

CITY OF
ATLANTA



FISCAL YEAR 2017

KASIM REED
MAYOR

ADOPTED BUDGET





TABLE OF CONTENTS

PREFACE

| | |
|------------------------------------|----|
| READER'S GUIDE | 7 |
| CERTIFICATE OF ACHIEVEMENT | 9 |
| THE HISTORY OF THE CITY OF ATLANTA | 11 |
| THE HONORABLE MAYOR KASIM REED | 13 |
| ATLANTA CITY COUNCIL MEMBERS | 15 |
| COUNCIL DISTRICTS MAP | 16 |
| HOW THE CITY COUNCIL WORKS | 17 |
| CITY OFFICIALS | 19 |
| CITY ORGANIZATIONAL STRUCTURE | 21 |

MAYOR & CFO'S MESSAGE

| | |
|---------------------------------------|----|
| THE MAYOR'S MESSAGE | 25 |
| THE CHIEF FINANCIAL OFFICER'S MESSAGE | 27 |

INTRODUCTION

| | |
|--|----------|
| BUDGET OVERVIEW | 31 |
| ECONOMIC AND DEMOGRAPHIC INFORMATION FOR ATLANTA PERFORMANCE HIGHLIGHTS | 33 41 |

BUDGET SUMMARIES

| | |
|--|----|
| FUND STRUCTURE | 45 |
| OPERATING AND CAPITAL FUNDS | 47 |
| SUMMARY OF ALL FUNDS | 49 |
| SUMMARY OF OPERATING BUDGET BY FUNDS | 55 |
| SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT | 57 |
| SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP | 59 |
| SUMMARY OF REVENUES AND EXPENSES | 67 |
| SUMMARY OF FUND BALANCE | 81 |
| SUMMARY OF PERSONNEL | 85 |

REVENUE OVERVIEW

| | |
|--------------------------|-----|
| ECONOMIC OUTLOOK | 89 |
| REVENUE FORECAST SUMMARY | 111 |

OPERATIONAL SUMMARIES

| | |
|---|-----|
| OPERATIONAL DEPARTMENTAL SUMMARY OVERVIEW | 145 |
| CITY COUNCIL | 147 |
| EXECUTIVE OFFICES | 153 |
| ATLANTA INFORMATION MANAGEMENT | 175 |
| LAW | 193 |
| CORRECTIONS | 211 |
| FINANCE | 217 |
| PROCUREMENT | 233 |
| PUBLIC WORKS | 251 |
| PARKS AND RECREATION | 265 |
| WATERSHED MANAGEMENT | 279 |
| AVIATION | 287 |
| COURT OPERATIONS | 299 |
| NON-DEPARTMENTAL | 303 |
| HUMAN RESOURCES | 333 |
| FIRE & RESCUE SERVICES | 353 |
| POLICE SERVICES | 363 |
| PLANNING & COMMUNITY DEVELOPMENT | 377 |
| SOLICITOR'S OFFICE | 391 |
| BOARD OF ETHICS | 401 |
| ATLANTA CITIZENS REVIEW BOARD | 417 |
| CITY AUDITOR'S OFFICE | 423 |
| PUBLIC DEFENDER | 435 |

CAPITAL PROJECT STATUS SUMMARIES

| | |
|--|-----|
| CAPITAL PROJECT STATUS OVERVIEW | 443 |
| NON-RECURRING CAPITAL EXPENDITURES | 447 |
| BOND/ RENEWAL & EXTENSION/ SPECIAL REVENUE | 449 |
| FUNDS | |
| GRANTS | 561 |
| TRUST FUNDS | 577 |

DEBT MANAGEMENT

| | |
|------------------------------------|-----|
| DEBT OVERVIEW | 589 |
| MUNICIPAL BONDS | 590 |
| TOTAL OUTSTANDING DEBT PORTFOLIO | 591 |
| GENERAL FUND | 595 |
| DEPARTMENT OF AVIATION | 597 |
| DEPARTMENT OF WATERSHED MANAGEMENT | 600 |
| GENERAL OBLIGATION | 603 |
| TAX ALLOCATION DISTRICTS | 605 |
| LEGAL DEBT LIMIT | 607 |

APPENDIX

| | |
|--|-----|
| BUDGET CALENDAR & BUDGET PROCESS | 611 |
| FINANCIAL POLICIES | 617 |
| MAYORAL STRATEGIC INITIATIVES & PRIORITIES | 623 |
| FIVE YEAR PLAN | 625 |
| GLOSSARY | 651 |
| ACKNOWLEDGMENTS | 657 |



PREFACE

READER'S GUIDE

CERTIFICATE OF ACHIEVEMENT

THE HISTORY OF THE CITY OF ATLANTA

THE HONORABLE MAYOR KASIM REED

ATLANTA CITY COUNCIL MEMBERS

COUNCIL DISTRICTS MAP

HOW THE CITY COUNCIL WORKS

CITY OFFICIALS

CITY ORGANIZATIONAL STRUCTURE

ADOPTED BUDGET
FY 2017



READER'S GUIDE

The City of Atlanta's budget document is intended to provide information in such a manner that the lay reader can understand the operations of the City. The **Reader's Guide** describes the structure of the FY2017 Adopted Budget Book and outlines its contents. The FY2017 Adopted Budget has overview sections and detail on the overall revenues and expenses of the City of Atlanta. The entire document can be found on the City's website at www.atlantaga.gov.

- **The Preface** – the City's Government Finance Officers Association (GFOA) Award, the City's History, the Mayor's Biography, a preview of the Atlanta City Council and how it operates, an overview of City officials, and organizational structure.
- **Messages** – provides the Mayor and Chief Financial Officer's transmittal letters, which presents the framework for the City's operations, services, and financial position adopted in FY2017.
- **Introduction** – provides detailed information on the City's economic and demographic information, and highlights of the City's performance metrics.
- **Budget Summaries** – provides an overview of the City's funds, and information about revenues and expenditures; departmental budgets; fund balance, and full-time position status.
- **Revenue Overview** – includes revenue projections, methodology, historical trends, and account details of major revenue sources.
- **Operational Summaries** - provides an expense budget summary, personnel information and the key performance measures for each operating department.
- **Capital Projects Status** - provides an expense budget summary for capital projects, which are non-recurring in nature. This section includes projected expenditures for FY2017 to FY2021 for bonds, grants, trusts and other capital projects.
- **Debt Service** - provides a summary for the City's debt obligations, bond ratings and debt coverage ratios.
- **Appendix** – includes the glossary and other essential information.

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

EXECUTIVE OFFICES

Mission Statement

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

Summary of Operations

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

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

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

Departmental Overview

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

Operating Budget Highlights

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



FY17 OPERATING BUDGET HIGHLIGHTS

Executive Offices General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|--------------|--------------------|
| \$9,136,297 | \$9,557,678 | \$10,658,768 | \$12,299,926 | \$1,641,158 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$821,295 | \$1,265,000 | \$1,155,836 | \$1,373,769 | \$217,933 |
| - | - | - | - | - |
| \$40,366 | \$53,807 | \$71,916 | \$88,917 | \$17,001 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$1,079,361 | \$1,347,259 | \$1,392,883 | \$1,653,923 | \$261,041 |
| \$394,986 | \$444,579 | \$393,598 | \$457,155 | \$63,557 |
| \$21,606 | \$64,725 | \$247,744 | \$37,405 | (\$210,339) |
| \$1,221,273 | \$1,332,278 | \$1,513,431 | \$1,200,754 | (\$312,676) |
| \$12,715,184 | \$14,065,326 | \$15,434,175 | \$17,111,850 | \$1,677,675 |
| \$10,173,995 | \$8,886,065 | \$12,422,894 | \$12,181,786 | (\$241,108) |
| \$3,948,345 | \$4,062,441 | \$4,136,123 | \$4,193,606 | \$57,483 |
| \$456,059 | \$139,390 | \$218,731 | \$114,957 | (\$103,774) |
| \$78,282 | \$103,747 | \$91,749 | \$100,519 | \$8,771 |
| \$23,841 | \$24,234 | \$30,027 | \$23,819 | (\$6,209) |
| - | - | - | \$375,730 | \$375,730 |
| - | - | - | - | - |
| \$247,734 | - | \$3,175,730 | - | (\$3,175,730) |
| \$14,928,257 | \$13,215,877 | \$20,075,254 | \$16,990,417 | (\$3,084,837) |
| \$27,643,441 | \$27,281,203 | \$35,509,429 | \$34,102,267 | (\$1,407,162) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|----------------|--------------|--------------------|
| \$27,643,441 | \$27,281,203 | \$35,509,429 | General Fund | \$34,102,267 | (\$1,407,162) |
| \$27,643,441 | \$27,281,203 | \$35,509,429 | TOTAL EXPENSES | \$34,102,267 | (\$1,407,162) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|--------------------|
| 168.80 | 179.80 | 205.80 | Full Time Equivalent | 232.30 | 26.50 |

CERTIFICATE OF ACHIEVEMENT



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Atlanta
Georgia**

For the Fiscal Year Beginning

July 1, 2015

Executive Director



THE HISTORY OF THE CITY OF ATLANTA

Atlanta was founded in 1837 as the end of the Western & Atlantic railroad line. It was first named Marthasville in honor of the then-governor's daughter, nicknamed Terminus for its rail location, and then changed soon after to Atlanta, the feminine of Atlantic – as in the railroad. Today the fast-growing city remains a transportation hub, not just for the country but also for the world. Hartsfield-Jackson Atlanta International Airport is the nation's busiest in daily passenger flights. Direct flights to Europe, South America, and Asia have made metro Atlanta easily accessible to the more than 1,000 international businesses that operate in Atlanta and in more than 50 countries that have representation in the city through consulates, trade offices, and chambers of commerce. The city has emerged as a banking center and the metro area is the world headquarters for 16 Fortune 500 companies.

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

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

Over the past two decades, Atlanta has experienced unprecedented growth – the official city population is estimated around 464,000, but the metro population has grown nearly 33%, from 4.2 million to 5.7 million today. A good measure of this growth is the ever-changing downtown skyline, along with skyscrapers constructed in the Midtown, Buckhead, and outer perimeter business districts.

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



THE HONORABLE KASIM REED



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

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

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

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

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

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

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

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

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

ATLANTA CITY COUNCIL MEMBERS

ATLANTA CITY COUNCIL



Michael Julian Bond
Post 1 At-Large



Mary Norwood
Post 2 At-Large



Andre Dickens
Post 3-At-Large



Carla Smith
District 1



Kwanza Hall
District 2



Ivory Lee Young, Jr.
District 3



Cleta Winslow
District 4



Natalyn Archibong
District 5



Alex Wan
District 6



Howard Shook
District 7



Yolanda Adrean
District 8



Felicia Moore
District 9



C.T. Martin
District 10



Keisha Lance Bottoms
District 11



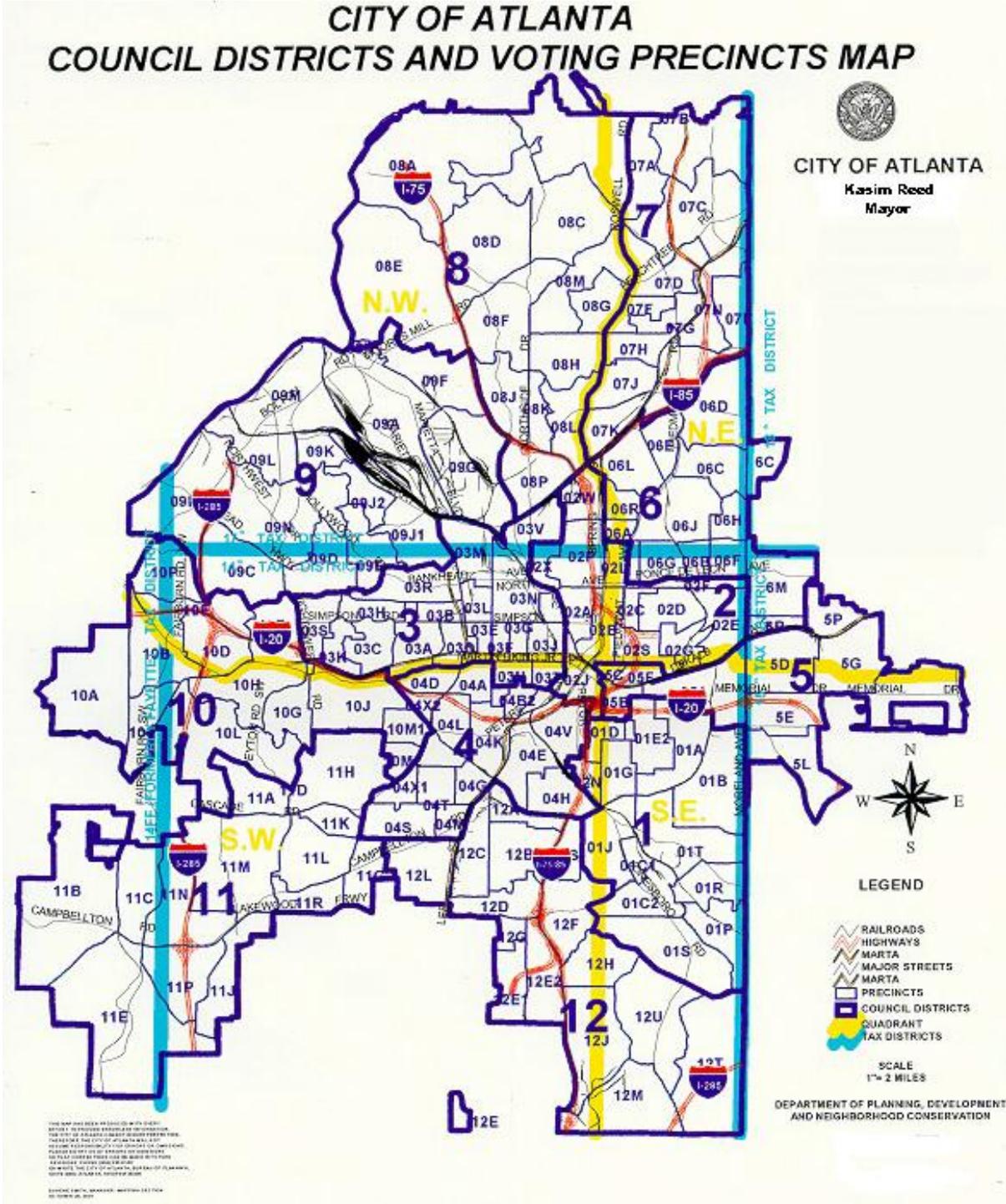
Joyce Sheperd
District 12



Caesar C. Mitchell
Atlanta City Council President



COUNCIL DISTRICTS MAP



HOW THE CITY COUNCIL WORKS

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

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

THE CITY CHARTER:

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

ABOUT THE ATLANTA CITY COUNCIL

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

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



CITY OFFICIALS



Kasim Reed
Mayor

Dan Gordon
Chief Operating Officer

Candace L. Byrd
Chief of Staff

J. Anthony Beard
Chief Financial Officer

Cathy Hampton
City Attorney

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

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

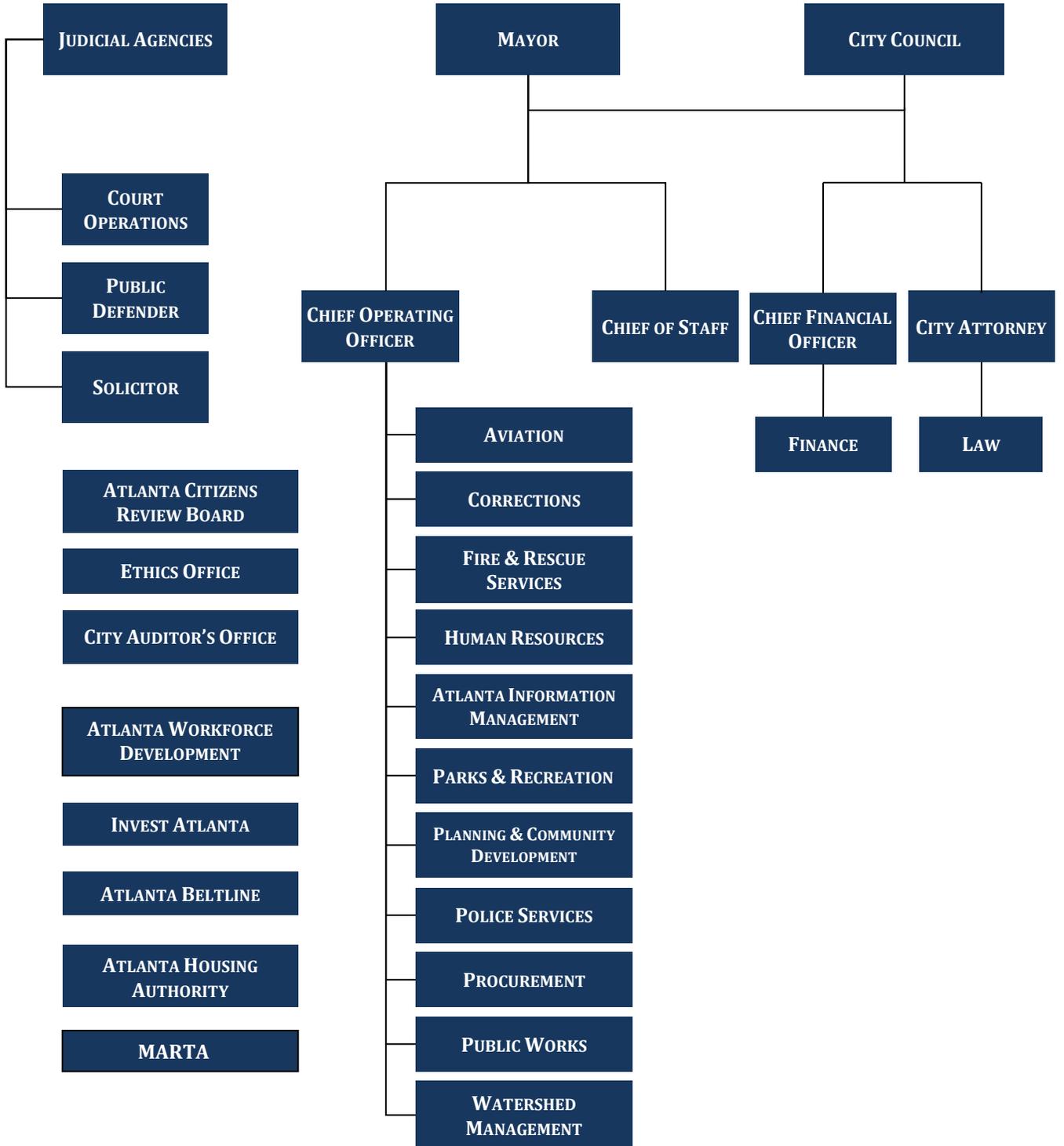
BOARD OFFICERS

| | |
|---|--|
| ATLANTA CITIZENS REVIEW DIRECTOR | Samuel Lee Reid III <i>Executive Director</i> |
| ETHICS OFFICER | Jabu Sengova <i>Interim Ethics Officer</i> |
| CITY INTERNAL AUDITOR | Leslie Ward <i>City Auditor</i> |

DEPARTMENT OFFICERS

| | |
|---|---|
| AVIATION | Roosevelt Council <i>Interim General Manager</i> |
| CORRECTIONS | Patrick Labat <i>Corrections Chief</i> |
| FINANCE | J. Anthony Beard <i>Chief Financial Officer</i> |
| FIRE & RESCUE SERVICES | Joel Baker <i>Fire Chief</i> |
| HUMAN RESOURCES | Yvonne Yancy <i>Commissioner</i> |
| ATLANTA INFORMATION MANAGEMENT | Samir Saini <i>Chief Information Officer</i> |
| LAW | Cathy Hampton <i>City Attorney</i> |
| PARKS & RECREATION | Amy Phuong <i>Commissioner</i> |
| PLANNING & COMMUNITY DEVELOPMENT | Tim Keane <i>Commissioner</i> |
| POLICE SERVICES | George N. Turner <i>Police Chief</i> |
| PROCUREMENT | Adam L. Smith <i>Chief Procurement Officer</i> |
| PUBLIC WORKS | Richard Mendoza <i>Commissioner</i> |
| WATERSHED MANAGEMENT | Kishia L. Powell <i>Commissioner</i> |

CITY ORGANIZATIONAL STRUCTURE





MESSAGES

THE MAYOR'S MESSAGE

THE CHIEF FINANCIAL OFFICER'S MESSAGE

ADOPTED BUDGET
FY 2017





CITY OF ATLANTA

KASIM REED
MAYOR

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

August 18, 2016

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

Dear President Mitchell and Members of the Atlanta City Council:

I am pleased to present to you the *Fiscal Year 2017 Adopted Budget*. This adopted budget represents my Administration's commitment to the strategic vision established for the City of Atlanta. Over the last seven years we have made our city stronger and healthier through investing in public safety, youth development, restoring fiscal stability and expanding economic opportunities.

The adopted budget of \$607 million prioritizes investments in infrastructure, public safety and recreational facilities. Key investments include \$6 million in infrastructure maintenance to improve the city's roads, bridges, sidewalks and upgrade critical public buildings and facilities as well as funding public safety personnel. Additional priorities include \$10 million for the Atlanta Public School BeltLine resolution and provisions for citywide park maintenance and beautification.

This budget demonstrates our commitment to being a world-class, effective and efficient government. We will continue to make significant investments in our public safety agencies, resources for Atlanta's children and families as well investments in the look and feel of our city.

My Administration appreciates the open dialogue we have had with you, and we look forward to continuing to work together to move our city forward.

Sincerely,

Mayor 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

August 18, 2016

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

Dear President Mitchell and Members of the Atlanta City Council:

It is my privilege to submit to you the FY2017 Adopted Budget for the City of Atlanta. This year, I am pleased to say that for the second year in a row, we have balanced the budget without utilizing fund balance. Since fiscal year 2010, the City has passed seven consecutive balanced budgets, and increased cash reserves from \$7.4 million to \$151 million, all without imposing property tax increases on Atlanta residents.

The City's financial position is healthier than ever before and it is attributed to a continued commitment to fiscal stability and strong financial oversight. The City's bond rating has been upgraded seven consecutive times by the three major bond rating agencies - Standard and Poor's, Moody's, and Fitch. These upgrades represent the highest credit rating the City of Atlanta has had in more than two decades. Without a doubt, our financial health remains exceptional due in no small part to the excellent guidance provided by the City Council and Administration.

The FY2017 Adopted Budget represents the culmination of months of departmental planning, economic analysis, financial forecasting, operational needs assessments, Council discussion, and public outreach. This year's submission includes revenue anticipations of \$607 million, indicative of local economy growth spurred by resumption in both commercial construction activity and a continued rebound in the housing market. It also assumes a rollback of property tax revenues and a modest 1.3% growth in new construction. Furthermore, this budget focuses on investments in infrastructure, public safety, youth and economic development as well as cost saving initiatives recommended by the Mayor's Blue Ribbon Commission on Waste & Efficiency in Government.

While continuing our long standing tradition of fiscally responsible budgeting by aligning citywide priorities with available resources, we have charted the course to address the City's pressing infrastructure challenges through the \$250 million Renew Atlanta Infrastructure Bond Program. This investment will improve major roads, streets, sidewalks, curbs, bike lanes, and crossing signals to move the City forward and further stimulate economic activity. The FY2017 Adopted Budget also includes

funding to support youth development and park maintenance. Finally, the continued funding of over 2,000 police officers demonstrates the Mayor's commitment to public safety which has resulted in the largest police force in the City's history.

The FY2017 budget is structurally sound, balanced and upholds the priorities of the Mayor and City Council, as well as the community at large. I am very proud of what we have achieved with this budget and would like to thank each of you for your leadership and time devoted in developing a budget that will continue to move Atlanta forward.

Sincerely,

A handwritten signature in blue ink, appearing to read 'J. Anthony Beard', with a stylized flourish at the end.

J. Anthony Beard

INTRODUCTION

BUDGET OVERVIEW ECONOMIC AND DEMOGRAPHIC INFORMATION FOR ATLANTA PERFORMANCE HIGHLIGHTS

ADOPTED BUDGET
FY 2017



BUDGET OVERVIEW

BUDGET RESPONSIBILITIES AND FISCAL POLICIES

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

MAYOR

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

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

CITY COUNCIL

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

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

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

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

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

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

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

BUDGET COMMISSION

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

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

CHIEF FINANCIAL OFFICER

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

OPERATING BUDGET POLICIES

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

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

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

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

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

ECONOMIC AND DEMOGRAPHIC INFORMATION

HISTORY

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

POPULATION

Table 1 summarizes City, County and State population estimated as of July 1st of each year.

Table 1
City, County and State Population Statistics

| | City of Atlanta | Annual Growth Rate | Fulton County | Annual Growth Rate | DeKalb County | Annual Growth Rate | State of Georgia | Annual Growth Rate |
|------|----------------------------|-----------------------------------|--------------------------|-----------------------------------|--------------------------|-----------------------------------|-----------------------------|-----------------------------------|
| 2015 | 463,878 | 1.67% | 1,010,562 | 1.40% | 734,871 | 1.45% | 10,214,860 | 1.15% |
| 2014 | 456,143 | 1.72% | 996,463 | 1.21% | 724,222 | 1.16% | 10,097,132 | 1.05% |
| 2013 | 448,312 | 0.96% | 984,440 | 0.67% | 715,824 | 1.00% | 9,991,562 | 0.74% |
| 2012 | 444,002 | 2.68% | 977,816 | 2.82% | 708,640 | 1.49% | 9,917,639 | 1.06% |
| 2011 | 432,092 | 2.16% | 950,233 | 2.55% | 698,096 | 0.80% | 9,812,280 | 1.01% |
| 2010 | 422,753 | (12.90%) | 926,038 | (11.42%) | 692,485 | (8.08%) | 9,713,454 | (1.03%) |

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

INDUSTRY AND EMPLOYMENT

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

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

| Civilian Labor Force | <u>2016</u> | <u>2015</u> | <u>2014</u> | <u>2013</u> | <u>2012</u> | <u>2011</u> |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| *City of Atlanta | | | | | | |
| Employed | 2,758,192 | 2,685,195 | 2,611,226 | 2,487,338 | 2,518,397 | 2,468,133 |
| Unemployed | 131,515 | 165,971 | 205,944 | 229,343 | 227,602 | 242,370 |
| Total | 2,889,707 | 2,851,166 | 2,817,170 | 2,716,681 | 2,745,999 | 2,710,503 |
| County of Fulton | | | | | | |
| Employed | 498,614 | 485,413 | 470,200 | 423,787 | 419,127 | 408,858 |
| Unemployed | 24,964 | 31,514 | 38,056 | 41,892 | 44,661 | 44,145 |
| Total | 523,578 | 516,927 | 508,256 | 465,679 | 463,788 | 453,003 |
| County of DeKalb | | | | | | |
| Employed | 359,870 | 350,499 | 339,750 | 332,317 | 334,971 | 333,211 |
| Unemployed | 18,398 | 23,126 | 28,184 | 31,658 | 34,217 | 34,574 |
| Total | 378,268 | 373,625 | 367,934 | 363,975 | 369,188 | 367,785 |
| Unemployment Rates | | | | | | |
| City | 5.1% | 6.5% | 8.3% | 10.50% | 8.30% | 9.20% |
| County-Fulton | 4.8% | 6.1% | 7.5% | 10.70% | 9.60% | 9.70% |
| County-DeKalb | 4.9% | 6.2% | 7.7% | 8.60% | 9.30% | 9.40% |
| State | 4.7% | 5.5% | 6.6% | 7.20% | 8.10% | 9.40% |
| United States | 4.7% | 5.5% | 6.2% | 7.60% | 7.60% | 8.50% |

Source: Georgia Employment Development Department, Labor Market Information Division for the State and County; U.S. Bureau of Labor, Department of Labor (Preliminary May 2016 and Revised May 2015) <https://explorer.dol.state.ga.us/mis/current/laborforce.pd>

*City of Atlanta data is derived from MSA regional data.

EMPLOYMENT BY INDUSTRY

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

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

| | City of Atlanta | | City of Atlanta | | State of Georgia | |
|--|------------------|--------------|------------------|--------------|------------------|------------|
| | 2014 | % of Total | 2015 | % of Total | 2015 | % of Total |
| Agriculture, Forestry, Fishing and Hunting | 1,900 | 0.1 | 2,100 | 0.1 | 25,200 | 0.6 |
| Natural Resources and Mining | 1,100 | 0.0 | 1,100 | 0.0 | 4,800 | 0.1 |
| Construction | 96,500 | 4.1 | 103,200 | 4.3 | 165,300 | 4.0 |
| Manufacturing | 150,700 | 6.5 | 155,500 | 6.5 | 375,800 | 9.1 |
| Trade, Transportation and Utilities | 527,100 | 22.6 | 547,100 | 22.6 | 874,500 | 21.3 |
| Information | 85,600 | 3.7 | 81,700 | 3.4 | 106,700 | 2.6 |
| Financial Activities | 103,700 | 4.4 | 106,200 | 4.4 | 162,400 | 3.9 |
| Professional and Business Services | 460,200 | 19.7 | 476,400 | 19.8 | 697,400 | 17.0 |
| Educational Health Services | 289,800 | 12.4 | 301,600 | 12.5 | 516,300 | 12.6 |
| Leisure and Hospitality | 254,200 | 10.9 | 264,500 | 11.0 | 445,200 | 10.8 |
| Other Services | 60,200 | 2.6 | 62,200 | 2.6 | 101,100 | 2.5 |
| Government | 304,100 | 13.0 | 307,300 | 12.8 | 637,600 | 15.5 |
| Total | 2,335,100 | 100.0 | 2,408,900 | 100.0 | 4,112,300 | 100 |

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

MAJOR EMPLOYERS

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

Table 4
City of Atlanta
Principal Employers

| Employer | Product/Service | Employees | % of Total City Employment |
|----------------------------------|-----------------------------|------------------|-----------------------------------|
| Delta Air Lines, Inc. | Transportation | 4,357 | 2.18% |
| The Coca-Cola Company | Marketing and Manufacturing | 3,498 | 1.75% |
| Air Service Corp | Transportation | 2,350 | 1.18% |
| Accenture LLP | Consulting | 2,200 | 1.10% |
| A T & T Services, Inc. | Telecommunication | 2,179 | 1.09% |
| Turner Broadcasting System, Inc. | Media/Entertainment | 2,057 | 1.03% |
| Cable News Network | Media | 1,823 | 0.91% |
| Allied Barton Security Services | Security Services | 1,467 | 0.73% |
| Tenet Health System , Inc. | Healthcare | 1,359 | 0.69% |
| Deloitte Consulting LLP | Consulting | 1,195 | 0.60% |

Source: City of Atlanta, 2015 Comprehensive Annual Financial Report: Total employment data from City of Atlanta, Office of Revenue, Business License division.

EFFECTIVE BUYING INCOME

“Effective Buying Income” (“EBI”), also referred to as “disposable” or “after tax” income, consist of money income less personal tax and certain non-tax payments. *Table 5* summaries the most recent available total effective buying income and median household effective buying income for the City, State and United States for the calendar years 2010 through 2015.

Table 5
City, State and U.S.
Effective Buying Income
Calendar Years 2010 Through 2015

| <u>Year/Area</u> | <u>Personal Income</u> | <u>Per Capita Personal Income</u> |
|------------------|------------------------|-----------------------------------|
| 2015 | | |
| City | *N/A | *N/A |
| State | \$414,274,158 | \$40,551 |
| United States | 15,324,108,725 | *N/A |
| 2014 | | |
| City | \$244,065,812 | \$43,472 |
| State | 393,593,652 | 34,688 |
| United States | 12,983,057,893 | 47,615 |
| 2013 | | |
| City | \$231,100,784 | \$41,825 |
| State | 375,758,231 | 33,539 |
| United States | 12,417,119,492 | 45,942 |
| 2012 | | |
| City | \$227,590,427 | \$41,710 |
| State | 369,520,173 | 33,560 |
| United States | 12,287,518,277 | 45,872 |
| 2011 | | |
| City | \$219,302,662 | \$40,802 |
| State | 359,046,697 | 32,926 |
| United States | 11,674,944,224 | 43,987 |
| 2010 | | |
| City | \$203,519,728 | \$38,369 |
| State | 335,020,826 | 31,280 |
| United States | 10,995,114,573 | 41,800 |

*Data is not available at this time.

Source: U.S Department of Commerce – Bureau of Economic Analysis

RETAIL SALES

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

Table 6
City of Atlanta Taxable Sales
(Thousands)

| | <u>2015</u> | <u>2014</u> | <u>2013</u> | <u>2012</u> | <u>2011</u> |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Apparel | 18,267,245 | 18,998,569 | 17,850,436 | 16,580,819 | 15,018,633 |
| General | 30,055,395 | 28,589,995 | 27,904,200 | 27,039,064 | 25,998,883 |
| Food | 51,054,187 | 47,615,673 | 46,045,787 | 43,734,850 | 42,915,609 |
| Utilities | 14,215,183 | 13,670,177 | 13,656,404 | 17,896,727 | 15,045,446 |
| Home | 19,739,713 | 18,805,957 | 18,348,802 | 19,491,984 | 18,250,585 |
| Lumber | 2,391,207 | 2,153,877 | 1,583,663 | 1,399,828 | 1,343,099 |
| Automotive | 3,144,172 | 3,213,541 | 7,931,123 | 8,626,631 | 7,802,866 |
| Miscellaneous Services | 80,322,545 | 77,562,219 | 75,637,844 | 78,559,818 | 74,362,812 |
| TOTAL | 219,189,647 | 210,610,008 | 208,958,259 | 213,329,721 | 200,737,933 |
| Manufacturers | 13,717,407 | 13,000,446 | 11,307,180 | 11,840,788 | 12,627,803 |
| TOTAL ALL OUTLETS | 232,907,054 | 223,610,454 | 220,265,439 | 225,170,509 | 213,365,736 |

Source: City of Atlanta, 2015 Comprehensive Annual Financial Report (Schedule 10); via Georgia Department of Revenue, Local Government Division

CONSTRUCTION ACTIVITY

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

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

| <u>Year</u> | <u>2015</u> | <u>2014</u> | <u>2013</u> | <u>2012</u> | <u>2011</u> |
|----------------------------|----------------------|----------------------|----------------------|----------------------|---------------------|
| Valuation ⁽¹⁾ | | | | | |
| Residential ⁽²⁾ | \$249,765,069 | \$215,861,487 | \$145,216,485 | \$280,053,344 | \$61,620,910 |
| Total | \$249,765,069 | \$215,861,487 | \$145,216,485 | \$280,053,344 | \$61,620,910 |
| Number of | | | | | |
| Single ⁽³⁾ | 597 | 522 | 394 | 270 | 136 |
| Multi- ⁽⁴⁾ | 303 | 201 | 179 | 191 | 90 |
| Total | 900 | 723 | 573 | 461 | 226 |

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

(2) Valuation permits issued for Single-Family Dwellings

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

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

Source: Department of Planning and Community Development internal reporting

PROPERTY TAX LEVIES AND COLLECTIONS

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

| Fiscal Period Ended | Taxes Levies for the Fiscal Year | Amount (1) | Percentage of Levy | Collections in Subsequent Years | Total Collections to Date | |
|---------------------|----------------------------------|------------|--------------------|---------------------------------|---------------------------|--------------------|
| | | | | | Amount | Percentage of Levy |
| June 30, 2010 | 264,371 | 257,062 | 97.24% | 5,507 | 262,570 | 99.32% |
| June 30, 2011 | 240,586 | 234,895 | 97.63% | 3,880 | 238,775 | 99.25% |
| June 30, 2012 | 222,633 | 218,472 | 98.13% | 2,757 | 221,229 | 99.37% |
| June 30, 2013 | 219,177 | 214,494 | 97.86% | 3,324 | 217,818 | 99.38% |
| June 30, 2014 | 222,103 | 218,184 | 98.24% | 2,417 | 220,602 | 99.32% |
| June 30, 2015 | 227,842 | 224,808 | 98.67% | 149 | 224,957 | 98.73% |

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

Source: City of Atlanta, 2015 Comprehensive Annual Financial Report

DIRECT AND OVERLAPPING SALES TAX RATES

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

| Fiscal Year | City Direct Rate | Fulton County |
|-------------|------------------|---------------|
| 2011 | 1.00% | 7.00% |
| 2012 | 1.00% | 7.00% |
| 2013 | 1.00% | 7.00% |
| 2014 | 1.00% | 7.00% |
| 2015 | 1.00% | 7.00% |

Source: Sales Tax Rates, Georgia Department of Revenue and the City of Atlanta, 2015 Comprehensive Annual Financial Report



FOR ATLANTA PERFORMANCE HIGHLIGHTS

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

FOR Atlanta's objectives are:

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

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

Citywide Strategic Performance Measures

The following summarizes the City's performance against key priorities in 2015. A more detailed summary can be found online as part of the 2015 Innovation Delivery and Performance Report.

- **Public Safety:** Major crimes are down 24% since shortly after Chief Turner and Mayor Reed took office. Major crimes, including homicides, are down to levels not seen since the 1960s. In 2009, 80% of 911 calls were answered within 10 seconds. However, as a result of continued focus, the 911 center has consistently answered 94% of calls within 10 seconds in 2015, ensuring that citizen reported emergencies receive prompt attention. Targeted investments in technology upgrades, increased staffing levels, and restructured protocols have led to all priority calls now being dispatched within 2 minutes and 45 seconds. As a result of investment in staff and improved training, there has been a 25% improvement in AFR's fire response time. In 2015 90% of responses arrived on scene within 7 minutes and 38 seconds to more than 14,000 fire related calls for service. AFR has also responded to more than 64,000 EMS related calls in which 90% of responses arrived on scene within 8 minutes and 40 seconds.

- **Youth Development and Human Capital:** Thirty-six Recreation Centers are open as of March 2016 –sixteen of which were re-opened during Mayor Reed's first year in Office. As a result of Mayor Reed's investment and the implementation of targeted youth programming by the Office of Recreation, the City has more than tripled enrollment in after school programs from less than 410 children in 2011 to more than 1,760 at the end of 2015. Additionally, during the summer of 2015, over 3,700 youth participated in Camp Best Friends.

