b>\$23,800,000</b>	<b>\$17,921,651</b>		<b>\$167,408,836</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Transportation Infrastructure - 112184	53,806,070	44,309,008	15,000,000	13,319,097		\$126,434,175
Council District 10 - 112212	1,000,000	221,310	0	0		\$1,221,310
District 1 - 112203	1,032,555	1,362,972	800,000	418,414		\$3,613,941
District 2 - 112204	1,032,555	1,362,972	800,000	418,414		\$3,613,941
District 3 - 112205	1,032,555	1,362,972	800,000	418,414		\$3,613,941
District 4 - 112206	1,032,555	1,362,972	800,000	418,414		\$3,613,941
District 5 - 112207	1,032,555	1,362,972	800,000	418,414		\$3,613,941
District 6 - 112208	1,032,555	1,362,972	800,000	418,414		\$3,613,941
District 7 - 112209	1,032,555	1,362,972	800,000	418,414		\$3,613,941
District 8 - 112210	1,032,555	1,362,972	800,000	418,414		\$3,613,941
District 9 - 112211	1,032,555	1,362,972	800,000	418,414		\$3,613,941
District 11 - 112213	1,032,555	1,362,972	800,000	418,414		\$3,613,941
District 12 - 112214	1,032,555	1,362,972	800,000	418,414		\$3,613,941
<b>Sub-Total</b>	<b>\$66,164,175</b>	<b>\$59,523,010</b>	<b>\$23,800,000</b>	<b>\$17,921,651</b>		<b>\$167,408,836</b>
<b>Total City Wide</b>	<b>\$66,164,175</b>	<b>\$59,523,010</b>	<b>\$23,800,000</b>	<b>\$17,921,651</b>		<b>\$167,408,836</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
2015 Municipal Facilities Bond Fund**

<b>DEPARTMENT TOTALS</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
Executive Offices	26,893,884	21,334,329	3,189,457	904,539		\$52,322,209
<b>Total City Wide</b>	<b>\$26,893,884</b>	<b>\$21,334,329</b>	<b>\$3,189,457</b>	<b>\$904,539</b>		<b>\$52,322,209</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>Executive Offices</b>						
Municipal Facilities - 112217	19,168,884	15,814,329	2,364,457	574,539		\$37,922,209
District 1-Facilities - 112221	600,000	495,000	75,000	30,000		\$1,200,000
District 2-Facilities - 112223	600,000	495,000	75,000	30,000		\$1,200,000
District 3-Facilities - 112224	600,000	495,000	75,000	30,000		\$1,200,000
District 4-Facilities - 112225	600,000	495,000	75,000	30,000		\$1,200,000
District 5-Facilities - 112226	600,000	495,000	75,000	30,000		\$1,200,000
District 6-Facilities - 112227	600,000	495,000	75,000	30,000		\$1,200,000
District 7-Facilities - 112228	600,000	495,000	75,000	30,000		\$1,200,000
District 8-Facilities - 112229	600,000	495,000	75,000	30,000		\$1,200,000
District 9-Facilities - 112230	600,000	495,000	75,000	30,000		\$1,200,000
District 10-Facilities - 112231	600,000	495,000	75,000	30,000		\$1,200,000
District 11-Facilities - 112232	600,000	495,000	75,000	30,000		\$1,200,000
District 12-Facilities - 112233	1,125,000	75,000	0	0		\$1,200,000
<b>Sub-Total</b>	<b>\$26,893,884</b>	<b>\$21,334,329</b>	<b>\$3,189,457</b>	<b>\$904,539</b>		<b>\$52,322,209</b>
<b>Total City Wide</b>	<b>\$26,893,884</b>	<b>\$21,334,329</b>	<b>\$3,189,457</b>	<b>\$904,539</b>		<b>\$52,322,209</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
Park Improvement Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Dept Of Parks & Recreation	10,202					\$10,202
<b>Total City Wide</b>	<b>\$10,202</b>					<b>\$10,202</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Dept Of Parks &amp; Recreation</b>						
Tennis Court Imprvs., City-Wide - 100194	3,495					\$3,495
City Wide Park Furniture & Play Equip. - 100271	973					\$973
Woodruff Park - 102492	4,856					\$4,856
Southside Butler Street Ymca, Cd-220 - 200409	878					\$878
<b>Sub-Total</b>	<b>\$10,202</b>					<b>\$10,202</b>
<b>Total City Wide</b>	<b>\$10,202</b>					<b>\$10,202</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
General Government Capital Fund**

	FY17	FY18	FY19	FY20	FY21	Total
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	9,950,584					\$9,950,584
Dept Of Parks & Recreation	3,401,802					\$3,401,802
<b>Total City Wide</b>	<b>\$13,352,386</b>					<b>\$13,352,386</b>

	FY17	FY18	FY19	FY20	FY21	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Traffic Signal Modernization - 100333	83					\$83
Bakers Ferry Sidewalk, Cd-443 - 101205	40,715					\$40,715
Greenbriar Parkway Reconstruction - 101231	161					\$161
Bicycle Rack Project - 101491	50,000					\$50,000
Cleveland Ave Sidewalk (Phase Ii) - 101631	2,295					\$2,295
Custer Avenue Sidewalk - 101632	48,514					\$48,514
North Highland Avenue Sidewalk - 101633	575					\$575
Niskey Lake Road Sidewalk - 101634	13,638					\$13,638
Northside Drive Sidewalk - 101635	49,703					\$49,703
Old Hapeville Road Sidewalk - 101637	274,000					\$274,000
Wieuca Road Sidewalk (Phase Ii) - 101639	35,706					\$35,706
Stewart Ave (Metropolitan Pkwy) Sidewalk - 101640	12,338					\$12,338
Old Fourth Ward Sidewalk - 101641	86,410					\$86,410
Peoplestown Sidewalk - 101642	6,727					\$6,727
Buckhead Pedestrian Bridge - 101651	221,394					\$221,394
Cleveland Avenue (Phase I) - 101657	12,553					\$12,553
Pryor Road Streetscape - 101659	50,631					\$50,631
Avon Avenue Sidewalk - 101660	499					\$499
Bolton Road Sidewalk (Phase I) - 101662	31,127					\$31,127
Bolton Road Sidewalk (Phase Ii) - 101663	50,138					\$50,138
Benjamin E. Mayes Drive Sidewalk - 101798	3,315					\$3,315
Forest Park Road Sidewalk - 101799	14,500					\$14,500
Gilbert Road Sidewalk - 101800	685					\$685
Glenwood Ave. Sidewalk - 101801	713					\$713
Hank Aaron Dr. Sidewalk - 101802	7,191					\$7,191
Jonesboro Rd. (Sr54) Sidewalk (Phase I) - 101803	1					\$1
Jonesboro Rd. (Sr54) Sidewalk (Phase Ii) - 101804	2,830					\$2,830
Morosgo Drive Sidewalk - 101805	2,596					\$2,596
Peyton Road Sidewalk - 101806	45,500					\$45,500
W. Paces Ferry/Paces Ferry Rd. Sidewalk - 101807	15,920					\$15,920
Traffic Calming - 101841	4,424					\$4,424
City Of Atl Schools Sidewalks Project B - 101844	12,845					\$12,845
Fairburn Road Sidewalk & Bike Lane - 101845	43,090					\$43,090
Ashby Street Sidewalk - 101850	2,355					\$2,355
Castlewood Drive Sidewalk - 101852	2,671					\$2,671

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
General Government Capital Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
Defoors Avenue Sidewalk - 101854	37,403					\$37,403
Grant Way Sidewalk - 101858	3,968					\$3,968
Hank Aaron Avenue Sidewalk - 101859	3,867					\$3,867
Hatcher Avenue Sidewalk - 101860	10,000					\$10,000
Hemphill School Road Sidewalk - 101861	1,766					\$1,766
Lakewood Trail - 101862	13,858					\$13,858
Mcdonough Boulevard Sidewalk - 101863	10,552					\$10,552
Mlk Marta/Dekalb Avenue - 101864	970					\$970
Monroe Drive Sidewalk - 101865	4,639					\$4,639
Pine Street Sidewalk - 101867	9,470					\$9,470
Venetian Drive Sidewalk - 101869	15,000					\$15,000
Woodland Avenue Sidewalk - 101871	129					\$129
Cheshire Bridge Road Streetscape - 101872	21,575					\$21,575
Cherokee Avenue Pedestrian Improvements - 101873	181					\$181
Westend Sidewalks, Cd-659 - 101955	6,177					\$6,177
Lindbergh/Lavista/Cheshire Br. Imprvs - 101982	200,584					\$200,584
Campbellton/Greenbriar/Langford Inter - 101983	5,793					\$5,793
Airline St. & Ezzard St. Reconstruct - 101984	11					\$11
Citywide Traffic Signal Improvement - 101985	1,460,422					\$1,460,422
Villages Of East Lake - 102101	74,880					\$74,880
Perry Homes Sidewalks - 102102	20,004					\$20,004
Ashby Street Streetscape - 102105	34,723					\$34,723
Metropolitan Pkwy Streetscape - 102108	3,904					\$3,904
Midtown Streetscape - 102109	55,084					\$55,084
Moreland Avenue Streetscapes - 102110	328					\$328
North Highland Ave Streetscapes - 102111	186,636					\$186,636
Peachtree Road Streetscapes - 102112	250,554					\$250,554
Ponce De Leon Ave Streetscapes - 102113	34,078					\$34,078
Simpson Road Streetscape - 102115	1,000					\$1,000
Mlk, Jr., Dr. Corridor Improvements - 102281	6					\$6
Perry Blvd/Hollywood - 102319	27,523					\$27,523
Prior Road Streetscapes - 102321	15,000					\$15,000
Lee Street Lci Grant - 102383	62,721					\$62,721
Ralph David Abernathy Lci Grant - 102384	25,564					\$25,564
Barge Rd./Campellton Lci Grant - 102385	50,250					\$50,250
Greenbriar Pkwy-Langford Lci Grant - 102386	81					\$81
Morningside/Lenox Park - 102389	105,018					\$105,018
Highland Corridor - 102390	65,941					\$65,941
Landrum Drive Exit - 102391	175,054					\$175,054
Piedmont/Lindbergh Transportation Improv - 102438	17,516					\$17,516
Collier Rd Sidewalk Project - 102629	21					\$21
City Wide Intersection Timing Loop - Det - 102642	63,725					\$63,725