- **Economic Development:** The Office of Buildings issued 27,883 building and technical permits in FY15, a 9% increase on the number issued in FY14. The Office of Buildings permitted \$3.12B of new construction investment in FY15, a large increase on the \$2.4B permitted in FY14. Hartsfield-Jackson Atlanta International Airport accommodated more than 101 million passengers in 2015 - breaking its previous record of 96 million set in 2014 and becoming the only airport in the world to serve 100 million passengers. The airport continues to retain its title as world's most

traveled airport in 2015, a title it has held since 1998. The City of Atlanta is also taking decisive action to revitalize distressed communities by partnering with civic, business, philanthropic, and faith based communities to establish the Westside Future Fund, setting a target of collecting \$30M to improve the health, education and welfare of the current residents of the west side's vitally important communities.

• **Government Excellence & Efficiency:** 2015 saw the expansion of the 3-1-1 Customer Service Call Center, which serves as a one stop shop for city services, which received over 420,000 calls in 2015. The call center also ensures that the city is accountable, responsive, and efficient: average service request accuracy is approximately 95%. In March 2014, Mayor Reed launched the Blue Ribbon Commission on Waste and Efficiency in Government to recommend actionable and achievable steps that could be taken to improve the city's overall efficiency and strengthen its fiscal health. After reviewing recommendations, Mayor Reed approved an initial work program of 14 savings initiatives that are set to reduce annual operating expenses by more than \$30 million and free up tax dollars for a wave of new infrastructure investments.

• **Infrastructure:** DPW has substantially reduced the amount of time it takes to complete citizen requests. Compared to December of 2013, the Office of Transportation has gone from completing 77% of requested services on time to completing 91% of services on time: meaning potholes, street lights, and traffic signals are repaired faster. Solid Waste Services has gone from completing 75% of requested services on time to completing 95% of services on time on average as of February 2016: meaning on-time pick up of garbage, recycling, and yard trimmings with less missed pickups, on-time delivery of replacement bins, on-time street sweeping, and improved response to reported illegal dumping. The Department of Parks and Recreation continues to provide exceptional public spaces, completing 99% of litter and tree limb removals on schedule, 99% of garbage pick-up, and 84% of mulching and mowing.

BUDGET
SUMMARIES

FUND STRUCTURE

OPERATING AND CAPITAL FUNDS

SUMMARY OF ALL FUNDS

SUMMARY OF OPERATING BUDGET BY FUNDS

SUMMARY OF OPERATING BUDGET BY
FUND AND DEPARTMENT

SUMMARY OF OPERATING BUDGET BY
FUND AND ACCOUNT GROUP

SUMMARY OF REVENUES AND EXPENSES

SUMMARY OF FUND BALANCE

SUMMARY OF PERSONNEL

ADOPTED BUDGET
FY 2017



FUND STRUCTURE

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

GOVERNMENTAL FUNDS

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

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

PROPRIETARY FUNDS

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

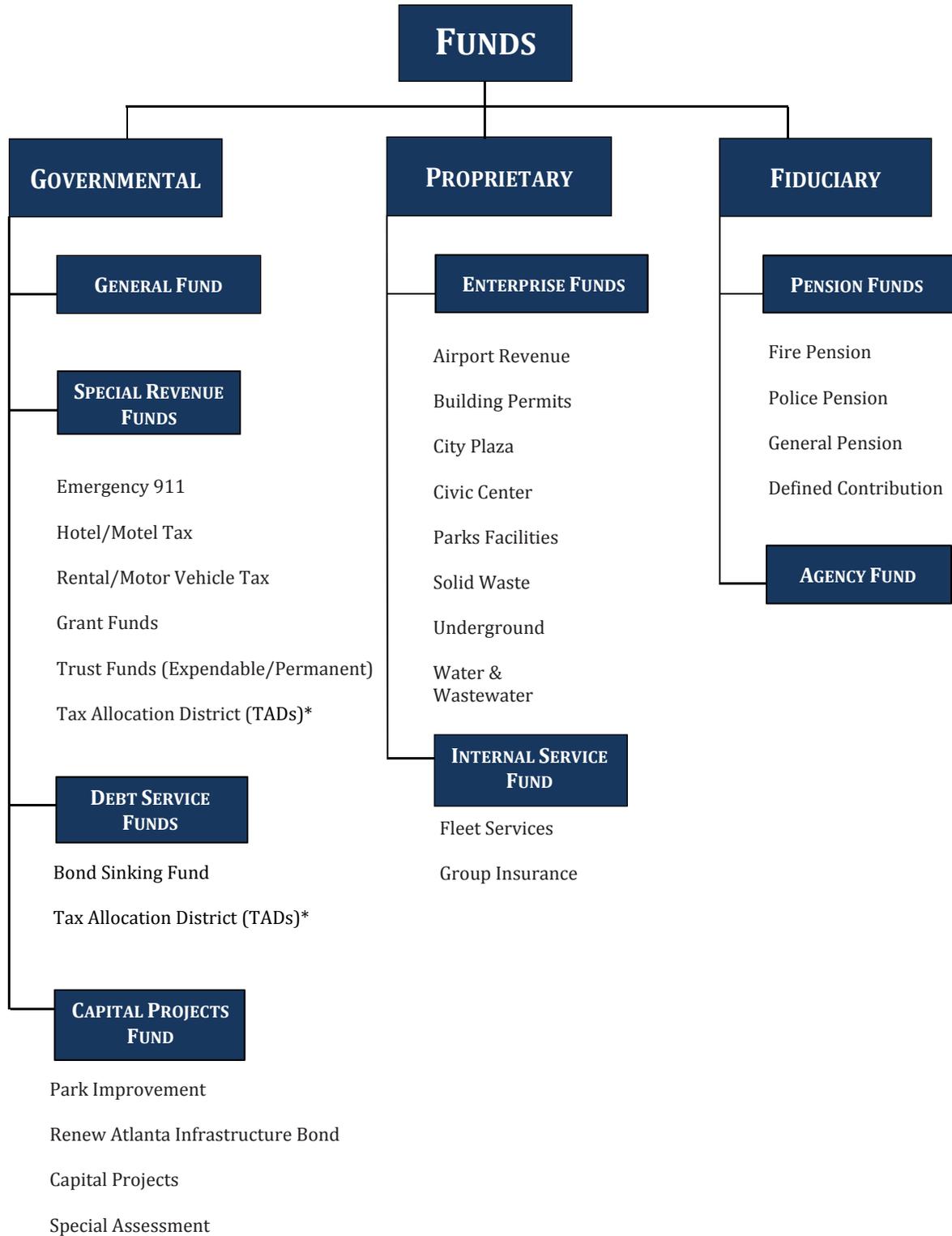
- *Enterprise Funds* are designed to be self-supporting. The Department of Watershed Management (DWM) Fund accounts for all activities associated with the provision and management of clean water, wastewater and storm water systems, and water pollution control services to individuals, organizations and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

FIDUCIARY FUNDS

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

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

CITY OF ATLANTA FUND STRUCTURE



**Some TADs are special revenue and debt servicing.*

OPERATING AND CAPITAL FUNDS

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

OPERATING FUND STRUCTURE

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

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

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

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

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

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

- The *Underground Atlanta Fund* was established in 1989 to account for transactions associated with the public operations of the Underground Atlanta facilities and parking decks. The fund is supported by user fees, parking revenues and a general fund subsidy.

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

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

- The E911 Fund is to support the E-911 call center call taking and dispatching operation.

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

CAPITAL FUND STRUCTURE

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

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

SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

| FY15 Actual | FY16 Budget | GOVERNMENTAL FUNDS | FY17 Budget |
|------------------------------|----------------------|---|----------------------|
| \$582,233,515 | \$593,110,637 | General Fund | \$607,388,585 |
| \$582,233,515 | \$593,110,637 | Sub - Total | \$607,388,585 |
| Special Revenue Funds | | | |
| \$16,052,536 | \$18,024,974 | Emergency Telephone System | \$18,922,237 |
| \$6,376,874 | \$17,466,227 | Community Development Block Grant Fund | \$10,570,819 |
| \$33,275,384 | \$70,754,633 | Intergovernmental Grant Fund | \$76,200,660 |
| \$10,720 | - | Empowerment Zone Fund | - |
| \$7,625,362 | \$4,767,928 | Job Training Grant Fund | \$2,941,332 |
| \$2,525,590 | \$8,454,589 | Home Investment Partnerships Program Fund | \$6,770,816 |
| (\$187,328) | - | Sec 108 Loan Trust Fund | \$2,461,200 |
| \$13,081,403 | \$27,172,456 | Atlantic Station Tad Fund | \$31,477,907 |
| \$13,345,210 | \$65,567,909 | Westside Tad Fund | \$75,253,407 |
| \$2,678,325 | \$8,958,418 | Nw Atlanta Tad Fund | \$9,970,993 |
| \$776,093 | \$5,780,700 | Princeton Lakes Tad Fund | \$1,954,997 |
| \$4,331,830 | \$75,582,998 | Eastside Tad Fund | \$93,868,074 |
| \$28,635,469 | \$24,206,070 | Atlanta Beltline Tad | \$32,827,254 |
| \$303,159 | \$2,280,588 | Campbellton Road Tad Fund | \$1,780,588 |
| \$42,861 | \$2,500,922 | Hollowell/M.L. King Tad Fund | \$2,581,447 |
| \$36,331 | \$1,369,830 | Metropolitan Parkway Tad Fund | \$1,512,800 |
| \$20,901 | \$3,300 | Stadium Neighborhoods Tad Fund | \$40,805 |
| \$64,330,343 | \$58,148,818 | Hotel/Motel Tax Fund | \$67,268,223 |
| \$1,333,414 | \$955,703 | Rental/Motor Vehicle Tax Fund | \$1,046,050 |
| \$2,914,402 | - | Affordable Housing Fund | - |
| \$131,578,685 | \$125,000,000 | Special 1% Sales And Use Tax Fund | \$125,000,000 |
| \$20,454,098 | \$38,719,132 | Trust Fund | \$48,607,014 |
| - | \$300,056 | Perpetual Care | \$270,719 |
| \$349,541,660 | \$556,015,251 | Sub - Total | \$611,327,341 |

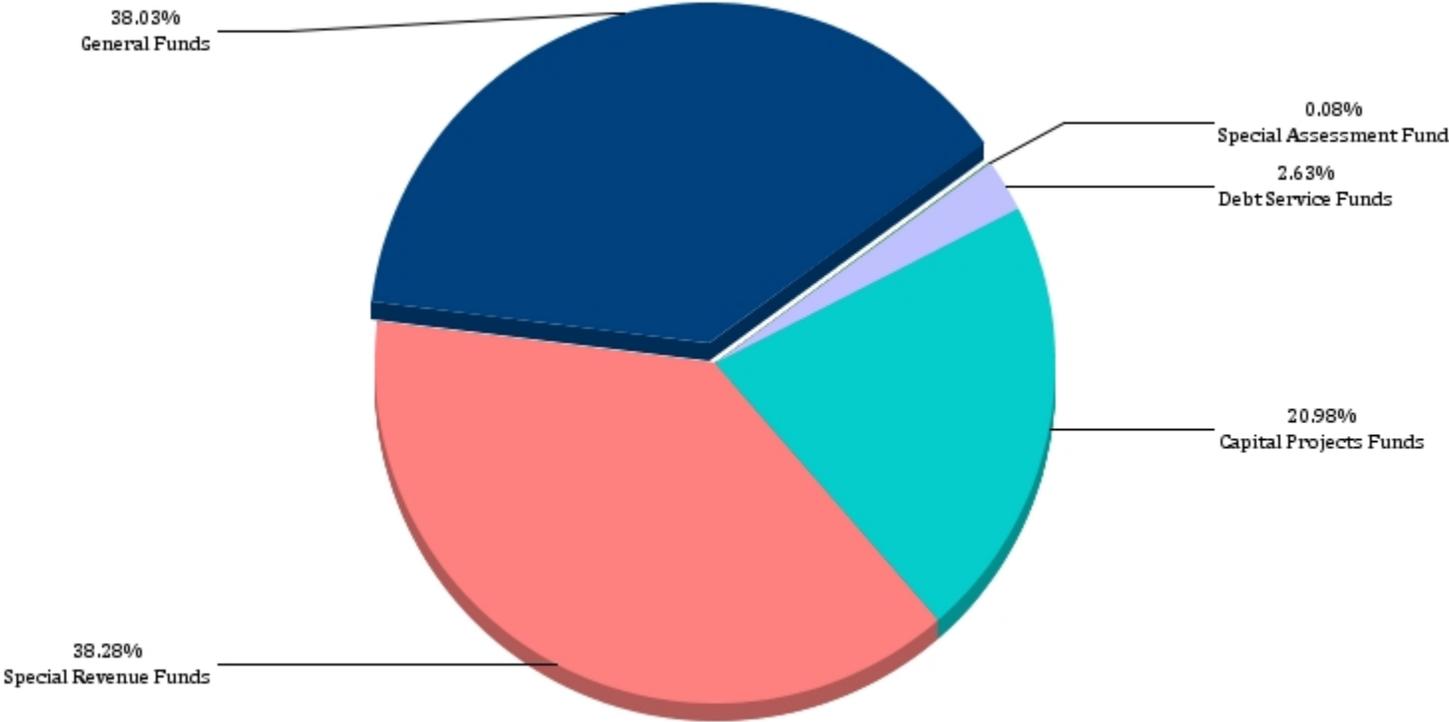
SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

| FY15 Actual | FY16 Budget | GOVERNMENTAL FUNDS | FY17 Budget |
|-------------------------------|----------------------|---|----------------------|
| Capital Projects Funds | | | |
| - | \$337,116 | Annual Bond Fund | \$337,115 |
| \$0 | \$363,456 | 1994 Referendum G.O. Bond Fund | \$265,467 |
| - | \$31,927 | 1996 G.O. Public Improvement Bond Part B | \$31,927 |
| - | \$248,693 | 1997 G.O. Public Improvement Bond Fund | - |
| - | - | 2001 Quality Of Life Fund | \$21,689 |
| \$5,434 | \$198,991 | 2004 Quality Of Life Fund | \$168,892 |
| (\$9,069) | - | 2005 B Go Project Fund | - |
| \$3,441,522 | \$6,428,071 | 2005A Park Improvement Bond Fund | \$4,574,908 |
| \$6,011,869 | - | Public Safety Facility Fund | - |
| \$33,564 | \$1,633,073 | 2008A Quality Of Life Improvement Bond Fd | \$1,602,265 |
| \$18,491,474 | - | Go Refunding Series 2014A | - |
| \$40,811,947 | - | Go Refunding Series 2014B | - |
| \$434,998 | \$4,629,186 | 2014a Park Improvement Revenue Refunding Bond | \$4,629,186 |
| \$62,384 | \$1,939 | 2014b Park Improvement Revenue Refunding Taxable Bond | - |
| \$819,410 | \$25,000,000 | 2015 Infrastructure Bond | \$181,724,583 |
| \$331,833 | - | 2015 Municipal Facilities Bond Fund | \$60,691,248 |
| \$11,015,440 | \$13,225,947 | Park Improvement Fund | \$12,662,859 |
| \$2,066,242 | \$33,702,660 | General Government Capital Fund | \$38,616,764 |
| \$13,884,227 | \$33,828,503 | Capital Finance Fund | \$22,864,823 |
| \$9,164,910 | \$5,848,868 | Capital Asset - Finance Fund | \$6,855,687 |
| \$2,086,158 | \$953,857 | Capital Finance-Recovery Zone (Eco. Dev.) Fund | - |
| - | \$187,464 | 2002 Traffic Court Facility Bond | \$50,000 |
| \$108,652,344 | \$126,619,751 | Sub - Total | \$335,097,413 |
| Debt Service Funds | | | |
| \$64,709,453 | \$37,086,980 | Bond Sinking Fund | \$41,935,450 |
| \$64,709,453 | \$37,086,980 | Sub - Total | \$41,935,450 |

SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

| FY15 Actual | FY16 Budget | GOVERNMENTAL FUNDS | FY17 Budget |
|------------------------|------------------------|---|------------------------|
| | | Special Assessment Fund | |
| - | \$1,298,272 | Special Assessment Fund | \$1,298,271 |
| - | \$1,298,272 | Sub - Total | \$1,298,271 |
| \$1,105,136,972 | \$1,314,130,891 | GRAND TOTAL - GOVERNMENTAL FUNDS | \$1,597,047,060 |

FY17 GOVERNMENTAL FUNDS



SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

| FY15 Actual | FY16 Budget | PROPRIETARY FUNDS | FY17 Budget |
|----------------------------------|------------------------|---|------------------------|
| Airport Fund | | | |
| \$482,508,986 | \$514,980,305 | Airport Revenue Fund | \$503,715,371 |
| \$231,623,870 | \$862,853,379 | Airport Renewal And Extension Fund | \$974,667,965 |
| \$143,065,292 | \$816,508,344 | Airport Passenger Facility Charge Fund | \$892,389,728 |
| \$424,341 | \$3,037,574 | 2000 Airport Revenue Bond Fund | \$2,299,665 |
| - | \$1,439 | 2004 Airport Revenue Bond Fund | \$1,439 |
| - | \$1,261 | 2004 Airport Pfc Bond Fund | \$1,261 |
| \$0 | \$1,029,175 | 2004 Airport Revenue Bond Fund F-K | \$1,187,242 |
| \$22,984,489 | \$91,482,722 | Conrac Customer Service Fac Ch | \$94,567,218 |
| \$236,103,295 | \$493,998,665 | Airport Fac Revenue Bond Sinking Fd | \$406,161,432 |
| \$0 | \$2,900,738 | 2010A Bond General Airport Revenue | \$2,804,493 |
| - | \$628,159 | 2010B Bd Pfc & Sub Lien Gen Rev | \$608,362 |
| \$9,677,993 | \$26,351,724 | Airport Commercial Paper Series 2010A/B | \$24,083,866 |
| \$12,148,688 | \$19,137,376 | 2012A Bond General Airport Revenue | \$14,722,872 |
| \$1,481,104 | \$8,134,872 | 2012B Bond General Airport Revenue | \$1,197,258 |
| \$56,790,571 | \$74,044,802 | 2012C Bond General Airport Revenue | \$58,813,819 |
| \$25,098 | - | 2014a Pfc Revenue Refunding Bon | - |
| \$14,402 | - | 2014b Pfc General Airport Revenue Refunding Bon | - |
| \$10,500 | - | 2014c Pfc General Airport Revenue Refunding Bon | - |
| - | - | Doa Series 2015 Commercial Paper Program | \$450,000,000 |
| \$1,196,858,627 | \$2,915,090,535 | Sub - Total | \$3,427,221,990 |
| Water And Wastewater Fund | | | |
| \$587,008,011 | \$531,175,591 | Water & Wastewater Revenue Fund | \$545,355,055 |
| \$108,420,142 | \$558,617,211 | Water & Wastewater Renewal & Extension Fund | \$632,674,953 |
| \$393,776 | \$393,056 | 1993 Water & Wastewater Bond Fund | - |
| \$708,522 | \$707,161 | 1997 Water & Wastewater Bond Fund | - |
| \$9,290,280 | \$20,305,368 | 2001 Water & Wastewater Bond Fund | \$13,258,641 |
| \$15,656,939 | \$18,510,025 | 2004 Water & Wastewater Bond Fund | \$2,869,211 |
| \$207,829,757 | \$428,953,529 | Water & Wastewater Sinking Fund | \$420,283,083 |
| \$32 | - | 2008 Water & Wastewater Bond Fund | - |
| \$15,203,226 | \$120,829,674 | Ser. 2009A Water & Wastewater Rev Bd Fd | \$100,243,243 |
| \$1,481,096,184 | - | 2015a Water & Wastewater Revenue Refunding Fund | - |
| \$0 | - | 2015b Water Commercial Paper Program | \$242,722,328 |
| \$2,425,606,869 | \$1,679,491,615 | Sub - Total | \$1,957,406,515 |

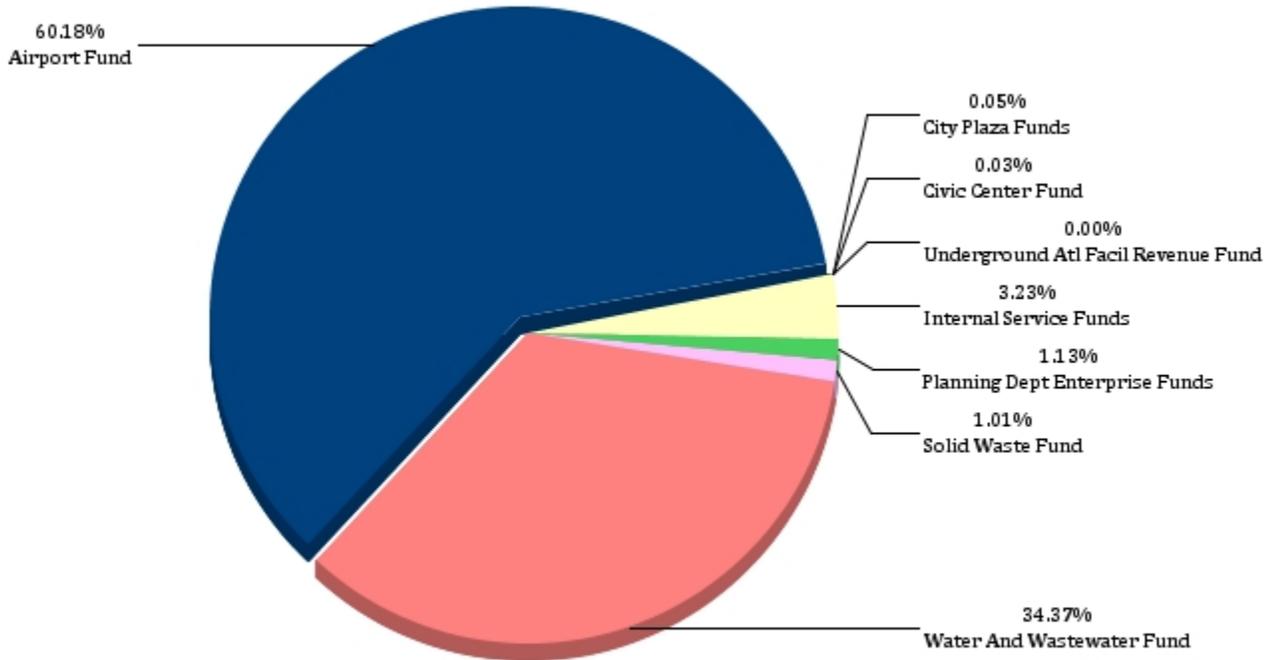
SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

| FY15 Actual | FY16 Budget | PROPRIETARY FUNDS | FY17 Budget |
|--|----------------------|---------------------------------------|----------------------|
| Parks Facilities Fund | | | |
| \$513,714 | \$225,000 | Parks Facilities Revenue Fund | \$0 |
| \$1,284 | - | Parks Facilities Renew & Ext Fund | - |
| \$514,998 | \$225,000 | Sub - Total | \$0 |
| Solid Waste Fund | | | |
| \$54,916,852 | \$55,316,071 | Solid Waste Services Revenue Fund | \$55,607,233 |
| \$3,333,471 | \$3,830,000 | Solid Waste R&E Fund | \$2,122,105 |
| \$2,110,056 | - | Solid Waste Management Fac Const Fund | - |
| \$60,360,379 | \$59,146,071 | Sub - Total | \$57,729,338 |
| Planning Dept Enterprise Funds | | | |
| \$25,959,002 | \$21,700,226 | Building Permits Fund | \$23,023,753 |
| \$20,235 | \$28,752,815 | Buildings Renewal & Extension Fund | \$41,559,957 |
| \$25,979,236 | \$50,453,041 | Sub - Total | \$64,583,710 |
| Internal Service Funds | | | |
| \$33,953,784 | \$33,126,728 | Fleet Service Fund | \$33,400,588 |
| \$136,366,369 | \$146,181,336 | Group Insurance Fund | \$150,599,694 |
| \$170,320,152 | \$179,308,064 | Sub - Total | \$184,000,282 |
| Underground Atl Facil Revenue Fund | | | |
| \$14,574,530 | \$4,000,000 | Underground Atl Facil Revenue Fund | \$110,000 |
| \$14,574,530 | \$4,000,000 | Sub - Total | \$110,000 |
| 2006A&B Downtown Parking Project Fund | | | |
| \$1,618,581 | - | 2006A&B Downtown Parking Project Fund | - |
| \$1,618,581 | - | Sub - Total | - |
| City Plaza Funds | | | |
| - | - | City Plaza Operating Fund | \$2,746,599 |
| - | - | Sub - Total | \$2,746,599 |

SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

| FY15 Actual | FY16 Budget | PROPRIETARY FUNDS | FY17 Budget |
|------------------------|------------------------|--|------------------------|
| | | Civic Center Fund | |
| \$3,753,262 | \$500,000 | Civic Center Revenue Fund | \$1,626,006 |
| \$3,753,262 | \$500,000 | Sub - Total | \$1,626,006 |
| \$3,899,586,635 | \$4,888,214,326 | GRAND TOTAL - PROPRIETARY FUNDS | \$5,695,424,440 |

FY17 PROPRIETARY FUNDS

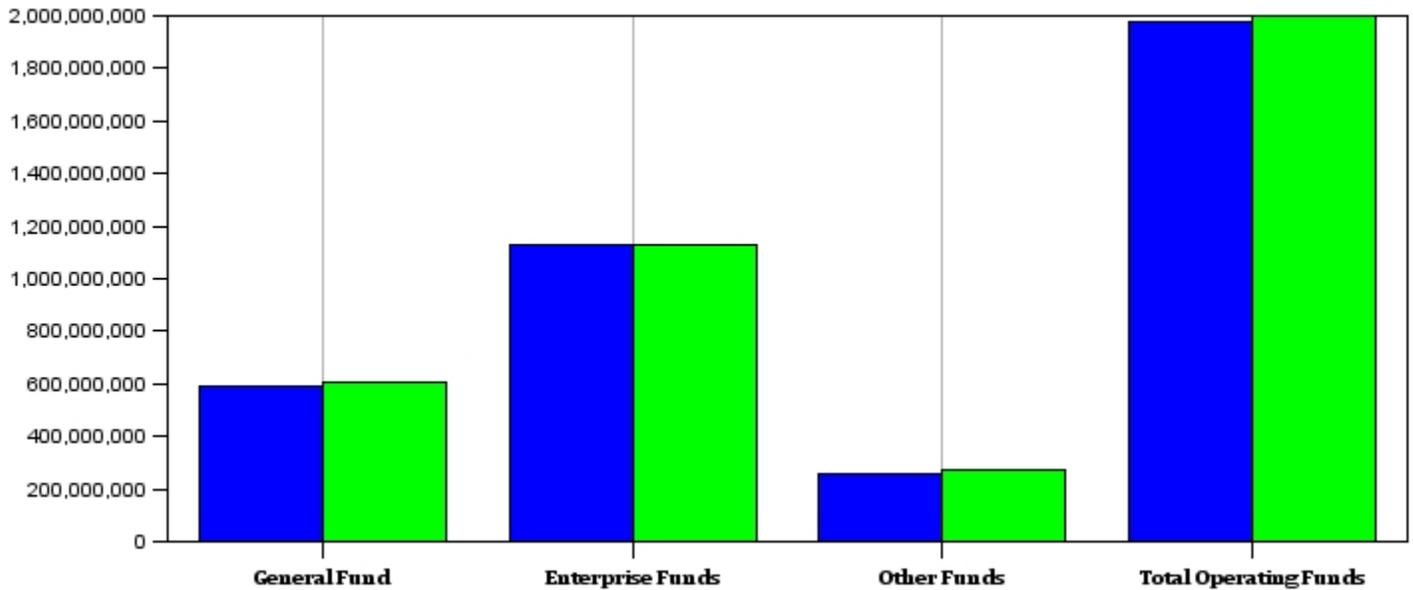


SUMMARY OF OPERATING BUDGET BY FUNDS

Adopted

| | FY15 Actual | FY16 Adopted Budget | FY17 Budget | \$ Incr/Decr | % Incr/Decr |
|------------------------------------|------------------------|------------------------|------------------------|---------------------|--------------|
| General Fund | \$582,233,515 | \$593,110,637 | \$607,388,585 | \$14,277,948 | 2.41% |
| Enterprise Funds | | | | | |
| Airport Revenue Fund | \$482,508,986 | \$514,980,305 | \$503,715,371 | (\$11,264,934) | (2.19%) |
| Building Permits Fund | \$25,959,002 | \$21,700,226 | \$23,023,753 | \$1,323,527 | 6.10% |
| City Plaza Operating Fund | - | - | \$2,746,599 | \$2,746,599 | |
| Civic Center Revenue Fund | \$3,753,262 | \$500,000 | \$1,626,006 | \$1,126,006 | 225.20% |
| Parks Facilities Revenue Fund | \$513,714 | \$225,000 | \$0 | (\$225,000) | (100.00%) |
| Solid Waste Services Revenue Fund | \$54,916,852 | \$55,316,071 | \$55,607,233 | \$291,162 | 0.53% |
| Underground Atl Facil Revenue Fund | \$14,574,530 | \$4,000,000 | \$110,000 | (\$3,890,000) | (97.25%) |
| Water & Wastewater Revenue Fund | \$587,008,011 | \$531,175,591 | \$545,355,055 | \$14,179,464 | 2.67% |
| Total Enterprise Funds | \$1,169,234,356 | \$1,127,897,193 | \$1,132,184,017 | \$4,286,824 | 0.38% |
| Other Funds | | | | | |
| Emergency 911 Telephone Fund | \$16,052,536 | \$18,024,974 | \$18,922,237 | \$897,263 | 4.98% |
| Fleet Service Fund | \$33,953,784 | \$33,126,728 | \$33,400,588 | \$273,860 | 0.83% |
| Group Insurance Fund | \$136,366,369 | \$146,181,336 | \$150,599,694 | \$4,418,358 | 3.02% |
| Hotel/Motel Tax Fund | \$64,330,343 | \$58,148,818 | \$67,268,223 | \$9,119,405 | 15.68% |
| Rental/Motor Vehicle Tax Fund | \$1,333,414 | \$955,703 | \$1,046,050 | \$90,347 | 9.45% |
| Total Other Funds | \$252,036,445 | \$256,437,559 | \$271,236,792 | \$14,799,233 | 5.77% |
| Total Operating Funds | \$2,003,504,316 | \$1,977,445,389 | \$2,010,809,394 | \$33,364,005 | 1.69% |

Operating Budget by Fund



| | | | | | |
|--|------|---------------|-----------------|---------------|-----------------|
| | FY16 | \$593,110,637 | \$1,127,897,193 | \$256,437,559 | \$1,977,445,389 |
| | FY17 | \$607,388,585 | \$1,132,184,017 | \$271,236,792 | \$2,010,809,394 |

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



SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT

Adopted

| Fund/Department | FY15 Actual | FY16 Adopted | FY17 Budget | \$ Incr/Decr | % Incr/Decr |
|--|----------------------|----------------------|----------------------|-----------------------|----------------|
| General Fund | | | | | |
| City Council | \$7,505,865 | \$12,051,901 | \$12,761,271 | \$709,370 | 5.89% |
| Executive Offices | \$27,281,203 | \$35,509,429 | \$34,102,267 | (\$1,407,162) | (3.96%) |
| Department Of Atlanta Information Management | \$28,077,574 | \$31,511,780 | \$28,153,255 | (\$3,358,525) | (10.66%) |
| Department Of Law | \$5,861,781 | \$6,322,519 | \$5,919,921 | (\$402,598) | (6.37%) |
| Department Of Corrections | \$33,503,146 | \$32,891,933 | \$33,390,563 | \$498,630 | 1.52% |
| Department Of Finance | \$11,634,637 | \$14,052,442 | \$14,097,731 | \$45,289 | 0.32% |
| Department Of Procurement | \$904,434 | \$920,160 | \$2,468,706 | \$1,548,546 | 168.29% |
| Department Of Public Works | \$33,518,859 | \$33,983,188 | \$37,585,495 | \$3,602,307 | 10.60% |
| Dept Of Parks & Recreation | \$32,319,756 | \$34,627,420 | \$34,046,879 | (\$580,541) | (1.68%) |
| Department Of Watershed Management | \$7 | - | - | - | - |
| Judicial Agencies | \$11,857,736 | \$13,981,468 | \$14,061,478 | \$80,010 | 0.57% |
| Non-Departmental | \$111,798,532 | \$97,849,962 | \$105,969,000 | \$8,119,038 | 8.30% |
| Department Of Human Resources | \$4,755,278 | \$5,742,519 | \$6,048,828 | \$306,309 | 5.33% |
| Department Of Fire Services | \$82,298,117 | \$82,295,737 | \$79,839,317 | (\$2,456,420) | (2.98%) |
| Department Of Police Services | \$179,102,239 | \$174,588,091 | \$180,210,202 | \$5,622,111 | 3.22% |
| Dept Of Planning & Community Development | \$2,318,273 | \$3,844,463 | \$5,279,851 | \$1,435,388 | 37.34% |
| Department Of The Solicitor | \$4,799,619 | \$6,483,101 | \$6,662,528 | \$179,427 | 2.77% |
| Department Of Ethics | \$501,722 | \$428,132 | \$610,362 | \$182,230 | 42.56% |
| Atlanta Citizens Review Board | \$591,197 | \$767,309 | \$789,715 | \$22,406 | 2.92% |
| Department Of Audit | \$1,288,132 | \$1,768,098 | \$1,804,811 | \$36,713 | 2.08% |
| Department Of Public Defender | \$2,317,267 | \$3,490,987 | \$3,586,406 | \$95,419 | 2.73% |
| Total General Fund | \$582,233,515 | \$593,110,637 | \$607,388,585 | \$14,277,948 | 2.41% |
| Enterprise Funds | | | | | |
| Airport Revenue Fund | | | | | |
| Executive Offices | \$807,423 | \$864,664 | \$1,111,950 | \$247,286 | 28.60% |
| Department Of Atlanta Information Management | \$1,011,840 | \$1,273,892 | \$839,704 | (\$434,188) | (34.08%) |
| Department Of Law | \$3,845,780 | \$5,599,899 | \$5,708,978 | \$109,079 | 1.95% |
| Department Of Finance | \$253,140 | \$518,060 | \$547,670 | \$29,610 | 5.72% |
| Department Of Procurement | \$828,243 | \$898,611 | \$1,654,526 | \$755,915 | 84.12% |
| Department Of Watershed Management | \$20,751 | - | - | - | - |
| Department Of Aviation | \$165,502,288 | \$194,842,941 | \$212,180,260 | \$17,337,319 | 8.90% |
| Non-Departmental | \$267,087,325 | \$265,410,309 | \$234,114,519 | (\$31,295,790) | (11.79%) |
| Department Of Human Resources | \$1,409,138 | \$1,949,298 | \$2,127,504 | \$178,206 | 9.14% |
| Department Of Fire Services | \$24,429,007 | \$23,411,568 | \$24,637,251 | \$1,225,683 | 5.24% |
| Department Of Police Services | \$16,518,316 | \$19,036,554 | \$19,570,354 | \$533,800 | 2.80% |
| Dept Of Planning & Community Development | \$15,053 | - | - | - | - |
| Department Of Ethics | \$502 | \$91,744 | \$127,409 | \$35,665 | 38.87% |
| Department Of Audit | \$780,180 | \$1,082,766 | \$1,095,247 | \$12,481 | 1.15% |
| Total Airport Revenue Fund | \$482,508,986 | \$514,980,305 | \$503,715,371 | (\$11,264,934) | (2.19%) |
| Building Permits Fund | | | | | |
| Executive Offices | \$643,622 | \$719,240 | \$1,086,330 | \$367,090 | 51.04% |
| Department Of Atlanta Information Management | \$113,913 | \$414,919 | \$329,749 | (\$85,170) | (20.53%) |
| Department Of Law | \$71,483 | \$155,247 | \$188,307 | \$33,060 | 21.30% |
| Department Of Finance | - | \$57,014 | \$97,966 | \$40,952 | 71.83% |
| Department Of Procurement | - | - | \$104,945 | \$104,945 | - |
| Non-Departmental | \$15,171,108 | \$3,287,516 | \$2,319,710 | (\$967,806) | (29.44%) |
| Dept Of Planning & Community Development | \$9,958,874 | \$17,066,290 | \$18,886,548 | \$1,820,258 | 10.67% |
| Department Of Ethics | - | - | \$10,200 | \$10,200 | - |
| Total Building Permits Fund | \$25,959,002 | \$21,700,226 | \$23,023,753 | \$1,323,527 | 6.10% |
| City Plaza Operating Fund | | | | | |
| Non-Departmental | - | - | \$2,746,599 | \$2,746,599 | - |
| Civic Center Revenue Fund | | | | | |
| Dept Of Parks & Recreation | \$3,682,155 | \$500,000 | \$1,624,256 | \$1,124,256 | 224.85% |
| Non-Departmental | \$71,107 | \$0 | \$1,750 | \$1,750 | - |
| Total Civic Center Revenue Fund | \$3,753,262 | \$500,000 | \$1,626,006 | \$1,126,006 | 225.20% |

SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT

Adopted

| Fund/Department | FY15 Actual | FY16 Adopted | FY17 Budget | \$ Incr/Decr | % Incr/Decr |
|---|------------------------|------------------------|------------------------|---------------------|------------------|
| <i>Parks Facilities Revenue Fund</i> | | | | | |
| Executive Offices | (\$16,738) | \$0 | \$0 | \$0 | - |
| Dept Of Parks & Recreation | \$513,052 | \$204,387 | \$0 | (\$204,387) | (100.00%) |
| Non-Departmental | \$17,400 | \$20,613 | \$0 | (\$20,613) | (100.00%) |
| Total Parks Facilities Revenue Fund | \$513,714 | \$225,000 | \$0 | (\$225,000) | (100.00%) |
| <i>Solid Waste Services Revenue Fund</i> | | | | | |
| Executive Offices | \$689,968 | \$791,358 | \$1,464,049 | \$672,691 | 85.00% |
| Department Of Atlanta Information Management | \$406,729 | \$830,057 | \$334,603 | (\$495,454) | (59.69%) |
| Department Of Finance | \$588,980 | \$828,903 | \$824,463 | (\$4,440) | (0.54%) |
| Department Of Procurement | - | - | \$104,589 | \$104,589 | - |
| Department Of Public Works | \$39,233,620 | \$47,263,590 | \$46,985,082 | (\$278,508) | (0.59%) |
| Non-Departmental | \$13,673,973 | \$5,071,216 | \$5,359,628 | \$288,412 | 5.69% |
| Department Of Human Resources | \$323,582 | \$530,947 | \$528,378 | (\$2,569) | (0.48%) |
| Department Of Ethics | - | - | \$6,440 | \$6,440 | - |
| Total Solid Waste Services Revenue Fund | \$54,916,852 | \$55,316,071 | \$55,607,233 | \$291,162 | 0.53% |
| <i>Underground Atl Facil Revenue Fund</i> | | | | | |
| Non-Departmental | \$14,574,530 | \$4,000,000 | \$110,000 | (\$3,890,000) | (97.25%) |
| <i>Water & Wastewater Revenue Fund</i> | | | | | |
| Executive Offices | \$5,722,353 | \$8,181,092 | \$9,186,200 | \$1,005,108 | 12.29% |
| Department Of Atlanta Information Management | \$3,545,448 | \$5,490,532 | \$3,828,675 | (\$1,661,857) | (30.27%) |
| Department Of Law | \$7,778,394 | \$6,711,524 | \$6,909,976 | \$198,452 | 2.96% |
| Department Of Finance | \$935,846 | \$1,274,424 | \$1,222,595 | (\$51,829) | (4.07%) |
| Department Of Procurement | \$1,147,740 | \$1,266,139 | \$2,496,480 | \$1,230,341 | 97.17% |
| Department Of Public Works | \$700,370 | \$1,027,133 | \$869,933 | (\$157,200) | (15.30%) |
| Department Of Watershed Management | \$145,530,795 | \$168,237,943 | \$187,199,384 | \$18,961,441 | 11.27% |
| Non-Departmental | \$418,778,805 | \$334,970,429 | \$329,563,311 | (\$5,407,118) | (1.61%) |
| Department Of Human Resources | \$2,260,207 | \$2,660,442 | \$2,652,726 | (\$7,716) | (0.29%) |
| Department Of Police Services | \$1,941 | \$128,087 | \$129,590 | \$1,503 | 1.17% |
| Department Of The Solicitor | \$42,278 | \$90,855 | \$83,838 | (\$7,017) | (7.72%) |
| Department Of Ethics | \$7 | \$91,744 | \$155,029 | \$63,285 | 68.98% |
| Department Of Audit | \$563,828 | \$1,045,246 | \$1,057,316 | \$12,070 | 1.15% |
| Total Water & Wastewater Revenue Fund | \$587,008,011 | \$531,175,591 | \$545,355,055 | \$14,179,464 | 2.67% |
| Other Funds | | | | | |
| <i>Emergency Telephone System</i> | | | | | |
| Department Of Atlanta Information Management | \$498,063 | \$450,181 | \$484,137 | \$33,956 | 7.54% |
| Department Of Police Services | \$15,554,473 | \$17,574,793 | \$18,438,101 | \$863,308 | 4.91% |
| Total Emergency Telephone System | \$16,052,536 | \$18,024,974 | \$18,922,237 | \$897,263 | 4.98% |
| <i>Fleet Service Fund</i> | | | | | |
| Executive Offices | \$127,999 | - | \$0 | \$0 | - |
| Department Of Atlanta Information Management | \$3 | \$0 | \$0 | \$0 | - |
| Department Of Procurement | - | - | \$184,131 | \$184,131 | - |
| Department Of Public Works | \$28,488,044 | \$29,955,495 | \$30,046,928 | \$91,433 | 0.31% |
| Non-Departmental | \$5,280,273 | \$3,018,280 | \$2,996,832 | (\$21,448) | (0.71%) |
| Department Of Human Resources | \$57,465 | \$152,952 | \$172,696 | \$19,744 | 12.91% |
| Total Fleet Service Fund | \$33,953,784 | \$33,126,728 | \$33,400,588 | \$273,860 | 0.83% |
| <i>Group Insurance Fund</i> | | | | | |
| Department Of Public Works | \$1,540 | - | \$0 | \$0 | - |
| Non-Departmental | \$134,960,056 | \$143,954,209 | \$147,949,301 | \$3,995,092 | 2.78% |
| Department Of Human Resources | \$1,404,932 | \$2,227,127 | \$2,650,394 | \$423,267 | 19.01% |
| Department Of Police Services | (\$160) | \$0 | - | \$0 | - |
| Total Group Insurance Fund | \$136,366,369 | \$146,181,336 | \$150,599,694 | \$4,418,358 | 3.02% |
| <i>Hotel/Motel Tax Fund</i> | | | | | |
| Non-Departmental | \$64,330,343 | \$58,148,818 | \$67,268,223 | \$9,119,405 | 15.68% |
| <i>Rental/Motor Vehicle Tax Fund</i> | | | | | |
| Non-Departmental | \$1,333,414 | \$955,703 | \$1,046,050 | \$90,347 | 9.45% |
| Total Operating Funds | \$2,003,504,316 | \$1,977,445,389 | \$2,010,809,394 | \$33,364,005 | 1.69% |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

General Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|----------------------|----------------------|---------------------------------------|----------------------|
| \$76,334,160 | \$93,612,011 | Salaries, Regular | \$99,692,156 |
| \$2,005,588 | \$2,925,967 | Salaries, Perm Part-Time | \$2,913,942 |
| \$132,786,080 | \$136,764,733 | Salaries, Sworn | \$138,160,692 |
| \$7,134,463 | \$5,817,413 | Salaries, Extra Help | \$5,443,396 |
| \$2,098,297 | \$1,721,533 | Salaries, Extra Help-Sworn | \$1,005,442 |
| \$15,568,881 | \$9,538,341 | Overtime | \$9,427,867 |
| \$15,795,492 | \$12,784,813 | Pen Cont Fire Pen Fd | \$13,788,770 |
| \$29,774,248 | \$22,802,678 | Pen Cont Police Pen Fd | \$24,687,834 |
| \$17,434,588 | \$20,087,255 | Pen Cont Gen Emp Pen Fd | \$22,909,637 |
| \$3,830,871 | \$3,947,375 | Defined Contribution | \$4,300,460 |
| \$9,203,029 | \$7,322,662 | Workers' Compensation | \$7,087,476 |
| \$38,206,246 | \$42,247,019 | Other Personnel Costs | \$42,448,126 |
| \$350,171,941 | \$359,571,799 | Sub Total | \$371,865,799 |
| \$74,711,078 | \$82,317,804 | Purchased / Contracted Services | \$81,970,573 |
| \$40,420,946 | \$40,701,390 | Supplies | \$38,488,069 |
| \$1,956,118 | \$1,391,994 | Capital Outlays | \$606,782 |
| \$16,734,464 | \$15,244,179 | Interfund / Interdepartmental Charges | \$15,649,875 |
| \$33,569,531 | \$38,283,390 | Other Costs | \$51,888,919 |
| \$15,503,918 | \$17,070,204 | Debt Service | \$15,740,068 |
| - | \$18,827,768 | Conversion / Summary | \$14,941,759 |
| \$49,165,519 | \$19,702,108 | Other Financing Uses | \$16,236,741 |
| \$232,061,574 | \$233,538,838 | Sub Total | \$235,522,786 |
| \$582,233,515 | \$593,110,637 | Total | \$607,388,585 |

ENTERPRISE FUNDS

Airport Revenue Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|----------------------|----------------------|---------------------------------------|----------------------|
| \$33,155,861 | \$41,483,480 | Salaries, Regular | \$41,845,597 |
| \$979 | \$4,520 | Salaries, Perm Part-Time | \$4,520 |
| \$19,147,913 | \$20,177,451 | Salaries, Sworn | \$20,292,282 |
| \$245,271 | \$376,500 | Salaries, Extra Help | \$539,776 |
| \$15,953 | - | Salaries, Extra Help-Sworn | \$15,515 |
| \$5,946,535 | \$5,957,945 | Overtime | \$6,433,956 |
| \$5,070,415 | \$3,712,822 | Pen Cont Fire Pen Fd | \$4,083,566 |
| \$2,550,062 | \$2,352,562 | Pen Cont Police Pen Fd | \$2,421,056 |
| \$5,417,605 | \$5,899,095 | Pen Cont Gen Emp Pen Fd | \$6,507,429 |
| \$1,164,473 | \$1,269,719 | Defined Contribution | \$1,232,857 |
| \$627,674 | \$478,918 | Workers' Compensation | \$422,909 |
| \$8,863,647 | \$10,300,316 | Other Personnel Costs | \$10,475,150 |
| \$82,206,389 | \$92,013,326 | Sub Total | \$94,274,614 |
| \$109,186,356 | \$134,875,260 | Purchased / Contracted Services | \$150,674,580 |
| \$14,933,264 | \$15,168,388 | Supplies | \$16,253,544 |
| \$1,076,180 | \$303,000 | Capital Outlays | \$276,985 |
| \$11,487,676 | \$13,319,314 | Interfund / Interdepartmental Charges | \$13,183,094 |
| \$8,194,337 | \$7,984,190 | Other Costs | \$9,574,002 |
| - | - | Debt Service | - |
| - | \$81,635,876 | Conversion / Summary | \$78,369,968 |
| \$255,424,784 | \$169,680,951 | Other Financing Uses | \$141,108,585 |
| \$400,302,597 | \$422,966,979 | Sub Total | \$409,440,757 |
| \$482,508,986 | \$514,980,305 | Total | \$503,715,371 |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

Building Permits Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|---------------------|---------------------|---------------------------------------|---------------------|
| \$6,159,224 | \$8,594,654 | Salaries, Regular | \$11,303,923 |
| (\$320) | \$0 | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| \$465,898 | \$450,681 | Salaries, Extra Help | \$511,397 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$9,011 | \$3,113 | Overtime | \$2,761 |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| \$805,884 | \$1,189,522 | Pen Cont Gen Emp Pen Fd | \$1,199,767 |
| \$220,147 | \$264,599 | Defined Contribution | \$379,006 |
| \$462 | \$2,131 | Workers' Compensation | \$526 |
| \$954,063 | \$1,355,486 | Other Personnel Costs | \$1,688,123 |
| \$8,614,369 | \$11,860,188 | Sub Total | \$15,085,504 |
| \$1,060,820 | \$6,015,840 | Purchased / Contracted Services | \$4,586,099 |
| \$368,189 | \$315,438 | Supplies | \$391,245 |
| \$581,941 | \$162,480 | Capital Outlays | \$468,104 |
| \$2,439,402 | \$948,788 | Interfund / Interdepartmental Charges | \$1,923,859 |
| \$356,604 | \$286,476 | Other Costs | \$504,497 |
| - | - | Debt Service | \$0 |
| - | \$2,111,016 | Conversion / Summary | \$54,246 |
| \$12,537,676 | \$0 | Other Financing Uses | \$10,200 |
| \$17,344,633 | \$9,840,038 | Sub Total | \$7,938,249 |
| \$25,959,002 | \$21,700,226 | Total | \$23,023,753 |

City Plaza Operating Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|-------------|--------------|---------------------------------------|--------------------|
| - | - | Salaries, Regular | - |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| - | - | Salaries, Extra Help | - |
| - | - | Salaries, Extra Help-Sworn | - |
| - | - | Overtime | - |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| - | - | Pen Cont Gen Emp Pen Fd | - |
| - | - | Defined Contribution | - |
| - | - | Workers' Compensation | - |
| - | - | Other Personnel Costs | - |
| - | - | Sub Total | - |
| - | - | Purchased / Contracted Services | \$2,037,000 |
| - | - | Supplies | - |
| - | - | Capital Outlays | - |
| - | - | Interfund / Interdepartmental Charges | - |
| - | - | Other Costs | - |
| - | - | Debt Service | \$709,599 |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| - | - | Sub Total | \$2,746,599 |
| - | - | Total | \$2,746,599 |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

Civic Center Revenue Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|--------------------|------------------|---------------------------------------|--------------------|
| \$358,465 | \$0 | Salaries, Regular | \$393,971 |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| - | \$0 | Salaries, Extra Help | \$0 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$27,675 | - | Overtime | \$0 |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| \$124,720 | - | Pen Cont Gen Emp Pen Fd | \$108,653 |
| \$2,435 | - | Defined Contribution | \$6,596 |
| - | - | Workers' Compensation | - |
| \$74,384 | \$0 | Other Personnel Costs | \$76,867 |
| \$587,679 | \$0 | Sub Total | \$586,087 |
| \$274,310 | \$325,000 | Purchased / Contracted Services | \$282,172 |
| \$493,787 | \$175,000 | Supplies | \$513,499 |
| \$2,138,158 | - | Capital Outlays | - |
| - | - | Interfund / Interdepartmental Charges | - |
| \$46,056 | \$0 | Other Costs | \$4,856 |
| \$213,271 | \$0 | Debt Service | \$239,392 |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| \$3,165,583 | \$500,000 | Sub Total | \$1,039,919 |
| \$3,753,262 | \$500,000 | Total | \$1,626,006 |

Parks Facilities Revenue Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|------------------|------------------|---------------------------------------|-------------|
| \$172,094 | \$0 | Salaries, Regular | - |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| - | - | Salaries, Extra Help | - |
| - | - | Salaries, Extra Help-Sworn | - |
| \$1,911 | - | Overtime | - |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| \$43,172 | - | Pen Cont Gen Emp Pen Fd | - |
| \$4,606 | - | Defined Contribution | - |
| - | - | Workers' Compensation | - |
| \$46,060 | \$0 | Other Personnel Costs | - |
| \$267,843 | \$0 | Sub Total | - |
| \$169,188 | \$150,376 | Purchased / Contracted Services | \$0 |
| \$51,175 | \$54,011 | Supplies | \$0 |
| - | - | Capital Outlays | - |
| - | \$0 | Interfund / Interdepartmental Charges | \$0 |
| \$24,116 | \$20,258 | Other Costs | \$0 |
| \$1,392 | \$355 | Debt Service | \$0 |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| \$245,871 | \$225,000 | Sub Total | \$0 |
| \$513,714 | \$225,000 | Total | \$0 |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

Solid Waste Services Revenue Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|---------------------|---------------------|---------------------------------------|---------------------|
| \$11,544,603 | \$16,195,221 | Salaries, Regular | \$17,270,503 |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| \$1,689,824 | \$372,746 | Salaries, Extra Help | \$170,199 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$1,784,666 | \$1,830,516 | Overtime | \$1,618,625 |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| \$3,233,853 | \$4,566,472 | Pen Cont Gen Emp Pen Fd | \$5,361,772 |
| \$180,328 | \$351,776 | Defined Contribution | \$357,625 |
| \$2,055,729 | \$1,514,098 | Workers' Compensation | \$1,351,490 |
| \$2,469,923 | \$3,889,688 | Other Personnel Costs | \$4,023,496 |
| \$22,958,925 | \$28,720,516 | Sub Total | \$30,153,710 |
| \$8,733,136 | \$10,586,426 | Purchased / Contracted Services | \$10,418,126 |
| \$1,019,592 | \$1,543,977 | Supplies | \$1,328,013 |
| \$755,963 | \$682,800 | Capital Outlays | \$1,171,904 |
| \$10,977,063 | \$11,897,045 | Interfund / Interdepartmental Charges | \$10,951,025 |
| \$7,111,262 | \$1,412,366 | Other Costs | \$1,548,013 |
| \$0 | \$0 | Debt Service | \$0 |
| - | \$0 | Conversion / Summary | \$0 |
| \$3,360,909 | \$472,941 | Other Financing Uses | \$36,440 |
| \$31,957,926 | \$26,595,555 | Sub Total | \$25,453,522 |
| \$54,916,852 | \$55,316,071 | Total | \$55,607,233 |

Underground Atl Facil Revenue Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|---------------------|--------------------|---------------------------------------|------------------|
| - | - | Salaries, Regular | - |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| - | - | Salaries, Extra Help | - |
| - | - | Salaries, Extra Help-Sworn | - |
| - | - | Overtime | - |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| - | - | Pen Cont Gen Emp Pen Fd | - |
| - | - | Defined Contribution | - |
| - | - | Workers' Compensation | - |
| - | - | Other Personnel Costs | - |
| - | - | Sub Total | - |
| \$6,058,877 | \$0 | Purchased / Contracted Services | \$110,000 |
| - | - | Supplies | - |
| - | - | Capital Outlays | - |
| - | - | Interfund / Interdepartmental Charges | - |
| \$72,833 | - | Other Costs | - |
| \$8,442,820 | \$4,000,000 | Debt Service | \$0 |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| \$14,574,530 | \$4,000,000 | Sub Total | \$110,000 |
| \$14,574,530 | \$4,000,000 | Total | \$110,000 |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

Water & Wastewater Revenue Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|----------------------|----------------------|---------------------------------------|----------------------|
| \$49,483,518 | \$63,174,583 | Salaries, Regular | \$69,999,714 |
| \$979 | - | Salaries, Perm Part-Time | - |
| \$62,408 | \$88,275 | Salaries, Sworn | \$88,275 |
| \$5,198,326 | \$605,507 | Salaries, Extra Help | \$622,075 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$3,310,310 | \$1,098,657 | Overtime | \$1,165,679 |
| - | - | Pen Cont Fire Pen Fd | - |
| \$39,232 | \$22,704 | Pen Cont Police Pen Fd | \$24,532 |
| \$11,883,519 | \$12,882,670 | Pen Cont Gen Emp Pen Fd | \$15,401,941 |
| \$1,357,350 | \$1,601,483 | Defined Contribution | \$1,723,391 |
| \$1,257,425 | \$1,529,377 | Workers' Compensation | \$798,882 |
| \$8,785,213 | \$11,131,832 | Other Personnel Costs | \$12,298,882 |
| \$81,378,280 | \$92,135,088 | Sub Total | \$102,123,371 |
| \$37,709,463 | \$51,381,652 | Purchased / Contracted Services | \$57,324,486 |
| \$36,526,045 | \$38,333,746 | Supplies | \$44,822,290 |
| \$761,169 | \$21,080 | Capital Outlays | \$211,645 |
| \$19,952,300 | \$17,007,363 | Interfund / Interdepartmental Charges | \$19,901,290 |
| \$9,212,607 | \$24,090,889 | Other Costs | \$22,158,588 |
| \$10,932,163 | \$23,500,062 | Debt Service | \$23,908,282 |
| - | \$40,499,563 | Conversion / Summary | \$29,741,806 |
| \$390,535,984 | \$244,206,147 | Other Financing Uses | \$245,163,297 |
| \$505,629,731 | \$439,040,503 | Sub Total | \$443,231,684 |
| \$587,008,011 | \$531,175,591 | Total | \$545,355,055 |

OTHER FUNDS

Emergency Telephone System

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|---------------------|---------------------|---------------------------------------|---------------------|
| \$6,369,278 | \$7,118,299 | Salaries, Regular | \$7,282,976 |
| - | - | Salaries, Perm Part-Time | - |
| \$89,357 | - | Salaries, Sworn | - |
| \$91,132 | \$105,156 | Salaries, Extra Help | \$85,490 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$1,416,249 | \$684,995 | Overtime | \$805,709 |
| - | - | Pen Cont Fire Pen Fd | - |
| \$56,256 | \$82,834 | Pen Cont Police Pen Fd | \$23,192 |
| \$1,797,901 | \$2,045,145 | Pen Cont Gen Emp Pen Fd | \$2,268,025 |
| \$95,585 | \$128,287 | Defined Contribution | \$141,744 |
| \$15,806 | \$7,948 | Workers' Compensation | \$12,396 |
| \$1,231,189 | \$1,472,943 | Other Personnel Costs | \$1,478,014 |
| \$11,162,753 | \$11,645,608 | Sub Total | \$12,097,544 |
| \$4,869,884 | \$6,356,877 | Purchased / Contracted Services | \$6,710,049 |
| \$20,697 | \$20,702 | Supplies | \$44,060 |
| (\$799) | \$1,787 | Capital Outlays | \$0 |
| - | - | Interfund / Interdepartmental Charges | - |
| - | - | Other Costs | \$70,585 |
| - | - | Debt Service | - |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| \$4,889,783 | \$6,379,366 | Sub Total | \$6,824,693 |
| \$16,052,536 | \$18,024,974 | Total | \$18,922,237 |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

Fleet Service Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|---------------------|---------------------|---------------------------------------|---------------------|
| \$6,679,063 | \$7,912,536 | Salaries, Regular | \$8,510,820 |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| \$154,987 | \$112,623 | Salaries, Extra Help | \$80,136 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$483,341 | \$387,375 | Overtime | \$396,905 |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| \$1,867,082 | \$2,245,370 | Pen Cont Gen Emp Pen Fd | \$2,654,984 |
| \$100,046 | \$152,910 | Defined Contribution | \$161,612 |
| \$187,633 | \$25,036 | Workers' Compensation | \$134,775 |
| \$1,180,794 | \$1,509,482 | Other Personnel Costs | \$1,562,888 |
| \$10,652,946 | \$12,345,332 | Sub Total | \$13,502,120 |
| \$4,846,848 | \$2,824,045 | Purchased / Contracted Services | \$2,823,147 |
| \$12,981,585 | \$14,908,070 | Supplies | \$14,008,418 |
| \$0 | \$31,000 | Capital Outlays | \$104,987 |
| \$5,044,800 | \$2,871,310 | Interfund / Interdepartmental Charges | \$2,770,988 |
| - | - | Other Costs | - |
| \$427,605 | \$146,970 | Debt Service | \$190,928 |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| \$23,300,837 | \$20,781,395 | Sub Total | \$19,898,467 |
| \$33,953,784 | \$33,126,728 | Total | \$33,400,588 |

Group Insurance Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|----------------------|----------------------|---------------------------------------|----------------------|
| \$764,268 | \$738,603 | Salaries, Regular | \$843,049 |
| \$4,268 | - | Salaries, Perm Part-Time | \$5,735 |
| - | - | Salaries, Sworn | - |
| \$58,377 | \$41,405 | Salaries, Extra Help | \$46,172 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$106 | \$0 | Overtime | \$1,461 |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| \$97,506 | \$88,466 | Pen Cont Gen Emp Pen Fd | \$99,285 |
| \$34,476 | \$25,581 | Defined Contribution | \$27,887 |
| \$6,290 | \$4,974 | Workers' Compensation | \$6,069 |
| \$922,292 | \$1,139,562 | Other Personnel Costs | \$1,188,613 |
| \$1,887,582 | \$2,038,591 | Sub Total | \$2,218,271 |
| \$401,679 | \$210,907 | Purchased / Contracted Services | \$609,563 |
| \$17,602 | \$10,629 | Supplies | \$10,154 |
| - | - | Capital Outlays | - |
| \$510,223 | \$1,690,365 | Interfund / Interdepartmental Charges | \$1,818,701 |
| \$133,549,282 | \$128,721,913 | Other Costs | \$132,328,220 |
| \$0 | \$0 | Debt Service | \$0 |
| - | \$13,508,931 | Conversion / Summary | \$13,614,786 |
| - | - | Other Financing Uses | - |
| \$134,478,786 | \$144,142,745 | Sub Total | \$148,381,424 |
| \$136,366,369 | \$146,181,336 | Total | \$150,599,694 |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

Hotel/Motel Tax Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|---------------------|---------------------|---------------------------------------|---------------------|
| - | - | Salaries, Regular | - |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| - | - | Salaries, Extra Help | - |
| - | - | Salaries, Extra Help-Sworn | - |
| - | - | Overtime | - |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| - | - | Pen Cont Gen Emp Pen Fd | - |
| - | - | Defined Contribution | - |
| - | - | Workers' Compensation | - |
| - | - | Other Personnel Costs | - |
| - | - | Sub Total | - |
| - | - | Purchased / Contracted Services | - |
| - | - | Supplies | - |
| - | - | Capital Outlays | - |
| - | - | Interfund / Interdepartmental Charges | - |
| - | - | Depreciation And Amortization | - |
| \$48,254,190 | \$43,617,429 | Other Costs | \$50,457,893 |
| - | - | Debt Service | - |
| - | - | Conversion / Summary | - |
| \$16,076,153 | \$14,531,389 | Other Financing Uses | \$16,810,330 |
| \$64,330,343 | \$58,148,818 | Sub Total | \$67,268,223 |
| \$64,330,343 | \$58,148,818 | Total | \$67,268,223 |

Rental/Motor Vehicle Tax Fund

| FY15 Actual | FY16 Adopted | DESCRIPTION | FY17 Budget |
|--------------------|------------------|---------------------------------------|--------------------|
| - | - | Salaries, Regular | - |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| - | - | Salaries, Extra Help | - |
| - | - | Salaries, Extra Help-Sworn | - |
| - | - | Overtime | - |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| - | - | Pen Cont Gen Emp Pen Fd | - |
| - | - | Defined Contribution | - |
| - | - | Workers' Compensation | - |
| - | - | Other Personnel Costs | - |
| - | - | Sub Total | - |
| - | - | Purchased / Contracted Services | - |
| - | - | Supplies | - |
| - | - | Capital Outlays | - |
| - | - | Interfund / Interdepartmental Charges | - |
| - | - | Depreciation And Amortization | - |
| \$1,333,414 | \$955,703 | Other Costs | \$1,046,050 |
| - | - | Debt Service | - |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| \$1,333,414 | \$955,703 | Sub Total | \$1,046,050 |
| \$1,333,414 | \$955,703 | Total | \$1,046,050 |

\$2,003,504,316 **\$1,977,445,389** **Grand Total** **\$2,010,809,394**

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



SUMMARY OF REVENUES AND EXPENSES

General Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|--|----------------------|----------------------|----------------------|
| Property Taxes | \$191,014,516 | \$194,393,915 | \$194,684,484 |
| Public Utility, Alcoholic Beverage and Other Taxes | \$105,197,213 | \$106,292,487 | \$109,379,640 |
| Local Option Sales Taxes | \$102,224,220 | \$101,516,578 | \$104,321,416 |
| Licenses and Permits Revenue | \$69,680,838 | \$71,650,839 | \$77,656,822 |
| Other Revenue | \$10,159,987 | \$5,247,232 | \$10,818,410 |
| Charges For Current Services | \$10,087,182 | \$10,467,582 | \$4,751,934 |
| Fines, Forfeitures and Penalties | \$26,669,731 | \$30,094,852 | \$28,024,152 |
| Building Rentals and Concessions | \$7,808,012 | \$8,170,332 | \$8,281,278 |
| Indirect Costs Recovery | \$32,943,611 | \$30,098,055 | \$32,772,876 |
| Hotel & Motel Tax Revenue | \$16,076,153 | \$14,931,390 | \$16,810,329 |
| Pilot & Franchise Fees | \$19,400,711 | \$20,247,375 | \$19,887,243 |
| Total Revenues | \$591,262,173 | \$593,110,637 | \$607,388,585 |

| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
|--|----------------------|----------------------|----------------------|
| Personnel Services And Employee Benefits | \$350,171,941 | \$359,571,799 | \$371,865,799 |
| Purchased / Contracted Services | \$74,711,078 | \$82,317,804 | \$81,970,573 |
| Supplies | \$40,420,946 | \$40,701,390 | \$38,488,069 |
| Capital Outlays | \$1,956,118 | \$1,391,994 | \$606,782 |
| Interfund / Interdepartmental Charges | \$16,734,464 | \$15,244,179 | \$15,649,875 |
| Other Costs | \$33,569,531 | \$38,283,390 | \$51,888,919 |
| Debt Service | \$15,503,918 | \$17,070,204 | \$15,740,068 |
| Conversion / Summary | - | \$18,827,768 | \$14,941,759 |
| Other Financing Uses | \$49,165,519 | \$19,702,108 | \$16,236,741 |
| Total Expenditures | \$582,233,515 | \$593,110,637 | \$607,388,585 |

SUMMARY OF REVENUES AND EXPENSES

Airport Revenue Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|-------------------------|----------------------|----------------------|----------------------|
| Licenses And Permits | \$71,370 | \$32,004 | \$32,004 |
| Charges For Services | \$478,411,341 | \$510,925,985 | \$499,162,631 |
| Investment Income | \$441,809 | \$0 | \$0 |
| Miscellaneous Revenues | \$4,440,229 | \$4,022,316 | \$4,520,736 |
| Other Financing Sources | \$0 | \$0 | \$0 |
| Total Revenues | \$483,364,748 | \$514,980,305 | \$503,715,371 |

| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
|--|----------------------|----------------------|----------------------|
| Personnel Services And Employee Benefits | \$82,206,389 | \$92,013,326 | \$94,274,614 |
| Purchased / Contracted Services | \$109,186,356 | \$134,875,260 | \$150,674,580 |
| Supplies | \$14,933,264 | \$15,168,388 | \$16,253,544 |
| Capital Outlays | \$1,076,180 | \$303,000 | \$276,985 |
| Interfund / Interdepartmental Charges | \$11,487,676 | \$13,319,314 | \$13,183,094 |
| Other Costs | \$8,194,337 | \$7,984,190 | \$9,574,002 |
| Conversion / Summary | - | \$81,635,876 | \$78,369,968 |
| Other Financing Uses | \$255,424,784 | \$169,680,951 | \$141,108,585 |
| Total Expenditures | \$482,508,986 | \$514,980,305 | \$503,715,371 |

SUMMARY OF REVENUES AND EXPENSES

Building Permits Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|-----------------------|---------------------|---------------------|---------------------|
| Licenses And Permits | \$25,913,009 | \$21,698,831 | \$22,926,178 |
| Charges For Services | \$64,290 | \$1,395 | \$38,890 |
| Investment Income | (\$5,299) | \$0 | \$58,685 |
| Total Revenues | \$25,972,001 | \$21,700,226 | \$23,023,753 |

| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
|--|---------------------|---------------------|---------------------|
| Personnel Services And Employee Benefits | \$8,614,369 | \$11,860,188 | \$15,085,504 |
| Purchased / Contracted Services | \$1,060,820 | \$6,015,840 | \$4,586,099 |
| Supplies | \$368,189 | \$315,438 | \$391,245 |
| Capital Outlays | \$581,941 | \$162,480 | \$468,104 |
| Interfund / Interdepartmental Charges | \$2,439,402 | \$948,788 | \$1,923,859 |
| Other Costs | \$356,604 | \$286,476 | \$504,497 |
| Conversion / Summary | - | \$2,111,016 | \$54,246 |
| Other Financing Uses | \$12,537,676 | \$0 | \$10,200 |
| Total Expenditures | \$25,959,002 | \$21,700,226 | \$23,023,753 |

SUMMARY OF REVENUES AND EXPENSES

City Plaza Operating Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|------------------------|---------------------|---------------------|--------------------|
| Miscellaneous Revenues | - | - | \$2,746,599 |
| Total Revenues | - | - | \$2,746,599 |

| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
|---------------------------------|---------------------|---------------------|--------------------|
| Purchased / Contracted Services | - | - | \$2,037,000 |
| Debt Service | - | - | \$709,599 |
| Total Expenditures | - | - | \$2,746,599 |

SUMMARY OF REVENUES AND EXPENSES

Civic Center Revenue Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|-------------------------|---------------------|---------------------|--------------------|
| Miscellaneous Revenues | \$724,040 | \$500,000 | \$0 |
| Other Financing Sources | \$2,138,158 | \$0 | \$1,626,006 |
| Total Revenues | \$2,862,198 | \$500,000 | \$1,626,006 |

| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
|--|---------------------|---------------------|--------------------|
| Personnel Services And Employee Benefits | \$587,679 | \$0 | \$586,087 |
| Purchased / Contracted Services | \$274,310 | \$325,000 | \$282,172 |
| Supplies | \$493,787 | \$175,000 | \$513,499 |
| Capital Outlays | \$2,138,158 | - | - |
| Other Costs | \$46,056 | \$0 | \$4,856 |
| Debt Service | \$213,271 | \$0 | \$239,392 |
| Total Expenditures | \$3,753,262 | \$500,000 | \$1,626,006 |

SUMMARY OF REVENUES AND EXPENSES

Parks Facilities Revenue Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|-----------------------|---------------------|---------------------|--------------------|
| Charges For Services | \$482,014 | \$225,000 | \$0 |
| Total Revenues | \$482,014 | \$225,000 | \$0 |

| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
|--|---------------------|---------------------|--------------------|
| Personnel Services And Employee Benefits | \$267,843 | \$0 | - |
| Purchased / Contracted Services | \$169,188 | \$150,376 | \$0 |
| Supplies | \$51,175 | \$54,011 | \$0 |
| Other Costs | \$24,116 | \$20,258 | \$0 |
| Debt Service | \$1,392 | \$355 | \$0 |
| Total Expenditures | \$513,714 | \$225,000 | \$0 |

SUMMARY OF REVENUES AND EXPENSES

Solid Waste Services Revenue Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|-----------------------|---------------------|---------------------|---------------------|
| Taxes | \$1,332,920 | \$954,747 | \$959,443 |
| Charges For Services | \$53,261,066 | \$54,258,340 | \$54,629,411 |
| Investment Income | \$118,205 | \$102,983 | \$18,380 |
| Total Revenues | \$54,712,190 | \$55,316,071 | \$55,607,233 |

| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
|--|---------------------|---------------------|---------------------|
| Personnel Services And Employee Benefits | \$22,958,925 | \$28,720,516 | \$30,153,710 |
| Purchased / Contracted Services | \$8,733,136 | \$10,586,426 | \$10,418,126 |
| Supplies | \$1,019,592 | \$1,543,977 | \$1,328,013 |
| Capital Outlays | \$755,963 | \$682,800 | \$1,171,904 |
| Interfund / Interdepartmental Charges | \$10,977,063 | \$11,897,045 | \$10,951,025 |
| Other Costs | \$7,111,262 | \$1,412,366 | \$1,548,013 |
| Other Financing Uses | \$3,360,909 | \$472,941 | \$36,440 |
| Total Expenditures | \$54,916,852 | \$55,316,071 | \$55,607,233 |

SUMMARY OF REVENUES AND EXPENSES

Underground Atl Facil Revenue Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|---------------------------------|---------------------|---------------------|--------------------|
| Miscellaneous Revenues | \$4,229,188 | \$0 | \$0 |
| Other Financing Sources | \$12,221,946 | \$4,000,000 | \$110,000 |
| Total Revenues | \$16,451,134 | \$4,000,000 | \$110,000 |
| | | | |
| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
| Purchased / Contracted Services | \$6,058,877 | \$0 | \$110,000 |
| Other Costs | \$72,833 | - | - |
| Debt Service | \$8,442,820 | \$4,000,000 | \$0 |
| Total Expenditures | \$14,574,530 | \$4,000,000 | \$110,000 |

SUMMARY OF REVENUES AND EXPENSES

Water & Wastewater Revenue Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|-------------------------|----------------------|----------------------|----------------------|
| Charges For Services | \$452,109,629 | \$443,522,530 | \$457,085,608 |
| Investment Income | (\$1,204) | \$71,959 | \$601,901 |
| Miscellaneous Revenues | \$129,499 | \$81,102 | \$167,546 |
| Other Financing Sources | \$131,578,685 | \$87,500,000 | \$87,500,000 |
| Total Revenues | \$583,816,609 | \$531,175,591 | \$545,355,055 |

| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
|--|----------------------|----------------------|----------------------|
| Personnel Services And Employee Benefits | \$81,378,280 | \$92,135,088 | \$102,123,371 |
| Purchased / Contracted Services | \$37,709,463 | \$51,381,652 | \$57,324,486 |
| Supplies | \$36,526,045 | \$38,333,746 | \$44,822,290 |
| Capital Outlays | \$761,169 | \$21,080 | \$211,645 |
| Interfund / Interdepartmental Charges | \$19,952,300 | \$17,007,363 | \$19,901,290 |
| Other Costs | \$9,212,607 | \$24,090,889 | \$22,158,588 |
| Debt Service | \$10,932,163 | \$23,500,062 | \$23,908,282 |
| Conversion / Summary | - | \$40,499,563 | \$29,741,806 |
| Other Financing Uses | \$390,535,984 | \$244,206,147 | \$245,163,297 |
| Total Expenditures | \$587,008,011 | \$531,175,591 | \$545,355,055 |

SUMMARY OF REVENUES AND EXPENSES

Emergency Telephone System

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|-------------------------|---------------------|---------------------|---------------------|
| Charges For Services | \$14,305,903 | \$18,024,974 | \$18,922,237 |
| Other Financing Sources | \$13,515,028 | \$0 | \$0 |
| Total Revenues | \$27,820,931 | \$18,024,974 | \$18,922,237 |

| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
|--|---------------------|---------------------|---------------------|
| Personnel Services And Employee Benefits | \$11,162,753 | \$11,645,608 | \$12,097,544 |
| Purchased / Contracted Services | \$4,869,884 | \$6,356,877 | \$6,710,049 |
| Supplies | \$20,697 | \$20,702 | \$44,060 |
| Capital Outlays | (\$799) | \$1,787 | \$0 |
| Other Costs | - | - | \$70,585 |
| Total Expenditures | \$16,052,536 | \$18,024,974 | \$18,922,237 |

SUMMARY OF REVENUES AND EXPENSES

Fleet Service Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|-------------------------|---------------------|---------------------|---------------------|
| Charges For Services | \$34,909,021 | \$33,126,728 | \$33,400,588 |
| Other Financing Sources | \$6,000,000 | \$0 | \$0 |
| Total Revenues | \$40,909,021 | \$33,126,728 | \$33,400,588 |

| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
|--|---------------------|---------------------|---------------------|
| Personnel Services And Employee Benefits | \$10,652,946 | \$12,345,332 | \$13,502,120 |
| Purchased / Contracted Services | \$4,846,848 | \$2,824,045 | \$2,823,147 |
| Supplies | \$12,981,585 | \$14,908,070 | \$14,008,418 |
| Capital Outlays | \$0 | \$31,000 | \$104,987 |
| Interfund / Interdepartmental Charges | \$5,044,800 | \$2,871,310 | \$2,770,988 |
| Debt Service | \$427,605 | \$146,970 | \$190,928 |
| Total Expenditures | \$33,953,784 | \$33,126,728 | \$33,400,588 |

SUMMARY OF REVENUES AND EXPENSES

Group Insurance Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|-------------------------|----------------------|----------------------|----------------------|
| Charges For Services | \$134,621,862 | \$145,161,864 | \$149,425,981 |
| Investment Income | \$84,795 | \$99,148 | \$80,228 |
| Miscellaneous Revenues | \$1,245,285 | \$886,762 | \$1,058,579 |
| Other Financing Sources | \$0 | \$33,563 | \$34,906 |
| Total Revenues | \$135,951,943 | \$146,181,336 | \$150,599,694 |

| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
|--|----------------------|----------------------|----------------------|
| Personnel Services And Employee Benefits | \$1,887,582 | \$2,038,591 | \$2,218,271 |
| Purchased / Contracted Services | \$401,679 | \$210,907 | \$609,563 |
| Supplies | \$17,602 | \$10,629 | \$10,154 |
| Interfund / Interdepartmental Charges | \$510,223 | \$1,690,365 | \$1,818,701 |
| Other Costs | \$133,549,282 | \$128,721,913 | \$132,328,220 |
| Conversion / Summary | - | \$13,508,931 | \$13,614,786 |
| Total Expenditures | \$136,366,369 | \$146,181,336 | \$150,599,694 |