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
General Government Capital Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
Hermi'S Bridge Project - 102730	23,309					\$23,309
Citywide Greenway Trail Projects - 102847	3,425,959					\$3,425,959
Piedmont Intersection Impr - 110253	500,000					\$500,000
Memorial Dr Sidewalks - 110255	23,745					\$23,745
Windemere Dr Sidewalks - 110256	564					\$564
Freemont Ave Rd Constr - 110257	99,472					\$99,472
Lowery Blvd Streetscapes, Ph 2 - 110258	1,615					\$1,615
City Hall Sidewalks - 110259	200,000					\$200,000
Danforth Rd Sidewalk & Intersection Imp - 110260	8,732					\$8,732
Hollywood Road Impr - 110261	131,763					\$131,763
Ada Ramps & Ada Sidewalk Imp, Cityw - 110262	218,507					\$218,507
Buckhead Village Redevelopment - 110892	24,041					\$24,041
Dl Hollowell/Westlake-Lci - 111105	143,064					\$143,064
Glenwood/Moreland-Lci - 111106	18,745					\$18,745
Memorial Drive Corridor - 111322	72,665					\$72,665
D.I.F.Admin-Transportation-City - 201053	836,590					\$836,590
<b>Sub-Total</b>	<b>\$9,950,584</b>					<b>\$9,950,584</b>
<b>Dept Of Parks &amp; Recreation</b>						
Westside Trail Development (Mozley Park) - 101421	67,599					\$67,599
Southside Park Expansion - 101422	18,636					\$18,636
Comprehen Imps Major Pks, City-Wide - 101519	147,761					\$147,761
Centennial Park Trail - 101643	250,000					\$250,000
English Avenue Trail - 101644	100,000					\$100,000
Hollywood Plaza Trail - 101646	42,000					\$42,000
Perkerson-Millican Trail - 101648	60,000					\$60,000
Pryor Road Trail - 101649	69,360					\$69,360
Adamsville Park Expansion - 102048	2,364					\$2,364
Proctor Cr Trail & Greenway - 102049	553,308					\$553,308
Kirkwood/Edgewood Parks/Open Space - 102053	72,201					\$72,201
Atl Memorial Park Trail & Greenway - 102054	294,658					\$294,658
Peachtree Cr Trail & Greenway Corr - 102056	555,000					\$555,000
Tanyard Creek Park Ground & Site Imp. - 102363	75,000					\$75,000
Green Space Pgm., Parks North - 201997	1,093,915					\$1,093,915
<b>Sub-Total</b>	<b>\$3,401,802</b>					<b>\$3,401,802</b>
<b>Total City Wide</b>	<b>\$13,352,386</b>					<b>\$13,352,386</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
Capital Finance Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Executive Offices	6,280,508	4,679,473	1,774,033			\$12,734,014
Department Of Information Technology	1,427,023	1,840,969	1,380,727			\$4,648,719
Department Of Public Works	1,490,120					\$1,490,120
Dept Of Parks & Recreation	106,210					\$106,210
Department Of Fire Services	108,862					\$108,862
<b>Total City Wide</b>	<b>\$9,412,723</b>	<b>\$6,520,442</b>	<b>\$3,154,760</b>			<b>\$19,087,925</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Public Safety & Judicial Facil.-Annex - 102727	1,774,033	1,774,033	1,774,033			\$5,322,099
Fire & Police Joint Ten Fac-911 Call Ctr - 102756	1,007,618					\$1,007,618
Oeam Repair & Maint Ada Comp - 111214	166,738					\$166,738
Oeam Ch Infrastructure Repairs - 111215	342,616					\$342,616
Citywide Restacking - 112288	2,905,440	2,905,440				\$5,810,880
Coa Citywide Re-Stacking Project - 211595	84,063					\$84,063
<b>Sub-Total</b>	<b>\$6,280,508</b>	<b>\$4,679,473</b>	<b>\$1,774,033</b>			<b>\$12,734,014</b>
<b>Department Of Information Technology</b>						
311 Call Center - 111397	10,017					\$10,017
E-Discovery - 111451	36,279					\$36,279
Oracle Upgrade - 111897	1,380,727	1,840,969	1,380,727			\$4,602,423
<b>Sub-Total</b>	<b>\$1,427,023</b>	<b>\$1,840,969</b>	<b>\$1,380,727</b>			<b>\$4,648,719</b>
<b>Department Of Public Works</b>						
East Atlanta Streetscapes - 100002	136,000					\$136,000
Ralph David Abernathy Streetscapes - 102114	23,886					\$23,886
Adams Drive Bridge Repairs - 102618	268,485					\$268,485
Bicycle Route Sign & Marks - 110071	357,026					\$357,026
Southwest Atlanta Sidewalks - 110264	3,873					\$3,873
Sidewalks - Ada Ramps - 110820	700,850					\$700,850
<b>Sub-Total</b>	<b>\$1,490,120</b>					<b>\$1,490,120</b>
<b>Dept Of Parks &amp; Recreation</b>						
Dprca Repair & Maint Ada Comp - 211201	106,210					\$106,210
<b>Sub-Total</b>	<b>\$106,210</b>					<b>\$106,210</b>
<b>Department Of Fire Services</b>						
Afr Facilities Repair & Maint. - 211200	108,862					\$108,862
<b>Sub-Total</b>	<b>\$108,862</b>					<b>\$108,862</b>
<b>Total City Wide</b>	<b>\$9,412,723</b>	<b>\$6,520,442</b>	<b>\$3,154,760</b>			<b>\$19,087,925</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
Special Assessment Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	111,914					\$111,914
<b>Total City Wide</b>	<b>\$111,914</b>					<b>\$111,914</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Street Paving - 100494	45,534					\$45,534
Curb, Sidewalk & Gutter Construction - 100495	66,380					\$66,380
<b>Sub-Total</b>	<b>\$111,914</b>					<b>\$111,914</b>
<b>Total City Wide</b>	<b>\$111,914</b>					<b>\$111,914</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
Capital Finance-Recovery Zone (Eco. Dev.) Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	661,529					\$661,529
<b>Total City Wide</b>	<b>\$661,529</b>					<b>\$661,529</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Rec Zone Economic Dev Bond - 111318	661,529					\$661,529
<b>Sub-Total</b>	<b>\$661,529</b>					<b>\$661,529</b>
<b>Total City Wide</b>	<b>\$661,529</b>					<b>\$661,529</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
Water & Wastewater Renewal & Extension Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Department Of Information Technology	7,594					\$7,594
Department Of Watershed Management	98,908,548	98,908,548	98,908,547	98,908,548	98,908,546	\$494,542,736
<b>Total City Wide</b>	<b>\$98,916,142</b>	<b>\$98,908,548</b>	<b>\$98,908,547</b>	<b>\$98,908,548</b>	<b>\$98,908,546</b>	<b>\$494,550,330</b>

<b>PROJECT TOTALS BY DEPARTMENT</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>Department Of Information Technology</b>						
311 Call Center - 111397	2,282					\$2,282
E-Discovery - 111451	5,312					\$5,312
<b>Sub-Total</b>	<b>\$7,594</b>					<b>\$7,594</b>

<b>Department Of Watershed Management</b>						
Water Mains, Various Locations - 100395	1,606,768	1,606,768	1,606,768	1,606,768	1,606,768	\$8,033,841
Cathodic Protection System - 100583	14,848	14,848	14,848	14,848	14,848	\$74,240
Phosphorous Reduction Fac, R.M. Clayton - 100737	1,034,598	1,034,598	1,034,598	1,034,598	1,034,598	\$5,172,992
Lease/Pur-New Traffic Court Facility - 101681	303,388	303,388	303,388	303,388	303,388	\$1,516,940
Cso-West Tunnels - 102066	3,592	3,592	3,592	3,592	3,592	\$17,962
Program Management-Year 3 - 102335	2,909,288	2,909,288	2,909,288	2,909,288	2,909,288	\$14,546,440
Tanyard Cso Facility - 102351	96,800	96,800	96,800	96,800	96,800	\$484,000
Public Health Security-Water - 102366	29,252	29,252	29,252	29,252	29,252	\$146,260
Public Health Security- Wastewater - 102367	35,715	35,715	35,715	35,715	35,715	\$178,575
Sewer Group 2 Rehabilitation - 102445	486,845	486,845	486,845	486,845	486,845	\$2,434,224
Raw Water Transmission Mains - 102474	1,624,110	1,624,110	1,624,110	1,624,110	1,624,110	\$8,120,549
Sanitary Sewer-Annual Contract - 102506	300,000	300,000	300,000	300,000	300,000	\$1,500,000
South River Basin Relief Projects - 102648	767,014	767,014	767,014	767,014	767,014	\$3,835,069
Sses Sewer Groups - 102652	652,084	652,084	652,084	652,084	652,084	\$3,260,421
Intrenchment Creek Wrc Capacity Expansio - 102655	3,368	3,368	3,368	3,368	3,368	\$16,842
Repair & Replace Large Water Meters - 102664	4,078	4,078	4,078	4,078	4,078	\$20,389
Clean Water Atlanta, Flint River - 102675	225,964	225,964	225,964	225,964	225,964	\$1,129,819
Clean Water Atlanta, R.M. Clayton - 102676	339,017	339,017	339,017	339,017	339,017	\$1,695,084
Hemphill & Chatt. Wtp Phase Ii - 110276	1,264,331	1,264,331	1,264,331	1,264,331	1,264,331	\$6,321,653
Rm Clayton Wtp Flood Repair - 110653	242,176	242,176	242,176	242,176	242,176	\$1,210,882
Peachtree Basin Cap Relief - 110846	6,456,213	6,456,213	6,456,213	6,456,213	6,456,213	\$32,281,066
Dwm Hazard Mitigation - 110874	632,267	632,267	632,267	632,267	632,267	\$3,161,334
Utilities Gdot & Municipal - 110893	287,064	287,064	287,064	287,064	287,064	\$1,435,319
Small Meter Audit - 111136	21,083	21,083	21,083	21,083	21,083	\$105,416
Dwm Atlanta Streetcar - 111167	361,937	361,937	361,937	361,937	361,937	\$1,809,685
Water Mains- Sw Quadrant - 111191	1,054,289	1,054,289	1,054,289	1,054,289	1,054,289	\$5,271,447
East Atl Water Main Rpmt - 111193	203,713	203,713	203,713	203,713	203,713	\$1,018,563
Land Support Services Project - 111194	44,812	44,812	44,812	44,812	44,812	\$224,062
Custer Ave Cso Cap Relief - 111415	10,729,803	10,729,803	10,729,803	10,729,803	10,729,803	\$53,649,013
Clear Creek Cso-Improvements - 111432	76,189	76,189	76,189	76,189	76,189	\$380,946
Nw Quadrant Water System Imp. - 111441	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	\$8,000,000

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
Water & Wastewater Renewal & Extension Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
Ne Quadrant Water System Imp. - 111443	1,640,000	1,640,000	1,640,000	1,640,000	1,640,000	\$8,200,000
Intranchment Creek Wrc Dec S/S - 111468	4,685,460	4,685,460	4,685,460	4,685,460	4,685,460	\$23,427,299
Hemphill Res #1 Embank Rep - 111469	736,716	736,716	736,716	736,716	736,716	\$3,683,582
Pipeyard Sub, Cen Whs-Pey - 111491	91,000	91,000	91,000	91,000	91,000	\$455,000
Lake Forrest Dam Improvement - 111605	236,656	236,656	236,656	236,656	236,656	\$1,183,280
Odor Mitigation Study - 111607	42,079	42,079	42,079	42,079	42,079	\$210,393
Wpp-Nancy Creek Basin - 111608	5,179	5,179	5,179	5,179	5,179	\$25,895
Wpp-Nancy Creek Basin - 111613	35,719	35,719	35,719	35,719	35,719	\$178,597
W'Shed Impr Prog Plan & Des - 111614	259,276	259,276	259,276	259,276	259,276	\$1,296,381
South River Wrc Various Grp 1 - 111635	957,835	957,835	957,835	957,835	957,835	\$4,789,177
Hartsfield Manifold Improvements - 111636	509,759	509,759	509,759	509,759	509,759	\$2,548,795
Water Sys & Fac Imp Design - 111638	265,420	265,420	265,420	265,420	265,420	\$1,327,098
Dwm Fac & Struc.Site Impr - 111640	1,137,443	1,137,443	1,137,443	1,137,443	1,137,443	\$5,687,216
Aeration Basin Equip - 111651	500,497	500,497	500,497	500,497	500,497	\$2,502,485
Treatment Fac Various Projects - 111652	1,045,725	1,045,725	1,045,725	1,045,725	1,045,725	\$5,228,623
Rmc Compliance Upgrades 3 - 111674	14,747,116	14,747,116	14,747,116	14,747,116	14,747,116	\$73,735,579
W'Shed Impr Plan & Design Sccs - 111688	1,291,058	1,291,058	1,291,058	1,291,058	1,291,058	\$6,455,291
Randall Hall Sewer Impr - 111690	252,619	252,619	252,619	252,619	252,619	\$1,263,096
Cso Various Projects - 111697	78,667	78,667	78,667	78,667	78,667	\$393,335
Cmms A & Amips - 111733	99,558	99,558	99,558	99,558	99,558	\$497,790
Raw Water Delivery Program - 111736	6,041,085	6,041,085	6,041,085	6,041,085	6,041,085	\$30,205,427
Design & Support Services - 111739	30,907	30,907	30,907	30,907	30,907	\$154,535
Csos. Fac. Comp. Improv. Proj. - 111741	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	\$40,000,000
Downtown H2o Storage Tanks & Pd - 111815	7,652,261	7,652,261	7,652,261	7,652,261	7,652,261	\$38,261,305
Consent Decree Rehab Comp Sewer Group - 111881	717,772	717,772	717,772	717,772	717,772	\$3,588,860
Sewer Capacity Relief - 111925	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	\$15,000,000
Distribution System R & R - 111948	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	\$10,000,000
Beckwith St.Trunk Ccapacity - 111959	251,205	251,205	251,205	251,205	251,205	\$1,256,023
Rmc/Cwtp Plant Entrance - 111987	649,497	649,497	649,497	649,497	649,497	\$3,247,483
Up Proctor Creek Cap Relief - 112164	2,544,763	2,544,763	2,544,763	2,544,763	2,544,763	\$12,723,815
Dwm Vehicle & Heavy Equipment - 112157	601,255	601,255	601,255	601,255	601,255	\$3,006,275
Peyton Center - 112201	864,000	864,000	864,000	864,000	864,000	\$4,320,000
Utoy Creek Cso Various Projects - 112253	268,546	268,546	268,546	268,546	268,546	\$1,342,729
Sewer Group Ii - 112264	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	\$15,000,000
Atlanta Water Customer Rebate Program - 210059	138,719	138,719	138,719	138,719	138,719	\$693,595
Dwm Water Surcharge - 210540	1,088,984	1,088,984	1,088,984	1,088,984	1,088,984	\$5,444,920
Bellwood Water Storage Facility - 211926	31,165	31,165	31,165	31,165	31,165	\$155,825
<b>Sub-Total</b>	<b>\$98,908,548</b>	<b>\$98,908,548</b>	<b>\$98,908,547</b>	<b>\$98,908,548</b>	<b>\$98,908,546</b>	<b>\$494,542,736</b>
<b>Total City Wide</b>	<b>\$98,916,142</b>	<b>\$98,908,548</b>	<b>\$98,908,547</b>	<b>\$98,908,548</b>	<b>\$98,908,546</b>	<b>\$494,550,330</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
Airport Renewal And Extension Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Department Of Information Technology	21,699					\$21,699
Department Of Aviation	273,455,691	147,879,083	61,652,222	850,000		\$483,836,996
<b>Total City Wide</b>	<b>\$273,477,390</b>	<b>\$147,879,083</b>	<b>\$61,652,222</b>	<b>\$850,000</b>		<b>\$483,858,695</b>