SUMMARY OF REVENUES AND EXPENSES

Hotel/Motel Tax Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|---------------------------|---------------------|---------------------|---------------------|
| Taxes | \$64,330,343 | \$58,148,818 | \$67,268,223 |
| Total Revenues | \$64,330,343 | \$58,148,818 | \$67,268,223 |
| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
| Other Costs | \$48,254,190 | \$43,617,429 | \$50,457,893 |
| Other Financing Uses | \$16,076,153 | \$14,531,389 | \$16,810,330 |
| Total Expenditures | \$64,330,343 | \$58,148,818 | \$67,268,223 |

SUMMARY OF REVENUES AND EXPENSES

Rental/Motor Vehicle Tax Fund

| Revenues | FY15 Actuals | FY16 Adopted | FY17 Budget |
|-----------------------|---------------------|---------------------|--------------------|
| Taxes | \$1,333,414 | \$955,703 | \$1,046,050 |
| Total Revenues | \$1,333,414 | \$955,703 | \$1,046,050 |

| Expenditures | FY15 Actuals | FY16 Adopted | FY17 Budget |
|---------------------------|---------------------|---------------------|--------------------|
| Other Costs | \$1,333,414 | \$955,703 | \$1,046,050 |
| Total Expenditures | \$1,333,414 | \$955,703 | \$1,046,050 |

SUMMARY OF FUND BALANCE

| | <u>Beginning Fund Balance</u> | | | | <u>FY16 Net Change in Fund Balance</u> | <u>Unaudited Ending Fund Balance 2016</u> | <u>% Change in Fund Balance</u> |
|--|-----------------------------------|--------------------|----------------------|---|--|---|-------------------------------------|
| | | | | <u>Other Financing Resource</u> | | | |
| | | <u>Revenues</u> | <u>Expenditures</u> | | | | |
| General Fund | 151,014,058 | 530,310,779 | (544,758,306) | 16,798,139 | 2,350,612 | 153,364,669 | 1.56% |
| Special Revenue Funds | | | | | | | |
| Community Dev Block Grant Fund | 864,526 | 9,440,133 | (9,260,139) | - | 179,994 | 1,044,520 | 20.82% |
| Emergency 911 Fund | (1,047,515) | 18,036,472 | (21,727,945) | - | (3,691,473) | (4,738,988) | 352.40% |
| Intergovernmental Grant Fund | (1,458,177) | 37,827,580 | (39,638,548) | 1,355,000 | (455,969) | (1,914,145) | 31.27% |
| Empowerment Zone Fund | (150,390) | - | 150,390 | - | 150,390 | - | -100.00% |
| Job Training Grant Fund | 143,554 | 7,931,145 | (7,594,035) | - | 337,110 | 480,663 | 234.83% |
| Home Investment Partnership Fund | 473,105 | 1,900,655 | (2,005,484) | - | (104,829) | 368,276 | -22.16% |
| Rental Rehabilitation Fund | 603 | - | - | - | - | 603 | 0.00% |
| Sec 108 Loan Trust Fund | 5,822,913 | 5,012 | - | - | 5,012 | 5,827,925 | 0.09% |
| Atlantic Station TAD Fund | 36,613,321 | 21,023,158 | (12,400,886) | - | 8,622,272 | 45,235,593 | 23.55% |
| Westside TAD Fund | 78,221,876 | 15,956,562 | (18,829,213) | - | (2,872,651) | 75,349,224 | -3.67% |
| NW Atlanta TAD Fund | 9,471,011 | 2,913,352 | (1,750,270) | - | 1,163,082 | 10,634,093 | 12.28% |
| Princeton Lakes TAD Fund | 7,117,792 | 1,908,143 | (7,177,206) | 3,072,735 | (2,196,328) | 4,921,465 | -30.86% |
| Eastside TAD Fund | 71,800,116 | 13,507,173 | (5,293,186) | (1,443,531) | 6,770,456 | 78,570,572 | 9.43% |
| Atlanta Beltline TAD Fund | 5,284,321 | 28,674,794 | (23,428,181) | - | 5,246,613 | 10,530,934 | 99.29% |
| Campbellton Road TAD Fund | 2,303,276 | 211,637 | (342,737) | - | (131,100) | 2,172,176 | -5.69% |
| Hollowell/M.L. King TAD Fund | 2,458,648 | 319,476 | (62,990) | - | 256,486 | 2,715,133 | 10.43% |
| Metropolitan Parkway TAD Fund | 1,405,470 | 159,188 | (48,189) | - | 110,999 | 1,516,469 | 7.90% |
| Stadium Neighborhoods TAD Fund | 33,837 | 93,538 | 48,039 | - | 141,578 | 175,414 | 418.41% |
| Rental/Motor Vehicle Tax | - | 1,188,750 | (1,188,750) | - | - | - | 0.00% |
| Hotel/Motel Tax Fund | - | 74,054,754 | (55,548,471) | (18,506,283) | - | - | 0.00% |
| Affordable Housing Fund | 7,617,252 | - | (2,159,473) | 2,159,473 | - | 7,617,252 | 0.00% |
| Special 1% Sales And Use Tax Fund | - | 132,653,441 | - | (132,653,406) | 35 | 35 | 0.00% |
| Perpetual Care | 326,107 | 4,710 | (99,023) | - | (94,314) | 231,793 | 100.00% |
| Trust Fund | 34,026,107 | 16,431,397 | (18,921,304) | (862,120) | (3,352,028) | 30,674,079 | -9.85% |
| Sub - Total | 261,327,751 | 384,241,071 | (227,277,603) | (146,878,133) | 10,085,335 | 271,413,086 | 3.86% |
| Capital Projects Funds | | | | | | | |
| Annual Bond Fund | 343,622 | 3,346 | - | - | 3,346 | 346,968 | 0.97% |
| 1993 School Improvement Bond | 20,173 | 55 | - | - | 55 | 20,228 | 0.27% |
| 1994 Referendum G.O. Bond Fund | 364,011 | 3,787 | - | - | 3,787 | 367,798 | 1.04% |
| 1996 G.O. Public Improvement Bond Part B | 32,333 | 88 | - | - | 88 | 32,421 | 0.27% |
| 1997 G.O. Public Improvement Bond Fund | 249,469 | 678 | - | - | 678 | 250,147 | 0.27% |
| 2000 Park Improvement Bond Fund | 11,909 | 32 | - | - | 32 | 11,941 | 0.27% |
| 2001 Quality Of Life Fund | 21,689 | 216 | - | - | 216 | 21,905 | 0.99% |
| 2004 Quality Of Life Fund | 194,658 | 1,669 | (3,364) | - | (1,696) | 192,963 | -0.87% |
| 2005 B Go Project Fund | - | - | - | - | - | - | 0.00% |
| 2005A Park Improvement Bond Fund | 5,771,044 | 565 | (1,606,867) | - | (1,606,302) | 4,164,742 | -27.83% |
| Public Safety Facility Fund | 2 | 3 | (6,009,855) | 6,009,855 | 3 | 5 | 113.73% |
| 2008A Quality Of Life Improvement | 1,602,265 | 1,895 | (72,437) | - | (70,541) | 1,531,724 | -4.40% |
| GO Refunding Series 2014A | 10,098 | - | - | - | - | 10,098 | 0.00% |
| GO Refunding Series 2014B | 8,814 | - | - | - | - | 8,814 | 0.00% |
| 2014A Park Imp Revenue Refunding Bond | 4,631,349 | - | - | - | - | 4,631,349 | 0.00% |
| 2015 Infrastructure Bond Fund | 214,517,274 | 2,566,066 | (12,544,246) | - | (9,978,179) | 204,539,094 | -4.65% |
| 2015 Municipal Facilities Bond Fund | 72,998,874 | 2,490 | (10,641,251) | - | (10,638,761) | 62,360,113 | -14.57% |
| 2016 GO Project Fund | - | - | (930,932) | 3,837,115 | 2,906,183 | 2,906,183 | 100.00% |
| Capital Finance Fund | 8,640,371 | 114,938 | (10,122,689) | 7,929,920 | (2,077,832) | 6,562,539 | -24.05% |
| Special Assessment Fund | 2,492,216 | 287,822 | - | - | 287,822 | 2,780,038 | 11.55% |
| Solid Waste Management Fac Const Fund | 2,466,522 | 890 | (2,115,225) | 2,111,425 | (2,910) | 2,463,612 | -0.12% |
| Capital Asset - Finance Fund | 18,594,370 | 399,099 | (9,513,878) | 2,784,665 | (6,330,113) | 12,264,256 | -34.04% |
| Capital Finance - Recovery | (334,649) | 663,712 | (333,455) | - | 330,258 | (4,392) | 0.00% |
| General Government Capital Fund | 33,935,716 | 5,923,070 | (1,102,645) | - | 4,820,425 | 38,756,141 | 14.20% |
| Park Improvement Fund | 2,516,269 | 11,543,986 | (10,421,001) | - | 1,122,985 | 3,639,254 | 44.63% |
| 2002 Traffic Court Facility Bond | 188,209 | 445 | - | - | 445 | 188,655 | 0.24% |
| 2016 Traffic Court Facility Refunding Bond | - | - | - | 3,772,174 | 3,772,174 | 3,772,174 | 0.00% |
| Sub - Total | 369,276,609 | 21,514,853 | (65,417,845) | 22,672,980 | (21,230,012) | 348,046,597 | -5.75% |
| Debt Service Fund | | | | | | | |
| Bond Sinking Fund | 33,758,731 | 42,163,702 | (60,773,314) | - | (18,609,611) | 15,149,120 | -55.13% |
| Grand Total | 815,377,149 | 978,230,405 | (898,227,068) | (107,407,014) | (27,403,677) | 787,973,472 | -3.36% |

EXPLANATIONS FOR CHANGE IN FUND BALANCE

SPECIAL REVENUE FUNDS:

Community Development Block Grant Fund

Increased expenditures for grant funded projects.

Emergency 911 Fund

Decrease due to correction of an erroneous accrual which was made in ADJ1-2015 for the Public Safety Assessment revenue.

Intergovernmental Grant Fund

Reduction in grant expenditures.

Empowerment Zone Fund

Grant funding is ending.

Job Training Grant Fund

Increased grant funding.

Home Investment Partnerships Program Fund

Reduction in grant expenditures.

Atlantic Station TAD Fund

Increased tax increment because property value increased from prior year.

NW Atlanta TAD Fund

Increased tax increment because property value increased from prior year.

Princeton Lakes TAD Fund

Increased redevelopment expenses from prior year.

Atlanta Beltline TAD

Increased tax increment because property value increased from prior year.

Hollowell/M.L. King TAD Fund

Total tax increment was \$319,476. Consistent with prior year. Total expenses were \$62,990. Expenses increased over prior year.

Stadium Neighborhoods TAD Fund

Total tax increment was \$93,538. Increased over prior year. Total expenses were (\$48,039). Decreased over prior year.

Perpetual Care

Fund Balance change is a result of expenses related to roofing and paving maintenance at the Oakland Cemetery.

EXPLANATIONS FOR CHANGE IN FUND BALANCE

CAPITAL PROJECTS FUNDS:

2005A Park Improvement Bond Fund

Expenditures on remaining bond funds.

Public Safety Facility Fund

Timing difference between when revenue comes in and when the expenditures occur.

2015 Municipal Facilities Bond Fund

Expenditures on remaining bond funds.

2016 GO Project Fund

New GO bond fund for FY2016.

Capital Finance Fund

Expenditures related to the unspent bond proceeds.

Special Assessment Fund

Revenues collected from demolition of buildings and structures.

Capital Asset - Finance Fund

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

General Government Capital Fund

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

Park Improvement Fund

Park Improvement was used primarily last year for facility repair and maintenance to offset the lack of R&M funding budget in Parks and Recreation. Expenses decreased over prior year due to one time costs related to electrical repairs due to copper theft, plumbing and HVAC repairs/replacement.

DEBT SERVICE FUND:

Bond Sinking Fund

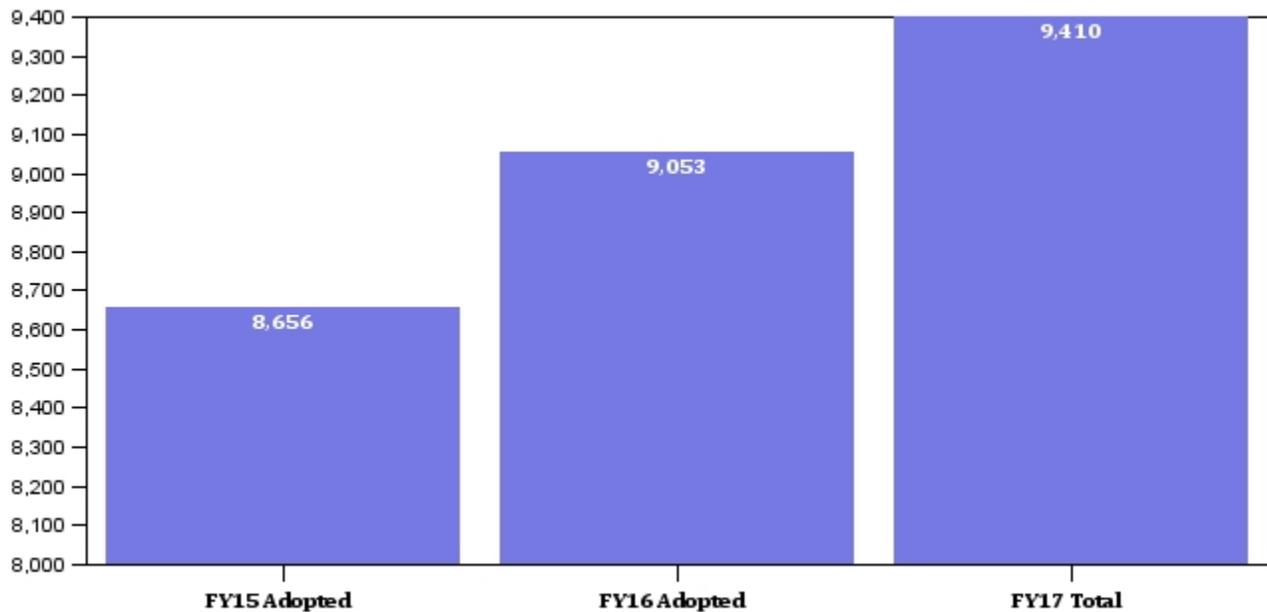
The fund balance change is the result of optional redemptions of existing bonds that the City exercised in January 2016.



SUMMARY OF PERSONNEL

| | FY15 | FY16 | FY17 Adopted | | FY17 vs. FY16 | |
|---|-----------------|-----------------|-----------------|---------------|-----------------|---------------|
| | Adopted | Adopted | Operating | Other | Total | Change |
| 030000 City Council | 48.00 | 49.00 | 48.00 | - | 48.00 | (1.00) |
| 040000 Executive Offices | 289.00 | 316.00 | 349.00 | 58.00 | 407.00 | 91.00 |
| 050000 Department Of Atlanta Information Management | 128.50 | 157.67 | 147.00 | 26.00 | 173.00 | 15.33 |
| 080000 Department Of Law | 84.00 | 85.00 | 84.00 | 1.00 | 85.00 | 0.00 |
| 090000 Department Of Corrections | 326.00 | 346.00 | 359.00 | 6.00 | 365.00 | 19.00 |
| 100000 Department Of Finance | 157.00 | 153.00 | 145.67 | 16.33 | 162.00 | 9.00 |
| 110000 Department Of Procurement | 41.00 | 41.00 | 82.00 | 7.00 | 89.00 | 48.00 |
| 130000 Department Of Public Works | 806.00 | 921.33 | 897.00 | 52.00 | 949.00 | 27.67 |
| 140000 Dept Of Parks & Recreation | 370.00 | 393.00 | 393.00 | 24.00 | 417.00 | 24.00 |
| 170000 Department Of Watershed Management | 1,485.50 | 1,553.00 | 1,162.00 | 436.00 | 1,598.00 | 45.00 |
| 180000 Department Of Aviation | 616.00 | 648.00 | 595.00 | 49.00 | 644.00 | (4.00) |
| 190000 Judicial Agencies | 159.00 | 164.00 | 163.00 | 2.00 | 165.00 | 1.00 |
| 220000 Department Of Human Resources | 127.00 | 134.00 | 136.00 | 5.00 | 141.00 | 7.00 |
| 230000 Department Of Fire Services | 1,125.00 | 1,129.50 | 1,134.00 | 0.25 | 1,134.25 | 4.75 |
| 240000 Department Of Police Services | 2,512.00 | 2,548.50 | 2,537.00 | 36.00 | 2,573.00 | 24.50 |
| 250000 Dept Of Planning & Community Development | 271.00 | 272.00 | 213.47 | 95.28 | 308.75 | 36.75 |
| 260000 Department Of The Solicitor | 58.00 | 76.00 | 82.00 | - | 82.00 | 6.00 |
| 270000 Department Of Ethics | 3.00 | 4.00 | 5.00 | - | 5.00 | 1.00 |
| 280000 Atlanta Citizens Review Board | 6.00 | 8.00 | 8.00 | - | 8.00 | 0.00 |
| 290000 Department Of Audit | 13.00 | 16.00 | 16.00 | - | 16.00 | 0.00 |
| 300000 Department Of Public Defender | 31.00 | 38.00 | 40.00 | - | 40.00 | 2.00 |
| Total Full-Time Equivalent Employees | 8,656.00 | 9,053.00 | 8,596.14 | 813.86 | 9,410.00 | 357.00 |

Summary of Personnel





REVENUE
OVERVIEW

ECONOMIC OUTLOOK
REVENUE FORECAST SUMMARY

ADOPTED BUDGET
FY 2017



ECONOMIC OUTLOOK

THE U. S. ECONOMIC OUTLOOK FOR 2016

By Jeffrey M. Humphreys, Terry College of Business, University of Georgia
Report updated annually, last updated December 2015

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 percent in 2005-2008. If you add in other financial obligations, such as automobile lease payments, rental payments on tenant-occupied property, homeowner's insurance, and property tax payments, you get a financial obligation ratio that was nearly 19 percent. 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 subsectors 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 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

Report updated annually, last updated December 2015

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 Atlanta International Airport and Georgia's ideal geographic location makes Georgia a good hub from which to serve operations in the Americas. Access to talent and the strength of the business community also are important drivers of headquarters locations. 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, and 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 2nd and 3rd 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 teams 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 exemption.

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 percent. 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 percent in Georgia in 2016. Lower priced homes will appreciate the fastest. That is 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 8th graders rank 40th among the states in math, 34th in reading, and 28th in science. Ultimately, in a flat world a failure to educate our children lowers Georgian's relative standard of living. That is definitely showing up in the incoming data. After rising for decades, per capita personal income in Georgia peaked at 95 percent of the US average in 1999. Since then we have seen an almost continuous slide of per capita income in Georgia relative to the US. The data for 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 26th highest per capita personal income in 1999 to 41st 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 Atlanta 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 Atlanta International Airport and/or near cold storage facilities appeal to manufacturers of perishable biomedical products (e.g. plasma-based pharmaceuticals) that require cold storage and cold shipping. Lightweight, highly perishable, or time-sensitive products are well suited to air transportation, and therefore many high-tech production companies consider the extensive air cargo facilities at Hartsfield-Jackson Atlanta International Airport 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 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 |

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/2015.

UNITED STATES BASELINE FORECAST 2016-2021

| United States | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--------------------------------------|------------|----------|----------|----------|----------|----------|
| Gross Domestic Product, Bil. of 2009 | \$16,737.0 | 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 |

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/2015.

GEORGIA BASELINE FORECAST 2015-2016

| Georgia | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|-------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 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) | 3,900.5 | 3,954.0 | 4,035.4 | 4,155.6 | 4,267.8 | 4,364.4 |
| 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 |

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/2015.

GEORGIA BASELINE FORECAST 2016-2021

| Georgia | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 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) | 4,364.4 | 4,460.4 | 4,563.0 | 4,658.9 | 4,752.0 | 4,847.1 |
| 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 |

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/2015.

ATLANTA MSA BASELINE FORECAST 2015-2016

| Atlanta, MSA | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---------------------------------------|---------|---------|---------|---------|---------|---------|
| 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) | 2,311.2 | 2,353.6 | 2,413.4 | 2,501.6 | 2,579.1 | 2,648.8 |
| 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 | 8,634 | 14,380 | 24,297 | 26,683 | 32,847 | 36,756 |
| 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 |

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/2015.

ATLANTA MSA BASELINE FORECAST 2016-2021

| Atlanta, MSA | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---------------------------------------|---------|---------|---------|---------|---------|---------|
| 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) | 2,648.8 | 2,715.0 | 2,772.0 | 2,827.5 | 2,878.4 | 2,930.2 |
| 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 | 36,756 | 38,998 | 40,363 | 41,533 | 42,571 | 42,636 |
| 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 |

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/2015.

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 eight-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 Office of Revenue uses MuniCast Financial modeling software by inputting the aforementioned key metrics tool as further enhancement in our multi-year forecasting.

CITY CHARTER REQUIREMENT

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

REVENUE ANTICIPATIONS

The FY 2017 General Fund Revenue Anticipation is \$607 million. The increased Revenue Anticipation includes \$8.4 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 FY17 Adopted Budget, 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 to increase, which began in 2014 due to an improved housing market. The City continues to demonstrate a measured response by continuing to estimate property tax revenue growth conservatively.

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

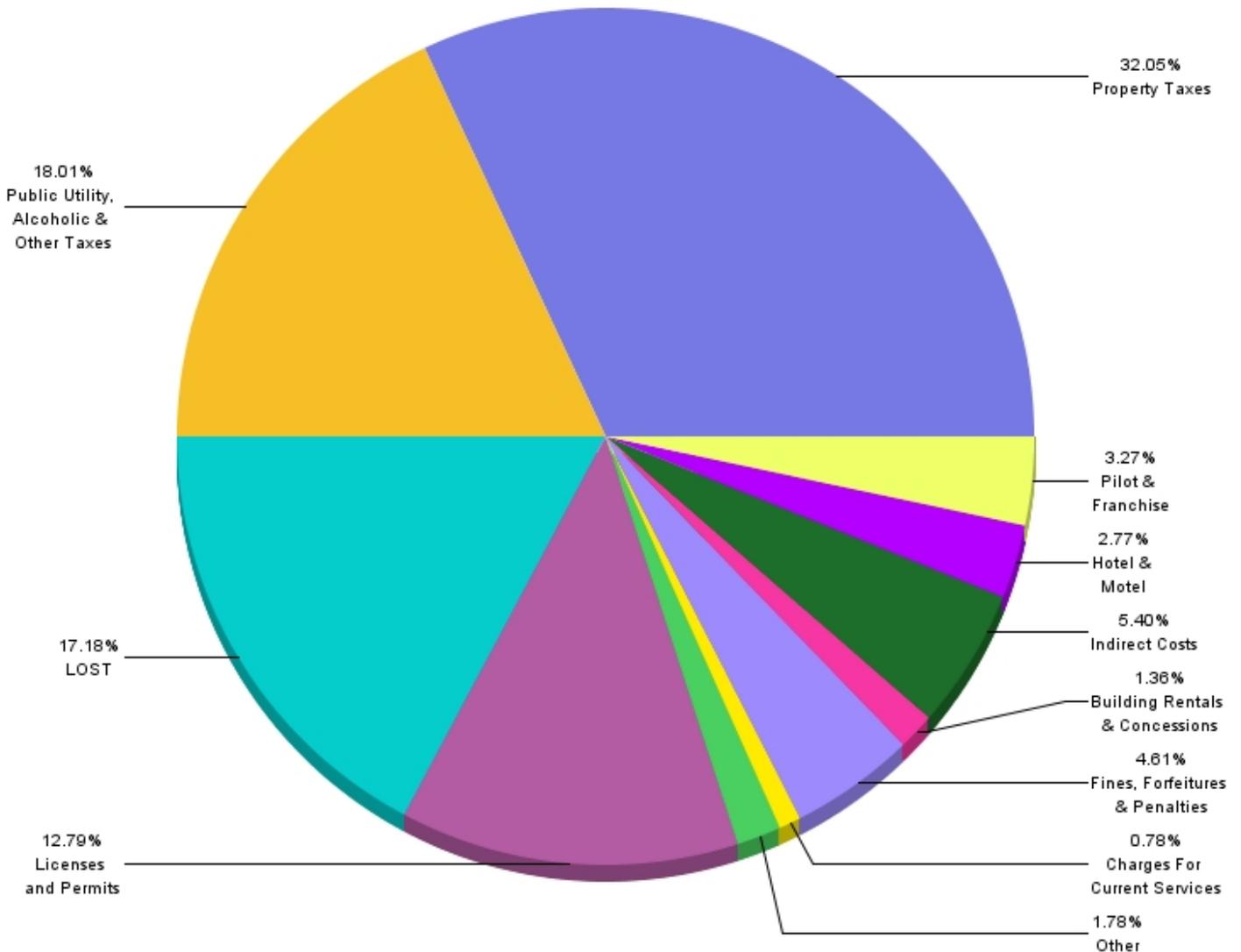
performance associated with Gross Metro Product indexes, disposable income and unemployment levels. The lodging market, which is the driver for hotel/motel tax revenues, is expected to be another important contributor to the City's economic recovery. PKF Consulting Research provides additional insight under the hotel/motel forecast narrative section.

The FY 2017 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 six 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.

REVENUE BY MAJOR CATEGORY General Fund

| | FY14 Actual | FY15 Actual | FY16 Adopted | FY17 Adopted | % |
|--|----------------------|----------------------|----------------------|----------------------|-------------|
| Property Taxes | 184,435,927 | 191,014,516 | 194,393,915 | 194,684,484 | 32.05 |
| Public Utility, Alcoholic Beverage and Other Taxes | 101,416,746 | 105,197,213 | 106,292,487 | 109,379,640 | 18.01 |
| Local Option Sales Taxes | 99,708,269 | 102,224,220 | 101,516,578 | 104,321,416 | 17.18 |
| Licenses and Permits Revenue | 67,075,051 | 69,680,838 | 71,650,839 | 77,656,822 | 12.79 |
| Other Revenue | 9,156,200 | 10,159,987 | 5,247,232 | 10,818,410 | 1.78 |
| Charges For Current Services | 8,475,524 | 10,087,182 | 10,467,582 | 4,751,934 | 0.78 |
| State and Local Governments | 1,950 | - | - | - | - |
| Fines, Forfeitures and Penalties | 24,206,481 | 26,669,731 | 30,094,852 | 28,024,152 | 4.61 |
| Building Rentals and Concessions | 7,035,645 | 7,808,012 | 8,170,332 | 8,281,278 | 1.36 |
| Indirect Costs Recovery | 27,885,580 | 32,943,611 | 30,098,055 | 32,772,876 | 5.40 |
| Hotel & Motel Tax Revenue | 14,497,626 | 16,076,153 | 14,931,390 | 16,810,329 | 2.77 |
| Pilot & Franchise Fees | 19,551,745 | 19,400,711 | 20,247,375 | 19,887,243 | 3.27 |
| Total | \$563,446,744 | \$591,262,173 | \$593,110,637 | \$607,388,585 | 100% |



GENERAL FUND

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

PROPERTY TAXES

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|------------------------------|
| Property Taxes | \$184,435,927 | \$191,014,516 | \$194,393,915 | \$194,684,484 ⁽¹⁾ |

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

Current Year Property Taxes: FY 2017 Budget Anticipation - \$183,525,661⁽¹⁾

The City of Atlanta imposes a tax on real and personal property. Revenues are derived from the millage rate and the tax digest assessed values. The first year of tax digest growth in five years following the Great Recession was in 2013. The 2014 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 City's tax digest is comprised as follows: 46% residential and 54% non-residential.

The City current year property tax anticipation 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 1.2% above FY16 projected collections. The 1999 Taxpayers Bill of Rights allows municipalities to retain new construction growth without any additional public hearing and tax notice requirements. The collection rate assumption is 99% and is consistent with historical collection rates. According to the Selig Center Economic Outlook, "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%."

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 6.1% 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.

Intangible Recording Taxes: FY 2017 Budget Anticipation - \$4,919,996⁽¹⁾

The intangible recording tax is due and payable on each instrument securing one or more long-term notes at the rate of \$1.50 per each \$500 or fraction thereof of the face amount of all notes secured by real property. The maximum tax on a single instrument is \$25,000. Examples include mortgages,

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

deeds to secure debt bonds for title, or any other real estate security instrument that gives the lender a resource to be used if the principal obligation is not paid.

Real Estate Transfer Tax: FY 2017 Budget Anticipation - \$2,547,578⁽¹⁾

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

These two revenue sources 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.”

Other Taxes: FY 2017 Budget Anticipation - \$3,691,249⁽¹⁾

This category consists of Prior Year Property Taxes, Penalties & Interest, and Payments In Lieu of Taxes (PILOT).

PUBLIC UTILITY, ALCOHOL BEVERAGE AND OTHER TAXES

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|--|----------------|----------------|-----------------|------------------------------|
| Public Utility, Alcohol Beverage & Other Taxes | \$101,416,746 | \$105,197,213 | \$106,292,487 | \$109,379,640 ⁽²⁾ |

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

Public Utility Franchise Fee: FY 2017 Budget Anticipation - \$44,235,080⁽²⁾

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

⁽²⁾This category includes Public Utility Franchise Fee, Alcohol Tax, Insurance Premium Tax, and Other Taxes that total \$21,885,207.

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

Alcohol Tax: FY 2017 Budget Anticipation - \$18,196,479⁽²⁾

Alcohol taxes are levied on wholesale distributors at the rate of .22 cents per liter. A 3% tax-by-the-drink is also assessed on patrons of eating and drinking alcohol establishments within the City limits. The anticipation reflects a 1.6% growth estimate that is tied to trends in taxable sales from food and drinking establishments. Alcohol consumption has tended to be inelastic and recession resilient.

Insurance Premium Tax: FY 2017 Budget Anticipation - \$25,062,874⁽²⁾

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.

Other Taxes: FY 2017 Budget Anticipation - \$21,885,207⁽²⁾

This category consists of various revenue sources including motor vehicle, other public utility taxes, and title ad valorem taxes. The increase in the overall major category is due mainly to additional revenues related to title ad valorem taxes.

LOCAL OPTION SALES TAX (LOST)

Local option sales tax is a major revenue source for the City and is imposed on the purchase, sale, rental, storage, use, or consumption 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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Local Option Sales Tax | \$99,708,269 | \$102,224,220 | \$101,516,578 | \$104,321,416 |

FY 2017 Budget Anticipation:

Sales tax is one of the most economically sensitive governmental revenue sources with a close correlation to Atlanta retail sales activity, employment, and personal income levels. Sales tax revenue over the next fiscal period is projected at 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.

LICENSES AND PERMITS

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------------------|
| Licenses and Permits | \$67,075,051 | \$69,680,838 | \$71,650,839 | \$77,656,822 ⁽³⁾ |

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

General Business/License Tax: FY 2017 Budget Anticipation - \$56,057,459⁽³⁾

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

The anticipation for general business/license tax revenue is based on 2.1% growth and is closely correlated with increases in population. Improvements in employment levels and consumer demand are key metrics for the 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%. Atlanta therefore will account for 75% 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."

Other Licenses/Permits: FY 2017 Budget Anticipation - \$21,599,363⁽³⁾

This category contains the remaining revenues in the License/Permits major revenue category and is comprised of alcohol related licenses and other permits for Police, Fire and Public Works (right-of-way, sidewalk closure, parking, and driveway aprons).

The anticipation metric is tied to residential and commercial development and reflects a slight decrease from FY 2016 Adopted Budget due to discontinuation of some FY 2016 initiatives. However, FY 2017 does include \$2.1 million in new Commercial Parking initiatives. Revenues within this category are also correlated to infrastructure investments and the hospitality related sectors.

⁽³⁾This category includes General Business/ License Tax and Other Licenses/Permits.

OTHER REVENUES

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Other Revenues | \$9,156,200 | \$10,159,987 | \$5,247,232 | \$10,818,410 |

FY 2017 Budget Anticipation:

The increase in budget anticipation is due to new revenue initiatives from the Mayor's Office.

CHARGES FOR CURRENT SERVICES

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------------|----------------|----------------|-----------------|-----------------|
| Charges For Current Services | \$8,475,524 | \$10,087,182 | \$10,467,582 | \$4,751,934 |

FY 2017 Budget Anticipation:

The reduction is due to the discontinuance of the agreement with APS for Police Services.

FINES, FORFEITURES AND PENALTIES

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------------|----------------|----------------|-----------------|-----------------|
| Fines/Forfeitures/ Penalties | \$24,206,481 | \$26,669,731 | \$30,094,852 | \$28,024,152 |

FY 2017 Budget Anticipation:

The FY 2017 forecast reflects FY 2016 performance and includes \$750,000 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. This revenue anticipation also includes \$1 million from a new revenue initiative of the Solicitor's Office or Criminal Pretrial Intervention Expansion Program. Municipal Court data indicates that case volume has remained stable reflecting population and transportation trends. The FY 2017 anticipation maintains the guaranteed revenue assumption from outsourced parking even though the contract with the current vendor, Park Atlanta expires at the end of this fiscal year.

BUILDING RENTALS AND CONCESSIONS

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|--------------------------------|----------------|----------------|-----------------|-----------------|
| Building Rentals & Concessions | \$7,035,645 | \$7,808,012 | \$8,170,332 | \$8,281,278 |

FY 2017 Budget Anticipation:

Revenue from this category is heavily dependent on the 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 downward exhibiting a 1.1% decline over 1Q2015 versus 1Q2016. FY 2017 revenue is anticipated to increase slightly above FY 2016 Adopted Budget and reflects the positive revenue performance in FY 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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Indirect Cost Recovery | \$27,885,580 | \$32,943,611 | \$30,098,055 | \$32,772,876 |

FY 2017 Budget Anticipation:

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

HOTEL/MOTEL TAX

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Hotel/Motel Tax | \$14,497,626 | \$16,076,153 | \$14,931,390 | \$16,810,329 |

FY 2017 Budget Anticipation:

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 hotels a 9.2% increase and upper priced hotels a 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%."

A PKF/CBRE 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."

PILOT AND FRANCHISE FEES (WATERSHED)

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Other Revenues | \$19,551,745 | \$19,400,711 | \$20,247,375 | \$19,887,243 |

FY 2017 Budget Anticipation:

This anticipation is based on a Department of Watershed computation derived from the gross revenue and capital assets of the Department of Watershed Management.

OFFICE OF REVENUE COMPREHENSIVE FEE STUDY

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 \$8.4 million in additional General Fund revenues from the Comprehensive Fee Study and other recommendations that are expected to begin implementation within the next fiscal year:

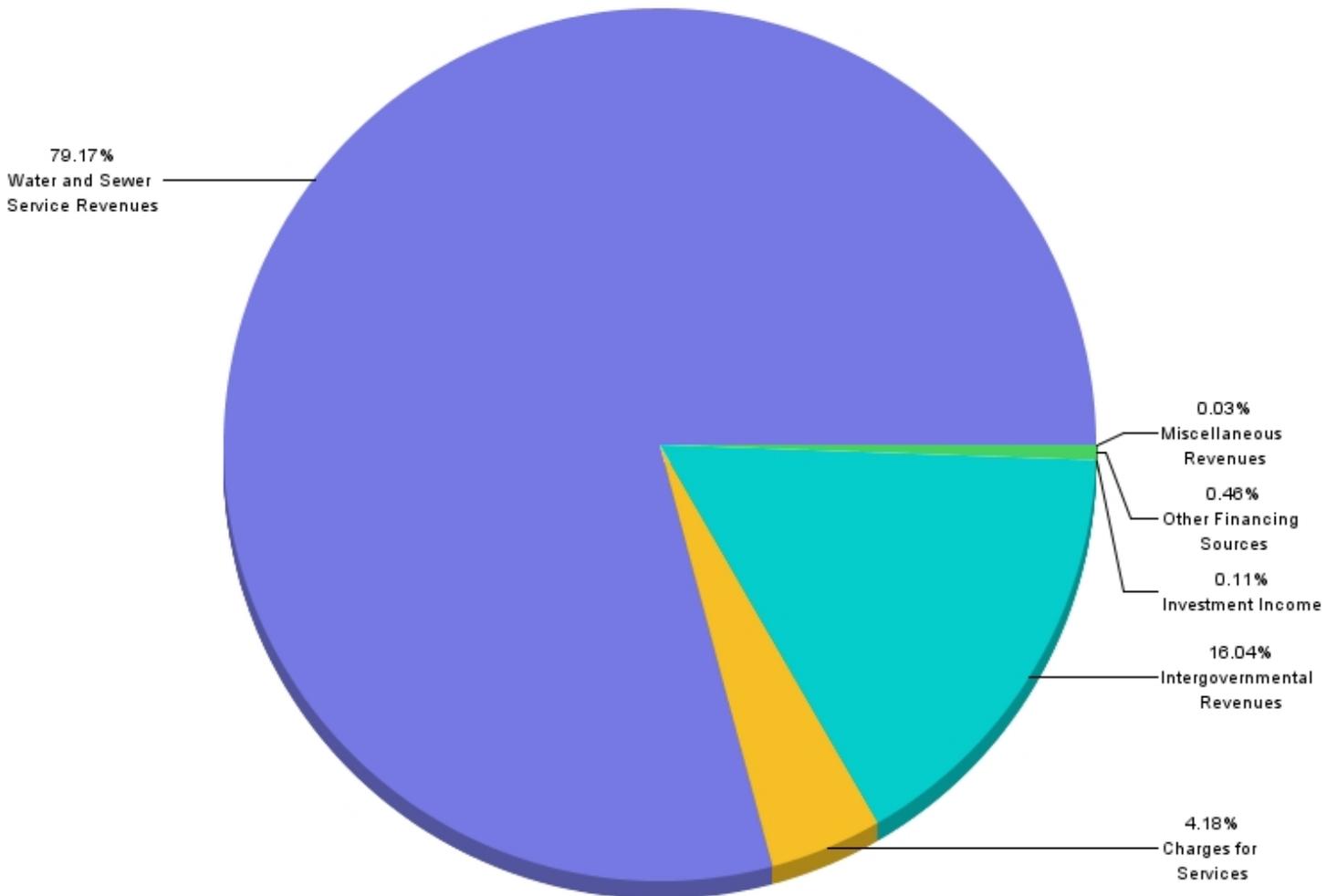
| | |
|---|-----------------------|
| Commercial Parking Permit | \$1.8 million |
| Municipal Asset Activation | \$3.7 million |
| Towing/Wrecker Fee Increase | \$500 thousand |
| Parking Lots and Garage Fee | \$350 thousand |
| Property Tax from sale of COA Assets | \$300 thousand |
| Pretrial Intervention Expansion Program | \$1.0 million |
| <u>Municipal Court E-Citation Program</u> | <u>\$750 thousand</u> |
| Total | \$8.4 million |

OVERALL GENERAL FUND FORECAST

The improving local economy as indicated by the Atlanta Gross Metro Product forecasted at 3.3% and an increasing S&P Case-Shiller Index all support a General Fund Revenue anticipated growth rate of 2.4%. The Fiscal Year 2017 General Fund revenue budget statutorily referred to as Revenue Anticipation is based on 1.3% 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 MuniCast 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.