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Information Technology</b>						
E-Discovery - 111451	21,699					\$21,699
<b>Sub-Total</b>	<b>\$21,699</b>					<b>\$21,699</b>
<b>Department Of Aviation</b>						
Hapeville Easement Program - 100312	5,423,780	5,423,780				\$10,847,560
Terminal Improvements - 101352	8,046,952					\$8,046,952
Central Administration - 102843	1,235,014					\$1,235,014
Airfield Projects - 111300	5,878,256					\$5,878,256
Terminal & Atrium Projects - 111301	37,676,865	19,250,377	19,250,377	850,000		\$77,027,619
Concourse Projects - 111302	1,666,667	3,333,333				\$5,000,000
Agts System Projects - 111303	5,307,813	5,307,813				\$10,615,626
Other Facility Projects - 111304	109,763,010	83,409,161	32,394,335			\$225,566,506
Parking And Ground Transportation - 111306	16,800,000	6,000,000	10,007,510			\$32,807,510
Airport Wide Projects - 111307	548,044					\$548,044
Other Direct Costs Project - 111310	67,501,634	18,638,133				\$86,139,767
Noise Insulation Program - 210816	11,740,663	3,333,333				\$15,073,996
Non-Capital Projects - 211312	1,866,993	3,183,153				\$5,050,146
<b>Sub-Total</b>	<b>\$273,455,69</b>	<b>\$147,879,08</b>	<b>\$61,652,222</b>	<b>\$850,000</b>		<b>\$483,836,996</b>
<b>Total City Wide</b>	<b>\$273,477,39</b>	<b>\$147,879,08</b>	<b>\$61,652,222</b>	<b>\$850,000</b>		<b>\$483,858,695</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
Airport Passenger Facility Charge Fund**

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>Total</u>
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	20,011,729	10,087,466				\$30,099,195
<b>Total City Wide</b>	<b>\$20,011,729</b>	<b>\$10,087,466</b>				<b>\$30,099,195</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Aviation</b>						
N. Term Dev Area Roads - 100304	4,042,852					\$4,042,852
Terminal Improvements - 101352	2,588,784					\$2,588,784
Airfield Projects - 111300	3,428,667	3,428,667				\$6,857,334
Concourse Projects - 111302	4,665,907	4,665,907				\$9,331,814
Airport Wide Projects - 111307	3,292,627					\$3,292,627
Noise Insulation Program - 210816	1,992,892	1,992,892				\$3,985,784
<b>Sub-Total</b>	<b>\$20,011,729</b>	<b>\$10,087,466</b>				<b>\$30,099,195</b>
<b>Total City Wide</b>	<b>\$20,011,729</b>	<b>\$10,087,466</b>				<b>\$30,099,195</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
Airport Commercial Paper Series 2010A/B**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	9,165,475	4,596,198				\$13,761,673
<b>Total City Wide</b>	<b>\$9,165,475</b>	<b>\$4,596,198</b>				<b>\$13,761,673</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Aviation</b>						
Terminal Improvements - 101352	9,165,475	4,596,198				\$13,761,673
<b>Sub-Total</b>	<b>\$9,165,475</b>	<b>\$4,596,198</b>				<b>\$13,761,673</b>
<b>Total City Wide</b>	<b>\$9,165,475</b>	<b>\$4,596,198</b>				<b>\$13,761,673</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
2012A Bond General Airport Revenue**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	4,493,605	752,390				\$5,245,995
<b>Total City Wide</b>	<b>\$4,493,605</b>	<b>\$752,390</b>				<b>\$5,245,995</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Aviation</b>						
Concourse Projects - 111302	4,493,605	752,390				\$5,245,995
<b>Sub-Total</b>	<b>\$4,493,605</b>	<b>\$752,390</b>				<b>\$5,245,995</b>
<b>Total City Wide</b>	<b>\$4,493,605</b>	<b>\$752,390</b>				<b>\$5,245,995</b>

**FY17-FY21 FIVE YEAR PLAN  
 CAPITAL PROJECT STATUS  
 2012C Bond General Airport Revenue**

<b>DEPARTMENT TOTALS</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
Department Of Aviation	17,804,177	253,001				\$18,057,178
<b>Total City Wide</b>	<b>\$17,804,177</b>	<b>\$253,001</b>				<b>\$18,057,178</b>

<b>PROJECT TOTALS BY DEPARTMENT</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>Department Of Aviation</b>						
Concourse Projects - 111302	17,804,177	253,001				\$18,057,178
<b>Sub-Total</b>	<b>\$17,804,177</b>	<b>\$253,001</b>				<b>\$18,057,178</b>
<b>Total City Wide</b>	<b>\$17,804,177</b>	<b>\$253,001</b>				<b>\$18,057,178</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
Doa Series 2015 Commerical Paper Program**

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>Total</u>
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	100,000,000	100,000,000	100,000,000	50,000,000		\$350,000,000
<b>Total City Wide</b>	<b>\$100,000,000</b>	<b>\$100,000,000</b>	<b>\$100,000,000</b>	<b>\$50,000,000</b>		<b>\$350,000,000</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Aviation</b>						
Terminal & Atrium Projects - 111301	100,000,000	100,000,000	100,000,000	50,000,000		\$350,000,000
<b>Sub-Total</b>	<b>\$100,000,00</b>	<b>\$100,000,00</b>	<b>\$100,000,00</b>	<b>\$50,000,000</b>		<b>\$350,000,000</b>
<b>Total City Wide</b>	<b>\$100,000,00</b>	<b>\$100,000,00</b>	<b>\$100,000,00</b>	<b>\$50,000,000</b>		<b>\$350,000,000</b>

**FY17-FY21 FIVE YEAR PLAN  
CAPITAL PROJECT STATUS  
Civic Center R&E Fund**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>Total</b>
<b>DEPARTMENT TOTALS</b>						
Dept Of Parks & Recreation	1,860					\$1,860
<b>Total City Wide</b>	<b>\$1,860</b>					<b>\$1,860</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Dept Of Parks &amp; Recreation</b>						
Civic Center - 100223	1,860					\$1,860
<b>Sub-Total</b>	<b>\$1,860</b>					<b>\$1,860</b>
<b>Total City Wide</b>	<b>\$1,860</b>					<b>\$1,860</b>

# APPENDIX

## LEGISLATION

### AFFORDABLE CARE ACT

### DEBT SERVICE ON INFRASTRUCTURE BOND

## GLOSSARY

FIVE YEAR PLAN





AN ORDINANCE

BY COUNCILMEMBERS *Felicia A. Moore* *Joyce M. Sheperd*  
 HOWARD SHOOK, *Clair Muller* *Carla Smith* *C.T. Martin*  
 MARY NORWOOD, *Ivory Lee Young, Jr.* *Anne Falver*  
 CEASAR MITCHELL, *Kwanza Hall* *H. L. Mar Willis*

*Jim Maddox* *Natalyn Mosby Archibong* *Cleta Winslow*  
 JIM MADDOX AND NATALYN MOSBY ARCHIBONG CLETA WINSLOW

AN ORDINANCE TO AMEND THE CHARTER OF THE CITY OF ATLANTA, GEORGIA, 1996 GA LAWS P. 4469, ET SEQ., UNDER AND BY VIRTUE OF THE AUTHORITY OF THE MUNICIPAL HOME RULE ACT OF 1965, O.C.G.A. SECTION 36-35-1, ET SEQ., AS AMENDED, BY AMENDING PART 1, SUBPART A, ARTICLE VI (REVENUE AND FUND ADMINISTRATION), CHAPTER III (FISCAL CONTROL) TO CREATE A NEW SECTION WHICH SHALL BE SECTION 6-312 TO BE ENTITLED FINANCIAL STABILIZATION PLAN, WHICH NEW SECTION 6-312 SHALL PROVIDE FOR THE DEVELOPMENT AND ADOPTION OF AN ANNUAL FINANCIAL STABILIZATION PLAN COVERING A PERIOD OF FIVE YEARS; TO REPEAL CONFLICTING ORDINANCES; AND FOR OTHER PURPOSES.

WHEREAS, the City of Atlanta (the "City") is facing unprecedented short and long-term budget challenges; and

WHEREAS, the Chief Financial Officer for the Department of Finance has stated that the City's financial recovery will span several years and that priorities will need to be established and considered before the City undertakes any new spending, which statements have been supported by recent audits and assessments and actions of the part of rating agencies; and

WHEREAS, on April 1, 2008, the City's Internal Auditor submitted a performance audit report on the 2008 General Fund Budget process, which, among other things, called for the establishment of policies to guide long and short-term financial planning and monitoring, including the maintenance of fund balances, the use of non-recurring and surplus revenues, the development of five-year financial forecasts and interim financial reporting; and



**WHEREAS**, in January 2009, Deloitte Consulting conducted a pro-bono assessment of the Department of Finance and provided recommendations for improvement of business processes; and

**WHEREAS**, in March 2009, Moody's Investor Service downgraded the City's general obligation rating from "A1" to "Aa3", which downgrade was based on the diminished financial position of the City's general fund, including the decline in fund balance levels, the prolonged trend of structural imbalance and the indefinite resolution of inter-fund receivables related to accumulated deficits in other operating funds; and

**WHEREAS**, in March 2009, Standard and Poor's Rating Service also lowered its standard long-term and underlying rating on the City's general obligation debt to "A" from "AA-" based on a trend of operating deficits and declining revenues during a period of strong economic growth, which has left the City with diminished revenues and a lack of financial flexibility as it enters the current economic downturn; and

**WHEREAS**, to address these issues the Council of the City of Atlanta desires to establish guidelines and priorities for long-term financial planning through the development of a comprehensive annual Financial Stabilization Plan; and

**WHEREAS**, the Charter of the City of Atlanta, Georgia, 1996 Ga. Laws P. 4469, et seq., Part I, Subpart A, Article VI, Chapter III entitled Fiscal Control sets forth certain provisions governing the budgetary process and other fiscal control policies of the City; and

**WHEREAS**, the Council of the City of Atlanta now desires to amend Part I, Subpart A, Article VI, Chapter III of the Charter of the City of Atlanta to provide for a new section 6-312 to be entitled "Financial Stabilization Plan"; and

**WHEREAS**, such new Section 6-312 shall provide for the annual preparation by the Mayor of a five-year Financial Stabilization Plan, which shall project general fund revenues and general fund expenses and shall provide a calculation of the surplus or deficit produced by the projected revenues and expenditures, a cost estimate of long term initiatives, a list of revenue initiatives, and a list of cost saving initiatives;

**THE CITY COUNCIL OF THE CITY OF ATLANTA, GEORGIA, HEREBY ORDAINS:**

**SECTION 1:** That Part I, Subpart A, Article VI, Chapter III of the Charter of the City of Atlanta, Georgia, 1996 Ga. Laws P. 4469, et seq., be amended to add a new section 6-312, which shall read as follows:

**Section 6-312. Financial Stabilization Plan**

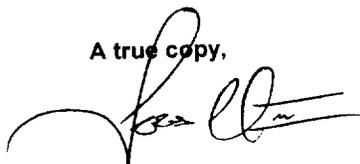
(a) The Mayor shall present to the governing body by October 15 of each year a five-year Financial Stabilization Plan consisting of the following elements:



- (1) A five-year projection of general fund revenues broken down by major category. The projection shall identify the economic trends and assumptions upon which such projection is based.
  - (2) A five-year projection of total general fund expenses on a departmental level. Such expense projection shall assume the continuation of department operations as they exist in the current general fund budget and shall take into account the following:
    - i. The effect of inflation on general fund budgeted costs;
    - ii. A projection of pension costs as provided by the City's actuaries; and
    - iii. Costs occurring in future years that the City is legally obligated to pay.
  - (3) A calculation of the surplus or deficit produced by the projected revenues and expenditures described in (1) and (2) above.
  - (4) A cost estimate of long-term initiatives of the City. Such initiatives shall include, but are not limited to, long-term operating infrastructure and capital infrastructure needs and the elimination of deficit positions in funds that are subsidized or have historically been subsidized by the general fund. At any time the governing body of the City may, by resolution, request specific long-term initiatives to be included in the five-year Financial Stabilization Plan.
  - (5) A comprehensive list of revenue initiatives the City may pursue during the five years covered by the Financial Stabilization Plan, including an estimate of the revenues to be produced by such initiatives.
  - (6) A comprehensive list of cost saving initiatives the City may pursue during the five years covered by the Financial Stabilization Plan, including an estimate of costs saved by such initiatives.
- (b) The governing body shall adopt the Financial Stabilization Plan by December 31 of each year.

**SECTION 2.** That a copy of this proposed amendment to the Charter of the City of Atlanta, Georgia, 1996 Ga. Laws P. 4469, et seq., as amended, shall be filed in the Office of the Municipal Clerk of the City of Atlanta and in the Offices of the Clerk of the Superior Courts of Fulton and DeKalb Counties and that the "Notice of Proposed Amendment to the Charter of the City of Atlanta, Georgia" attached hereto as Exhibit "A" and hereby made a part of this ordinance, be published in the official organ of the county of the legal situs of the City of Atlanta or in a newspaper of general circulation in the City of Atlanta once a week for three weeks within a period of 60 days immediately preceding the final adoption of this ordinance, and that a copy of said advertisement be attached to this ordinance prior to its final adoption by the Council of the City of Atlanta.

**SECTION 3.** That all ordinances and parts of ordinances in conflict herewith are hereby waived to the extent of the conflict.

A true copy,  
  
Deputy Clerk

ADOPTED by the Atlanta City Council  
APPROVED by Mayor Shirley Franklin

SEP 21, 2009  
SEP 25, 2009

RCS# 3297  
9/21/09  
2:59 PM

Atlanta City Council

REGULAR SESSION

09-0-1406            AMEND PART1 SUBPART A ART.VI CHAPT.III  
                         TO CREATE NEW SEC.6-312  
                         FINAL ADOPT

YEAS: 12  
NAYS: 0  
ABSTENTIONS: 0  
NOT VOTING: 3  
EXCUSED: 0  
ABSENT 1

Y Smith	Y Archibong	Y Moore	NV Mitchell
Y Hall	Y Fauver	Y Martin	Y Norwood
NV Young	Y Shook	B Maddox	Y Willis
Y Winslow	Y Muller	Y Sheperd	NV Borders

09-0-1406



- (1) A five-year projection of general fund revenues broken down by major category. The projection shall identify the economic trends and assumptions upon which such projection is based.
  - (2) A five-year projection of total general fund expenses on a departmental level. Such expense projection shall assume the continuation of department operations as they exist in the current general fund budget and shall take into account the following:
    - i. The effect of inflation on general fund budgeted costs;
    - ii. A projection of pension costs as provided by the City's actuaries; and
    - iii. Costs occurring in future years that the City is legally obligated to pay.
  - (3) A calculation of the surplus or deficit produced by the projected revenues and expenditures described in (1) and (2) above.
  - (4) A cost estimate of long-term initiatives of the City. Such initiatives shall include, but are not limited to, long-term operating infrastructure and capital infrastructure needs and the elimination of deficit positions in funds that are subsidized or have historically been subsidized by the general fund. At any time the governing body of the City may, by resolution, request specific long-term initiatives to be included in the five-year Financial Stabilization Plan.
  - (5) A comprehensive list of revenue initiatives the City may pursue during the five years covered by the Financial Stabilization Plan, including an estimate of the revenues to be produced by such initiatives.
  - (6) A comprehensive list of cost saving initiatives the City may pursue during the five years covered by the Financial Stabilization Plan, including an estimate of costs saved by such initiatives.
- (b) The governing body shall adopt the Financial Stabilization Plan by December 31 of each year.

**SECTION 2.** That a copy of this proposed amendment to the Charter of the City of Atlanta, Georgia, 1996 Ga. Laws P. 4469, et seq., as amended, shall be filed in the Office of the Municipal Clerk of the City of Atlanta and in the Offices of the Clerk of the Superior Courts of Fulton and DeKalb Counties and that the "Notice of Proposed Amendment to the Charter of the City of Atlanta, Georgia" attached hereto as Exhibit "A" and hereby made a part of this ordinance, be published in the official organ of the county of the legal situs of the City of Atlanta or in a newspaper of general circulation in the City of Atlanta once a week for three weeks within a period of 60 days immediately preceding the final adoption of this ordinance, and that a copy of said advertisement be attached to this ordinance prior to its final adoption by the Council of the City of Atlanta.

**SECTION 3.** That all ordinances and parts of ordinances in conflict herewith are hereby waived to the extent of the conflict.

#8

09-0 -1406  
(Do Not Write Above This Line)

AN ORDINANCE  
BY COUNCILMEMBERS FELICIA K. MOORE,  
JOYCE SHEPHERD, HOWARD SHOOK,  
CLAIR MULLER, CARLA SMITH,  
C.T. MARTIN, MARY NORWOOD,  
IVORY LEE YOUNG, JR., ANNE FAUVER,  
CEASAR MITCHELL, KWANZA HALL,  
H. LAMAR WILLIS, JIM MADDOX  
AND NATALYN MOSBY ARCHIBONG

AN ORDINANCE TO AMEND THE CHARTER OF THE CITY OF ATLANTA, GEORGIA, 1996 GA LAWS P. 4469, ET SEQ, UNDER AND BY VIRTUE OF THE AUTHORITY OF THE MUNICIPAL HOME RULE ACT OF 1965, O.C.G.A. SECTION 36-35-1, ET SEQ., AS AMENDED, BY AMENDING PART 1, SUBPART A, ARTICLE VI (REVENUE AND FUND ADMINISTRATION), CHAPTER III (FISCAL CONTROL) TO CREATE A NEW SECTION WHICH SHALL BE SECTION 6-312 TO BE ENTITLED FINANCIAL STABILIZATION PLAN, WHICH NEW SECTION 6-312 SHALL PROVIDE FOR THE DEVELOPMENT AND ADOPTION OF AN ANNUAL FINANCIAL STABILIZATION PLAN COVERING A PERIOD OF FIVE YEARS; TO REPEAL CONFLICTING ORDINANCES; AND FOR OTHER PURPOSES.

- CONSENT REFER
- REGULAR REPORT REFER
- ADVERTISE & REFER
- 1st ADOPT 2nd READ & REFER
- PERSONAL PAPER REFER

Date Referred 08/17/07 reading  
 Referred To: Finance / Exec  
 Date Referred 09/08/2009  
 Referred To: Finance / Exec  
 Date Referred SEP 21 2009  
 Referred To: COUNCIL

Final adoption -

First Reading

Committee \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chair \_\_\_\_\_  
 Referred To \_\_\_\_\_

Committee Finance / Executive  
 Date 9/2/09  
 Chair H. Lamar Willis  
 Action Fav, Adv, Hold (see rev. side)  
 Other 2nd Reading 13. 1st Reading  
 Members Carla Smith, Felicia Moore, Clair Muller, Clara Miller, Howard Shook

Committee Finance / Exec  
 Date 9-10-09  
 Chair H. Lamar Willis  
 Action Fav, Adv, Hold (see rev. side)  
 Other 2nd Reading 13. 1st Reading  
 Members Carla Smith, Felicia Moore, Clair Muller

- FINAL COUNCIL ACTION
- 2nd
  - 1st & 2nd
  - 3rd
  - Consent
  - V Vote
  - RC Vote

CERTIFIED

SEP 21 2009

CERTIFIED  
SEP 21 2009

Rhonda Davidson Johnson  
MUNICIPAL CLERK

APPROVED

SEP 21 2009  
Clair Muller

#11

11-0-1415

(Do Not Write Above This Line)

*Felicia Moore*  
AN ORDINANCE AND CHARTER AMENDMENT BY COUNCILMEMBERS FELICIA MOORE AND YOLANDA ADREAN

AN ORDINANCE AND CHARTER AMENDMENT TO AMEND THE CHARTER OF THE CITY OF ATLANTA, GEORGIA, 1996 GA LAWS P. 4469, ET SEQ., ADOPTED UNDER AND BY VIRTUE OF THE AUTHORITY OF THE MUNICIPAL HOME RULE ACT OF 1965, O.C.G.A. SECTION 36-35-1 ET SEQ., AS AMENDED, BY AMENDING PART 1 (CHARTER AND RELATED LAWS), SUBPART A (CHARTER), ARTICLE VI (REVENUE AND FUND ADMINISTRATION), CHAPTER 3 (FISCAL CONTROL), SECTION 6-312 (FINANCIAL STABILIZATION PLAN), SO AS TO CHANGE THE DATES BY WHICH THE CITY'S FINANCIAL STABILIZATION PLAN MUST BE PRESENTED TO AND ADOPTED BY CITY COUNCIL; AND FOR OTHER PURPOSES.

ADOPTED BY  
NOV 07 2011

- CONSENT REFER
- REGULAR REPORT REFER
- ADVERTISE & REFER
- 1st ADOPT 2nd READ & REFER
- PERSONAL PAPER REFER

Date Referred *09/19/2011*  
 Referred To: *Finance/Exec*  
 Date Referred *10/3/11*  
 Referred To: *Finance/Exec*  
 Date Referred \_\_\_\_\_  
 Referred To: \_\_\_\_\_

First Reading

Committee \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chair \_\_\_\_\_  
 Referred To \_\_\_\_\_

Committee *Finance/Executive*  
 Date *9/28/11*  
 Chair *Y Adrean*  
 Action *Fav, Adv, Hold (see rev. side)*  
 Other *2nd Read, 1st Adoption*  
 Members *[Signatures]*  
 Refer To \_\_\_\_\_

Committee *Finance/Executive*  
 Date *11/2/11*  
 Chair *Y Adrean*  
 Action *Fav, Adv, Hold (see rev. side)*  
 Other *3rd Read, Final Adoption*  
 Members *[Signatures]*  
 Refer To \_\_\_\_\_

Committee *Finance/Executive*  
 Date *10/12/11*  
 Chair *Y Adrean*  
 Action *Fav, Adv, Hold (see rev. side)*  
 Other \_\_\_\_\_  
 Members \_\_\_\_\_  
 Refer To \_\_\_\_\_

Committee \_\_\_\_\_  
 Date \_\_\_\_\_  
 Chair \_\_\_\_\_  
 Action \_\_\_\_\_  
 Other \_\_\_\_\_  
 Members \_\_\_\_\_  
 Refer To \_\_\_\_\_

FINAL COUNCIL ACTION

- 2nd
- 1st & 2nd
- 3rd
- Readings
- Consent
- V Vote
- RC Vote

CERTIFIED

CERTIFIED  
 NOV 07 2011  
 ATLANTA CITY COUNCIL PRESIDENT  
*[Signature]*

CERTIFIED  
 NOV 07 2011  
 Yolanda Daughlin Johnson  
 MUNICIPAL CLERK

MAYOR'S ACTION

APPROVED  
 NOV 16 2011  
 WITHOUT SIGNATURE  
 BY OPERATION OF LAW



*Felicia G. Moore*

*Yadreaan*

11-0-1415

**AN ORDINANCE AND CHARTER AMENDMENT  
BY COUNCILMEMBERS FELICIA MOORE AND YOLANDA ADREAN**

**AN ORDINANCE AND CHARTER AMENDMENT TO AMEND THE CHARTER OF THE CITY OF ATLANTA, GEORGIA, 1996 GA LAWS P. 4469, ET SEQ., ADOPTED UNDER AND BY VIRTUE OF THE AUTHORITY OF THE MUNICIPAL HOME RULE ACT OF 1965, O.C.G.A. SECTION 36-35-1 ET SEQ., AS AMENDED, BY AMENDING PART 1 (CHARTER AND RELATED LAWS), SUBPART A (CHARTER), ARTICLE VI (REVENUE AND FUND ADMINISTRATION), CHAPTER 3 (FISCAL CONTROL), SECTION 6-312 (FINANCIAL STABILIZATION PLAN), SO AS TO CHANGE THE DATES BY WHICH THE CITY'S FINANCIAL STABILIZATION PLAN MUST BE PRESENTED TO AND ADOPTED BY CITY COUNCIL; AND FOR OTHER PURPOSES.**

**WHEREAS**, Section 6-312(a) of the Charter of the City of Atlanta, Georgia, 1996 Ga. Laws P. 4469, et seq. ("Charter") requires that the Mayor present a five-year financial stabilization plan to the City Council of the City of Atlanta ("City Council") by October 15 of each year; and

**WHEREAS**, Section 6-312(b) of the Charter requires that City Council adopt a financial stabilization plan by December 31 of each year; and

**WHEREAS**, by October 15 of each year, the Chief Financial Officer has not completed the necessary accounting adjustments for close-out purposes of the prior fiscal year; and

**WHEREAS**, by October 15 of each year, the City's external auditor has not presented the City with its findings and recommendations for the prior fiscal year; and

**WHEREAS**, information from the close-out of the prior fiscal year and the external auditor's recommendations should be utilized in the preparation of the City's financial stabilization plan; and

**WHEREAS**, in order to present a more comprehensive financial stabilization plan, it is the desire of the City to amend Section 6-312 (a) to change the deadline for presentation of the City's financial stabilization plan from October 15 of each year to February 15 of each year; and

**WHEREAS**, it is the desire of the City to amend Section 6-312 (b) to change the deadline for adoption of the City's financial stabilization plan from December 31 of each year to April 30 of each year.