REVENUE BY MAJOR CATEGORY Water & Wastewater Revenue Fund

| | FY14 Actual | FY15 Actual | FY16 Adopted | FY17 Adopted | % |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|-------------|
| Water and Sewer Service Revenues | 427,877,359 | 434,471,874 | 422,032,907 | 431,758,197 | 79.17 |
| Charges for Services | 1,370,667 | 15,152,401 | 19,002,748 | 22,806,366 | 4.18 |
| Intergovernmental Revenues | 124,267,717 | 131,578,685 | 87,500,000 | 87,500,000 | 16.04 |
| Investment Income | 605,354 | (1,204) | 71,959 | 601,901 | 0.11 |
| Other Financing Sources | 2,540,411 | 2,485,354 | 2,486,875 | 2,521,045 | 0.46 |
| Miscellaneous Revenues | 160,078 | 129,499 | 81,102 | 167,546 | 0.03 |
| Total | \$556,821,587 | \$583,816,609 | \$531,175,591 | \$545,355,055 | 100% |



WATER AND WASTEWATER FUND

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

WATER AND SEWER SERVICE REVENUE

This category includes Water and Wastewater Service Charges.

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---------------------------------|-----------------------|-----------------------|------------------------|------------------------|
| Water and Sewer Service Revenue | \$427,877,359 | \$434,471,874 | \$422,032,907 | \$431,758,197 |

FY 2017 Budget Anticipation:

Projected revenue of \$431.8M for FY 2017 is \$9.8M higher than the FY 2016 Budget of \$422.0M, 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.

CHARGES FOR SERVICES

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|-------------------------------|-----------------------|-----------------------|------------------------|------------------------|
| Charges for Services | \$1,370,667 | \$15,152,401 | \$19,002,748 | \$22,806,366 |

FY 2017 Budget Anticipation:

The FY 2017 projection of \$22.8M is higher than the FY 2016 Budget of \$1M. The increase is due primarily to an anticipated increase in fees collected from inter-jurisdictional customers and miscellaneous fees charged to government, commercial and residential customers.

INTERGOVERNMENTAL REVENUES

The Municipal Option Sales Tax (MOST) was established under authorizing legislation by the State and was initially placed in effect for a four-year term beginning on October 1, 2004. In March 2008 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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---------------------------|----------------|----------------|-----------------|-----------------|
| Intergovernmental Revenue | \$124,267,717 | \$131,578,685 | \$87,500,000 | \$87,500,000 |

FY 2017 Budget Anticipation:

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

INVESTMENT INCOME

This category is for interest earned by the Water and Wastewater Revenue Fund equity in the Cash Pool. The department earns interest on its Fund 5051 equity investment in the Cash Pool and as a result of the Cash Pool Memorandum of Understanding (MOU).

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Investment Income | \$605,354 | (\$1,204) | \$71,959 | \$601,901 |

FY 2017 Budget Anticipation:

The FY 2017 anticipated revenues reflect balances as a result of account regrouping coming from miscellaneous revenues.

OTHER FINANCING SOURCES

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|-------------------------|----------------|----------------|-----------------|-----------------|
| Other Financing Sources | \$2,540,411 | \$2,485,354 | \$2,486,875 | \$2,521,045 |

FY 2017 Budget Anticipation:

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

MISCELLANEOUS REVENUES

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

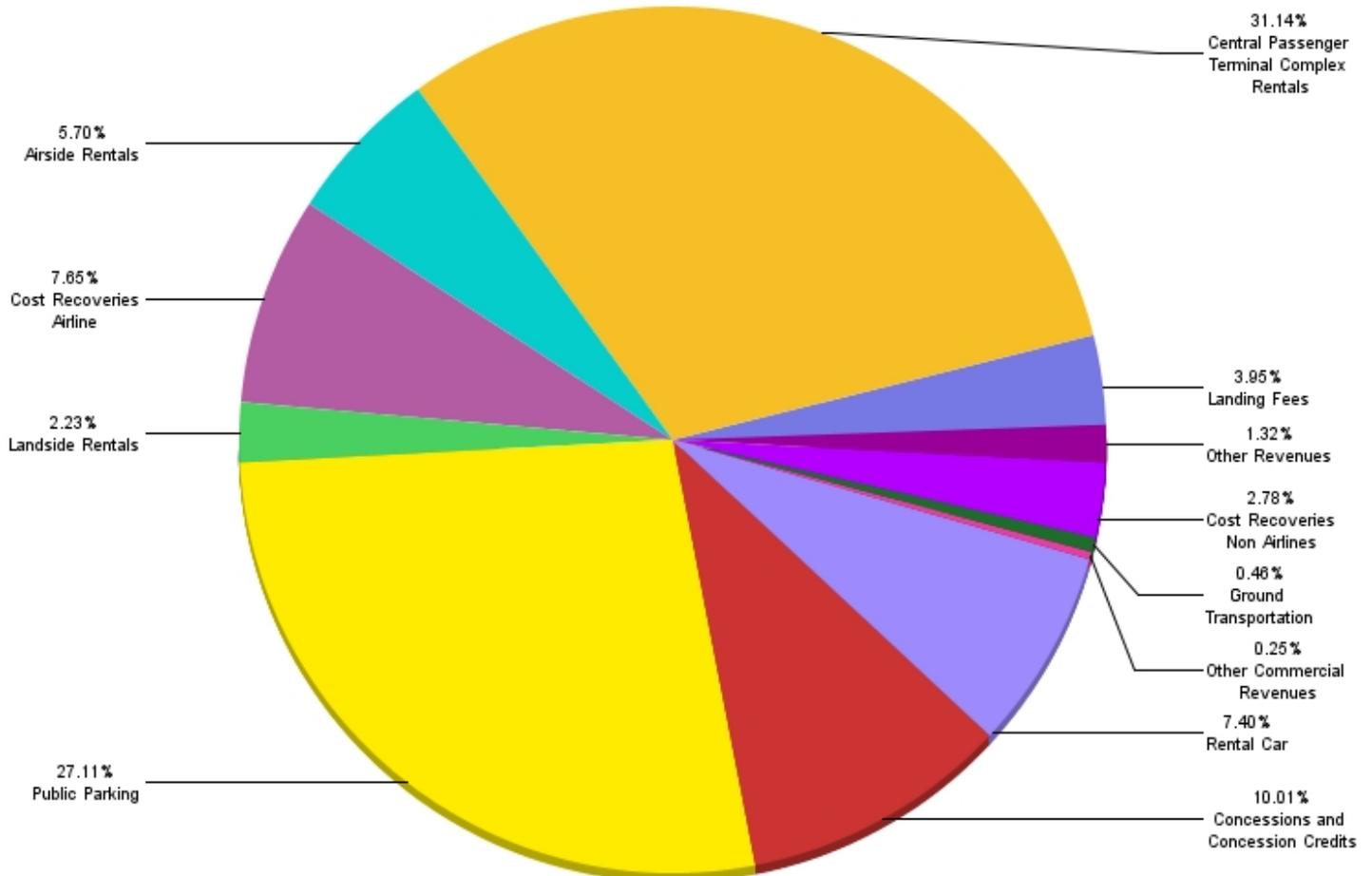
| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Miscellaneous Revenues | \$160,078 | \$129,499 | \$81,102 | \$167,546 |

FY 2017 Budget Anticipation:

In FY16 the convenience fees collected for credit card payments were eliminated citywide. The department based its estimate on revenues generated in prior fiscal years.

REVENUE BY MAJOR CATEGORY Airport Revenue Fund

| | FY14 Actuals | FY15 Actuals | FY16 Adopted | FY17 Adopted | % |
|--|----------------------|----------------------|----------------------|----------------------|--------------|
| Aeronautical Revenues | | | | | |
| Landing Fees | 47,084,092 | 32,166,003 | 47,251,106 | 19,879,199 | 3.95 |
| Central Passenger Terminal Complex Rentals | 145,737,965 | 143,630,082 | 158,226,233 | 156,854,596 | 31.14 |
| Airside Rentals | 28,748,011 | 28,782,761 | 30,011,767 | 28,712,167 | 5.70 |
| Cost Recoveries : Airline | 36,858,883 | 35,092,101 | 36,270,317 | 38,523,649 | 7.65 |
| Sup-Total Aeronautical Revenues | 258,428,952 | 239,670,947 | 271,759,423 | 243,969,610 | 48.43 |
| Non-Aeronautical Revenues | | | | | |
| Landside Rentals | 11,844,599 | 12,030,389 | 11,321,388 | 11,232,096 | 2.23 |
| Public Parking | 118,461,572 | 124,046,859 | 124,499,358 | 136,553,058 | 27.11 |
| Concessions | 97,874,188 | 101,753,285 | 107,915,459 | 109,563,169 | 21.75 |
| Concession Credits | (49,728,130) | (54,060,487) | (57,195,194) | (59,164,111) | (11.75) |
| Rental Car | 32,380,185 | 36,347,302 | 35,021,140 | 37,278,909 | 7.40 |
| Other Commercial Revenues | 3,329,459 | 1,085,917 | 1,280,000 | 1,280,000 | 0.25 |
| Ground Transportation | 1,956,681 | 2,286,638 | 2,395,954 | 2,306,037 | 0.46 |
| Cost Recoveries : Non Airlines | 11,865,816 | 13,413,381 | 12,136,812 | 14,024,376 | 2.78 |
| Interest Income | 864,652 | 441,809 | - | - | - |
| Other Revenues | 10,276,658 | 6,344,998 | 5,845,965 | 6,672,227 | 1.32 |
| Miscellaneous Revenue | - | 3,711 | - | - | - |
| Sub-Total Non-Aeronautical Revenues | 239,125,681 | 243,693,801 | 243,220,882 | 259,745,761 | 51.57 |
| Total | \$497,554,632 | \$483,364,748 | \$514,980,305 | \$503,715,371 | 100% |



AVIATION REVENUE FUND 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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Landing Fees | \$47,084,092 | \$32,166,003 | \$47,251,106 | \$19,879,199 |

FY 2017 Budget Anticipation:

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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| CPTC Rentals | \$145,737,965 | \$143,630,082 | \$158,226,233 | \$156,854,596 |

FY 2017 Budget Anticipation:

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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Airside Rentals | \$28,748,011 | \$28,782,761 | \$30,011,767 | \$28,712,167 |

FY 2017 Budget Anticipation:

This revenue stream will slightly decrease. 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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| CPTC Cost Recoveries | \$36,858,883 | \$35,092,101 | \$36,270,317 | \$38,523,649 |

FY 2017 Budget Anticipation:

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. Maintenance expenses are projected to increase by 3% for inflation along with a slight increase for Fire and Police services. 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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Landside Rentals | \$11,844,599 | \$12,030,389 | \$11,321,388 | \$11,232,096 |

FY 2017 Budget Anticipation:

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

PUBLIC PARKING

These are revenues generated from the Airport's parking facilities. The Airport provides various parking options including covered, 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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Public Parking | \$118,461,572 | \$124,046,859 | \$124,499,358 | \$136,553,058 |

FY 2017 Budget Anticipation:

Parking revenue is trending over FY 2016 anticipations and is expected to continue in FY 2017. However, 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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Inside Concessions | \$97,874,188 | \$101,753,285 | \$107,915,459 | \$109,563,169 |

FY 2017 Budget Anticipation:

Inside concession revenue will continue to increase. The projected increase of 1.2% in enplanements will have a positive impact on concessions. FY 2017 reflects an increase over FY 2016 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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Inside Concessions Cr. | (\$49,728,130) | (\$54,060,487) | (\$57,195,194) | (\$59,164,111) |

FY 2017 Budget Anticipation:

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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Rental Car | \$32,380,185 | \$36,347,302 | \$35,021,140 | \$37,278,909 |

FY 2017 Budget Anticipation:

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.

OTHER COMMERCIAL REVENUES

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|----------------------------|----------------|----------------|-----------------|-----------------|
| Other Commercial Revenues* | \$13,606,117 | \$7,430,915 | \$7,125,965 | \$7,952,227 |

*Other Commercial Revenue equals Other Commercial Revenues and Other Revenues on the Airport Revenue Fund Summary page 126.

FY 2017 Budget Anticipation:

This category is expected to slightly increase. Efforts to recover operating and maintenance cost from the cell phone providers will continue. Revenue is no longer generated from public telephones and there are no expected increases in security charges; which comprises most of this category.

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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Ground Transportation | \$1,956,681 | \$2,286,638 | \$2,395,954 | \$2,306,037 |

FY 2017 Budget Anticipation:

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.

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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------------|----------------|----------------|-----------------|-----------------|
| Cost Recoveries: Non-Airline | \$11,865,816 | \$13,413,381 | \$12,136,812 | \$14,024,376 |

FY 2017 Budget Anticipation:

The Airport continues 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.

EMERGENCY TELEPHONE SYSTEM FUND

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| E-911 Revenue | \$18,015,487 | \$27,820,931 | \$18,024,974 | \$18,922,237 |

FY 2017 Budget Anticipation:

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 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.

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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Parks Facilities Fees | \$512,630 | \$482,014 | \$225,000 | \$0 |

FY 2017 Budget Anticipation:

The Parks Facilities Revenue Fund has terminated due to sale of the facility, which ceased operations in June of 2015.

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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Civic Center Fees | \$1,560,330 | \$2,862,198 | \$500,000 | \$1,626,006 |

FY 2017 Budget Anticipation:

The Civic Center Fund has exhibited declining revenues due to competition from other private venues for the last several years. Current revenues from the Civic Center, for the most part, have ceased due to the facility being primarily out of operation since November of 2014, with the exception of a few periodic 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 FY 2017 to fund maintenance and operations for those periodic events. The remaining fiscal years are also estimated to receive a subsidy of \$239,000 to fund a capital agreement with Atlanta Gas Light. A sale of the facility is pending, which is currently up for bid.

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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Hotel/Motel Tax | \$58,013,709 | \$64,330,343 | \$58,148,818 | \$67,268,223 |

FY 2017 Budget Anticipation:

The Selig Economic Outlook indicates "Hartsfield-Jackson Atlanta 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%.

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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------------|----------------|----------------|-----------------|-----------------|
| Solid Waste Services Revenue | \$55,596,478 | \$54,712,190 | \$55,316,071 | \$55,607,233 |

FY 2017 Budget Anticipation:

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.

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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|--------------------------|----------------|----------------|-----------------|-----------------|
| Rental/Motor Vehicle Tax | \$1,145,976 | \$1,333,414 | \$955,703 | \$1,046,050 |

FY 2017 Budget Anticipation:

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

BUILDING PERMITS FUND

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|--------------------------|----------------|----------------|-----------------|-----------------|
| Building Permits Revenue | \$21,756,836 | \$25,972,001 | \$21,700,226 | \$23,023,753 |

FY 2017 Budget Anticipation:

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

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 downward exhibiting a 1.1% decline over 1Q2015 versus 1Q2016.

CITY PLAZA OPERATING FUND

The City Plaza Operating Fund was established during the FY 2016 Fiscal Year 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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---------------------------|----------------|----------------|-----------------|-----------------|
| City Plaza Operating Fund | - | - | - | \$2,746,599 |

FY 2017 Budget Anticipation:

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.

FLEET SERVICES FUND

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Fleet Services Revenue | \$34,054,432 | \$40,909,021 | \$33,126,728 | \$ 33,400,588 |

FY 2017 Budget Anticipation:

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

GROUP INSURANCE FUND

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

| Major Revenue Category | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Group Insurance | \$129,901,058 | \$135,951,943 | \$146,181,336 | \$150,599,694 |

FY 2017 Budget Anticipation:

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.

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 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|--------------------------|----------------|----------------|-----------------|-----------------|
| Underground Atlanta Fees | \$11,529,987 | \$16,451,134 | \$4,000,000 | *\$110,000 |

FY 2017 Budget Anticipation:

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 \$110,000 due to the pending sale of Underground.

**The Underground operations budgeted revenues are being prorated due to the uncertainty of the actual date of closing on the sale of the property.*

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

OPERATIONAL
SUMMARIES

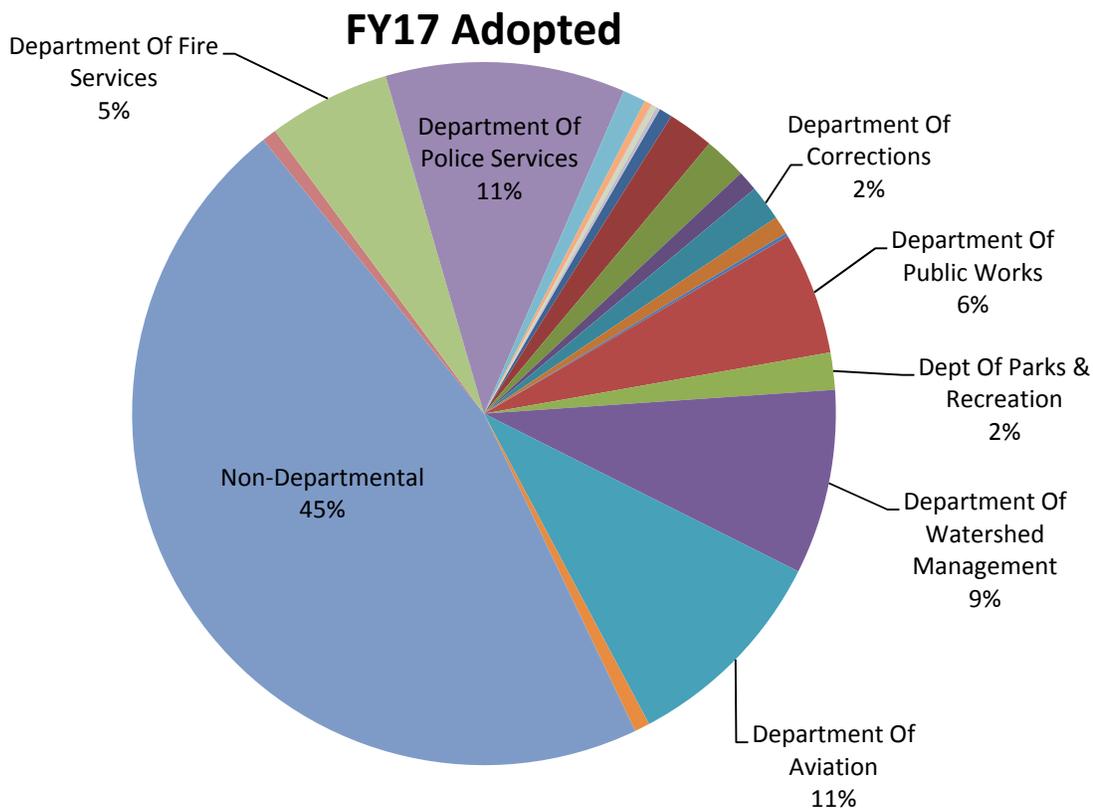
ADOPTED BUDGET
FY 2017



OPERATIONAL DEPARTMENTAL SUMMARY OVERVIEW

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

The operational departmental summaries provide an overview of services along with the financial and position data for fiscal years 2014 to 2017. There is also an explanation of major variances between FY2016 Adopted and the FY2017 Adopted budgets.



The operating budget totals \$2B, and the largest percent of the total or 45% is attributable to the citywide non-departmental operating budget. The non-departmental budget includes reserves and debt service costs for the general fund as well as for the enterprise funds including Aviation and Watershed Management.



CITY COUNCIL

Mission Statement

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

Summary of Operations

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

The members of the Atlanta City Council are as follows:

District 1: **Carla Smith**

District 2: **Kwanza Hall**

District 3: **Ivory Lee Young**

District 4: **Cleta Winslow**

District 5: **Natalyn M. Archibong**

District 6: **Alex Wan**

District 7: **Howard Shook**

District 8: **Yolanda Adrean**

District 9: **Felicia A. Moore**

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

District 11: **Keisha Lance Bottoms**

District 12: **Joyce M. Sheperd**

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

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

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

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

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

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

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

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

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

Divisions/Offices Descriptions

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

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

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

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

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

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

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

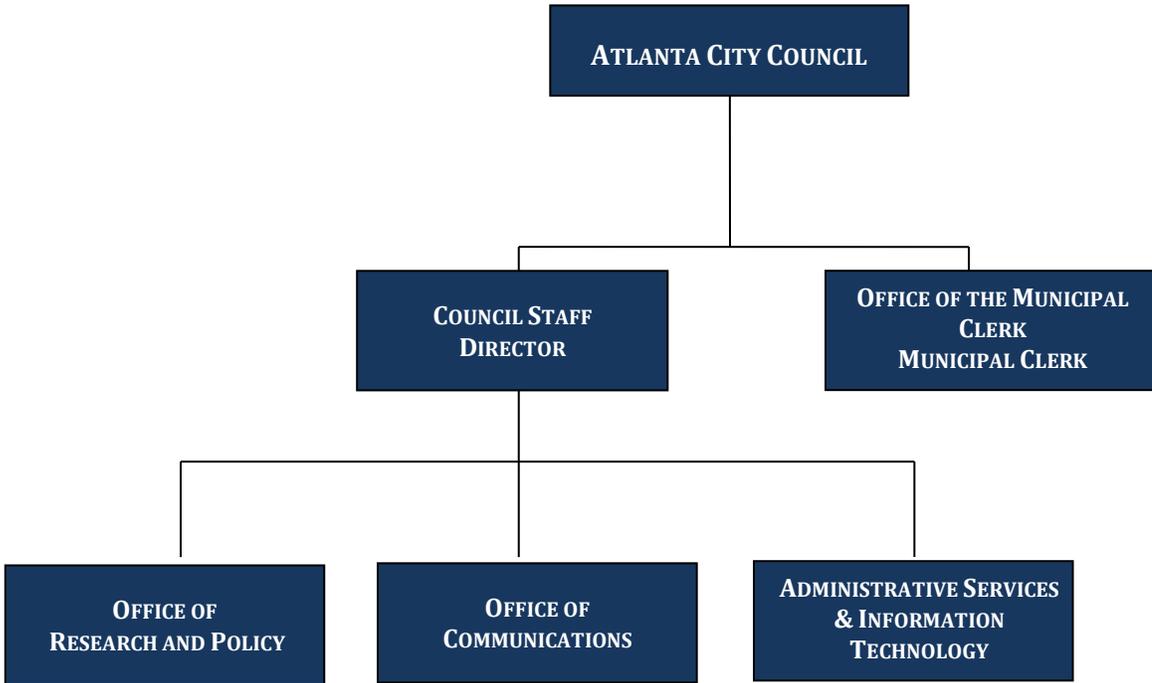
The Municipal Clerk also serves as the City's Election Superintendent and administers election related matters including general questions, candidate qualifying proceedings, State mandated

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

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

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

ORGANIZATIONAL CHART
CITY COUNCIL





FY17 OPERATING BUDGET HIGHLIGHTS

City Council General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$2,459,442 | \$2,673,469 | \$3,161,644 | Salaries, Regular | \$3,139,650 | (\$21,994) |
| \$1,750,779 | \$1,975,427 | \$2,903,569 | Salaries, Perm Part-Time | \$2,903,569 | - |
| - | - | - | Salaries, Sworn | - | - |
| \$384,827 | \$214,722 | \$264,784 | Salaries, Extra Help | \$393,450 | \$128,666 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$392 | \$2 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$607,582 | \$572,691 | \$535,053 | Pen Cont Gen Emp Pen Fd | \$556,167 | \$21,114 |
| \$117,582 | \$137,356 | \$80,264 | Defined Contribution | \$75,740 | (\$4,524) |
| \$36,549 | \$1,906 | \$1,360 | Workers' Compensation | \$1,834 | \$474 |
| \$531,400 | \$645,442 | \$434,589 | Other Personnel Costs | \$416,505 | (\$18,084) |
| \$5,888,552 | \$6,221,015 | \$7,381,264 | TOTAL PERSONNEL | \$7,486,917 | \$105,652 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$440,720 | \$435,887 | \$886,724 | Purchased / Contracted Services | \$892,909 | \$6,184 |
| \$57,799 | \$87,594 | \$83,887 | Supplies | \$83,887 | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$755,204 | \$761,369 | \$3,700,025 | Other Costs | \$4,297,558 | \$597,533 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$5,140 | - | - | Other Financing Uses | - | - |
| \$1,258,864 | \$1,284,850 | \$4,670,637 | TOTAL OTHER EXPENSES | \$5,274,354 | \$603,717 |
| \$7,147,416 | \$7,505,865 | \$12,051,901 | TOTAL PERSONNEL AND OTHER EXPENSES | \$12,761,271 | \$709,370 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$7,147,416 | \$7,505,865 | \$12,051,901 | General Fund | \$12,761,271 | \$709,370 |
| \$7,147,416 | \$7,505,865 | \$12,051,901 | TOTAL EXPENSES | \$12,761,271 | \$709,370 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 47.00 | 48.00 | 49.00 | Full Time Equivalent | 48.00 | (1.00) |



FY17 OPERATING BUDGET HIGHLIGHTS

City Council General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$21,994) | Decrease due to abolishment of Legislative Assistant, Sr. position. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$128,666 | Increase due to extra help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$21,114 | Increase due to pension rate and personnel adjustments. |
| Defined Contribution | (\$4,524) | Decrease due to personnel adjustments. |
| Workers' Compensation | \$474 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | (\$18,084) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$105,652 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$6,184 | Increase due to training expenses for Shared Support operations more than anticipated. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$597,533 | Increase due to legislation for transfer of Council Carryforward to each Council district office. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$603,717 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$709,370 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|------------------|-------------|
| General Fund | \$709,370 | |
| TOTAL EXPENSES | \$709,370 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | (1.00) | Decrease due to abolishment of Legislative Assistant, Sr. position. |

EXECUTIVE OFFICES

Mission Statement

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

Summary of Operations

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

Divisions/Offices Descriptions

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

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

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

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

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

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

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

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

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

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

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

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

The Office of Contract Compliance serves as a liaison linking small, minority, female, and disadvantaged

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

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

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

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

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

FY2016 Accomplishments

Facilities Management Division

- Completed the chiller repairs to 72 Marietta.
- Completed security remediation and security of Morris Brown-Gaines Hall.
- Completed building remediation at 836 Metropolitan.
- Began re-securing/building remediation at 143 Alabama Street.
- Completed waterproofing/pressure washing at Municipal Court.
- Completed the chiller repairs at Municipal Court
- Began installation of new camera system at Municipal Court.
- Completed installation of Uninterruptible Power Supply (UPS) at 311.

- Began installation of ATS, generator and UPS at City Hall.
- Completed safety and security assessment at 72 Marietta.
- Created touchdown workspaces in City Hall annex and tower.
- Replaced carpet and ceiling tiles.
- Began composting program with cafeteria.
- Completed Green certification within Custodial services program.

Technical Division

- Completed the renovations to the City Council Offices and City Council Chambers.
- Purchased CCTV Equipment for City Hall, Dunbar, Parking Deck, and the Public Defenders Offices.
- Completed Women Entrepreneur Initiative Build-out.
- Completed the feasibility study for City Plaza.
- Completed the Citywide ADA implementation strategy for various Neighborhood Centers and Fire Stations.

Real Estate Division

- Acquired a 3-acre site - land and building - for DPW from GDOT at a cost of \$165,000.
- Negotiated the purchase price of \$2.1M for 786 Cleveland Avenue property that will be used for Public Safety Training and expect to close by the end of the fiscal year.
- Assumed responsibility for acquiring the real estate needed from 15 parcels for the Courtland St. Bridge Replacement Project.

Office of Innovations Delivery and Performance

- Partnered with Department of Finance to develop balanced operational budget for FY16.
- Lead implementation of key Blue Ribbon Commission initiatives such as managed competition and municipal asset activation.
- Developed comprehensive smart city strategy for Atlanta, including leading development of application for US Department of Transportation's Smart City Challenge.

Office of ATL311

- Implementation of Siebel Call Center real-time integration with Hansen legacy work order system, to eliminate duplicate entry of service requests (SRs) by agents and duplicate updates during SR fulfillment/closure. Hansen is an enterprise work order/fulfillment system utilized by the following Departments:

Watershed Management; Public Works; Fire and Rescue; and Parks and Recreation.

- Enabled greater customer self-service by facilitating customers to generate SRs via the web portal. Currently 25% to 30% of all SRs are generated online, reducing the need for additional "live" agents.
- Participated in State of Georgia's Telework Week.
- In September 2015, ATL311 won the Digital Government Achievement Award (DGAA) for the best Web Portal.
- Deployed the mobile ATL311 app for mobile device users, with quick links for popular SR types, and automatic use of the devices' location services to pinpoint service location if user desires.

Office of Cultural Affairs

- The Mayor's Office of Cultural Affairs was awarded a \$50,000 Art Works grant from the National Endowment for the Arts (NEA), under the new *Imagine Your Parks* initiative launched to commemorate both the 50th Anniversary of the NEA and the 100th Anniversary of the National Park Service. The grant will be used to develop and place large-scale public artworks near the Martin Luther King Jr. National Historic site.
- The Public Art Program secured funding for Agostino Iacurci's 150 ft. mural, *Walter*, located within the Ben Hill neighborhood, and assisted the community in the mural project. Public Art Collections Management and Restoration restored and conserved 20 public art works, introduced a new temporary public art work, *Bull*, by Andrew Crawford and assisted in the restoration of mural at Arthur Langford Park. In October 2015, we presented the 5th year of Elevate, which engaged visual and performing artist and scholar, Fahamu Pecou, as curator and operated under the theme, *Forever I Love Atlanta (F.I.L.A.)*. Elevate, a 9-day celebration of what makes Atlanta unique and special through visual art installations, performances and cultural events, was created by 100 participating artists.
- Three Public Art Tours have been conducted for groups in downtown Atlanta: SITSUM (Social Influencers Travel Summit - 1 tour) and ICFAD (International Council of Fine Arts Deans - 2 tours). Our Public Art program also hosted an Industry Day to educate and support

professional artists and tradesmen who desire to work in a Public Art restoration program.

- Issued Request for Proposals (RFP) for conservation and site improvements in December 2015. The Infrastructure Bond will invest \$12M in the Public Art Projects in Atlanta neighborhoods including conservation, restoration, and site improvements of existing Public Art Collection.
- Chastain Arts Center hosted 377 campers, ages 5-12, for the annual *Art a la Carte* youth summer camp and served 701 students in adult and youth art classes. The Center has also employed 77 artists through programs, center operations, and classes. City Gallery at Chastain hosted 70 professional visual artists in thematic visual arts exhibitions.
- Gallery 72 offered Exhibitions displaying themes of social justice, identity, politics, and a celebration of the heart and soul of Atlanta.

Women's Entrepreneurship Initiative [WEI]

- Launched a city-wide competition for women entrepreneurs for the inaugural class of the WEI incubator. More than 100 applicants answered the call – a strong symbol of the aspirational vision and drive of women business owners in our City.
- Served as the only local host in Georgia to the Small Business Administration's (SBA) 2015 inaugural InnovateHER competition. Helped discover entrepreneurs with products and services for women and children in partnership with ACE's Women's Business Center and the Center for Civic Innovation.
- Co-hosted the first Women In Construction Engineering and Related Services (WICERS) conference – an impactful opportunity for women in non-traditional professional roles to intersect with like-minded thought leaders and elevate their access to STEAM careers.
- Joined GA Tech's Ivan Allen College of Arts, to host the inaugural Global Women's Entrepreneurship Institute (GWEI). A group of 18 women entrepreneurs from five countries in Africa, traveled here to join our local WEI participants for three days of connecting, engaging and global-minded business training.
- Created and hosted the inaugural women-owned business biz crawl through downtown Atlanta.
- Launched a 12-week training curriculum for aspiring women entrepreneurs to strengthen

the scalability of their business models with our community partner, Operation HOPE.

Office of Communications

- Channel 26 has developed direct lines of communications with Senior Staff, PIOs, City Council Staff, community leaders, local television stations, national assignment desks and the White House press office.
- The new lines of communications have created a higher level of programming for the channel, which in turn has increased viewership.
- Channel 26 programming now has increased its social media presence by 100 percent.
- Channel 26 has made technology upgrades using a system called Tightrope. It allows the capability to broadcast weather, time, live traffic, and program council meetings the same day.
- Channel 26's office hours have increased to 8am-7pm, Monday – Friday.
- Produced Mayor Reed's 2016 State of the City address.
- Live meetings are programmed twice a week and all meetings now re-air on the same day.
- Specific meetings are now archived in an automated system on the COA website.

Office of International Affairs

- Atlanta has been selected as the host city for the 2016 and 2017 editions of the Clinton Global Initiative America (CGI America) Annual Meeting. This year, it will be held at the Marriott Marquis on June 12-14 and will be preceded by a day of volunteering opportunities led by Chelsea Clinton.
- The City of Atlanta was selected to host the final round of negotiations of the Trans-Pacific Partnership (TPP).
- Supported Mayor Reed's participation in the COP21 Climate Change Conference held in Paris.
- Providing support for Atlanta-based companies in their exporting activities is an effective way to build a stronger economy. Indeed, companies that export grow faster, pay higher wages, and are less likely to go out of business than companies relying solely on the domestic market.
- The Mayor's Office of International Affairs has been working hand in hand with Invest Atlanta and other economic development entities to attract Foreign Direct Investment (FDI) projects to the city. In the last 7 months alone, we closed five FDI deals, including CIELO, Bauerfiend,

Backbase, Sage and Geodigital, representing over 750 additional jobs.

- Working closely with Hartsfield-Jackson Atlanta International Airport to attract new international routes, both for cargo and passenger activities.
- Welcomed about 33 foreign delegations. These delegations came from a wide array of countries including Turkey, China, Finland, France, Japan, Morocco and Brazil.
- Celebrated two important milestones with our sister cities of Fukuoka, Japan and Toulouse, France: respectively our 10th and 40th twinning anniversary.
- In partnership with Hartsfield-Jackson Atlanta International Airport, completed a protocol manual designed to guide employees welcoming international guests to ensure the utmost level of service.

Office of Immigrant Affairs

- Awarded the “Friend of the Latino Community” Award at the *Mundo Hispanico Personajes Destacados del Ano* awards ceremony for his opening of the Welcoming Atlanta Office.
- Honored by National Society of Hispanic MBA’s annual gala for its dedication to advancing opportunities for Latinos in Atlanta.
- Highlighted as a model welcoming city in a USC Dornsife report titled “Opening Minds, Opening Doors, Opening Communities: Cities Leading for Immigration Integration”.
- Awarded Dollarwise grant to provide financial literacy programing in pre-existing English language learner programs.
- Atlanta’s inaugural Welcoming Week reached an estimated 971+ members of the Atlanta community through events, including the inaugural Atlanta Soccer Festival.
- Presented to a crowd of 200+ at the White House regarding Welcoming Atlanta’s work on public safety and public-private partnerships.
- Established 22 citizenship resources centers at Atlanta Public Libraries, Centers of Hope, and local immigrant owned groceries as part of our USCIS partnership.
- Established a pipeline for Atlanta’s immigrant youth into civic government through our internship program with Cristo Rey Jesuit High School and graduates of Atlanta area high schools to include students from Ethiopia, Somalia, Mexico, El Salvador, and Vietnam in the work of Welcoming Atlanta.

- Created and advanced partnerships with national partners for intelligence sharing and to elevate Atlanta’s platform as a leader in immigrant integration including the FBI, U.S. Attorney’s Office, Partnership for a New American Economy, and the NYC Mayor’s Office of Immigrant Affairs.
- Expanded the community liaison unit at APD from Hispanic Liaison officer to a Multicultural Liaison Unit, consisting of public safety officials from Fire, APD, and Corrections and representing over 11 languages spoken.
- Featured in seven different media outlets during the fiscal year.

Office of Constituent Services

- Received approximately 80-120 incoming calls daily.
- Serviced approximately 60-80 walk-in citizens per week.
- Attended an average of 5-7 meetings daily with citizens or organizations.
- Presented and/or mailed condolence letters weekly to citizens.
- Attended NPU and Community Meetings.
- Attended Faith Based Events.
- Organized Community Clean Ups.
- Organized Faith Based Partnerships.
- Spearheaded Community Outreach and Beautification Project.
- Presented Phoenix Awards and Letter of Commendation to citizens.
- Hosted City Hall Tours with Students and International Visitor.
- Attended Community Meetings on behalf of the Mayor.

FY2017 Adopted Program Highlights

Office of Immigrant Affairs

- Double community outreach efforts during welcoming week (from 971 people reached to at least 1,942) and increase the number of city dialogues hosted with immigrant and refugee communities and groups in receiving communities.
- Establish a City-wide language access plan that meets all Title VI of the Civil Rights Act requirements and work with all community facing departments to create department specific language access plans.
- In collaboration with DHR and APD to train at least 8 staff members to be certified in cultural

- competency training and have certified staff host at least 10 department specific trainings.
- Expand opportunities for adult English language learning in the communities where immigrants and refugees live.
- Expand the number of full-time positions within the APD Multicultural Liaison to be able to better meet the needs of Atlanta's growing foreign-born populations (i.e. Korean, Chinese, and Vietnamese communities) and increase overall public safety.
- Address food deserts through immigrant entrepreneurship by providing incentives and assistance to grocers to open markets in food deserts.
- Formalize an agreement between APD, the City Prosecutor's Office, and the State Bar of Georgia to educate the community on their rights and decrease the number of immigrants who fall victim to scams.
- Establish a self-sustaining pipeline between immigrant communities and Invest Atlanta to increase the number of immigrant business and home owners in the City of Atlanta.
- Increase the effectiveness of our USCIS partnership and overall community civic participation by hosting at least 12 USCIS workshops during the year and securing funders that can provide grants to help aspiring new Americans pay for applications fees.
- Launch City Academy by summer 2017.

Office of ATL311

- ATL311 Customer service agents to answer 80% of calls within 20 seconds.
- ATL311 Customer service agents to maintain less than 5% abandonment rate on average.
- To maintain service level agreements (SLA's) with supporting departments, i.e. DWM and Public Works back-office.

Office of Constituent Services

- To continue to assist constituents with basic needs to improve their overall circumstances
- To continue to foster successful relationships with citizens and businesses (city-wide) by responding to citizen complaints, questions, and requests in a timely and efficient manner.
- To facilitate appropriate referrals to citizens, community organizations and faith-based organizations in need of services.
- To continue to foster better relationships with citizens from a diverse cross section of the city

- To continue to provide opportunities to ensure the positive development of children, youth, and families by providing the fundamental resources they need to prepare them for success in life and ensure that they become productive members and future leaders.
- To promote an infrastructure that support service providers in fulfilling fundamental goals for their communities, identifying needs, assisting with identified programs to meet those needs, and to ensure long term program sustainability.

Women's Entrepreneurship Initiative

- Opening/ribbon cutting event for the WEI incubator space. Celebration of the space opening for the support community of WEI, as well as the inaugural class of entrepreneurs.
- Implement a curriculum for the participating entrepreneurs to gauge and measure their progress throughout the 15 months, while working in tandem with local organizations to supplement program cost.
- Monthly community events targeting aspiring women entrepreneurs. Speakers' series, workshops and training designed to empower women and young girls to pursue their entrepreneurial goals.
- Signature pitch event – presentation of the 15 women entrepreneurs at a formal event, designed to showcase their business models and intersect them with equity/non-traditional funding opportunities against the backdrop of a black-tie setting.

Office of International Affairs

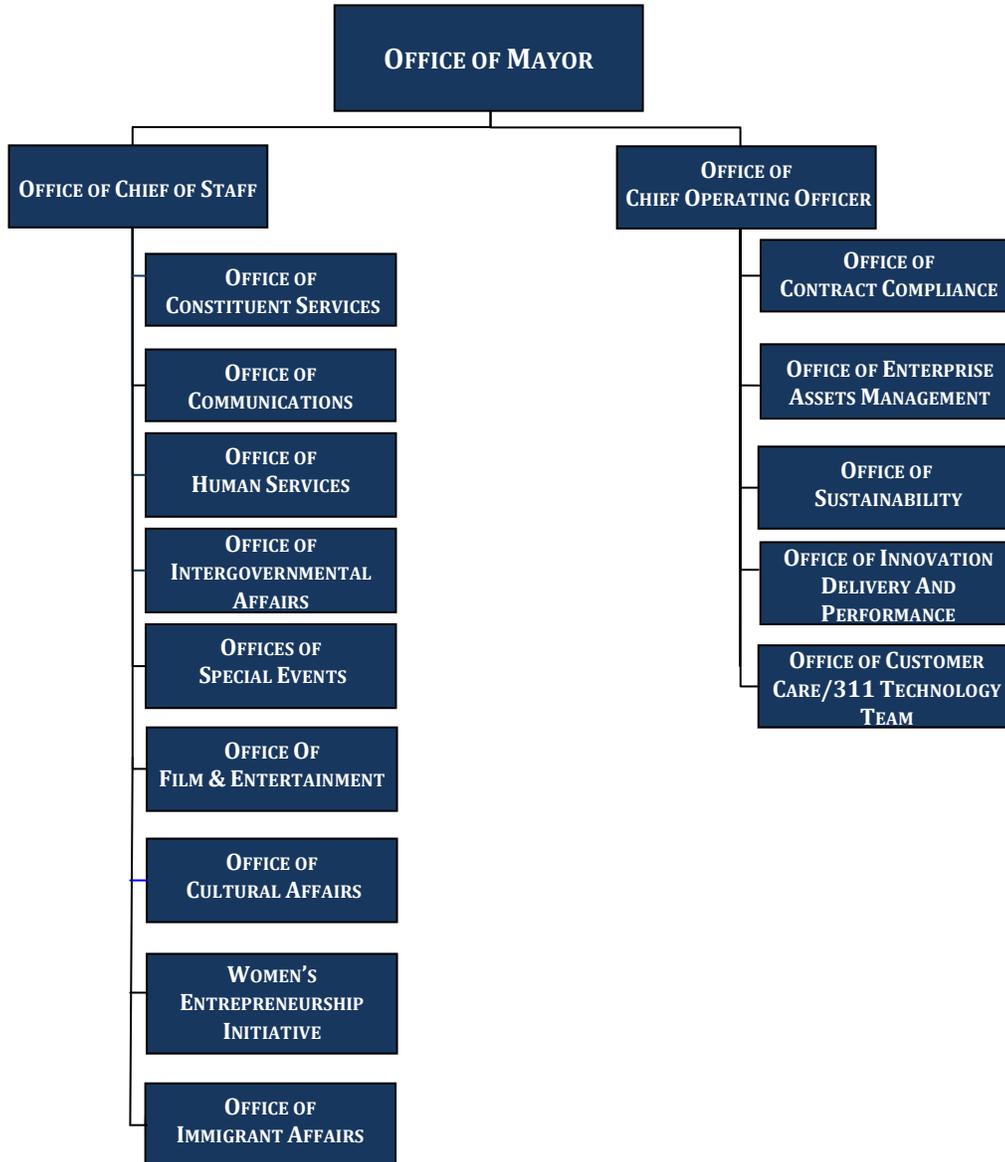
- Will pursue efforts in providing support to Atlanta-based companies in their exporting activities as an effective way to build a stronger economy.
- Developing an International representation strategy, networking with other states.
- In addition to 2016, Atlanta has been selected as the host city for the 2017 edition of the CGI America Annual Meeting.
- Developing an international incubator exchange program.
- Will play a leadership role in hosting several large scale international events to be held in Atlanta in the upcoming fiscal year.
- Partnering with Atlanta Hartsfield-Jackson International Airport to implement international protocol training.

Office of Cultural Affairs

- Work in partnership with Renew Atlanta to identify restoration, relocation and embellishment projects to be implemented under the Infrastructure Bond Public Art Program.
- Present the 6th Annual ELEVATE Atlanta Public Art Festival in downtown Atlanta in October 2016.
- Program exhibitions in Gallery 72 that showcase and support cultural dialogue facilitated by the work of individual artists, local galleries, arts organizations, and curators.
- Chastain Arts Center and The Gallery at Chastain will continue to serve over 2,000 community members through classes, gallery exhibitions, and special events and summer camps.
- Provide \$1.25 million in grants to arts organizations, artists, and arts projects through Contracts for Arts Services including Neighborhood Arts Grants and power2give.org/Atlanta.
- For the 2016-17 School Year, Cultural Experience Project will serve over 30,000 students at no cost to APS schools or students by partnering with local arts, cultural and philanthropic organizations.
- Celebrate the 40th anniversary of the Atlanta Jazz Festival which will attract over 100,000 attendees over the 31 Days of Jazz and the festival, culminating on Memorial Day at Piedmont Park.

ORGANIZATIONAL CHART

EXECUTIVE OFFICES



PERFORMANCE METRICS

EXECUTIVE OFFICES

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--|------------------------|------------------------|------------------------|----------------------|
| <i>Economic Development</i> | | | | |
| Number of firms certified to participate in Equal Business Opportunity Program | 969 | 1,027 | 1,015 | 1,020 |
| Percentage of City Contracts Paid to Minority and Female Owned Firms | MBE-22.9% FBE-13.6% | MBE-23.4% FBE-27.5% | MBE-23.5% FBE-13.8% | MBE-24.9% FBE-11% |
| <i>City Infrastructure</i> | | | | |
| Tons of CO2e greenhouse gas emissions | 527,925 | 535,844 | 525,127 | 498,871 |





FY17 OPERATING BUDGET HIGHLIGHTS

Executive Offices

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|---------------------|-----------------------|
| \$11,658,007 | \$12,243,276 | \$14,653,531 | \$17,545,970 | \$2,892,439 |
| - | - | \$4,520 | \$4,520 | \$0 |
| - | - | - | - | - |
| \$894,644 | \$1,281,054 | \$1,232,699 | \$1,449,769 | \$217,070 |
| - | - | - | - | - |
| \$66,003 | \$74,274 | \$71,916 | \$88,917 | \$17,001 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$1,633,551 | \$2,082,334 | \$2,363,365 | \$2,986,236 | \$622,872 |
| \$453,019 | \$514,668 | \$514,603 | \$626,519 | \$111,915 |
| \$355,388 | \$192,798 | \$248,126 | \$37,405 | (\$210,721) |
| \$1,647,311 | \$1,765,017 | \$2,293,235 | \$2,163,026 | (\$130,209) |
| \$16,707,922 | \$18,153,421 | \$21,381,996 | \$24,902,363 | \$3,520,367 |
| | | | | |
| | | | | |
| \$12,537,747 | \$12,636,857 | \$16,691,742 | \$16,991,386 | \$299,645 |
| \$4,165,766 | \$4,178,064 | \$4,168,850 | \$4,246,296 | \$77,446 |
| \$470,012 | \$159,508 | \$275,691 | \$185,682 | (\$90,009) |
| \$78,282 | \$103,747 | \$91,749 | \$100,519 | \$8,771 |
| \$23,841 | \$24,234 | \$280,027 | \$148,819 | (\$131,209) |
| - | - | - | \$375,730 | \$375,730 |
| - | - | - | - | - |
| \$247,734 | - | \$3,175,730 | \$0 | (\$3,175,730) |
| \$17,523,382 | \$17,102,409 | \$24,683,789 | \$22,048,432 | (\$2,635,357) |
| \$34,231,304 | \$35,255,831 | \$46,065,785 | \$46,950,795 | \$885,011 |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|---------------------|-----------------------|
| \$27,643,441 | \$27,281,203 | \$35,509,429 | \$34,102,267 | (\$1,407,162) |
| \$576,435 | \$807,423 | \$864,664 | \$1,111,950 | \$247,286 |
| \$383,464 | \$643,622 | \$719,240 | \$1,086,330 | \$367,089 |
| \$39,827 | (\$16,738) | \$0 | \$0 | \$0 |
| \$275,405 | \$689,968 | \$791,358 | \$1,464,049 | \$672,690 |
| \$4,979,342 | \$5,722,353 | \$8,181,092 | \$9,186,200 | \$1,005,108 |
| \$333,391 | \$127,999 | - | \$0 | \$0 |
| \$34,231,304 | \$35,255,831 | \$46,065,785 | \$46,950,795 | \$885,011 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 221.00 | 271.00 | 297.00 | Full Time Equivalent | 349.00 | 52.00 |



FY17 OPERATING BUDGET HIGHLIGHTS

Executive Offices

General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$9,136,297 | \$9,557,678 | \$10,658,768 | Salaries, Regular | \$12,299,926 | \$1,641,158 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$821,295 | \$1,265,000 | \$1,155,836 | Salaries, Extra Help | \$1,373,769 | \$217,933 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$40,366 | \$53,807 | \$71,916 | Overtime | \$88,917 | \$17,001 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$1,079,361 | \$1,347,259 | \$1,392,883 | Pen Cont Gen Emp Pen Fd | \$1,653,923 | \$261,041 |
| \$394,986 | \$444,579 | \$393,598 | Defined Contribution | \$457,155 | \$63,557 |
| \$21,606 | \$64,725 | \$247,744 | Workers' Compensation | \$37,405 | (\$210,339) |
| \$1,221,273 | \$1,332,278 | \$1,513,431 | Other Personnel Costs | \$1,200,754 | (\$312,676) |
| \$12,715,184 | \$14,065,326 | \$15,434,175 | TOTAL PERSONNEL | \$17,111,850 | \$1,677,675 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$10,173,995 | \$8,886,065 | \$12,422,894 | Purchased / Contracted Services | \$12,181,786 | (\$241,108) |
| \$3,948,345 | \$4,062,441 | \$4,136,123 | Supplies | \$4,193,606 | \$57,483 |
| \$456,059 | \$139,390 | \$218,731 | Capital Outlays | \$114,957 | (\$103,774) |
| \$78,282 | \$103,747 | \$91,749 | Interfund / Interdepartmental Charges | \$100,519 | \$8,771 |
| \$23,841 | \$24,234 | \$30,027 | Other Costs | \$23,819 | (\$6,209) |
| - | - | - | Debt Service | \$375,730 | \$375,730 |
| - | - | - | Conversion / Summary | - | - |
| \$247,734 | - | \$3,175,730 | Other Financing Uses | - | (\$3,175,730) |
| \$14,928,257 | \$13,215,877 | \$20,075,254 | TOTAL OTHER EXPENSES | \$16,990,417 | (\$3,084,837) |
| \$27,643,441 | \$27,281,203 | \$35,509,429 | TOTAL PERSONNEL AND OTHER EXPENSES | \$34,102,267 | (\$1,407,162) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$27,643,441 | \$27,281,203 | \$35,509,429 | General Fund | \$34,102,267 | (\$1,407,162) |
| \$27,643,441 | \$27,281,203 | \$35,509,429 | TOTAL EXPENSES | \$34,102,267 | (\$1,407,162) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 168.80 | 179.80 | 205.80 | Full Time Equivalent | 232.30 | 26.50 |



FY17 OPERATING BUDGET HIGHLIGHTS

Executive Offices

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|----------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$1,641,158 | Increase due to salary adjustments, transfers, and position creations, mainly within the ATL311 Call Center. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$217,933 | Increase due to extra help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$17,001 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$261,041 | Increase due to pension rate adjustment. |
| Defined Contribution | \$63,557 | Increase due to personnel adjustments. |
| Workers' Compensation | (\$210,339) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$312,676) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$1,677,675 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$241,108) | Decrease due to purchased/contracted services less than anticipated. |
| Supplies | \$57,483 | Increase due to supplies more than anticipated within Facility Maintenance. |
| Capital Outlays | (\$103,774) | Decrease due to equipment purchases less than anticipated. |
| Interfund / Interdepartmental Charges | \$8,771 | Increase due to motor/fuel costs more than anticipated. |
| Other Costs | (\$6,209) | Decrease due to unrestricted contingencies and bank charges less than anticipated. |
| Debt Service | \$375,730 | Increase due to costs associated with Vision Fleet, Inc. for the lease of alternative fuel vehicles. |
| Conversion / Summary | - | |
| Other Financing Uses | (\$3,175,730) | Decrease due to operating transfer out for OEAM restacking budgeted in FY' 16 and not budgeted for FY' 17. |
| TOTAL OTHER EXPENSES | (\$3,084,837) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$1,407,162) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|----------------------|-------------|
| General Fund | (\$1,407,162) | |
| TOTAL EXPENSES | (\$1,407,162) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | 26.50 | Increase due to eight transfers, forty-four new position creations of which twenty-four are split-funded, one abolishment, and one defunded vacancy. |



FY17 OPERATING BUDGET HIGHLIGHTS

Executive Offices Airport Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|---|--------------------|-----------------------|
| <i>PERSONNEL</i> | | | | | |
| \$415,269 | \$385,577 | \$452,461 | Salaries, Regular | \$566,604 | \$114,143 |
| - | - | \$4,520 | Salaries, Perm Part-Time | \$4,520 | - |
| - | - | - | Salaries, Sworn | - | - |
| \$8,146 | \$488 | \$0 | Salaries, Extra Help | - | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$136 | \$641 | \$0 | Overtime | \$0 | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$58,898 | \$76,675 | \$84,614 | Pen Cont Gen Emp Pen Fd | \$110,103 | \$25,489 |
| \$13,787 | \$13,003 | \$14,508 | Defined Contribution | \$15,803 | \$1,294 |
| - | - | - | Workers' Compensation | - | - |
| \$71,469 | \$71,320 | \$76,312 | Other Personnel Costs | \$93,901 | \$17,589 |
| \$567,705 | \$547,704 | \$632,415 | TOTAL PERSONNEL | \$790,931 | \$158,515 |
| <i>OTHER EXPENSES</i> | | | | | |
| \$2,740 | \$226,012 | \$190,522 | Purchased / Contracted Services | \$266,697 | \$76,175 |
| - | \$18,693 | \$26,727 | Supplies | \$28,337 | \$1,610 |
| \$5,990 | \$15,015 | \$15,000 | Capital Outlays | \$25,985 | \$10,985 |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$8,730 | \$259,720 | \$232,249 | TOTAL OTHER EXPENSES | \$321,019 | \$88,770 |
| \$576,435 | \$807,423 | \$864,664 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,111,950 | \$247,286 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|-----------------------|--------------------|-----------------------|
| \$576,435 | \$807,423 | \$864,664 | Airport Revenue Fund | \$1,111,950 | \$247,286 |
| \$576,435 | \$807,423 | \$864,664 | TOTAL EXPENSES | \$1,111,950 | \$247,286 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|-------|-----------------------|
| 9.30 | 9.80 | 8.80 | Full Time Equivalent | 11.30 | 2.50 |



FY17 OPERATING BUDGET HIGHLIGHTS

Executive Offices

Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$114,143 | Increase due mainly to additional split-funded ATL311 positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$0 | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$25,489 | Increase due to pension rate adjustment. |
| Defined Contribution | \$1,294 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$17,589 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$158,515 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$76,175 | Increase due to purchased/contracted services more than anticipated. |
| Supplies | \$1,610 | Increase due to supplies more than anticipated. |
| Capital Outlays | \$10,985 | Increase due to computer purchases more than anticipated. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$88,770 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$247,286 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|------------------|-------------|
| Airport Revenue Fund | \$247,286 | |
| TOTAL EXPENSES | \$247,286 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 2.50 | Increase due to position creations within the ATL311 Call Center. |



FY17 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Building Permits Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$260,869 | \$218,182 | \$277,550 | Salaries, Regular | \$442,513 | \$164,962 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$12,246 | \$734 | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$1,208 | \$5,189 | \$0 | Overtime | - | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$59,286 | \$40,466 | \$55,072 | Pen Cont Gen Emp Pen Fd | \$112,517 | \$57,445 |
| \$3,634 | \$5,641 | \$9,334 | Defined Contribution | \$14,016 | \$4,682 |
| \$390 | - | \$382 | Workers' Compensation | - | (\$382) |
| \$45,830 | \$35,359 | \$49,152 | Other Personnel Costs | \$77,034 | \$27,882 |
| \$383,464 | \$305,572 | \$391,490 | TOTAL PERSONNEL | \$646,080 | \$254,589 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | \$304,922 | \$306,870 | Purchased / Contracted Services | \$418,590 | \$111,720 |
| - | \$33,128 | - | Supplies | - | - |
| - | - | \$20,880 | Capital Outlays | \$21,660 | \$780 |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | \$338,050 | \$327,750 | TOTAL OTHER EXPENSES | \$440,250 | \$112,500 |
| \$383,464 | \$643,622 | \$719,240 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,086,330 | \$367,089 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$383,464 | \$643,622 | \$719,240 | Building Permits Fund | \$1,086,330 | \$367,089 |
| \$383,464 | \$643,622 | \$719,240 | TOTAL EXPENSES | \$1,086,330 | \$367,089 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 1.95 | 5.70 | 5.70 | Full Time Equivalent | 9.45 | 3.75 |



FY17 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Building Permits Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$164,962 | Increase due mainly to additional split-funded ATL311 positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$57,445 | Increase due to pension rate adjustment. |
| Defined Contribution | \$4,682 | Increase due to personnel adjustments. |
| Workers' Compensation | (\$382) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | \$27,882 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$254,589 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$111,720 | Increase due to purchased/contracted services more than anticipated. |
| Supplies | - | |
| Capital Outlays | \$780 | Increase due to equipment purchases more than anticipated. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$112,500 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$367,089 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Building Permits Fund | \$367,089 | |
| TOTAL EXPENSES | \$367,089 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 3.75 | Increase due to position creations within ATL311 Call Center. |



FY17 OPERATING BUDGET HIGHLIGHTS

Executive Offices

Solid Waste Services Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$195,051 | \$258,457 | \$337,971 | Salaries, Regular | \$721,285 | \$383,314 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$12,223 | \$734 | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$911 | \$2,870 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$36,153 | \$49,248 | \$74,703 | Pen Cont Gen Emp Pen Fd | \$166,529 | \$91,825 |
| \$3,941 | \$5,586 | \$8,901 | Defined Contribution | \$24,818 | \$15,916 |
| - | - | - | Workers' Compensation | - | - |
| \$27,126 | \$35,885 | \$65,836 | Other Personnel Costs | \$134,971 | \$69,134 |
| \$275,405 | \$352,780 | \$487,411 | TOTAL PERSONNEL | \$1,047,602 | \$560,190 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | \$333,704 | \$303,947 | Purchased / Contracted Services | \$416,447 | \$112,500 |
| - | \$3,484 | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | \$337,188 | \$303,947 | TOTAL OTHER EXPENSES | \$416,447 | \$112,500 |
| \$275,405 | \$689,968 | \$791,358 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,464,049 | \$672,690 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|-----------------------------------|--------------------|-----------------------|
| \$275,405 | \$689,968 | \$791,358 | Solid Waste Services Revenue Fund | \$1,464,049 | \$672,690 |
| \$275,405 | \$689,968 | \$791,358 | TOTAL EXPENSES | \$1,464,049 | \$672,690 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|-------|-----------------------|
| 1.95 | 7.70 | 7.70 | Full Time Equivalent | 16.45 | 8.75 |



FY17 OPERATING BUDGET HIGHLIGHTS

Executive Offices

Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$383,314 | Increase due mainly to additional split-funded ATL311 positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$91,825 | Increase due to pension rate adjustment. |
| Defined Contribution | \$15,916 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$69,134 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$560,190 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$112,500 | Increase due to purchased/contracted services more than anticipated. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$112,500 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$672,690 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------------------|------------------|-------------|
| Solid Waste Services Revenue Fund | \$672,690 | |
| TOTAL EXPENSES | \$672,690 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 8.75 | Increase due to position creations within ATL311 Call Center. |



FY17 OPERATING BUDGET HIGHLIGHTS

Executive Offices

Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,619,552 | \$1,837,671 | \$2,926,781 | Salaries, Regular | \$3,515,642 | \$588,861 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$40,735 | \$14,098 | \$76,863 | Salaries, Extra Help | \$76,000 | (\$863) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$23,383 | \$11,767 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$395,066 | \$568,687 | \$756,092 | Pen Cont Gen Emp Pen Fd | \$943,165 | \$187,072 |
| \$35,844 | \$46,685 | \$88,262 | Defined Contribution | \$114,728 | \$26,465 |
| - | \$220 | - | Workers' Compensation | - | - |
| \$278,367 | \$291,798 | \$588,505 | Other Personnel Costs | \$656,366 | \$67,861 |
| \$2,392,946 | \$2,770,926 | \$4,436,503 | TOTAL PERSONNEL | \$5,305,901 | \$869,397 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$2,361,012 | \$2,886,006 | \$3,467,509 | Purchased / Contracted Services | \$3,707,866 | \$240,357 |
| \$217,421 | \$60,317 | \$6,000 | Supplies | \$24,353 | \$18,353 |
| \$7,963 | \$5,104 | \$21,080 | Capital Outlays | \$23,080 | \$2,000 |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | \$250,000 | Other Costs | \$125,000 | (\$125,000) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$2,586,395 | \$2,951,427 | \$3,744,589 | TOTAL OTHER EXPENSES | \$3,880,299 | \$135,710 |
| \$4,979,342 | \$5,722,353 | \$8,181,092 | TOTAL PERSONNEL AND OTHER EXPENSES | \$9,186,200 | \$1,005,108 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|---------------------------------|--------------------|-----------------------|
| \$4,979,342 | \$5,722,353 | \$8,181,092 | Water & Wastewater Revenue Fund | \$9,186,200 | \$1,005,108 |
| \$4,979,342 | \$5,722,353 | \$8,181,092 | TOTAL EXPENSES | \$9,186,200 | \$1,005,108 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 39.00 | 68.00 | 69.00 | Full Time Equivalent | 79.50 | 10.50 |



FY17 OPERATING BUDGET HIGHLIGHTS

Executive Offices

Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$588,861 | Increase due mainly to split-funded ATL311 positions and salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$863) | Decrease due to extra help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$187,072 | Increase due to pension rate adjustment. |
| Defined Contribution | \$26,465 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$67,861 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$869,397 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$240,357 | Increase due to operational supplies in ATL311 more than anticipated. |
| Supplies | \$18,353 | Increase due to supplies more than anticipated. |
| Capital Outlays | \$2,000 | Increase due to computer purchases more than anticipated. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | (\$125,000) | Decrease due to Commissioner contingency costs less than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$135,710 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,005,108 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|--------------------|-------------|
| Water & Wastewater Revenue Fund | \$1,005,108 | |
| TOTAL EXPENSES | \$1,005,108 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 10.50 | Increase due to position creations in ATL311 Call Center. |



ATLANTA INFORMATION MANAGEMENT

Mission Statement

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

Core Functions

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

Summary of Operations

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

Divisions/Offices Descriptions

Centralized Services:

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

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

compliance management, security operations, and business continuity.

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

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

Dedicated Services:

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

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

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

City Operation Services (COS) - Serves departments that mainly provide external services to citizens such as: Public Works, Planning & Community Development, Parks & Recreation, Atlanta Workforce Development Agency, Atlanta 311, Office of Revenue, Invest Atlanta, Atlanta Beltline, and Executive Offices: Mayor's Office, Constituent

Services, Communications, Sustainability, Entertainment, Human Services, Immigrant Affairs, Cultural Affairs, International Affairs, Emergency Preparedness, and Housing.

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

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

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

Goals

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

Objectives

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

FY2016 Accomplishments

- Data Center Facility Modernization
- Data Center Consolidation
- System Reliability Improvements
- Enterprise Network Refresh

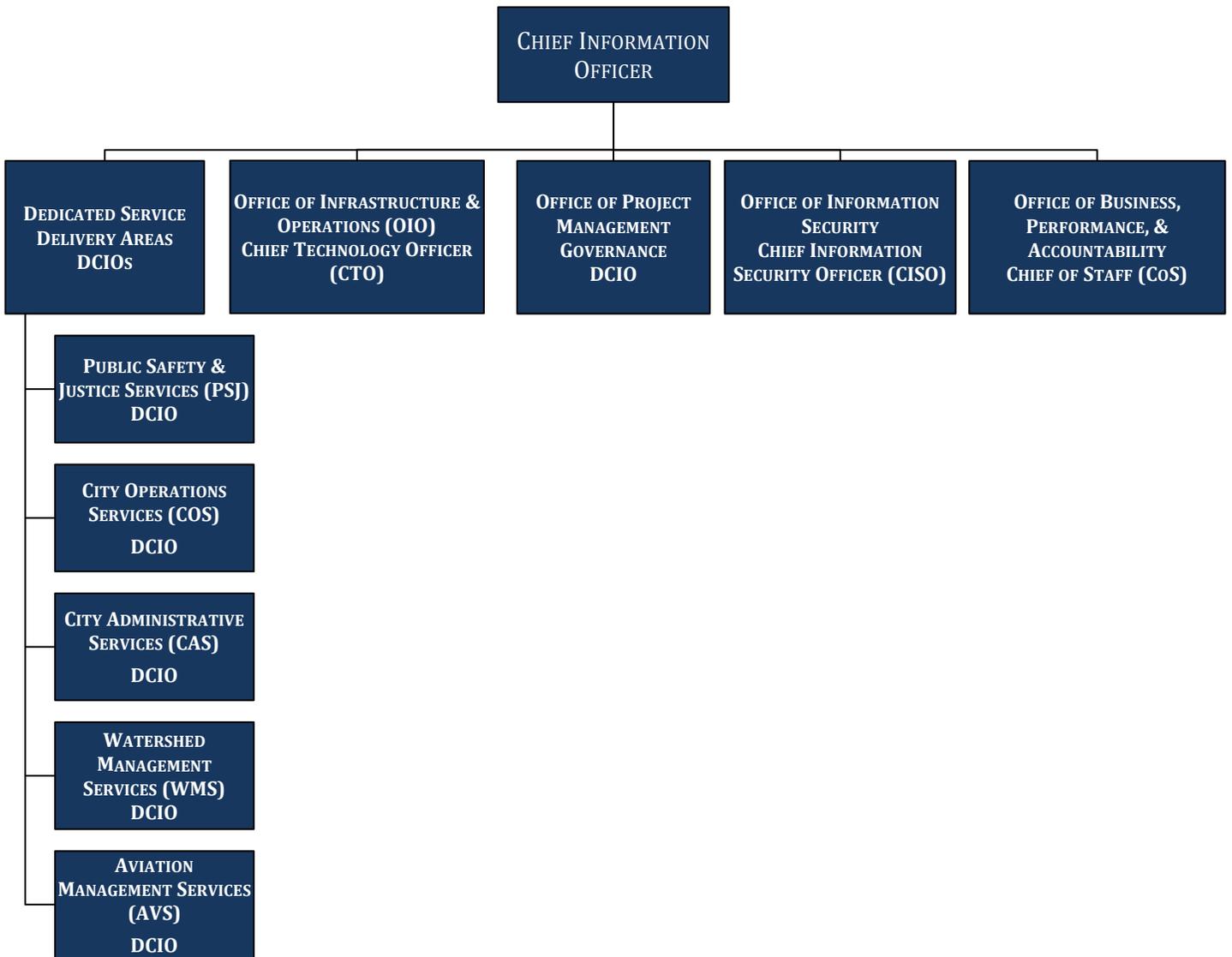
- Enterprise Voice-Over-IP (VOIP) Rollout
- Client Computing Device Refresh
- Enterprise VDI Deployment – Phase I
- Exchange Email Migration to Office365 Cloud
- VPN Standardization & Enhancement
- Storage Area Network (SAN) Standardization & Enhancement
- Data Storage Backup Standardization & Enhancement
- Disaster Recovery Planning & Test Exercise
- Access Control and Cryptography
- Physical and Environmental Security
- Information Security Incident Management
- Adoption of IT Service Management Best Practice
- Service Desk & PMO Standardization
- Land and License Mgmt. System Upgrades
- Asset Maintenance Mgmt. Consolidation & Upgrades
- Open Data Portal Enhancements
- Municipal Fiber Survey & Assessment

FY2017 Adopted Program Highlights

- Continued Server Virtualization
- Identify Management Solution
- Microsoft 365 Cloud Email Migration
- IVR Consolidation
- IT Service Management Application Implementation
- Project Portfolio Management System
- Warehouse Inventory Management System
- Oracle R12 Upgrade & HCM Implementation
- Hyperion Upgrade
- Enterprise Asset Management
- Courts Case Management System Upgrade
- Business License System Implementation
- Public Safety Technology Assessment
- Smart City Cloud Strategy & Consolidation
- Open Data Portal Management
- Smart City Solutions (Traffic, Lights, Parking)
- Municipal Fiber Design & Implementation

ORGANIZATIONAL CHART

ATLANTA INFORMATION MANAGEMENT



PERFORMANCE METRICS

ATLANTA INFORMATION MANAGEMENT

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|---|------------------|------------------|------------------|------------------|
| <i>Government Excellence & Efficiency</i> | | | | |
| Network Availability (%) | 99.90% | 86.59% | 99.90% | 99.90% |
| Server Availability (%) | 99.81% | 98.10% | 85.00% | 90.00% |
| Median # of days to resolve customer service requests | 2.24 | 3 | 3 | 3 |





FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|---|---------------------|-----------------------|
| \$5,825,792 | \$6,333,939 | \$9,812,897 | Salaries, Regular | \$10,232,594 | \$419,697 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$93,959 | \$487,309 | \$200,985 | Salaries, Extra Help | \$276,663 | \$75,678 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$2,476 | \$107 | \$201 | Overtime | \$4,247 | \$4,045 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$617,484 | \$677,329 | \$694,797 | Pen Cont Gen Emp Pen Fd | \$1,025,272 | \$330,476 |
| \$238,665 | \$278,118 | \$354,596 | Defined Contribution | \$333,170 | (\$21,426) |
| \$1,075 | \$598 | \$943 | Workers' Compensation | \$1,224 | \$281 |
| \$761,980 | \$781,501 | \$1,217,752 | Other Personnel Costs | \$1,117,984 | (\$99,768) |
| \$7,541,431 | \$8,558,901 | \$12,282,171 | TOTAL PERSONNEL | \$12,991,154 | \$708,983 |
| | | | OTHER EXPENSES | | |
| \$20,061,665 | \$20,780,297 | \$22,875,723 | Purchased / Contracted Services | \$19,985,369 | (\$2,890,354) |
| \$1,536,196 | \$1,040,168 | \$1,861,975 | Supplies | \$829,111 | (\$1,032,864) |
| \$3,359,946 | \$184,371 | \$891,436 | Capital Outlays | \$110,800 | (\$780,636) |
| \$16,109 | \$14,875 | \$19,281 | Interfund / Interdepartmental Charges | \$13,170 | (\$6,110) |
| \$10,228 | \$29,312 | \$34,000 | Other Costs | \$40,518 | \$6,518 |
| - | - | - | Debt Service | - | - |
| - | - | \$0 | Conversion / Summary | \$0 | \$0 |
| - | \$3,045,646 | \$2,006,776 | Other Financing Uses | \$0 | (\$2,006,776) |
| \$24,984,143 | \$25,094,669 | \$27,689,190 | TOTAL OTHER EXPENSES | \$20,978,968 | (\$6,710,222) |
| \$32,525,574 | \$33,653,571 | \$39,971,361 | TOTAL PERSONNEL AND OTHER EXPENSES | \$33,970,122 | (\$6,001,239) |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|-----------------------------------|---------------------|-----------------------|
| \$26,874,889 | \$28,077,574 | \$31,511,780 | General Fund | \$28,153,255 | (\$3,358,525) |
| \$836,425 | \$1,011,840 | \$1,273,892 | Airport Revenue Fund | \$839,704 | (\$434,188) |
| \$637,479 | \$113,913 | \$414,919 | Building Permits Fund | \$329,749 | (\$85,170) |
| \$420,361 | \$406,729 | \$830,057 | Solid Waste Services Revenue Fund | \$334,603 | (\$495,454) |
| \$3,362,926 | \$3,545,448 | \$5,490,532 | Water & Wastewater Revenue Fund | \$3,828,675 | (\$1,661,858) |
| \$393,479 | \$498,063 | \$450,181 | Emergency Telephone System | \$484,137 | \$33,955 |
| \$15 | \$3 | \$0 | Fleet Service Fund | \$0 | \$0 |
| \$32,525,574 | \$33,653,571 | \$39,971,361 | TOTAL EXPENSES | \$33,970,122 | (\$6,001,239) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 107.00 | 109.50 | 138.67 | Full Time Equivalent | 147.00 | 8.33 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$5,395,262 | \$5,498,684 | \$8,511,639 | Salaries, Regular | \$8,961,127 | \$449,489 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$81,913 | \$464,775 | \$200,985 | Salaries, Extra Help | \$200,246 | (\$739) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$2,476 | \$107 | \$201 | Overtime | \$4,247 | \$4,045 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$568,996 | \$576,872 | \$629,754 | Pen Cont Gen Emp Pen Fd | \$881,240 | \$251,487 |
| \$220,323 | \$239,645 | \$304,572 | Defined Contribution | \$296,514 | (\$8,058) |
| \$1,075 | \$598 | \$943 | Workers' Compensation | \$1,224 | \$281 |
| \$694,327 | \$665,988 | \$1,071,159 | Other Personnel Costs | \$976,511 | (\$94,648) |
| \$6,964,373 | \$7,446,668 | \$10,719,252 | TOTAL PERSONNEL | \$11,321,108 | \$601,856 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$17,505,882 | \$18,340,350 | \$18,275,937 | Purchased / Contracted Services | \$16,057,848 | (\$2,218,089) |
| \$1,476,994 | \$1,040,119 | \$1,713,475 | Supplies | \$680,611 | (\$1,032,864) |
| \$901,303 | \$167,378 | \$749,836 | Capital Outlays | \$40,000 | (\$709,836) |
| \$16,109 | \$14,875 | \$19,281 | Interfund / Interdepartmental Charges | \$13,170 | (\$6,110) |
| \$10,228 | \$29,312 | \$34,000 | Other Costs | \$40,518 | \$6,518 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$1,038,870 | - | Other Financing Uses | - | - |
| \$19,910,516 | \$20,630,906 | \$20,792,528 | TOTAL OTHER EXPENSES | \$16,832,147 | (\$3,960,381) |
| \$26,874,889 | \$28,077,574 | \$31,511,780 | TOTAL PERSONNEL AND OTHER EXPENSES | \$28,153,255 | (\$3,358,525) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$26,874,889 | \$28,077,574 | \$31,511,780 | General Fund | \$28,153,255 | (\$3,358,525) |
| \$26,874,889 | \$28,077,574 | \$31,511,780 | TOTAL EXPENSES | \$28,153,255 | (\$3,358,525) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------|-------|--------|---------------------------|--------|-----------------------|
| 94.40 | 96.08 | 122.27 | Full Time Equivalent | 130.46 | 8.19 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|----------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$449,489 | Increase due to new position creations to aid with projects and to support critical Service Level Agreements (SLA). |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$739) | Decrease due to personnel adjustment. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$4,045 | Increase due to overtime in Mainframe Operations more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$251,487 | Increase due to pension rate and personnel adjustments. |
| Defined Contribution | (\$8,058) | Decrease due to personnel adjustments. |
| Workers' Compensation | \$281 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | (\$94,648) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$601,856 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$2,218,089) | Decrease due to cost savings from Oracle and IBM. |
| Supplies | (\$1,032,864) | Decrease due to software and computer equipment purchases less than anticipated. |
| Capital Outlays | (\$709,836) | Decrease due to contracted services and computer purchases less than anticipated. |
| Interfund / Interdepartmental Charges | (\$6,110) | Decrease due to motor/fuel costs less than anticipated. |
| Other Costs | \$6,518 | Increase due to business meeting expenses related to new IT strategies more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$3,960,381) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$3,358,525) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|----------------------|-------------|
| General Fund | (\$3,358,525) | |
| TOTAL EXPENSES | (\$3,358,525) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 8.19 | Increase due to new position creations to aid with projects and to support critical Service Level Agreements (SLA). |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