**WHEREAS**, it is the desire of the City to amend Section 6-312 (b) to require that City Council consider the financial stabilization plan prior to adoption of the budget for the upcoming fiscal year.



**THE CITY COUNCIL OF THE CITY OF ATLANTA, GEORGIA HEREBY ORDAINS  
AS FOLLOWS:**

**SECTION 1:** That Part I, Subpart A, Article VI, Chapter 3, Section 6-312 of the Charter of the City of Atlanta, Georgia, Georgia, 1996 Ga. Laws P. 4469, et seq., which currently reads:

**Sec. 6-312.** – Financial stabilization plan.

**(a)** The Mayor shall present to the governing body by October 15 of each year a five-year financial stabilization plan consisting of the following elements:

**(1)** A five-year projection of general fund revenues broken down by major category. The projection shall identify the economic trends and assumptions upon which such projection is based.

**(2)** A five-year projection of total general fund expenses on a departmental level. Such expense projection shall assume the continuation of department operations as they exist in the current general fund budget and shall take into account the following:

- i.** The effect of inflation on general fund budgeted costs;
- ii.** A projection of pension costs as provided by the city's actuaries; and
- iii.** Costs occurring in future years that the city is legally obligated to pay.

**(3)** A calculation of the surplus or deficit produced by the projected revenues and expenditures described in (1) and (2) above.

**(4)** A cost estimate of long-term initiatives of the city. Such initiatives shall include, but are not limited to, long-term operating infrastructure and capital infrastructure needs and the elimination of deficit positions in funds that are subsidized or have historically been subsidized by the general fund. At any time the governing body of the city may, by resolution, request specific long-term initiatives to be included in the five-year financial stabilization plan.

**(5)** A comprehensive list of revenue initiatives the city may pursue during the five years covered by the financial stabilization plan, including an estimate of the revenues to be produced by such initiatives.

**(6)** A comprehensive list of cost saving initiatives the city may pursue during the five years covered by the financial stabilization plan, including an estimate of costs saved by such initiatives.

**(b)** The governing body shall adopt the financial stabilization plan by December 31 of each year.



be amended to make the following deletions and insertions, such that Part I, Subpart A, Article VI, Chapter 3, Section 6-312 of the Charter of the City of Atlanta, Georgia, Georgia, 1996 Ga. Laws P. 4469, et seq., shall read as follows:

**Sec. 6-312.** – Financial stabilization plan.

(a) The Mayor shall present to the governing body by February 15 ~~October 15~~ of each year a five-year financial stabilization plan consisting of the following elements:

(1) A five-year projection of general fund revenues broken down by major category. The projection shall identify the economic trends and assumptions upon which such projection is based.

(2) A five-year projection of total general fund expenses on a departmental level. Such expense projection shall assume the continuation of department operations as they exist in the current general fund budget and shall take into account the following:

i. The effect of inflation on general fund budgeted costs;

ii. A projection of pension costs as provided by the city's actuaries; and

iii. Costs occurring in future years that the city is legally obligated to pay.

(3) A calculation of the surplus or deficit produced by the projected revenues and expenditures described in (1) and (2) above.

(4) A cost estimate of long-term initiatives of the city. Such initiatives shall include, but are not limited to, long-term operating infrastructure and capital infrastructure needs and the elimination of deficit positions in funds that are subsidized or have historically been subsidized by the general fund. At any time the governing body of the city may, by resolution, request specific long-term initiatives to be included in the five-year financial stabilization plan.

(5) A comprehensive list of revenue initiatives the city may pursue during the five years covered by the financial stabilization plan, including an estimate of the revenues to be produced by such initiatives.

(6) A comprehensive list of cost saving initiatives the city may pursue during the five years covered by the financial stabilization plan, including an estimate of costs saved by such initiatives.

(b) The governing body shall adopt the financial stabilization plan by April 30 ~~December 31~~ of each year. In no event shall the governing body adopt the budget for the upcoming fiscal year prior to consideration of the financial stabilization plan.



Exhibit "A"

**NOTICE OF PROPOSED AMENDMENT  
TO THE CHARTER OF THE CITY OF ATLANTA**

Notice is hereby given that an Ordinance has been introduced to amend the Charter of the City of Atlanta (Ga. Laws, 1996, p. 4469, et seq.) approved April 15, 1996, as amended, said Ordinance being captioned as follows:

**AN ORDINANCE AND CHARTER AMENDMENT TO AMEND THE CHARTER OF THE CITY OF ATLANTA, GEORGIA, 1996 GA LAWS P. 4469, ET SEQ., ADOPTED UNDER AND BY VIRTUE OF THE AUTHORITY OF THE MUNICIPAL HOME RULE ACT OF 1965, O.C.G.A. SECTION 36-35-1 ET SEQ., AS AMENDED, BY AMENDING PART 1 (CHARTER AND RELATED LAWS), SUBPART A (CHARTER), ARTICLE VI (REVENUE AND FUND ADMINISTRATION), CHAPTER 3 (FISCAL CONTROL), SECTION 6-312 (FINANCIAL STABILIZATION PLAN), SO AS TO CHANGE THE DATES BY WHICH THE CITY'S FINANCIAL STABILIZATION PLAN MUST BE PRESENTED TO AND ADOPTED BY CITY COUNCIL; AND FOR OTHER PURPOSES.**

A copy of the proposed Ordinance and Charter Amendment is on file in the Office of the Municipal Clerk of the City of Atlanta and in the Offices of the clerks of the Superior Courts of Fulton and DeKalb Counties, Georgia for the purpose of examination and inspection by the public.

This \_\_\_\_\_ day of \_\_\_\_\_, 2011.

\_\_\_\_\_  
Rhonda Dauphin Johnson  
Municipal Clerk  
City of Atlanta



**Section 2:** That a copy of this proposed amendment to the Charter of the City of Atlanta, Georgia 1996 Ga. Laws P. 4496 et seq., as amended, shall be filed in the Office of the Municipal Clerk of the City of Atlanta and in the Offices of the Clerks of the Superior Courts of Fulton and DeKalb Counties and that a "Notice of Proposed Amendment to the Charter of the City of Atlanta, Georgia," attached hereto and marked "Exhibit A" and made a part of this ordinance, be published in the official organ of the county of the legal situs of the City of Atlanta or in a newspaper of general circulation in the City of Atlanta once a week for three weeks within a period of 60 days immediately preceding its final adoption, and that a copy of said advertisement be attached to this ordinance prior to its final adoption by the Council of the City of Atlanta.

**Section 3:** That all ordinances and parts of ordinances in conflict herewith are hereby waived to the extent of the conflict.

A true copy,

Deputy Municipal Clerk

ADOPTED by the Atlanta City Council  
APPROVED as per City Charter Section 2-403

Nov. 07, 2011  
Nov. 16, 2011

RCS# 1531  
11/07/11  
4:01 PM

Atlanta City Council

REGULAR SESSION

11-O-1415                    AMEND COA CHARTER PART IA/ART VI/CH3  
                                  SEC 6-312/CHANGE DATES FOR FSP  
                                  ADOPT

YEAS: 11  
NAYS: 0  
ABSTENTIONS: 0  
NOT VOTING: 1  
EXCUSED: 2  
ABSENT 2

Y Smith	Y Archibong	Y Moore	Y Bond
Y Hall	Y Wan	Y Martin	E Watson
B Young	Y Shook	B Bottoms	Y Willis
Y Winslow	Y Adrean	E Sheperd	NV Mitchell

11-O-1415

RCS# 1456  
10/03/11  
2:59 PM

Atlanta City Council

REGULAR SESSION

11-O-1415

AMENDING CHARTER AND RELATED LAWS PART 1  
ARTICLE IV, CH.3, SECTION 6-312  
ADOPT

YEAS: 15  
NAYS: 0  
ABSTENTIONS: 0  
NOT VOTING: 1  
EXCUSED: 0  
ABSENT 0

Y Smith	Y Archibong	Y Moore	Y Bond
Y Hall	Y Wan	Y Martin	Y Watson
Y Young	Y Shook	Y Bottoms	Y Willis
Y Winslow	Y Adrean	Y Sheperd	NV Mitchell

11-O-1415



# AFFORDABLE CARE ACT

**The Affordable Care Act (ACA) Health Reform Affordable Care Act (ACA) Health Reform Legislation was initially passed on March 23, 2010. The law started making changes in the way health care was offered in America.**

## **Significant Points of the Health Reform Legislation-(ACA)**

- Citizens and legal immigrants were extended access to health insurance coverage and were imposed an individual mandate requiring them to have coverage or pay a tax penalty
- The legislation mandates and established reporting requirements on insurers and employer sponsoring health benefits
- Established equal access requirements for women as it relates to preventive health, medical exams, screenings and counseling that had not been made available in the past
- Creates new virtual marketplaces to buy coverage (the Exchanges)
  - Provides subsidies for low-income individuals to buy Exchange coverage
- Expanded Medicare benefits
- Expanded Medicaid eligibility
  - To individuals under 65 with income under 133% of the Federal Poverty Level (FPL)

## **Employer Mandates Already in Effect as of 2013**

- Age 26 coverage extension
- No lifetime dollars limits
- No annual dollar limits
- No preexisting condition exclusions for children
- No preexisting condition exclusions
- No cost for preventive care/immunizations; expanded Emergency Room Services
- No coverage waiting period over 90 days
- Summary of Benefits and Coverage must be provided by Employer
- W-2 reporting of health benefits costs
- Comparative Effectiveness Research Fees
- Uniform information disclosure
- Medical loss ratio rebates for insured plans

## **The most significant part of the legislation is the establishment of the Health Insurance Marketplace (Exchange).**

- Starting on October 1, 2013, all Americans will have access to a Health Insurance Marketplace (Exchange). The Open Enrollment Period will run from October 1, 2013 through March 31, 2014 with benefits starting on January 1, 2014

## Impact on the City of Atlanta

**In an effort to comply with the newly enacted health-care law that will provide an opportunity for millions of uninsured Americans to gain access to medical coverage, the City of Atlanta is enthusiastically playing our part in this historic event.**

**As a result, the Affordable Care Act has two key areas for us to focus on.**

- 1. Employer taxes**
- 2. Expansion of coverage for employees previously not offered health benefits.**

## EMPLOYER TAXES

- Federal premium tax on group plans to fund comparative effectiveness research program-\$2 per enrollee for plan years ending September 30, 2014  
**Estimated cost-FY15 \$23,000**
- Health Insurance Premium Tax  
This tax only applies to fully insured plan (Kaiser) plan. The estimated tax is 3% of total Kaiser HMO premiums in the FY 13 Plan Year-(\$1.4 million dollars). Under the current contributions levels for the City/Employee & Retirees (70/30). **Estimated City contribution is \$1 million dollars.**

The current agreement with Kaiser HMO has one remaining contract renewal. During the next Benefits RFP Process, the City will need to determine if we will continue offering both a fully insured product and self- funded benefit plans and be subject to the ACA Health Insurance Premium Tax, or take on full financial responsibility for claims payment by only offering a self-funded products.

- Re-insurance Premium Program-3year program Effective 2014 – employers are required to pay \$63 per insured member annually -**Estimated cost \$1.3 million dollars for Plan Year FY15. Re-insurance premium tax will decrease to \$45 per insured member in FY 16 and decrease to \$30 per insured member in FY 17**

## Expansion of Coverage

The law requires employers to offer benefits to all employees who work 30 or more hours per week.