Airport Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$39,447 | \$114,535 | \$214,365 | Salaries, Regular | \$214,237 | (\$128) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$2,170 | \$7,144 | - | Salaries, Extra Help | \$35,984 | \$35,984 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$462 | \$15,299 | - | Pen Cont Gen Emp Pen Fd | \$25,772 | \$25,772 |
| \$2,400 | \$5,780 | \$9,196 | Defined Contribution | \$5,990 | (\$3,207) |
| - | - | - | Workers' Compensation | - | - |
| \$2,862 | \$9,792 | \$23,287 | Other Personnel Costs | \$22,802 | (\$486) |
| \$47,341 | \$152,550 | \$246,848 | TOTAL PERSONNEL | \$304,785 | \$57,937 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$400,168 | \$340,219 | \$508,980 | Purchased / Contracted Services | \$534,919 | \$25,939 |
| \$15,084 | \$20 | - | Supplies | - | - |
| \$373,832 | \$988 | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$518,064 | \$518,064 | Other Financing Uses | - | (\$518,064) |
| \$789,084 | \$859,290 | \$1,027,044 | TOTAL OTHER EXPENSES | \$534,919 | (\$492,125) |
| \$836,425 | \$1,011,840 | \$1,273,892 | TOTAL PERSONNEL AND OTHER EXPENSES | \$839,704 | (\$434,188) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|-----------------------|------------------|-----------------------|
| \$836,425 | \$1,011,840 | \$1,273,892 | Airport Revenue Fund | \$839,704 | (\$434,188) |
| \$836,425 | \$1,011,840 | \$1,273,892 | TOTAL EXPENSES | \$839,704 | (\$434,188) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| 1.50 | 1.88 | 2.54 | Full Time Equivalent | 2.54 | 0.00 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$128) | Decrease due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$35,984 | Increase due to extra help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$25,772 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$3,207) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$486) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$57,937 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$25,939 | Increase due to enterprise related expenses such as ERP and KRONOS systems more than anticipated. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | (\$518,064) | Decrease due to one time funding for Oracle E-Business Suite upgrades and enhancements budgeted for FY16 not needed for FY17. |
| TOTAL OTHER EXPENSES | (\$492,125) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$434,188) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|--------------------|-------------|
| Airport Revenue Fund | (\$434,188) | |
| TOTAL EXPENSES | (\$434,188) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | 0.00 | |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

Building Permits Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$30,000 | \$84,911 | \$146,979 | Salaries, Regular | \$145,326 | (\$1,654) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$3,229 | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$668 | - | - | Pen Cont Gen Emp Pen Fd | \$3,513 | \$3,513 |
| \$1,851 | \$5,106 | \$6,305 | Defined Contribution | \$5,798 | (\$507) |
| - | - | - | Workers' Compensation | - | - |
| \$2,028 | \$7,058 | \$16,830 | Other Personnel Costs | \$16,434 | (\$395) |
| \$37,776 | \$97,075 | \$170,115 | TOTAL PERSONNEL | \$171,071 | \$957 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$66,533 | \$15,327 | \$103,205 | Purchased / Contracted Services | \$87,878 | (\$15,327) |
| \$24,329 | \$29 | - | Supplies | - | - |
| \$508,841 | \$1,482 | \$141,600 | Capital Outlays | \$70,800 | (\$70,800) |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$599,703 | \$16,839 | \$244,805 | TOTAL OTHER EXPENSES | \$158,678 | (\$86,127) |
| \$637,479 | \$113,913 | \$414,919 | TOTAL PERSONNEL AND OTHER EXPENSES | \$329,749 | (\$85,170) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|-----------------------|------------------|-----------------------|
| \$637,479 | \$113,913 | \$414,919 | Building Permits Fund | \$329,749 | (\$85,170) |
| \$637,479 | \$113,913 | \$414,919 | TOTAL EXPENSES | \$329,749 | (\$85,170) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| 1.80 | 1.85 | 1.85 | Full Time Equivalent | 1.85 | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

Building Permits Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$1,654) | Decrease due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$3,513 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$507) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$395) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$957 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$15,327) | Decrease due to the end of 311 Call Center and eDiscovery projects. |
| Supplies | - | |
| Capital Outlays | (\$70,800) | Decrease due to the end of 311 Call Center and eDiscovery projects. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$86,127) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$85,170) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------|-------------|
| Building Permits Fund | (\$85,170) | |
| TOTAL EXPENSES | (\$85,170) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

Solid Waste Services Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$7,755 | \$28,079 | \$56,653 | Salaries, Regular | \$53,617 | (\$3,036) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$3,252 | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$622 | - | - | Pen Cont Gen Emp Pen Fd | \$3,513 | \$3,513 |
| \$516 | \$1,685 | \$2,430 | Defined Contribution | \$1,864 | (\$567) |
| - | - | - | Workers' Compensation | - | - |
| \$394 | \$490 | \$5,670 | Other Personnel Costs | \$5,500 | (\$170) |
| \$12,540 | \$30,254 | \$64,753 | TOTAL PERSONNEL | \$64,494 | (\$259) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$39,034 | \$14,084 | \$404,395 | Purchased / Contracted Services | \$270,109 | (\$134,286) |
| \$4,258 | - | - | Supplies | - | - |
| \$364,529 | \$1,482 | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$360,909 | \$360,909 | Other Financing Uses | - | (\$360,909) |
| \$407,822 | \$376,475 | \$765,304 | TOTAL OTHER EXPENSES | \$270,109 | (\$495,195) |
| \$420,361 | \$406,729 | \$830,057 | TOTAL PERSONNEL AND OTHER EXPENSES | \$334,603 | (\$495,454) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|-----------------------------------|------------------|-----------------------|
| \$420,361 | \$406,729 | \$830,057 | Solid Waste Services Revenue Fund | \$334,603 | (\$495,454) |
| \$420,361 | \$406,729 | \$830,057 | TOTAL EXPENSES | \$334,603 | (\$495,454) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| 0.60 | 0.60 | 0.61 | Full Time Equivalent | 0.61 | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$3,036) | Decrease due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$3,513 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$567) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$170) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | (\$259) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$134,286) | Decrease due to the end of 311 Call Center and eDiscovery projects. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | (\$360,909) | Decrease due to one time funding for Oracle E-Business Suite upgrades and enhancements budgeted for FY16 not needed for FY17. |
| TOTAL OTHER EXPENSES | (\$495,195) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$495,454) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------------------|--------------------|-------------|
| Solid Waste Services Revenue Fund | (\$495,454) | |
| TOTAL EXPENSES | (\$495,454) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$71,012 | \$263,328 | \$551,139 | Salaries, Regular | \$500,053 | (\$51,087) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$3,394 | \$15,390 | - | Salaries, Extra Help | \$40,433 | \$40,433 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$2,388 | \$17,657 | - | Pen Cont Gen Emp Pen Fd | \$35,172 | \$35,172 |
| \$4,428 | \$15,362 | \$23,644 | Defined Contribution | \$17,084 | (\$6,560) |
| - | - | - | Workers' Compensation | - | - |
| \$4,700 | \$22,555 | \$56,239 | Other Personnel Costs | \$52,818 | (\$3,421) |
| \$85,922 | \$334,292 | \$631,022 | TOTAL PERSONNEL | \$645,560 | \$14,537 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$2,050,033 | \$2,070,314 | \$3,583,207 | Purchased / Contracted Services | \$3,034,615 | (\$548,592) |
| \$15,530 | - | \$148,500 | Supplies | \$148,500 | - |
| \$1,211,441 | \$13,040 | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$1,127,803 | \$1,127,803 | Other Financing Uses | - | (\$1,127,803) |
| \$3,277,004 | \$3,211,157 | \$4,859,510 | TOTAL OTHER EXPENSES | \$3,183,115 | (\$1,676,395) |
| \$3,362,926 | \$3,545,448 | \$5,490,532 | TOTAL PERSONNEL AND OTHER EXPENSES | \$3,828,675 | (\$1,661,858) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|---------------------------------|--------------------|-----------------------|
| \$3,362,926 | \$3,545,448 | \$5,490,532 | Water & Wastewater Revenue Fund | \$3,828,675 | (\$1,661,858) |
| \$3,362,926 | \$3,545,448 | \$5,490,532 | TOTAL EXPENSES | \$3,828,675 | (\$1,661,858) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| 3.70 | 4.09 | 6.40 | Full Time Equivalent | 6.54 | 0.14 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|----------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$51,087) | Decrease due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$40,433 | Increase due to extra help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$35,172 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$6,560) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$3,421) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$14,537 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$548,592) | Decrease due to telecomm costs less than anticipated. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | (\$1,127,803) | Decrease due to one time funding for Oracle E-Business Suite upgrades and enhancements budgeted for FY16 not needed for FY17. |
| TOTAL OTHER EXPENSES | (\$1,676,395) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$1,661,858) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|----------------------|-------------|
| Water & Wastewater Revenue Fund | (\$1,661,858) | |
| TOTAL EXPENSES | (\$1,661,858) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | 0.14 | Increase due to creation of split-funded positions to support 311 and new IT strategies. |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

Emergency Telephone System

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$282,316 | \$344,402 | \$332,122 | Salaries, Regular | \$358,234 | \$26,112 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$44,348 | \$67,502 | \$65,043 | Pen Cont Gen Emp Pen Fd | \$76,062 | \$11,019 |
| \$9,146 | \$10,541 | \$8,448 | Defined Contribution | \$5,921 | (\$2,527) |
| - | - | - | Workers' Compensation | - | - |
| \$57,669 | \$75,618 | \$44,568 | Other Personnel Costs | \$43,919 | (\$648) |
| \$393,479 | \$498,063 | \$450,181 | TOTAL PERSONNEL | \$484,137 | \$33,955 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| \$393,479 | \$498,063 | \$450,181 | TOTAL PERSONNEL AND OTHER EXPENSES | \$484,137 | \$33,955 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|-----------------|----------------------------|----------------|-----------------------|
| \$393,479 | \$498,063 | \$450,181 | Emergency Telephone System | \$484,137 | \$33,955 |
| \$393,479 | \$498,063 | \$450,181 | TOTAL EXPENSES | \$484,137 | \$33,955 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| 5.00 | 5.00 | 5.00 | Full Time Equivalent | 5.00 | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Atlanta Information Management

Emergency Telephone System

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$26,112 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$11,019 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$2,527) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$648) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$33,955 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$33,955 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|----------------------------|------------------|-------------|
| Emergency Telephone System | \$33,955 | |
| TOTAL EXPENSES | \$33,955 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



LAW

Mission Statement

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

The Department of Law emphasizes the importance of professional growth. Education and development of all staff result in improved skills, increased self-esteem and satisfaction, a productive work environment and excellent customer service.

Core Functions

- Legal Counseling
- Litigation
- Transactions
- Compliance

Summary of Operations

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

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

Divisions/Offices Descriptions

The Department is comprised of six major units:

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

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

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

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

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

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

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

employee or any person or organization to the extent that the person or organization had any dealings with the City of Atlanta or any department, board, office, commission, institution, authority, retirement system or other instrumentality or agency thereof.

Goals

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

FY2016 Accomplishments

- *Borders v. City of Atlanta*: The Law Department successfully defended a class action legal challenge to the City's historic 2011 pension reform. The Supreme Court of Georgia unanimously upheld the constitutionality of the reform on November 2, 2015. The pension reform will eliminate the City's one billion, five hundred million dollar (\$1,500,000,000) unfunded liability by 2041, and will save the City more than two hundred seventy million dollars (\$270,000,000) over the next ten years, and more than five hundred million dollars (\$500,000,000) over 30 years. It also ensures the availability of the pension income promised to employees upon their retirement.
- *Bellsouth Telecommunications v. MARTA and City of Atlanta*: The Law Department

prevailed in a legal challenge from AT&T Georgia that demanded City reimbursement of AT&T's utility relocation costs arising from construction of the Atlanta Streetcar. The Fulton County Superior Court granted the City's Motion for Judgment on the Pleadings, saving the City five million, seven hundred ninety thousand dollars (\$5,790,000).

- *Mayor's Office of Entertainment:* The Law Department provides legal advice and services to the Mayor's Office of Entertainment, which serves as Atlanta's ambassador to the motion picture industry. The Law Department has negotiated and drafted contracts with major Hollywood production studios for film projects including *Divergent*, *Fast and Furious* and the *Captain America* film franchises. The Department provided legal support for creation of the ground-breaking Atlanta Entertainment Job Training Partnership Program, and advised on initiatives that led to Atlanta's being named #1 City for filmmakers to live and work by MovieMaker Magazine.
- *Airport Commercial Paper Issuance:* The Law Department provided legal guidance regarding the issuance of four hundred fifty million dollars (\$450,000,000) of commercial paper notes for improvements and terminal modernizations at Hartsfield-Jackson Atlanta International Airport.
- *Airport Short-term Notes:* The Law Department assisted the City's Atlanta Hartsfield-Jackson International Airport ("Airport") in the establishment of the 2016 Short-Term Note Program in the amount of three hundred million dollars (\$300,000,000). The 2016 Notes will be used for the planning, engineering, design, acquisition and construction of Airport improvements to include the Concourse T North Extension, Fire & Life Safety Improvements and the demolition and construction of the North and South Terminal Parking Garages, as well as other replacement parking decks.
- *Full Payment Received from Clayton County:* The Law Department reached a settlement agreement with Clayton County regarding payment of tax refunds on numerous parcels of real property at the airport. Clayton County agreed to make payments in 2015 and 2016. On November 16, 2015, the City received nine million, five hundred ninety-nine thousand, four hundred sixty-seven dollars (\$9,599,467) in full satisfaction of outstanding taxes.
- *Airport Tax Refund:* The Law Department helped obtain a tax refund of two million eight hundred sixty-five thousand, six hundred forty dollars (\$2,865,640) from Fulton County on a parcel of land at the airport's rental car center. The parcel is now accurately coded as tax exempt resulting in future savings to the City of approximately five hundred thousand dollars (\$500,000) annually.
- *Noise Case Victory:* The Law Department successfully defended the City in the cases of *Kangiser v. City of Atlanta* and *Bowles v. City of Atlanta*. The Clayton County Superior Court granted the City's Motion for Summary Judgment on April 2, 2015 and ruled that over 90 residents of Forest Park did not state an appropriate claim. The Plaintiffs alleged that noise, pollution, dust and debris in their neighborhoods increased after the Fifth Runway opened on May 27, 2006. The Plaintiffs' appeals are pending before the Georgia Court of Appeals.
- *Major Watershed Recovery:* The Law Department recovered nine million, five hundred thousand dollars (\$9,500,000) and obtained a 5 year extended warranty from a contractor doing sewer rehabilitation work for the Department of Watershed Management.
- *Clean Water Permit Renewal:* The Law Department partnered with the Department of Watershed Management to successfully negotiate a new National Pollutant Discharge Elimination System Permit with EPD for its Combined Sewer System.
- *Water and Sewer Bill Collections:* The Law Department collected two hundred fifty-one thousand, seven hundred forty dollars (\$251,740) in outstanding water account balances, which included delinquencies from four large apartment complexes.
- *Water Quality Code Enforcement Order:* The Law Department successfully negotiated a Consent Order for long running violations of a City-issued Industrial Wastewater Discharge Permit. Under the terms of the Consent Order, the violator will implement a

- solution to fix the underlying problem and has paid a three hundred twenty-five thousand, five hundred dollar (\$325,500) fine to the City.
- *Watershed Trial Victory*: The Law Department successfully defended the City in the case of *Acloque Persons and Associated, LLC v. City of Atlanta*. The Plaintiff demanded three hundred thousand dollars (\$300,000) from the City for storm water flooding and sewer backup damages to several apartment units. After a three-day jury trial, the jury awarded a complete verdict to the City.
 - *Atlanta Workforce Development Agency*: The Law Department assisted the Atlanta Workforce Development Agency in addressing corrective action requirements resulting from the Georgia Department of Economic Development's 2013 on-site monitoring. As of July 8, 2015, all 2012-2013 findings were resolved and cleared. The successful action was key to maintaining six million four hundred thousand dollars (\$6,400,000) in federal WIA/WIOA grant support for the Atlanta Workforce Development Agency.
 - *High Impact Procurements*: The Law Department assisted the Department of Procurement with procurements, amendments and change orders related to the Renew Atlanta 2015 Infrastructure Bond Program, the Airport's flight tracking services, closed circuit TVs, banking services, and various software agreements, as well as with Watershed's headworks improvement project at the R.M. Clayton facility and the Water Supply Phase I project to supply water to Bellwood Quarry.
 - *New Water Reservoir Project*: The Law Department worked with the Departments of Watershed and Procurement to draft and negotiate solicitation and contract documents for Phase I of the City's new water reservoir project. The project includes constructing a system of tunnels, pumps and conveyance pipes to convert the Bellwood Quarry site into a functional drinking water reservoir.
 - *Proffitt v. City of Atlanta*: On July 5, 2015, the Georgia Court of Appeals affirmed the trial court's grant of summary judgment in favor of the City. The City asserted that the Plaintiff did not provide timely ante-litem notice, and his two hundred fifty thousand dollar (\$250,000) claim was barred.
 - *City of Atlanta v. Fulton County*: The City's Motion for Summary Judgment was granted on August 31, 2015. Fulton County challenged the City's ability to annex property that it owned inside Fulton County, known as the Fulton Industrial District, into the City of Atlanta. Fulton County was relying on a local constitutional amendment ("LCA") to challenge the City's power to annex its property. The Court concluded that the LCA was unconstitutional, thus affirming the City's power to annex. The matter is currently on appeal in the Georgia Supreme Court.
 - *Smith Gambrell & Russell v. City of Atlanta Board of Zoning Adjustment*: The City prevailed before the Fulton County Superior Court on a Board of Zoning Adjustment appeal brought by a large office building tenant challenging a building signature sign permit.
 - *Rife v. City of Atlanta, et al.*: This civil suit alleged state law claims for false arrest and imprisonment, intentional infliction of emotional distress, malicious prosecution and negligence, as well as violation of the Georgia Constitution. On August 13, 2015, the Court granted City Defendants' Motion for Summary Judgment finding that Plaintiff failed to establish municipal liability for his federal claims; Plaintiff abandoned all state law claims against the City Defendants; and the Investigator was entitled to qualified immunity.
 - *John Hancock Life Insurance Co. v. City of Atlanta*: Before the Superior Court of Fulton County, the Law Department successfully defended application of the City's sign ordinance to electronic signs installed inside a building, but intended to be viewed exclusively from the right-of-way. On November 12, 2015, the Georgia Supreme Court declined to hear John Hancock's application for discretionary appeal.
 - *Derrico Moore v. City of Atlanta*: This civil case alleged state law claims of assault and battery against the City and APD. On November 17, 2015, the Fulton County State Court granted Defendants' Motion to Dismiss, finding that the City was entitled to sovereign immunity and the Plaintiff had failed to comply with the ante litem requirement. The

Court further found that the APD Officer was entitled to official immunity as no actual malice existed.

- *Ovington v. City of Atlanta*: This civil suit alleged federal and state law claims for false arrest and imprisonment, intentional infliction of emotional distress, malicious prosecution and negligence, as well as violation of the Georgia Constitution. Specifically, Plaintiff alleged that he was wrongfully accused of robbing a Subway and the defendant APD officer failed to investigate properly. On December 8, 2015, the Court granted Defendant Officer's Motion for Summary Judgment finding that he was entitled to immunity.
- *Czarmangis, LLC et al v. City of Atlanta, et al.*: This civil case was brought against the City and several APD officers, alleging City Defendants violated their Fourth, Fifth and Fourteenth Amendment rights. Plaintiffs also alleged state law claims of false arrest, false imprisonment, battery, malicious prosecution and intentional infliction of emotional distress. Finally, Plaintiffs contended that the City was stubbornly litigious in violation of Georgia Law. On December 17, 2015, the federal court granted Defendants' Motion to Dismiss, agreeing that Plaintiffs' had failed to state a cognizable claim, granting all City Defendants immunity and dismissing Plaintiffs' attorneys' fee claim.
- *Blue Valley Apartments, Inc. v. City of Atlanta and URFA*: Blue Valley Apartments, Inc. filed claims against the City and URFA (Urban Residential Finance Authority) for breach of contract and injunctive relief with respect to a lease and sublease agreement between the parties for the property known as "City Plaza". Specifically, Blue Valley alleged that the City and URFA breached their contractual obligations to agree to the assignment of Blue Valley's leasehold interest to a third party, causing Blue Valley to lose the sale of its interest in City Plaza to the third party. The City was able to settle the lawsuit and acquire the leasehold interest.
- *Reed et al. v. City of Atlanta*: This action arose from an adverse decision of the Atlanta Tree Conservation Commission ("TCC") denying the Plaintiffs' administrative appeal challenging a

decision of the City Arborist granting preliminary approval of a plan to remove trees from certain real property. This matter was presented at a final hearing before the Fulton County Superior Court on June 18, 2015. The Superior Court ruled in favor of the City by denying the Plaintiffs' appeal and affirming the decision of the TCC. The Court found that the evidence standard was met to support the TCC's decision and that the TCC did not abuse its discretion.

- *Capricorn Construction Co., Inc. v. City of Atlanta*: The City's Motion for Summary Judgment was granted on March 5, 2015 and later affirmed on appeal February 26, 2016. Plaintiff's breach of contract claim failed and sovereign immunity barred Plaintiff from seeking relief through an unjust enrichment or quantum meruit claim.
- *Outstanding General Counsel Award*: The Atlanta Business Chronicle and the Georgia Chapter of the Association of Corporate Counsel presented the third annual Corporate Counsel Awards. The awards breakfast highlighted the outstanding work by both generalists and specialists in public and private companies and nonprofit organizations of all sizes, and, even more importantly, emphasized the value these professionals add to their organizations' bottom lines. With the legal and regulatory landscapes of many industries seeing rapid and constant evolution and change over the last several years, the role of in-house counsel has never been more crucial to each company's success.
- *Legal Department of the Year*: On November 19, 2015, The Fulton County Daily Report recognized the City's Law Department as the In-House Legal Department of the Year, government category, for litigation and complex transactions.
- *Accredited Airport Executive Designation*: A member of the Law Department earned the coveted Accredited Airport Executive ("A.A.E.") designation from the American Association of Airport Executives.
- *City of Atlanta Local Government Seminar*: The Law Department developed and presented, along with the City of Atlanta Ethics Office, its fourth annual seminar on local government law for Atlanta City Council members, attorneys, City staff, and members

of our sister agencies. Presenters from the Law Department educated attendees on subjects including open records, open meetings, pending state legislation, employment and procurement. Guest speakers presented on topics as varied as tax allocation district financing, police-worn body cameras and professionalism. The seminar was approved by the State Bar of Georgia for 6 hours of Continuing Legal Education credit, including one Ethics hour and one Professionalism hour. The seminar was provided at a cost of approximately eighty five dollars (\$85) per attorney, compared to a cost of one hundred seventy dollars (\$170) per attorney for a comparable local government seminar. The in-house seminar provides half of each attorney's CLE requirements at a savings to the City of approximately three thousand, six hundred fifty-five dollars (\$3,655) annually for the Law Department. Similar 50% savings are achieved for additional attorneys at the City who attend the seminar, including City Council members, City Staff and members of our sister agencies.

- *Open Records and Open Meetings Training:* The Department of Law conducted numerous training sessions regarding compliance with the requirements of the Georgia Open Records Act and Georgia Open Meetings Act. City entities receiving the training include: the Atlanta City Council; the Mayor's Cabinet; the Atlanta Police Department; and the Departments of Human Resources, Finance, Procurement, Public Works and Aviation.

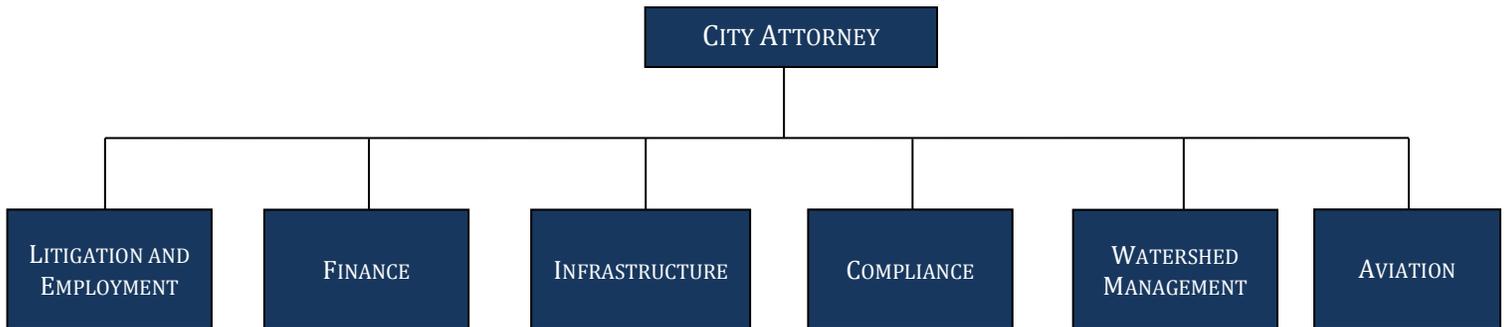
FY2017 Adopted Program Highlights

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

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

ORGANIZATIONAL CHART

LAW



PERFORMANCE METRICS

LAW

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--|------------------|------------------|------------------|------------------|
| <i>Government Excellence & Efficiency</i> | | | | |
| Resolved litigation settlements and judgment | 142 | 126 | N/A | N/A |
| Total amount of claim settlements | \$895,798 | \$743,781 | N/A | N/A |
| Number of claims settled | 307 | 303 | N/A | N/A |
| Pending claims | 988 | 1,070 | N/A | N/A |
| Pending lawsuits | 898 | 948 | N/A | N/A |





FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Law

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|---|---------------------|-----------------------|
| \$5,819,635 | \$5,928,900 | \$6,648,909 | Salaries, Regular | \$6,498,866 | (\$150,043) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$112,279 | \$35,195 | \$537 | Salaries, Extra Help | - | (\$537) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$315 | \$912 | \$19,716 | Overtime | \$19,715 | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$559,985 | \$645,494 | \$657,623 | Pen Cont Gen Emp Pen Fd | \$681,333 | \$23,710 |
| \$250,165 | \$262,459 | \$222,067 | Defined Contribution | \$232,960 | \$10,893 |
| - | \$396 | - | Workers' Compensation | - | - |
| \$593,239 | \$651,180 | \$746,144 | Other Personnel Costs | \$683,301 | (\$62,843) |
| \$7,335,618 | \$7,524,536 | \$8,294,995 | TOTAL PERSONNEL | \$8,116,176 | (\$178,819) |
| OTHER EXPENSES | | | | | |
| \$6,817,751 | \$9,909,967 | \$10,422,168 | Purchased / Contracted Services | \$10,504,005 | \$81,837 |
| \$39,605 | \$82,448 | \$62,467 | Supplies | \$80,001 | \$17,534 |
| - | \$16,031 | - | Capital Outlays | \$0 | \$0 |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$9,234 | \$24,455 | \$9,560 | Other Costs | \$27,000 | \$17,440 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$860,151 | - | - | Other Financing Uses | - | - |
| \$7,726,741 | \$10,032,901 | \$10,494,194 | TOTAL OTHER EXPENSES | \$10,611,006 | \$116,811 |
| \$15,062,359 | \$17,557,438 | \$18,789,189 | TOTAL PERSONNEL AND OTHER EXPENSES | \$18,727,181 | (\$62,008) |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|---------------------------------|---------------------|-----------------------|
| \$5,360,830 | \$5,861,781 | \$6,322,519 | General Fund | \$5,919,921 | (\$402,598) |
| \$3,634,142 | \$3,845,780 | \$5,599,899 | Airport Revenue Fund | \$5,708,978 | \$109,079 |
| - | \$71,483 | \$155,247 | Building Permits Fund | \$188,307 | \$33,059 |
| \$6,067,388 | \$7,778,394 | \$6,711,524 | Water & Wastewater Revenue Fund | \$6,909,976 | \$198,452 |
| \$15,062,359 | \$17,557,438 | \$18,789,189 | TOTAL EXPENSES | \$18,727,181 | (\$62,008) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 83.00 | 83.00 | 84.00 | Full Time Equivalent | 84.00 | 0.00 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Law General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$3,353,383 | \$3,228,064 | \$3,679,190 | Salaries, Regular | \$3,345,302 | (\$333,887) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | \$23,822 | \$537 | Salaries, Extra Help | - | (\$537) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$180 | \$262 | \$19,715 | Overtime | \$19,715 | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$297,101 | \$304,511 | \$314,209 | Pen Cont Gen Emp Pen Fd | \$277,783 | (\$36,426) |
| \$149,335 | \$148,184 | \$127,078 | Defined Contribution | \$126,539 | (\$539) |
| - | \$396 | - | Workers' Compensation | - | - |
| \$314,877 | \$322,737 | \$388,607 | Other Personnel Costs | \$321,221 | (\$67,386) |
| \$4,114,876 | \$4,027,976 | \$4,529,336 | TOTAL PERSONNEL | \$4,090,561 | (\$438,775) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$1,228,063 | \$1,789,542 | \$1,765,272 | Purchased / Contracted Services | \$1,789,359 | \$24,087 |
| \$14,977 | \$29,899 | \$23,351 | Supplies | \$30,000 | \$6,649 |
| - | \$5,344 | - | Capital Outlays | \$0 | \$0 |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$2,914 | \$9,020 | \$4,560 | Other Costs | \$10,000 | \$5,440 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$1,245,954 | \$1,833,805 | \$1,793,183 | TOTAL OTHER EXPENSES | \$1,829,360 | \$36,177 |
| \$5,360,830 | \$5,861,781 | \$6,322,519 | TOTAL PERSONNEL AND OTHER EXPENSES | \$5,919,921 | (\$402,598) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|-----------------------|--------------------|-----------------------|
| \$5,360,830 | \$5,861,781 | \$6,322,519 | General Fund | \$5,919,921 | (\$402,598) |
| \$5,360,830 | \$5,861,781 | \$6,322,519 | TOTAL EXPENSES | \$5,919,921 | (\$402,598) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 45.56 | 44.74 | 44.42 | Full Time Equivalent | 42.45 | (1.97) |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Law
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$333,887) | Decrease due to reallocation of split funded positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$537) | Decrease due to extra help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$36,426) | Decrease due to personnel adjustments. |
| Defined Contribution | (\$539) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$67,386) | Decrease due to health rate and personnel adjustments. |
| TOTAL PERSONNEL | (\$438,775) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$24,087 | Increase due to expenses related to Case Management System. |
| Supplies | \$6,649 | Increase due to supplies needed for court-mandated requirements. |
| Capital Outlays | \$0 | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$5,440 | Increase due to costs related to internal continuing legal education and local training. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$36,177 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$402,598) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| General Fund | (\$402,598) | |
| TOTAL EXPENSES | (\$402,598) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | (1.97) | Decrease due to reallocation of split funded positions. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Airport Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,080,554 | \$1,117,303 | \$1,336,941 | Salaries, Regular | \$1,375,070 | \$38,129 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$112,279 | \$11,373 | \$0 | Salaries, Extra Help | - | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$76 | \$311 | \$0 | Overtime | - | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$120,530 | \$146,985 | \$156,229 | Pen Cont Gen Emp Pen Fd | \$184,194 | \$27,965 |
| \$40,613 | \$43,097 | \$41,854 | Defined Contribution | \$44,428 | \$2,575 |
| - | - | - | Workers' Compensation | - | - |
| \$117,948 | \$121,602 | \$156,800 | Other Personnel Costs | \$156,277 | (\$523) |
| \$1,472,000 | \$1,440,670 | \$1,691,824 | TOTAL PERSONNEL | \$1,759,970 | \$68,146 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$1,745,973 | \$2,363,297 | \$3,886,009 | Purchased / Contracted Services | \$3,915,509 | \$29,500 |
| \$12,066 | \$27,045 | \$19,566 | Supplies | \$25,000 | \$5,435 |
| - | \$5,344 | - | Capital Outlays | \$0 | \$0 |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$3,179 | \$9,424 | \$2,500 | Other Costs | \$8,500 | \$5,999 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$400,925 | - | - | Other Financing Uses | - | - |
| \$2,162,142 | \$2,405,110 | \$3,908,075 | TOTAL OTHER EXPENSES | \$3,949,008 | \$40,933 |
| \$3,634,142 | \$3,845,780 | \$5,599,899 | TOTAL PERSONNEL AND OTHER EXPENSES | \$5,708,978 | \$109,079 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$3,634,142 | \$3,845,780 | \$5,599,899 | Airport Revenue Fund | \$5,708,978 | \$109,079 |
| \$3,634,142 | \$3,845,780 | \$5,599,899 | TOTAL EXPENSES | \$5,708,978 | \$109,079 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 17.22 | 17.63 | 17.29 | Full Time Equivalent | 17.95 | 0.66 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$38,129 | Increase due to reallocation of split funded positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$0 | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$27,965 | Increase due to personnel adjustments. |
| Defined Contribution | \$2,575 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$523) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$68,146 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$29,500 | Increase due to expenses related to Case Management System. |
| Supplies | \$5,435 | Increase due to supplies needed for court-mandated requirements. |
| Capital Outlays | \$0 | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$5,999 | Increase due to costs related to internal continuing legal education and local training. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$40,933 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$109,079 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$109,079 | |
| TOTAL EXPENSES | \$109,079 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--|
| Full Time Equivalent | 0.66 | Increase due to reallocation of split funded position. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Building Permits Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|---|------------------|--------------------|
| | | | <i>PERSONNEL</i> | | |
| - | \$57,642 | \$115,910 | Salaries, Regular | \$166,000 | \$50,090 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | \$7,173 | \$28,481 | Pen Cont Gen Emp Pen Fd | - | (\$28,481) |
| - | \$1,604 | \$1,212 | Defined Contribution | \$7,121 | \$5,909 |
| - | - | - | Workers' Compensation | - | - |
| - | \$5,063 | \$9,645 | Other Personnel Costs | \$15,185 | \$5,540 |
| - | \$71,483 | \$155,247 | TOTAL PERSONNEL | \$188,307 | \$33,059 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| - | \$71,483 | \$155,247 | TOTAL PERSONNEL AND OTHER EXPENSES | \$188,307 | \$33,059 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|-----------------------|------------------|--------------------|
| - | \$71,483 | \$155,247 | Building Permits Fund | \$188,307 | \$33,059 |
| - | \$71,483 | \$155,247 | TOTAL EXPENSES | \$188,307 | \$33,059 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|--------------------|
| - | - | 1.00 | Full Time Equivalent | 1.65 | 0.65 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Building Permits Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$50,090 | Increase due to reallocation of split funded positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$28,481) | Decrease due to retirement of long-tenured employee in pension plan. |
| Defined Contribution | \$5,909 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$5,540 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$33,059 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$33,059 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Building Permits Fund | \$33,059 | |
| TOTAL EXPENSES | \$33,059 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 0.65 | Increase due to reallocation of split funded positions. |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Law Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,385,699 | \$1,525,891 | \$1,516,868 | Salaries, Regular | \$1,612,493 | \$95,625 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$59 | \$339 | \$0 | Overtime | \$0 | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$142,354 | \$186,824 | \$158,704 | Pen Cont Gen Emp Pen Fd | \$219,355 | \$60,651 |
| \$60,217 | \$69,574 | \$51,923 | Defined Contribution | \$54,872 | \$2,948 |
| - | - | - | Workers' Compensation | - | - |
| \$160,413 | \$201,778 | \$191,092 | Other Personnel Costs | \$190,618 | (\$474) |
| \$1,748,742 | \$1,984,407 | \$1,918,587 | TOTAL PERSONNEL | \$2,077,338 | \$158,751 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$3,843,715 | \$5,757,128 | \$4,770,887 | Purchased / Contracted Services | \$4,799,137 | \$28,250 |
| \$12,562 | \$25,505 | \$19,550 | Supplies | \$25,000 | \$5,450 |
| - | \$5,344 | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$3,142 | \$6,010 | \$2,500 | Other Costs | \$8,500 | \$6,000 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$459,227 | - | - | Other Financing Uses | - | - |
| \$4,318,645 | \$5,793,987 | \$4,792,936 | TOTAL OTHER EXPENSES | \$4,832,638 | \$39,701 |
| \$6,067,388 | \$7,778,394 | \$6,711,524 | TOTAL PERSONNEL AND OTHER EXPENSES | \$6,909,976 | \$198,452 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|---------------------------------|--------------------|-----------------------|
| \$6,067,388 | \$7,778,394 | \$6,711,524 | Water & Wastewater Revenue Fund | \$6,909,976 | \$198,452 |
| \$6,067,388 | \$7,778,394 | \$6,711,524 | TOTAL EXPENSES | \$6,909,976 | \$198,452 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 20.22 | 20.63 | 21.29 | Full Time Equivalent | 21.95 | 0.66 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Law

Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$95,625 | Increase due to reallocation of split funded positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$60,651 | Increase due to pension rate and personnel adjustments. |
| Defined Contribution | \$2,948 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$474) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$158,751 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$28,250 | Increase due to expenses related to Case Management System. |
| Supplies | \$5,450 | Increase due to supplies needed for court-mandated requirements. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$6,000 | Increase due to costs related to internal continuing legal education and local training. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$39,701 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$198,452 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|------------------|-------------|
| Water & Wastewater Revenue Fund | \$198,452 | |
| TOTAL EXPENSES | \$198,452 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 0.66 | Increase due to reallocation of split funded positions. |



CORRECTIONS

Mission Statement

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

Vision Statement

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

Core Functions

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

Summary of Operations

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

Divisions/Offices Descriptions

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

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

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

Goals and Objectives

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

FY2016 Accomplishments

- Compliance with the Prison Rape Elimination Act (PREA), which includes: auditing at least every three years to be considered compliant; risk assessments; modifications to systems and processes, including installation of mirrors to ensure visibility; required training for employees, contractors, volunteers and inmates; creation of 1 Lieutenant, 3 Sergeant and 5 Officer Positions. The expansion of the inmate detail to include aiding Code Enforcement and other agencies in clearing and boarding up of dilapidated properties, thus aiding in deterring criminal activity and vagrants.
- Grant awarded from U.S. Department of Justice, Office of Justice Programs for the Justice and Mental Health Collaboration Program.
- Utilization of Relias online training to reduce the number of in-class hours for in-service training.
- Installation of Personal Protective Equipment boxes in all housing units and AED's on each floor.
- Deployment of Level II Spike 2 Body Armor and Body Cameras.
- Deployment of Tasers Electronic Control Devices to reduce the likelihood of injury to sworn personnel and unruly and combative detainees.
- Deployment of the special response team, known as the VIPER team, has allowed Corrections to be instrumental in special operations such as Occupy Atlanta and assisting Fulton County with facility searches.
- Installation of Cell Sense to prevent unauthorized cellular phones from entry inside the detention center.
- Installation of Tour Guard System.
- Installations of cameras in 5 transport vehicles and one 48-passenger bus.
- Implementation of Body Camera pilot program.
- Upgrade of the Fire Alarm and Fire Suppression network system to address issues with existing field initiation devices (smoke detectors, heat detectors, etc.).
- Performed upgrades to the facility including replacement of front lobby entrance and exit flooring, painting of different areas in the jail, trimming of parking lot trees and bushes and improved street lighting around the jail.