- Approximately 385 temporary/extra help/part-time employees are not currently receiving insurance benefits from the City. Due to required expansion of coverage law, the City is required to offered healthcare benefits in our 2015 plan year, which will begin in calendar year 2014. **Estimated cost \$3 million dollars.**

### **Health Insurance Budget Challenges**

- Annual healthcare costs increases nationally has been between 7 to 12% for the past 5 years
- Continued increases in medical cost due to:
- Increasing aging population and inability to completely utilize Medicare for retirees aged 65+
- High prevalence of Chronic Diseases within Employee/Retiree/Dependent Population
  - Diabetes
  - Heart Disease
  - Coronary Artery Disease (including circulatory restrictions and strokes)
  - Musculoskeletal Disorders (including lower back pain)
  - Digestive Disorders
- Obesity related conditions continues to have a significant impact on the overall medical costs (FY 13 Plan Year- contributed to over 40% of COA medical cost)
- High financial risk for Catastrophic Claims as a result of high prevalence of chronic disease – (i.e. FY13 Plan Year: 20 Kaiser claims (>\$137,000)-13.3% and 20 BCBS claims (>\$200,00) - 11.1% of overall paid medical claims
- Funding for Affordable Care Act Employer Taxes
- Reduction of the City's long-term OPEB liability



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**SOURCES AND USES OF FUNDS**

**City of Atlanta, Georgia  
General Obligation Public Improvement Bonds, Series 2015  
FINAL BID RESULTS - JUNE 10, 2015**

Dated Date           06/25/2015  
Delivery Date       06/25/2015

Sources:	Municipal Facilities	Traffic Infrastructure	Total
<b>Bond Proceeds:</b>			
Par Amount	64,055,000.00	187,945,000.00	252,000,000.00
Premium	9,275,707.25	27,216,040.85	36,491,748.10
	<u>73,330,707.25</u>	<u>215,161,040.85</u>	<u>288,491,748.10</u>
<b>Uses:</b>			
	Municipal Facilities	Traffic Infrastructure	Total
<b>Project Fund Deposits:</b>			
Project Fund	63,543,282.00	186,456,718.00	250,000,000.00
<b>Delivery Date Expenses:</b>			
Cost of Issuance	175,642.88	515,357.12	691,000.00
Underwriter's Discount	156,189.98	458,280.02	614,470.00
	<u>331,832.86</u>	<u>973,637.14</u>	<u>1,305,470.00</u>
<b>Other Uses of Funds:</b>			
Additional Proceeds	9,455,592.39	27,730,685.71	37,186,278.10
	<u>73,330,707.25</u>	<u>215,161,040.85</u>	<u>288,491,748.10</u>

**BOND DEBT SERVICE**

**City of Atlanta, Georgia  
General Obligation Public Improvement Bonds, Series 2015  
FINAL BID RESULTS - JUNE 10, 2015**

Period Ending	Principal	Coupon	Interest	Debt Service
06/30/2016			11,439,405.84	11,439,405.84
06/30/2017			12,256,506.26	12,256,506.26
06/30/2018	8,850,000	5.000%	12,035,256.26	20,885,256.26
06/30/2019	9,305,000	5.000%	11,581,381.26	20,886,381.26
06/30/2020	9,780,000	5.000%	11,104,256.26	20,884,256.26
06/30/2021	10,285,000	5.000%	10,602,631.26	20,887,631.26
06/30/2022	10,815,000	5.000%	10,075,131.26	20,890,131.26
06/30/2023	11,365,000	5.000%	9,520,631.26	20,885,631.26
06/30/2024	11,945,000	5.000%	8,937,881.26	20,882,881.26
06/30/2025	12,565,000	4.875%	8,332,984.39	20,897,984.39
06/30/2026	13,205,000	4.875%	7,704,840.64	20,909,840.64
06/30/2027	13,885,000	4.875%	7,044,521.88	20,929,521.88
06/30/2028	14,595,000	5.000%	6,341,200.00	20,936,200.00
06/30/2029	15,345,000	4.500%	5,631,062.50	20,976,062.50
06/30/2030	16,130,000	4.500%	4,922,875.00	21,052,875.00
06/30/2031	16,955,000	4.500%	4,178,462.50	21,133,462.50
06/30/2032	17,825,000	5.000%	3,351,350.00	21,176,350.00
06/30/2033	18,740,000	5.000%	2,437,225.00	21,177,225.00
06/30/2034	19,700,000	5.000%	1,476,225.00	21,176,225.00
06/30/2035	20,710,000	4.750%	491,862.50	21,201,862.50
	<b>252,000,000</b>		<b>149,465,690.33</b>	<b>401,465,690.33</b>

**BOND PRICING**

**City of Atlanta, Georgia  
General Obligation Public Improvement Bonds, Series 2015  
FINAL BID RESULTS - JUNE 10, 2015**

Bond Component	Maturity Date	Amount	Rate	Yield	Price	Yield to Maturity	Call Date	Call Price	Premium (-Discount)
Serial Bonds:									
	12/01/2017	8,850,000	5.000%	1.000%	109.591				848,803.50
	12/01/2018	9,305,000	5.000%	1.330%	112.276				1,142,281.80
	12/01/2019	9,780,000	5.000%	1.650%	114.263				1,394,921.40
	12/01/2020	10,285,000	5.000%	1.880%	116.042				1,649,919.70
	12/01/2021	10,815,000	5.000%	2.120%	117.233				1,863,748.95
	12/01/2022	11,365,000	5.000%	2.230%	118.876				2,145,257.40
	12/01/2023	11,945,000	5.000%	2.369%	120.000				2,389,000.00
	12/01/2024	12,565,000	4.875%	2.490%	119.939				2,505,335.35
	12/01/2025	13,205,000	4.875%	2.610%	118.829	C 2.783%	12/01/2024	100.000	2,486,369.45
	12/01/2026	13,885,000	4.875%	2.740%	117.640	C 3.037%	12/01/2024	100.000	2,449,314.00
	12/01/2027	14,595,000	5.000%	2.880%	117.401	C 3.284%	12/01/2024	100.000	2,539,675.95
	12/01/2028	15,345,000	4.500%	2.960%	112.592	C 3.330%	12/01/2024	100.000	1,932,242.40
	12/01/2029	16,130,000	4.500%	3.250%	110.083	C 3.598%	12/01/2024	100.000	1,626,387.90
	12/01/2030	16,955,000	4.500%	3.360%	109.149	C 3.716%	12/01/2024	100.000	1,551,212.95
	12/01/2031	17,825,000	5.000%	3.210%	114.467	C 3.807%	12/01/2024	100.000	2,578,742.75
	12/01/2032	18,740,000	5.000%	3.260%	114.030	C 3.884%	12/01/2024	100.000	2,629,222.00
	12/01/2033	19,700,000	5.000%	3.300%	113.682	C 3.948%	12/01/2024	100.000	2,695,354.00
	12/01/2034	20,710,000	4.750%	3.500%	109.966	C 4.007%	12/01/2024	100.000	2,063,958.60
		252,000,000							36,491,748.10

Dated Date	06/25/2015	
Delivery Date	06/25/2015	
First Coupon	12/01/2015	
Par Amount	252,000,000.00	
Premium	36,491,748.10	
Production	288,491,748.10	114.480852%
Underwriter's Discount	-614,470.00	-0.243837%
Purchase Price	287,877,278.10	114.237015%
Accrued Interest		
Net Proceeds	287,877,278.10	

**BOND SUMMARY STATISTICS**

**City of Atlanta, Georgia  
General Obligation Public Improvement Bonds, Series 2015  
FINAL BID RESULTS - JUNE 10, 2015**

Dated Date	06/25/2015
Delivery Date	06/25/2015
First Coupon	12/01/2015
Last Maturity	12/01/2034
Arbitrage Yield	2.870434%
True Interest Cost (TIC)	3.369681%
Net Interest Cost (NIC)	3.676149%
All-In TIC	3.395556%
Average Coupon	4.837273%
Average Life (years)	12.261
Weighted Average Maturity (years)	12.200
Duration of Issue (years)	9.449
Par Amount	252,000,000.00
Bond Proceeds	288,491,748.10
Total Interest	149,465,690.33
Net Interest	113,588,412.23
Bond Years from Dated Date	3,089,875,000.00
Bond Years from Delivery Date	3,089,875,000.00
Total Debt Service	401,465,690.33
Maximum Annual Debt Service	21,201,862.50
Average Annual Debt Service	20,658,611.85
Underwriter's Fees (per \$1000)	
Average Takedown	
Other Fee	2.438373
Total Underwriter's Discount	2.438373
Bid Price	114.237015

Bond Component	Par Value	Price	Average Coupon	Average Life	Average Maturity Date
Serial Bonds	252,000,000.00	114.481	4.837%	12.261	09/28/2027
	252,000,000.00			12.261	

	TIC	All-In TIC	Arbitrage Yield
Par Value	252,000,000.00	252,000,000.00	252,000,000.00
+ Accrued Interest			
+ Premium (Discount)	36,491,748.10	36,491,748.10	36,491,748.10
- Underwriter's Discount	-614,470.00	-614,470.00	
- Cost of Issuance Expense		-691,000.00	
- Other Amounts			
Target Value	287,877,278.10	287,186,278.10	288,491,748.10
Target Date	06/25/2015	06/25/2015	06/25/2015
Yield	3.369681%	3.395556%	2.870434%

**BOND DEBT SERVICE**  
**City of Atlanta, Georgia**  
**General Obligation Public Improvement Bonds, Series 2015**  
**FINAL BID RESULTS - JUNE 10, 2015**

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
12/01/2015			5,311,152.71	5,311,152.71	
06/01/2016			6,128,253.13	6,128,253.13	
06/30/2016					11,439,405.84
12/01/2016			6,128,253.13	6,128,253.13	
06/01/2017			6,128,253.13	6,128,253.13	
06/30/2017					12,256,506.26
12/01/2017	8,850,000	5.000%	6,128,253.13	14,978,253.13	
06/01/2018			5,907,003.13	5,907,003.13	
06/30/2018					20,885,256.26
12/01/2018	9,305,000	5.000%	5,907,003.13	15,212,003.13	
06/01/2019			5,674,378.13	5,674,378.13	
06/30/2019					20,886,381.26
12/01/2019	9,780,000	5.000%	5,674,378.13	15,454,378.13	
06/01/2020			5,429,878.13	5,429,878.13	
06/30/2020					20,884,256.26
12/01/2020	10,285,000	5.000%	5,429,878.13	15,714,878.13	
06/01/2021			5,172,753.13	5,172,753.13	
06/30/2021					20,887,631.26
12/01/2021	10,815,000	5.000%	5,172,753.13	15,987,753.13	
06/01/2022			4,902,378.13	4,902,378.13	
06/30/2022					20,890,131.26
12/01/2022	11,365,000	5.000%	4,902,378.13	16,267,378.13	
06/01/2023			4,618,253.13	4,618,253.13	
06/30/2023					20,885,631.26
12/01/2023	11,945,000	5.000%	4,618,253.13	16,563,253.13	
06/01/2024			4,319,628.13	4,319,628.13	
06/30/2024					20,882,881.26
12/01/2024	12,565,000	4.875%	4,319,628.13	16,884,628.13	
06/01/2025			4,013,356.26	4,013,356.26	
06/30/2025					20,897,984.39
12/01/2025	13,205,000	4.875%	4,013,356.26	17,218,356.26	
06/01/2026			3,691,484.38	3,691,484.38	
06/30/2026					20,909,840.64
12/01/2026	13,885,000	4.875%	3,691,484.38	17,576,484.38	
06/01/2027			3,353,037.50	3,353,037.50	
06/30/2027					20,929,521.88
12/01/2027	14,595,000	5.000%	3,353,037.50	17,948,037.50	
06/01/2028			2,988,162.50	2,988,162.50	
06/30/2028					20,936,200.00
12/01/2028	15,345,000	4.500%	2,988,162.50	18,333,162.50	
06/01/2029			2,642,900.00	2,642,900.00	
06/30/2029					20,976,062.50
12/01/2029	16,130,000	4.500%	2,642,900.00	18,772,900.00	
06/01/2030			2,279,975.00	2,279,975.00	
06/30/2030					21,052,875.00
12/01/2030	16,955,000	4.500%	2,279,975.00	19,234,975.00	
06/01/2031			1,898,487.50	1,898,487.50	
06/30/2031					21,133,462.50
12/01/2031	17,825,000	5.000%	1,898,487.50	19,723,487.50	
06/01/2032			1,452,862.50	1,452,862.50	
06/30/2032					21,176,350.00
12/01/2032	18,740,000	5.000%	1,452,862.50	20,192,862.50	
06/01/2033			984,362.50	984,362.50	
06/30/2033					21,177,225.00
12/01/2033	19,700,000	5.000%	984,362.50	20,684,362.50	
06/01/2034			491,862.50	491,862.50	
06/30/2034					21,176,225.00
12/01/2034	20,710,000	4.750%	491,862.50	21,201,862.50	
06/30/2035					21,201,862.50
	252,000,000		149,465,690.33	401,465,690.33	401,465,690.33

**PROOF OF ARBITRAGE YIELD**

**City of Atlanta, Georgia  
General Obligation Public Improvement Bonds, Series 2015  
FINAL BID RESULTS - JUNE 10, 2015**

Date	Debt Service	Total	Present Value to 06/25/2015 @ 2.8704339295%
12/01/2015	5,311,152.71	5,311,152.71	5,245,962.65
06/01/2016	6,128,253.13	6,128,253.13	5,967,388.86
12/01/2016	6,128,253.13	6,128,253.13	5,882,955.68
06/01/2017	6,128,253.13	6,128,253.13	5,799,717.16
12/01/2017	14,978,253.13	14,978,253.13	13,974,700.91
06/01/2018	5,907,003.13	5,907,003.13	5,433,251.32
12/01/2018	15,212,003.13	15,212,003.13	13,794,000.49
06/01/2019	5,674,378.13	5,674,378.13	5,072,631.82
12/01/2019	15,454,378.13	15,454,378.13	13,620,022.98
06/01/2020	5,429,878.13	5,429,878.13	4,717,670.73
12/01/2020	15,714,878.13	15,714,878.13	13,460,456.80
06/01/2021	5,172,753.13	5,172,753.13	4,367,991.36
12/01/2021	15,987,753.13	15,987,753.13	13,309,406.50
06/01/2022	4,902,378.13	4,902,378.13	4,023,363.76
12/01/2022	16,267,378.13	16,267,378.13	13,161,678.95
06/01/2023	4,618,253.13	4,618,253.13	3,683,686.84
12/01/2023	16,563,253.13	16,563,253.13	13,024,523.55
06/01/2024	4,319,628.13	4,319,628.13	3,348,681.20
12/01/2024	183,974,628.13	183,974,628.13	140,603,656.53
	<b>353,872,709.05</b>	<b>353,872,709.05</b>	<b>288,491,748.10</b>

Proceeds Summary

Delivery date	06/25/2015
Par Value	252,000,000.00
Premium (Discount)	36,491,748.10
Target for yield calculation	<u>288,491,748.10</u>

**PROOF OF ARBITRAGE YIELD**

**City of Atlanta, Georgia  
General Obligation Public Improvement Bonds, Series 2015  
FINAL BID RESULTS - JUNE 10, 2015**

**Assumed Call/Computation Dates for Premium Bonds**

Bond Component	Maturity Date	Rate	Yield	Call Date	Call Price	Present Value to 06/25/2015 @ 2.8704339295%
SER	12/01/2025	4.875%	2.610%	12/01/2024	100.000	-312,142.76
SER	12/01/2026	4.875%	2.740%	12/01/2024	100.000	-163,124.10
SER	12/01/2027	5.000%	2.880%	12/01/2024	100.000	13,257.25
SER	12/01/2028	4.500%	2.960%	12/01/2024	100.000	121,717.71
SER	12/01/2029	4.500%	3.250%	12/01/2024	100.000	532,646.09
SER	12/01/2030	4.500%	3.360%	12/01/2024	100.000	718,249.01
SER	12/01/2031	5.000%	3.210%	12/01/2024	100.000	539,176.69
SER	12/01/2032	5.000%	3.260%	12/01/2024	100.000	648,747.72
SER	12/01/2033	5.000%	3.300%	12/01/2024	100.000	750,537.33
SER	12/01/2034	4.750%	3.500%	12/01/2024	100.000	1,133,359.07

**Rejected Call/Computation Dates for Premium Bonds**

Bond Component	Maturity Date	Rate	Yield	Call Date	Call Price	Present Value to 06/25/2015 @ 2.8704339295%	Increase to NPV
SER	12/01/2025	4.875%	2.610%			-114,115.33	198,027.43
SER	12/01/2026	4.875%	2.740%			247,475.14	410,599.24
SER	12/01/2027	5.000%	2.880%			691,403.06	678,145.81
SER	12/01/2028	4.500%	2.960%			839,048.68	717,330.97
SER	12/01/2029	4.500%	3.250%			1,462,127.18	929,481.09
SER	12/01/2030	4.500%	3.360%			1,874,515.88	1,156,266.87
SER	12/01/2031	5.000%	3.210%			2,367,100.00	1,827,923.31
SER	12/01/2032	5.000%	3.260%			2,815,062.24	2,166,314.52
SER	12/01/2033	5.000%	3.300%			3,277,690.36	2,527,153.03
SER	12/01/2034	4.750%	3.500%			3,703,515.46	2,570,156.39

FORM 8038 STATISTICS

City of Atlanta, Georgia  
 General Obligation Public Improvement Bonds, Series 2015  
 FINAL BID RESULTS - JUNE 10, 2015

Dated Date 06/25/2015  
 Delivery Date 06/25/2015

Bond Component	Date	Principal	Coupon	Price	Issue Price	Redemption at Maturity
Serial Bonds:						
	12/01/2017	8,850,000.00	5.000%	109.591	9,698,803.50	8,850,000.00
	12/01/2018	9,305,000.00	5.000%	112.276	10,447,281.80	9,305,000.00
	12/01/2019	9,780,000.00	5.000%	114.263	11,174,921.40	9,780,000.00
	12/01/2020	10,285,000.00	5.000%	116.042	11,934,919.70	10,285,000.00
	12/01/2021	10,815,000.00	5.000%	117.233	12,678,748.95	10,815,000.00
	12/01/2022	11,365,000.00	5.000%	118.876	13,510,257.40	11,365,000.00
	12/01/2023	11,945,000.00	5.000%	120.000	14,334,000.00	11,945,000.00
	12/01/2024	12,565,000.00	4.875%	119.939	15,070,335.35	12,565,000.00
	12/01/2025	13,205,000.00	4.875%	118.829	15,691,369.45	13,205,000.00
	12/01/2026	13,885,000.00	4.875%	117.640	16,334,314.00	13,885,000.00
	12/01/2027	14,595,000.00	5.000%	117.401	17,134,675.95	14,595,000.00
	12/01/2028	15,345,000.00	4.500%	112.592	17,277,242.40	15,345,000.00
	12/01/2029	16,130,000.00	4.500%	110.083	17,756,387.90	16,130,000.00
	12/01/2030	16,955,000.00	4.500%	109.149	18,506,212.95	16,955,000.00
	12/01/2031	17,825,000.00	5.000%	114.467	20,403,742.75	17,825,000.00
	12/01/2032	18,740,000.00	5.000%	114.030	21,369,222.00	18,740,000.00
	12/01/2033	19,700,000.00	5.000%	113.682	22,395,354.00	19,700,000.00
	12/01/2034	20,710,000.00	4.750%	109.966	22,773,958.60	20,710,000.00
		252,000,000.00			288,491,748.10	252,000,000.00

	Maturity Date	Interest Rate	Issue Price	Stated Redemption at Maturity	Weighted Average Maturity	Yield
Final Maturity	12/01/2034	4.750%	22,773,958.60	20,710,000.00		
Entire Issue			288,491,748.10	252,000,000.00	12.2001	2.8704%

Proceeds used for accrued interest	0.00
Proceeds used for bond issuance costs (including underwriters' discount)	1,305,470.00
Proceeds used for credit enhancement	0.00
Proceeds allocated to reasonably required reserve or replacement fund	0.00

**SOURCES AND USES OF FUNDS**

**City of Atlanta, Georgia  
 General Obligation Public Improvement Bonds, Series 2015  
 Municipal Facilities Allocation  
 FINAL BID RESULTS - JUNE 10, 2015**

Dated Date                    06/25/2015  
 Delivery Date                06/25/2015

**Sources:**

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<b>Bond Proceeds:</b>	
Par Amount	64,055,000.00
Premium	9,275,707.25
	<hr/>
	73,330,707.25

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**Uses:**

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<b>Project Fund Deposits:</b>	
Project Fund	63,543,282.00
<b>Delivery Date Expenses:</b>	
Cost of Issuance	175,642.88
Underwriter's Discount	156,189.98
	<hr/>
	331,832.86
<b>Other Uses of Funds:</b>	
Additional Proceeds	9,455,592.39
	<hr/>
	73,330,707.25

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**BOND DEBT SERVICE**

**City of Atlanta, Georgia  
 General Obligation Public Improvement Bonds, Series 2015  
 Municipal Facilities Allocation  
 FINAL BID RESULTS - JUNE 10, 2015**

Period Ending	Principal	Coupon	Interest	Debt Service
06/30/2016			2,907,741.67	2,907,741.67
06/30/2017			3,115,437.50	3,115,437.50
06/30/2018	2,250,000	5.000%	3,059,187.50	5,309,187.50
06/30/2019	2,365,000	5.000%	2,943,812.50	5,308,812.50
06/30/2020	2,485,000	5.000%	2,822,562.50	5,307,562.50
06/30/2021	2,615,000	5.000%	2,695,062.50	5,310,062.50
06/30/2022	2,750,000	5.000%	2,560,937.50	5,310,937.50
06/30/2023	2,890,000	5.000%	2,419,937.50	5,309,937.50
06/30/2024	3,035,000	5.000%	2,271,812.50	5,306,812.50
06/30/2025	3,195,000	4.875%	2,118,059.38	5,313,059.38
06/30/2026	3,355,000	4.875%	1,958,403.13	5,313,403.13
06/30/2027	3,530,000	4.875%	1,790,581.25	5,320,581.25
06/30/2028	3,710,000	5.000%	1,611,787.50	5,321,787.50
06/30/2029	3,900,000	4.500%	1,431,287.50	5,331,287.50
06/30/2030	4,100,000	4.500%	1,251,287.50	5,351,287.50
06/30/2031	4,310,000	4.500%	1,062,062.50	5,372,062.50
06/30/2032	4,530,000	5.000%	851,837.50	5,381,837.50
06/30/2033	4,765,000	5.000%	619,462.50	5,384,462.50
06/30/2034	5,005,000	5.000%	375,212.50	5,380,212.50
06/30/2035	5,265,000	4.750%	125,043.75	5,390,043.75
	<b>64,055,000</b>		<b>37,991,516.68</b>	<b>102,046,516.68</b>

**BOND PRICING**

**City of Atlanta, Georgia  
General Obligation Public Improvement Bonds, Series 2015  
Municipal Facilities Allocation  
FINAL BID RESULTS - JUNE 10, 2015**

Bond Component	Maturity Date	Amount	Rate	Yield	Price	Yield to Maturity	Call Date	Call Price	Premium (-Discount)
<b>Serial Bonds:</b>									
	12/01/2017	2,250,000	5.000%	1.000%	109.591				215,797.50
	12/01/2018	2,365,000	5.000%	1.330%	112.276				290,327.40
	12/01/2019	2,485,000	5.000%	1.650%	114.263				354,435.55
	12/01/2020	2,615,000	5.000%	1.880%	116.042				419,498.30
	12/01/2021	2,750,000	5.000%	2.120%	117.233				473,907.50
	12/01/2022	2,890,000	5.000%	2.230%	118.876				545,516.40
	12/01/2023	3,035,000	5.000%	2.369%	120.000				607,000.00
	12/01/2024	3,195,000	4.875%	2.490%	119.939				637,051.05
	12/01/2025	3,355,000	4.875%	2.610%	118.829	C 2.783%	12/01/2024	100.000	631,712.95
	12/01/2026	3,530,000	4.875%	2.740%	117.640	C 3.037%	12/01/2024	100.000	622,692.00
	12/01/2027	3,710,000	5.000%	2.880%	117.401	C 3.284%	12/01/2024	100.000	645,577.10
	12/01/2028	3,900,000	4.500%	2.960%	112.592	C 3.330%	12/01/2024	100.000	491,088.00
	12/01/2029	4,100,000	4.500%	3.250%	110.083	C 3.598%	12/01/2024	100.000	413,403.00
	12/01/2030	4,310,000	4.500%	3.360%	109.149	C 3.716%	12/01/2024	100.000	394,321.90
	12/01/2031	4,530,000	5.000%	3.210%	114.467	C 3.807%	12/01/2024	100.000	655,355.10
	12/01/2032	4,765,000	5.000%	3.260%	114.030	C 3.884%	12/01/2024	100.000	668,529.50
	12/01/2033	5,005,000	5.000%	3.300%	113.682	C 3.948%	12/01/2024	100.000	684,784.10
	12/01/2034	5,265,000	4.750%	3.500%	109.966	C 4.007%	12/01/2024	100.000	524,709.90
		<b>64,055,000</b>							<b>9,275,707.25</b>

Dated Date	06/25/2015	
Delivery Date	06/25/2015	
First Coupon	12/01/2015	
Par Amount	64,055,000.00	
Premium	9,275,707.25	
Production	73,330,707.25	114.480848%
Underwriter's Discount	-156,189.98	-0.243837%
Purchase Price	73,174,517.27	114.237011%
Accrued Interest		
Net Proceeds	73,174,517.27	

**BOND SUMMARY STATISTICS**

**City of Atlanta, Georgia  
General Obligation Public Improvement Bonds, Series 2015  
Municipal Facilities Allocation  
FINAL BID RESULTS - JUNE 10, 2015**

Dated Date	06/25/2015
Delivery Date	06/25/2015
First Coupon	12/01/2015
Last Maturity	12/01/2034
Arbitrage Yield	2.870434%
True Interest Cost (TIC)	3.369658%
Net Interest Cost (NIC)	3.676125%
All-In TIC	3.395533%
Average Coupon	4.837267%
Average Life (years)	12.261
Weighted Average Maturity (years)	12.200
Duration of Issue (years)	9.449
Par Amount	64,055,000.00
Bond Proceeds	73,330,707.25
Total Interest	37,991,516.68
Net Interest	28,871,999.41
Bond Years from Dated Date	785,392,166.67
Bond Years from Delivery Date	785,392,166.67
Total Debt Service	102,046,516.68
Maximum Annual Debt Service	5,390,043.75
Average Annual Debt Service	5,251,107.20
Underwriter's Fees (per \$1000)	
Average Takedown	
Other Fee	2.438373
Total Underwriter's Discount	2.438373
Bid Price	114.237011

Bond Component	Par Value	Price	Average Coupon	Average Life	Average Maturity Date
Serial Bonds	64,055,000.00	114.481	4.837%	12.261	09/28/2027
	64,055,000.00			12.261	

	TIC	All-In TIC	Arbitrage Yield
Par Value	64,055,000.00	64,055,000.00	64,055,000.00
+ Accrued Interest			
+ Premium (Discount)	9,275,707.25	9,275,707.25	9,275,707.25
- Underwriter's Discount	-156,189.98	-156,189.98	
- Cost of Issuance Expense		-175,642.88	
- Other Amounts			
Target Value	73,174,517.27	72,998,874.39	73,330,707.25
Target Date	06/25/2015	06/25/2015	06/25/2015
Yield	3.369658%	3.395533%	2.870434%

**SOURCES AND USES OF FUNDS**

**City of Atlanta, Georgia  
 General Obligation Public Improvement Bonds, Series 2015  
 Traffic Infrastructure Allocation  
 FINAL BID RESULTS - JUNE 10, 2015**

Dated Date                    06/25/2015  
 Delivery Date                06/25/2015

**Sources:**

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<b>Bond Proceeds:</b>	
Par Amount	187,945,000.00
Premium	27,216,040.85
	<hr/>
	215,161,040.85
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**Uses:**

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<b>Project Fund Deposits:</b>	
Project Fund	186,456,718.00
<b>Delivery Date Expenses:</b>	
Cost of Issuance	515,357.12
Underwriter's Discount	458,280.02
	<hr/>
	973,637.14
<b>Other Uses of Funds:</b>	
Additional Proceeds	27,730,685.71
	<hr/>
	215,161,040.85
	<hr/>

**BOND DEBT SERVICE**

**City of Atlanta, Georgia  
 General Obligation Public Improvement Bonds, Series 2015  
 Traffic Infrastructure Allocation  
 FINAL BID RESULTS - JUNE 10, 2015**

Period Ending	Principal	Coupon	Interest	Debt Service
06/30/2016			8,531,664.17	8,531,664.17
06/30/2017			9,141,068.76	9,141,068.76
06/30/2018	6,600,000	5.000%	8,976,068.76	15,576,068.76
06/30/2019	6,940,000	5.000%	8,637,568.76	15,577,568.76
06/30/2020	7,295,000	5.000%	8,281,693.76	15,576,693.76
06/30/2021	7,670,000	5.000%	7,907,568.76	15,577,568.76
06/30/2022	8,065,000	5.000%	7,514,193.76	15,579,193.76
06/30/2023	8,475,000	5.000%	7,100,693.76	15,575,693.76
06/30/2024	8,910,000	5.000%	6,666,068.76	15,576,068.76
06/30/2025	9,370,000	4.875%	6,214,925.01	15,584,925.01
06/30/2026	9,850,000	4.875%	5,746,437.51	15,596,437.51
06/30/2027	10,355,000	4.875%	5,253,940.63	15,608,940.63
06/30/2028	10,885,000	5.000%	4,729,412.50	15,614,412.50
06/30/2029	11,445,000	4.500%	4,199,775.00	15,644,775.00
06/30/2030	12,030,000	4.500%	3,671,587.50	15,701,587.50
06/30/2031	12,645,000	4.500%	3,116,400.00	15,761,400.00
06/30/2032	13,295,000	5.000%	2,499,512.50	15,794,512.50
06/30/2033	13,975,000	5.000%	1,817,762.50	15,792,762.50
06/30/2034	14,695,000	5.000%	1,101,012.50	15,796,012.50
06/30/2035	15,445,000	4.750%	366,818.75	15,811,818.75
	<b>187,945,000</b>		<b>111,474,173.65</b>	<b>299,419,173.65</b>

**BOND PRICING**

**City of Atlanta, Georgia  
General Obligation Public Improvement Bonds, Series 2015  
Traffic Infrastructure Allocation  
FINAL BID RESULTS - JUNE 10, 2015**

Bond Component	Maturity Date	Amount	Rate	Yield	Price	Yield to Maturity	Call Date	Call Price	Premium (-Discount)
<b>Serial Bonds:</b>									
	12/01/2017	6,600,000	5.000%	1.000%	109.591				633,006.00
	12/01/2018	6,940,000	5.000%	1.330%	112.276				851,954.40
	12/01/2019	7,295,000	5.000%	1.650%	114.263				1,040,485.85
	12/01/2020	7,670,000	5.000%	1.880%	116.042				1,230,421.40
	12/01/2021	8,065,000	5.000%	2.120%	117.233				1,389,841.45
	12/01/2022	8,475,000	5.000%	2.230%	118.876				1,599,741.00
	12/01/2023	8,910,000	5.000%	2.369%	120.000				1,782,000.00
	12/01/2024	9,370,000	4.875%	2.490%	119.939				1,868,284.30
	12/01/2025	9,850,000	4.875%	2.610%	118.829	C 2.783%	12/01/2024	100.000	1,854,656.50
	12/01/2026	10,355,000	4.875%	2.740%	117.640	C 3.037%	12/01/2024	100.000	1,826,622.00
	12/01/2027	10,885,000	5.000%	2.880%	117.401	C 3.284%	12/01/2024	100.000	1,894,098.85
	12/01/2028	11,445,000	4.500%	2.960%	112.592	C 3.330%	12/01/2024	100.000	1,441,154.40
	12/01/2029	12,030,000	4.500%	3.250%	110.083	C 3.598%	12/01/2024	100.000	1,212,984.90
	12/01/2030	12,645,000	4.500%	3.360%	109.149	C 3.716%	12/01/2024	100.000	1,156,891.05
	12/01/2031	13,295,000	5.000%	3.210%	114.467	C 3.807%	12/01/2024	100.000	1,923,387.65
	12/01/2032	13,975,000	5.000%	3.260%	114.030	C 3.884%	12/01/2024	100.000	1,960,692.50
	12/01/2033	14,695,000	5.000%	3.300%	113.682	C 3.948%	12/01/2024	100.000	2,010,569.90
	12/01/2034	15,445,000	4.750%	3.500%	109.966	C 4.007%	12/01/2024	100.000	1,539,248.70
		<b>187,945,000</b>							<b>27,216,040.85</b>

Dated Date	06/25/2015	
Delivery Date	06/25/2015	
First Coupon	12/01/2015	
Par Amount	187,945,000.00	
Premium	27,216,040.85	
Production	215,161,040.85	114.480854%
Underwriter's Discount	-458,280.02	-0.243837%
Purchase Price	214,702,760.83	114.237017%
Accrued Interest		
Net Proceeds	214,702,760.83	

**BOND SUMMARY STATISTICS**

**City of Atlanta, Georgia  
General Obligation Public Improvement Bonds, Series 2015  
Traffic Infrastructure Allocation  
FINAL BID RESULTS - JUNE 10, 2015**

Dated Date	06/25/2015
Delivery Date	06/25/2015
First Coupon	12/01/2015
Last Maturity	12/01/2034
Arbitrage Yield	2.870434%
True Interest Cost (TIC)	3.369688%
Net Interest Cost (NIC)	3.676157%
All-In TIC	3.395563%
Average Coupon	4.837275%
Average Life (years)	12.261
Weighted Average Maturity (years)	12.200
Duration of Issue (years)	9.449
Par Amount	187,945,000.00
Bond Proceeds	215,161,040.85
Total Interest	111,474,173.65
Net Interest	84,716,412.82
Bond Years from Dated Date	2,304,482,833.33
Bond Years from Delivery Date	2,304,482,833.33
Total Debt Service	299,419,173.65
Maximum Annual Debt Service	15,811,818.75
Average Annual Debt Service	15,407,504.65
Underwriter's Fees (per \$1000)	
Average Takedown	
Other Fee	2.438373
Total Underwriter's Discount	2.438373
Bid Price	114.237017

Bond Component	Par Value	Price	Average Coupon	Average Life	Average Maturity Date
Serial Bonds	187,945,000.00	114.481	4.837%	12.261	09/28/2027
	187,945,000.00			12.261	

	TIC	All-In TIC	Arbitrage Yield
Par Value	187,945,000.00	187,945,000.00	187,945,000.00
+ Accrued Interest			
+ Premium (Discount)	27,216,040.85	27,216,040.85	27,216,040.85
- Underwriter's Discount	-458,280.02	-458,280.02	
- Cost of Issuance Expense		-515,357.12	
- Other Amounts			
Target Value	214,702,760.83	214,187,403.71	215,161,040.85
Target Date	06/25/2015	06/25/2015	06/25/2015
Yield	3.369688%	3.395563%	2.870434%



## GLOSSARY

**Auction Rate Bond/Security** – An auction rate bond or security is a long term maturity instrument for which interest rates are regularly reset. The reset is normally done by a Dutch auction where the security instrument begins at a high price and is then lowered until an investor is willing to accept the auctioneer's price.

**Bond Insurance** – An insurance policy that guarantees that the insurance company will make principal and interest payments to a bond holder if the issuer cannot. This insurance policy usually broadens the demand of the bond to retail investors.

**Conduit Bond** – A bond issued by a state or local authority on behalf of a non-profit organization and business for projects to boost economic development.

**Fixed Rate Bond** – A fixed rate bond is a long-term debt instrument that carries a predetermined interest rate. The interest rate is known as the coupon rate and is payable at specific dates until the instrument's maturity date(s). Most often fixed rate bonds pay interest semi-annually.

**General Obligation Bonds** – Bond issued by a local government for public purposes and require voter approval. These bonds are secured by the issuer's taxing power.

**Letter of Credit/Standby (LOC)** – Is a guarantee of payment issued by a bank on behalf of a client as payment of last resort should the client fail to fulfill its commitment to a third party. This credit facility is required when issuing auction rate bonds, variable rate bonds and commercial paper notes. This letter is a contract between the bank and the client and usually has a 3 year expiration date. The client is charged a quarterly fee by the bank for this service.

**Municipal Bond** – A debt or obligation of a public agency that bears interest and recognized by specific maturity date(s).

**Refunding Bonds** – Issued to refinance a previous bond issue; usually to achieve a lower rate of interest or restructure for lower payments. It uses the same security as the refunded debt (G.O. Bonds, Revenue Bonds, Leases, etc.)

**Revenue Bond** - A municipal bond supported by revenues from a specific project or enterprise system. Some examples of revenue bonds are water & wastewater bonds, airport bonds, public utility bonds, tolls authority bonds. The fees and charges collected from the enterprise systems are used to make the debt payments.

**Serial Bonds** – A bond issue in which portions of the bonds mature at intervals until eventually all the bonds have matured. Serial bonds pay varying interest based on the yield at which they were sold.

**Term Bond** – An issue of bonds that mature at the same time. The principal or outstanding par amount of the bond becomes due at the same date.

**Variable Rate Bonds** – A method of interest rate assignment where the interest rate is reset after a short period of time (e.g., weekly or 30-90 days). Essentially, the loan rolls over every time the rate is reset and bondholders can request repayment of principal at each reset. In addition, variable rate debt has the advantage of bearing the least expensive rates available in the market, has the disadvantage of having exposure to large scale upward interest rate movements in the market and bear additional costs from Letter of Credit protection and re-marketing fees, as a new buyer may be needed with each reset.