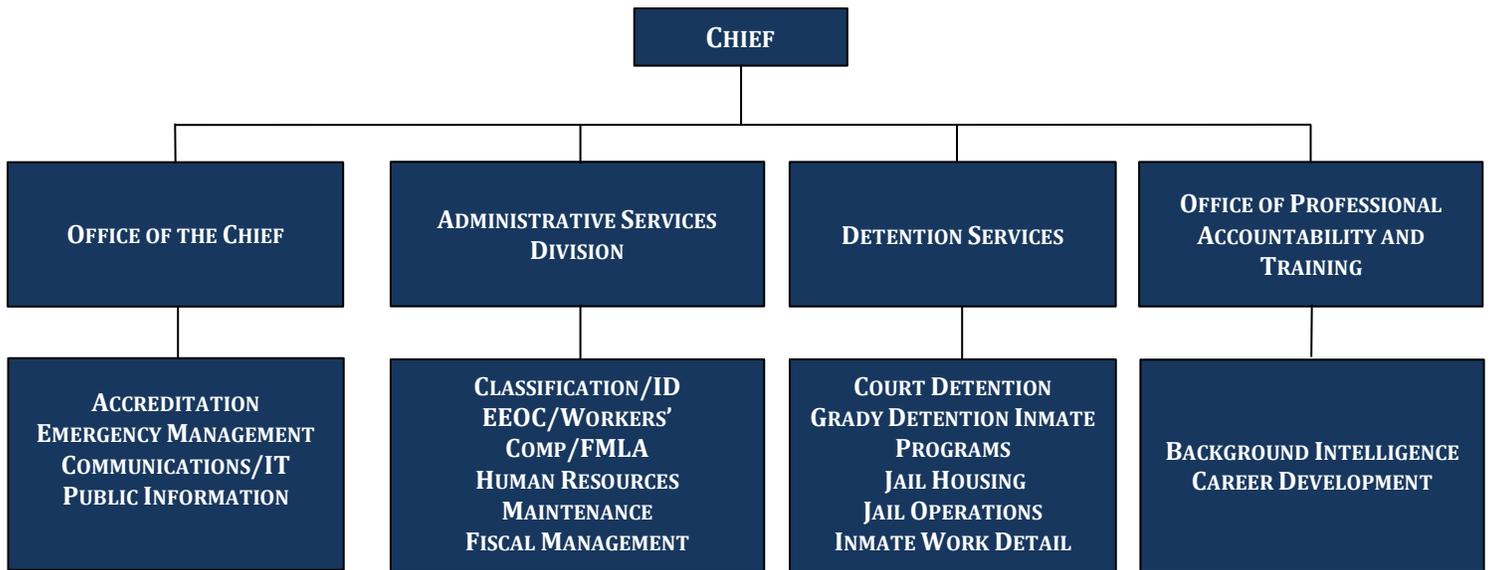
- Correctional software to electronically manage patient charts, medication administration records (MAR), intake forms, inmate signatures and consent forms.
- Effectuation of clean and close orders issued thru the In Rem Review Board or City of Atlanta Municipal Court for properties that have been deemed structurally sound by the Atlanta Police Department – Code Enforcement Unit to remedy the deleterious effect open and vacant residential structures has on streets, neighborhoods, communities, public health, safety and welfare of stakeholders. Total number of completed properties as of December 31, 2015 – 111.
- Inmate Work Detail in partnership with the Mayor's Office, Community Court, the Atlanta Police Department's HOPE and C.O.P.'s units, Department of Public Works, Clayton County Transitional Center and the Atlanta Transitional Center is ensuring that Atlanta remains clean, safe and beautiful.

FY2017 Adopted Program Highlights

- Re-accreditation by the American Correctional Association.
- Integration of all city law enforcement software programs to enhance and help create positive identification for all those that come in contact with the City of Atlanta Jail, Court, Atlanta Police Department, etc.
- Establishment of Transportation unit to aid the Atlanta Police Department in the transport of detainees from the zones and from out of jurisdiction to the Atlanta City Detention Center.
- Implement \$20 per charge bond processing fee (amend current State Law) for possible revenue.
- Implement \$10-\$50 booking fee (Create State Law) for possible revenue.
- Development of departmental website to improve the customer service experience for residents and visitors to the city, allowing online access to information regarding detainees.
- Identification, research and application of alternate funding sources and assistance.

ORGANIZATIONAL CHART

CORRECTIONS



PERFORMANCE METRICS

CORRECTIONS

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--------------------------------------|------------------|------------------|------------------|------------------|
| Public Safety | | | | |
| Total Number of bookings in the Jail | 31,284 | 30,244 | 36,000 | 35,000 |
| Average Daily Population of the Jail | 600 | 500 | 600 | 500 |





FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Corrections
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$2,077,947 | \$2,133,158 | \$2,714,818 | Salaries, Regular | \$2,632,288 | (\$82,530) |
| - | - | \$3,124 | Salaries, Perm Part-Time | - | (\$3,124) |
| \$9,476,463 | \$10,393,520 | \$11,416,834 | Salaries, Sworn | \$11,658,060 | \$241,225 |
| \$126,124 | \$165,383 | - | Salaries, Extra Help | \$88,416 | \$88,416 |
| \$59,388 | \$22,615 | - | Salaries, Extra Help-Sworn | \$17,250 | \$17,250 |
| \$2,080,475 | \$2,722,141 | \$1,446,785 | Overtime | \$1,272,331 | (\$174,454) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| \$3,228 | - | - | Pen Cont Police Pen Fd | - | - |
| \$3,225,579 | \$3,689,017 | \$4,299,288 | Pen Cont Gen Emp Pen Fd | \$4,709,927 | \$410,639 |
| \$118,740 | \$169,475 | \$185,805 | Defined Contribution | \$257,778 | \$71,972 |
| \$291,501 | \$633,854 | \$300,247 | Workers' Compensation | \$288,812 | (\$11,436) |
| \$2,108,008 | \$2,311,662 | \$2,943,057 | Other Personnel Costs | \$2,722,404 | (\$220,653) |
| \$19,567,453 | \$22,240,825 | \$23,309,959 | TOTAL PERSONNEL | \$23,647,266 | \$337,306 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$1,313,128 | \$1,873,934 | \$1,857,841 | Purchased / Contracted Services | \$1,980,002 | \$122,161 |
| \$9,197,968 | \$8,963,857 | \$7,606,804 | Supplies | \$7,622,162 | \$15,358 |
| - | \$278,546 | - | Capital Outlays | - | - |
| \$61,589 | \$99,795 | \$65,765 | Interfund / Interdepartmental Charges | \$93,241 | \$27,477 |
| \$222 | (\$180) | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$46,369 | \$51,564 | Other Financing Uses | \$47,892 | (\$3,672) |
| \$10,572,906 | \$11,262,320 | \$9,581,973 | TOTAL OTHER EXPENSES | \$9,743,297 | \$161,324 |
| \$30,140,360 | \$33,503,146 | \$32,891,933 | TOTAL PERSONNEL AND OTHER EXPENSES | \$33,390,563 | \$498,630 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$30,140,360 | \$33,503,146 | \$32,891,933 | General Fund | \$33,390,563 | \$498,630 |
| \$30,140,360 | \$33,503,146 | \$32,891,933 | TOTAL EXPENSES | \$33,390,563 | \$498,630 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 310.00 | 326.00 | 346.00 | Full Time Equivalent | 359.00 | 13.00 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Corrections

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$82,530) | Decrease due to salary adjustments and position transfers. |
| Salaries, Perm Part-Time | (\$3,124) | Decrease due to reduction in perm part-time salaries. |
| Salaries, Sworn | \$241,225 | Increase due to salary adjustments. |
| Salaries, Extra Help | \$88,416 | Increase due to timing of temporary civilians becoming full time. |
| Salaries, Extra Help-Sworn | \$17,250 | Increase due to timing of temporary officer recruits becoming full time. |
| Overtime | (\$174,454) | Decrease due to overtime less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$410,639 | Increase due to pension rate adjustment. |
| Defined Contribution | \$71,972 | Increase due to personnel adjustments. |
| Workers' Compensation | (\$11,436) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$220,653) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$337,306 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$122,161 | Increase due to Trinity Food Service contract and equipment repair/maintenance more than anticipated. |
| Supplies | \$15,358 | Increase due to Body Worn Camera maintenance and uniforms more than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$27,477 | Increase due to motor/fuel and repair/maintenance costs more than anticipated. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | (\$3,672) | Decrease due to costs associated with GMA lease payment less than anticipated. |
| TOTAL OTHER EXPENSES | \$161,324 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$498,630 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|------------------|-------------|
| General Fund | \$498,630 | |
| TOTAL EXPENSES | \$498,630 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | 13.00 | Increase due to 13 position creations. |

FINANCE

Mission Statement

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

The Department of Finance serves as a strategic business partner to:

- Promote actions to achieve the City's priorities.
- Establish and maintain sound fiscal policies.
- Deliver a clear and accurate picture of the City's current and future financial position.
- Improve the effectiveness, efficiency, and integration of the City's business processes.
- Proactively report on, analyze, and recommend actions for improvement.
- Provide excellent service to internal and external customers.

Core Functions

- Budget Preparation and Administration
- Financial Reporting and Grant Compliance
- Debt and Investment Administration
- Revenue Collection and Administration
- Financial and Risk Analysis
- Financial and Technology Process Efficiency

Summary of Operations

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

Divisions/Offices Descriptions

The Office of Administrative Services is responsible for operations optimization and management of the administrative functions of the Department of Finance including coordination of responses to open

records inquiries, management of the centralized department contracts and purchasing controls, supporting Senior Leadership with workforce planning, staff supervision and staff skills development and training, department budget development and ongoing expense management, coordinating policy development and implementation, and management of the City's Records Management division.

The Office of Budget & Fiscal Policy provides City government centralized budget and financial analysis. The Office provides independent analysis and evaluation of resource allocation issues, operational issues, and produces financial and operational data for both internal and external use. The Office also provides financial planning and analysis, economic analysis, enterprise fund budgeting, and fund balance forecasting.

The Office of the Controller is responsible for ensuring that the assets of the City are properly accounted for and expended in a manner consistent with applicable laws, policies, plans and procedures. The office of Controller functions and duties include financial statement reporting, coordination of external audits, coordination of Department of Finance responses to compliance issues and development of financial policy and procedures; Manage Office of Accounts Payable and Payroll, Office of General Accounting, Projects and Grants Accounting and Fixed Assets and Debt.

The Office of Treasury Services functions and duties include overseeing major functions of the City's financial position with primary responsibilities for the management of the City's debt, cash and investment functions including debt issuances, continuing disclosure, long-term financial planning, analysis and management of existing debt, cash flow forecasting, liaising with financial advisors, bond rating agencies and investors, and maintaining banking relations. The responsibilities of this office also include performing evaluations on the City's

financial position and the development of recommendations to improve the City's finances.

The Office of Grant Services manages funds allocated to the City of Atlanta from the U.S. Department of Housing and Urban Development (HUD). These funds are Community Development Block Grants (CDBG), Emergency Solutions Grants (ESG), Home Investment Partnership Program (HOME) and Housing Opportunities for Persons with AIDS (HOPWA). Grants Services also researches grant funding opportunities from various foundations and agencies (federal, state, local, and private). Grant Services is the fiscal agent for all grant funds received by the City of Atlanta. The unit's overall fiscal administrative responsibility is to use fiscal controls and fund accounting procedures to ensure the proper disbursement of and accounting for federal and state funds.

The Office of Revenue manages billing and collection, business licensing, revenue assurance and auditing, revenue anticipations and reporting, accounts receivable management, lien recordings, and payment processing. The billing and self-reporting accounts include general business license, hotel/motel tax, car rental tax, alcohol tax, franchise fees, building and land rental leases, professional tax accounts and revenue and tax compliance with the City Code of Ordinances. Revenue audits ensure that businesses accurately report all revenues due to the City. The accounts receivable function ensures timely review and analysis of aged accounts and enforcement actions including the placement of liens and issuance of citations. The payment processing activities includes ensuring daily bank deposits, accounting and posting of City receipts to the general ledger and the management of various electronic payment platforms.

The Office of Financial System Services functions and duties include ensuring that the financial management systems comply with established policies including all Information Technology security requirements. The Office of Financial Systems shall also serve as the Chief Financial Officer's principal interface with the licensor of the City's financial database management applications and the provider of maintenance and support for the financial database management applications as well as Atlanta Information Management (AIM), and shall develop, arrange and manage the independent verification and validation of new financial systems software and/or modifications to existing systems.

The Office of Management Consulting functions and duties include providing financial business process support through the identification and development of process change within the Department of Finance and citywide. This office will serve as liaison in the development of processes inherent to responsibilities unique to the Department of Finance. The Office of Management Consulting is responsible for benchmarking, developing and implementing best practices in the completion of financial processes. This office is also responsible for coordinating contract compliances issues, support of FOR Atlanta in the absence of the Chief and/or Deputy Chief Financial Officer, financial reporting and modeling as well as the development of the Finance organization's performance metrics.

The Office of Enterprise Risk Management (ERM) has responsibility for evaluating, identifying, and analyzing the potential risk exposures of the City and recommending appropriate risk control and mitigation measures. This office also has responsibility for the administration of the City's self-insured Workers' Compensation program. ERM directs the purchase and placement of all insurance products as the City is self-insured for general liability purposes, but transfers risk by purchasing coverage in select areas. ERM is responsible for overseeing and administering the Airport's Owner Controlled Insurance Program (OCIP).

FY2016 Accomplishments

- Conducted a two-day training session on the new HUD guidelines for transitioning to two CFR Part 200, Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards.
- Identified 22,267 grant funding opportunities that resulted in \$6 million in grant awards.
- Facilitated 19 offerings of various training programs resulting in nearly 600 participants receiving more than 2,000 hours of training department-wide.
- Ensured the safe and timely destruction of 3,600+ records reducing the cost of annual storage fees by more than \$10,000.
- Received the GFOA's Distinguished Budget Presentation Award for the FY2016 Adopted Budget Book.
- Successfully achieved AA+, Aa1 across the board ratings for the City's General Obligation Portfolio.

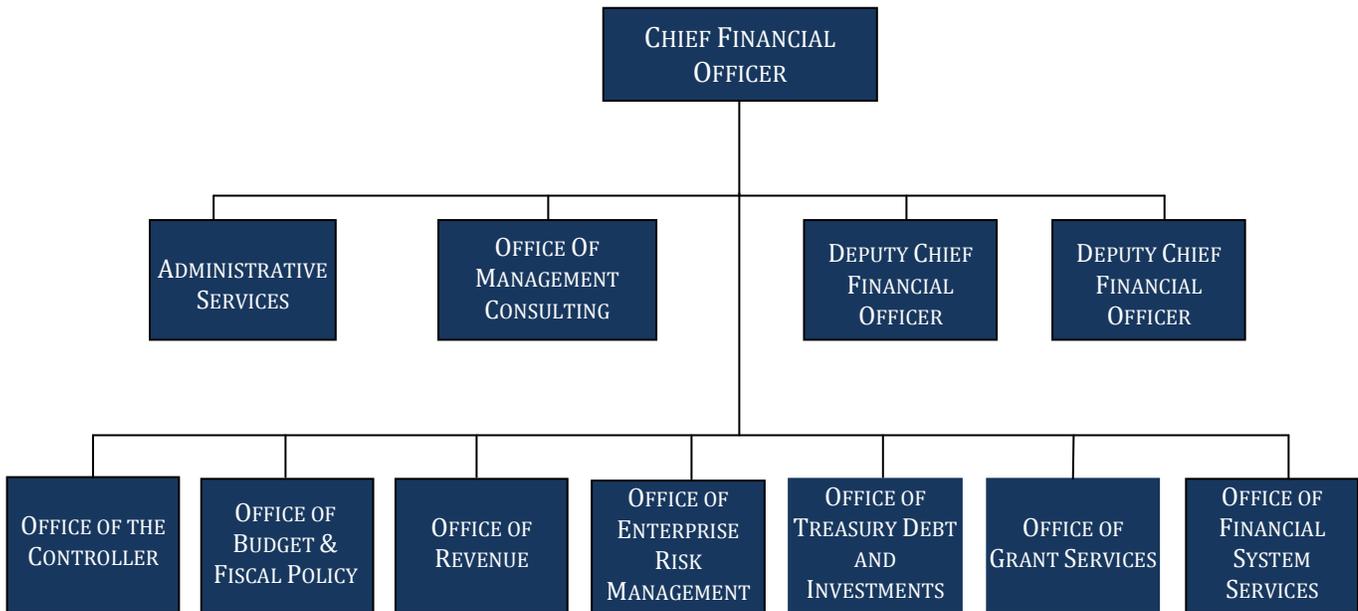
- Successfully completed three new money transactions to finance public Improvement project costs.
- Achieved 15.8% year-over-year increase in investment income ~ \$27MM.
- Adopted the FY2016 General Fund Budget of \$593MM without utilizing Fund Balance for the first time in Mayor Reed's Administration.
- Successful completion of audit and filing of FY15 CAFR and PAFR.
- Successful transition of approximately 93% paper payroll checks to electronic forms of payment like direct deposit or Wells Fargo pay cards.
- Established contracts with American Express Global Travel Solutions and American Appraisals for implementing travel and expense solutions and inventory tracking solutions respectively.
- Transcepta paperless invoicing and integration with Oracle AP.
- Wells Fargo Receivables and Wells Fargo Payables Manager implementation and integration with Oracle.
- Hyperion upgrade and publishing tool.
- Achieve 10% improvement across City Projects in efficiency, performance and/or savings.
- Provide overall support for Infrastructure Bond cost controls.
- Implement Business License Tracking System and Online Applications Solution for New Business License Applications, Renewals, and Enforcement.
- Assist with revising payment schedule to adjust for peak collection times.
- Support Fleet Restructuring Management Competition Initiative.
- Assist with identifying funding resources for Street Car operations.
- Provide process and financial training for staff to include Six Sigma Certifications.

FY2017 Adopted Program Highlights

- Conduct HOPWA outreach in the rural 29 metropolitan counties of the Atlanta EMSA (Eligible Metropolitan Statistical Area).
- Conduct outreach to 7 counties per quarter in the 1st, 2nd and 3rd quarter and to 8 counties during the 4th quarter of calendar year 2016.
- Increase grant awards by 20% in FY17.
- Incorporate Hyperion upgrades to include capital enhancements and budget book preparation.
- Create Budget University Training for the City of Atlanta.
- Refund all outstanding bonds that will generate percent values (PV) saving of 3% or higher and provide for annual debt service cost savings of \$300K or more.
- Increase annual investment income by \$1MM.
- Promote automated Accounts Payable (AP) solutions to improve overall AP metrics. Establish Payroll metrics to measure team performance.
- Establish efficient Vendor Management guidelines including cleanup of existing vendor database.
- Complete City of Atlanta audit within 150 days from year end close.
- Oracle ERP upgrade to R12.

ORGANIZATIONAL CHART

FINANCE



PERFORMANCE METRICS

FINANCE

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--|------------------|------------------|------------------|------------------|
| <i>Government Excellence & Efficiency</i> | | | | |
| Revenue Collection Rate for Business Licenses | 96% | 96% | 99% | 99% |
| Percentage of Invoices Paid Within 30 Days | 63% | 75.07% | 90% | 90% |
| Unrestricted General Fund Reserves (in millions) | \$119 | \$149 | \$140.5 | \$140.5 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Finance

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|---|---------------------|-----------------------|
| \$7,689,038 | \$7,616,548 | \$9,039,438 | Salaries, Regular | \$9,025,800 | (\$13,638) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$205,957 | \$122,883 | \$310,928 | Salaries, Extra Help | \$395,311 | \$84,383 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$10,046 | \$15,111 | \$3,731 | Overtime | \$8,956 | \$5,225 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$830,855 | \$798,274 | \$998,050 | Pen Cont Gen Emp Pen Fd | \$1,018,979 | \$20,929 |
| \$302,908 | \$305,548 | \$288,305 | Defined Contribution | \$304,086 | \$15,782 |
| \$1,291 | \$560 | \$15,047 | Workers' Compensation | - | (\$15,047) |
| \$951,701 | \$998,258 | \$1,285,820 | Other Personnel Costs | \$1,585,203 | \$299,383 |
| \$9,991,797 | \$9,857,181 | \$11,941,318 | <i>TOTAL PERSONNEL</i> | \$12,338,335 | \$397,017 |
| OTHER EXPENSES | | | | | |
| \$2,056,806 | \$2,428,160 | \$2,642,556 | Purchased / Contracted Services | \$2,869,991 | \$227,435 |
| \$306,893 | \$215,278 | \$317,228 | Supplies | \$245,663 | (\$71,565) |
| - | - | - | Capital Outlays | - | - |
| \$1,920 | \$7,244 | \$2,321 | Interfund / Interdepartmental Charges | \$6,986 | \$4,665 |
| \$1,030,646 | \$904,740 | \$1,509,020 | Other Costs | \$1,310,474 | (\$198,546) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | \$318,400 | Other Financing Uses | \$18,976 | (\$299,424) |
| \$3,396,265 | \$3,555,422 | \$4,789,524 | <i>TOTAL OTHER EXPENSES</i> | \$4,452,089 | (\$337,435) |
| \$13,388,062 | \$13,412,603 | \$16,730,842 | TOTAL PERSONNEL AND OTHER EXPENSES | \$16,790,424 | \$59,582 |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|-----------------------------------|---------------------|-----------------------|
| \$11,471,936 | \$11,634,637 | \$14,052,442 | General Fund | \$14,097,731 | \$45,289 |
| \$269,170 | \$253,140 | \$518,060 | Airport Revenue Fund | \$547,670 | \$29,610 |
| - | - | \$57,014 | Building Permits Fund | \$97,966 | \$40,952 |
| \$636,313 | \$588,980 | \$828,903 | Solid Waste Services Revenue Fund | \$824,463 | (\$4,441) |
| \$1,010,644 | \$935,846 | \$1,274,424 | Water & Wastewater Revenue Fund | \$1,222,595 | (\$51,828) |
| - | - | \$0 | Group Insurance Fund | \$0 | \$0 |
| \$13,388,062 | \$13,412,603 | \$16,730,842 | TOTAL EXPENSES | \$16,790,424 | \$59,582 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 145.34 | 141.34 | 138.34 | Full Time Equivalent | 145.67 | 7.33 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$6,532,694 | \$6,593,143 | \$7,669,553 | Salaries, Regular | \$7,633,725 | (\$35,828) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$194,458 | \$121,668 | \$272,680 | Salaries, Extra Help | \$357,063 | \$84,383 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$6,049 | \$8,285 | \$1,846 | Overtime | \$3,803 | \$1,957 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$598,638 | \$578,376 | \$719,984 | Pen Cont Gen Emp Pen Fd | \$724,083 | \$4,099 |
| \$279,505 | \$285,173 | \$259,960 | Defined Contribution | \$272,392 | \$12,432 |
| \$1,291 | \$560 | \$15,047 | Workers' Compensation | - | (\$15,047) |
| \$766,721 | \$842,835 | \$997,696 | Other Personnel Costs | \$1,283,601 | \$285,906 |
| \$8,379,356 | \$8,430,040 | \$9,936,766 | TOTAL PERSONNEL | \$10,274,668 | \$337,902 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$1,774,379 | \$2,099,670 | \$2,142,802 | Purchased / Contracted Services | \$2,410,343 | \$267,541 |
| \$288,134 | \$195,443 | \$288,967 | Supplies | \$222,118 | (\$66,848) |
| - | - | - | Capital Outlays | - | - |
| \$1,920 | \$7,244 | \$2,321 | Interfund / Interdepartmental Charges | \$6,986 | \$4,665 |
| \$1,028,146 | \$902,240 | \$1,363,186 | Other Costs | \$1,164,640 | (\$198,546) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | \$318,400 | Other Financing Uses | \$18,976 | (\$299,424) |
| \$3,092,579 | \$3,204,597 | \$4,115,675 | TOTAL OTHER EXPENSES | \$3,823,063 | (\$292,612) |
| \$11,471,936 | \$11,634,637 | \$14,052,442 | TOTAL PERSONNEL AND OTHER EXPENSES | \$14,097,731 | \$45,289 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$11,471,936 | \$11,634,637 | \$14,052,442 | General Fund | \$14,097,731 | \$45,289 |
| \$11,471,936 | \$11,634,637 | \$14,052,442 | TOTAL EXPENSES | \$14,097,731 | \$45,289 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 119.68 | 115.68 | 112.68 | Full Time Equivalent | 120.01 | 7.33 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$35,828) | Decrease due to personnel adjustments, position creations, and reallocation of positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$84,383 | Increase due to extra help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$1,957 | Increase due to overtime costs more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$4,099 | Increase due to pension rate adjustment. |
| Defined Contribution | \$12,432 | Increase due to personnel adjustments. |
| Workers' Compensation | (\$15,047) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | \$285,906 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$337,902 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$267,541 | Increase due to purchased/contracted services more than anticipated. |
| Supplies | (\$66,848) | Decrease due to consolidation of supply purchases. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$4,665 | Increase due to motor/fuel costs more than anticipated. |
| Other Costs | (\$198,546) | Decrease due to bank charges and refunds less than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | (\$299,424) | Decrease due to costs associated with GMA lease payments less than anticipated. |
| TOTAL OTHER EXPENSES | (\$292,612) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$45,289 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| General Fund | \$45,289 | |
| TOTAL EXPENSES | \$45,289 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 7.33 | Increase due to four position creations, three transfers, and reallocation of previously split-funded position. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Airport Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$140,413 | \$143,888 | \$246,565 | Salaries, Regular | \$261,780 | \$15,216 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | \$38,248 | Salaries, Extra Help | \$38,248 | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$12,046 | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| \$5,910 | \$8,633 | \$10,578 | Defined Contribution | \$11,230 | \$653 |
| - | - | - | Workers' Compensation | - | - |
| \$17,297 | \$15,117 | \$29,998 | Other Personnel Costs | \$41,750 | \$11,752 |
| \$175,666 | \$167,638 | \$325,389 | TOTAL PERSONNEL | \$353,009 | \$27,620 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$90,774 | \$82,780 | \$116,672 | Purchased / Contracted Services | \$118,784 | \$2,112 |
| \$230 | \$221 | \$3,082 | Supplies | \$2,960 | (\$123) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$2,500 | \$2,500 | \$72,917 | Other Costs | \$72,917 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$93,504 | \$85,502 | \$192,671 | TOTAL OTHER EXPENSES | \$194,661 | \$1,990 |
| \$269,170 | \$253,140 | \$518,060 | TOTAL PERSONNEL AND OTHER EXPENSES | \$547,670 | \$29,610 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$269,170 | \$253,140 | \$518,060 | Airport Revenue Fund | \$547,670 | \$29,610 |
| \$269,170 | \$253,140 | \$518,060 | TOTAL EXPENSES | \$547,670 | \$29,610 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 3.33 | 3.33 | 3.33 | Full Time Equivalent | 3.33 | - |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$15,216 | Increase due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | \$653 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$11,752 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$27,620 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$2,112 | Increase due to International Systems Strategies contractual agreement. |
| Supplies | (\$123) | Decrease due to consolidation of supply purchases. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$1,990 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$29,610 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|------------------|-------------|
| Airport Revenue Fund | \$29,610 | |
| TOTAL EXPENSES | \$29,610 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Building Permits Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|---|-------------|--------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | \$37,177 | \$37,177 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | \$429 | \$429 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | \$12,841 | \$12,841 |
| - | - | - | Defined Contribution | \$1,595 | \$1,595 |
| - | - | - | Workers' Compensation | - | - |
| - | - | \$57,014 | Other Personnel Costs | \$45,924 | (\$11,090) |
| - | - | \$57,014 | TOTAL PERSONNEL | \$97,966 | \$40,952 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| - | - | \$57,014 | TOTAL PERSONNEL AND OTHER EXPENSES | \$97,966 | \$40,952 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|-----------------------|-------------|--------------------|
| - | - | \$57,014 | Building Permits Fund | \$97,966 | \$40,952 |
| - | - | \$57,014 | TOTAL EXPENSES | \$97,966 | \$40,952 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|--------------------|
| - | - | - | Full Time Equivalent | 1.00 | 1.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Building Permits Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$37,177 | Increase due to salary adjustments for position transferred into the fund. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$429 | Increase due to anticipated overtime cost. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$12,841 | Increase due to pension rate and personnel adjustments. |
| Defined Contribution | \$1,595 | Increase due to personnel adjustment. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$11,090) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$40,952 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$40,952 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Building Permits Fund | \$40,952 | |
| TOTAL EXPENSES | \$40,952 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 1.00 | Increase due to transfer of position into the fund. |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Finance Solid Waste Services Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$387,255 | \$312,747 | \$409,656 | Salaries, Regular | \$427,197 | \$17,541 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$495 | \$2,132 | \$307 | Overtime | \$1,415 | \$1,108 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$82,622 | \$67,499 | \$109,411 | Pen Cont Gen Emp Pen Fd | \$122,374 | \$12,963 |
| \$4,150 | \$3,404 | \$4,733 | Defined Contribution | \$8,549 | \$3,817 |
| - | - | - | Workers' Compensation | - | - |
| \$76,777 | \$55,151 | \$77,190 | Other Personnel Costs | \$85,897 | \$8,707 |
| \$551,299 | \$440,933 | \$601,296 | TOTAL PERSONNEL | \$645,433 | \$44,136 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$73,672 | \$136,708 | \$215,747 | Purchased / Contracted Services | \$171,819 | (\$43,929) |
| \$11,342 | \$11,339 | \$11,860 | Supplies | \$7,211 | (\$4,649) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$85,014 | \$148,047 | \$227,607 | TOTAL OTHER EXPENSES | \$179,030 | (\$48,577) |
| \$636,313 | \$588,980 | \$828,903 | TOTAL PERSONNEL AND OTHER EXPENSES | \$824,463 | (\$4,441) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|-----------------------------------|------------------|-----------------------|
| \$636,313 | \$588,980 | \$828,903 | Solid Waste Services Revenue Fund | \$824,463 | (\$4,441) |
| \$636,313 | \$588,980 | \$828,903 | TOTAL EXPENSES | \$824,463 | (\$4,441) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| 9.00 | 9.00 | 9.00 | Full Time Equivalent | 9.00 | - |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$17,541 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$1,108 | Increase due to overtime costs more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$12,963 | Increase due to pension rate and personnel adjustment. |
| Defined Contribution | \$3,817 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$8,707 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$44,136 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$43,929) | Decrease due to purchased/contracted services less than anticipated. |
| Supplies | (\$4,649) | Decrease due to consolidation of supply purchases. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$48,577) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$4,441) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------------------|-------------------------|--------------------|
| Solid Waste Services Revenue Fund | (\$4,441) | |
| TOTAL EXPENSES | (\$4,441) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--------------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------------|---|--------------------|--------------------|
| | | | <i>PERSONNEL</i> | | |
| \$628,676 | \$566,770 | \$713,664 | Salaries, Regular | \$665,920 | (\$47,743) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$11,500 | \$1,215 | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$3,502 | \$4,694 | \$1,578 | Overtime | \$3,309 | \$1,731 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$137,549 | \$152,399 | \$168,655 | Pen Cont Gen Emp Pen Fd | \$159,681 | (\$8,974) |
| \$13,344 | \$8,337 | \$13,034 | Defined Contribution | \$10,320 | (\$2,714) |
| - | - | - | Workers' Compensation | - | - |
| \$90,906 | \$85,155 | \$123,922 | Other Personnel Costs | \$128,031 | \$4,108 |
| \$885,477 | \$818,570 | \$1,020,853 | TOTAL PERSONNEL | \$967,260 | (\$53,592) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$117,980 | \$109,002 | \$167,334 | Purchased / Contracted Services | \$169,044 | \$1,710 |
| \$7,187 | \$8,274 | \$13,320 | Supplies | \$13,374 | \$54 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | \$72,917 | Other Costs | \$72,917 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$125,168 | \$117,276 | \$253,571 | TOTAL OTHER EXPENSES | \$255,335 | \$1,764 |
| \$1,010,644 | \$935,846 | \$1,274,424 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,222,595 | (\$51,828) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------------|---------------------------------|--------------------|--------------------|
| \$1,010,644 | \$935,846 | \$1,274,424 | Water & Wastewater Revenue Fund | \$1,222,595 | (\$51,828) |
| \$1,010,644 | \$935,846 | \$1,274,424 | TOTAL EXPENSES | \$1,222,595 | (\$51,828) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------|-------|-------|---------------------------|-------|--------------------|
| 13.33 | 13.33 | 13.33 | Full Time Equivalent | 12.33 | (1.00) |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$47,743) | Decrease due to position reallocated to Building Permits Fund and offset by salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$1,731 | Increase due to overtime costs more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$8,974) | Decrease due to personnel adjustments. |
| Defined Contribution | (\$2,714) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$4,108 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | (\$53,592) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$1,710 | Increase due to purchased/contracted services more than anticipated. |
| Supplies | \$54 | Increase due to supplies more than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$1,764 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$51,828) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|-------------------------|--------------------|
| Water & Wastewater Revenue Fund | (\$51,828) | |
| TOTAL EXPENSES | (\$51,828) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--|
| Full Time Equivalent | (1.00) | Decrease due to position moved to Building Permits Fund. |



PROCUREMENT

Mission Statement

The mission of the Department of Procurement is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.

Core Functions

- Procure goods/commodities
- Procure services
- Manage surplus auctions

Summary of Operations

The Department of Procurement (the “DOP”) is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The DOP is directly responsible for the purchasing of goods and services for all departments/agencies greater than \$20,000.

Divisions/Offices Descriptions

The Office of the Chief Procurement Officer provides leadership, administrative oversight and management to the operations of the divisions that comprise the Department of Procurement.

The Commodities Division oversees the process of soliciting and issuing all commodity contracts, including all citywide procurements and surplus auctions.

The Services/Formal Contracts Division manages and oversees the process of soliciting and issuing contracts for services for all departments and agencies with the city. Within this division is the Aviation Group which handles contracts in support of Hartsfield-Jackson Atlanta International Airport.

Information Systems/ERP is responsible for the management of the Procurement modules in

the Oracle system. Services include system maintenance, report production and training.

Goals

- To maximize the value the City receives on spending within the City’s public policy goals.
- To provide operations that are both efficient and effective.
- To deliver outstanding customer service by a well trained, professional and organized staff.
- To ensure compliance to the City’s Procurement Code.

Objectives

- Model best practices in public procurement for optimal spend.
- Enhance the Oracle Procurement modules for end users.
- Provide end user training to increase the knowledge of the procurement code, policies and practices.

FY2016 Accomplishments

- Successfully procured thirty two (32) annual supply contracts for thirteen (13) departments for an expansive variety of commodities totaling approximately \$22,864,170.
- Successfully procured two hundred and seventy-seven (277) procurements for formal contracts totaling approximately \$96,708,020.
- Successfully generated \$992,093 with the online auction of surplus property.
- Successfully combined like contracts in the commodity categories of Office Supplies and Hardware resulting in more competitive prices, greater discounts and rebates to date totaling \$25,093.
- Successfully procured and executed Program Management Services at Hartsfield-Jackson Atlanta International Airport (“H-JAIA”) for \$8,000,000.

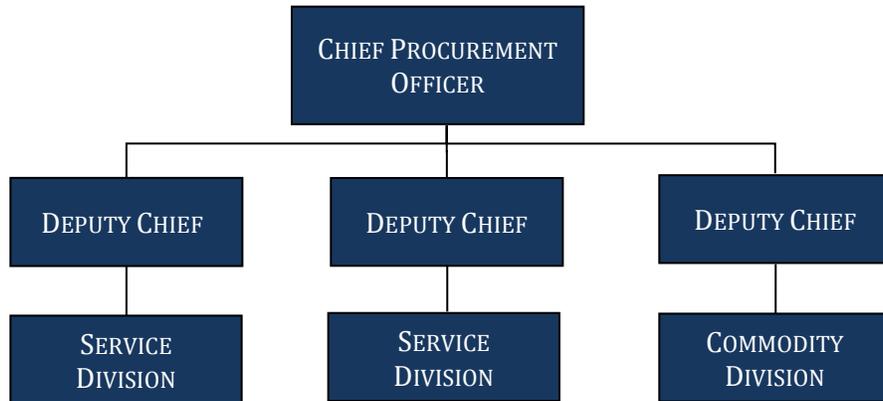
- Task Order issued for the renovations of the City Council Offices for \$2,900,000.
- Task Order issued for the renovations of the Mayor's Office for \$3,600,000.
- Successfully procured and executed Advertising Concessions which will bring approximately \$1.7 million in revenue to the City of Atlanta (the "City").
- Successfully procured and executed construction services for a new Cargo Building C at H-JAIA for \$27,000,000.
- Successfully procured and executed two (2) Central Passenger Terminal Complex Modernizations (Airside and Landside) projects for a total contract value of \$186,200,000.
- Executed two (2) reimbursable agreements (Delta Airlines and AATC) for Central Passenger Terminal Complex Modernization for a total contract value of \$158,500,000.
- Issued various task orders to improve various Parks with ADA enhancements for a total value of \$250,000.
- Successfully awarded six (6) Citywide Architectural and Engineering Consulting Services.
- Successfully awarded Annual Contract for Water Facilities Installation in the amount of \$5,169,600.
- Successfully awarded CMAR for D/B RMC WRC Headworks Improvement Project in the amount of \$43,980,000.
- Successfully awarded contract for Repair and Replacement of South River WRC Tetra Deep Bed Filter Valves, Actuators and Ancillary System in the amount of \$6,487,000.
- Successfully executed the Mobile App for Streetcar "Atlanta Streetcar Attractions."
- Successfully awarded the D/B of the MLK Natatorium in the amount of \$23,100,000.
- Successfully awarded the Construction Manager At Risk For The Water Supply Program - Phase I for an amount of \$20,000,000.
- Successfully awarded Intrenchment Creek WRC Sludge Tank Cleaning in the amount of \$1,293,962.
- Successfully awarded two (2) contracts for Insurance Brokerage and Consulting Services.
- Successfully awarded contract for Motorola Solutions Microwave Systems, Upgrades and Subscriber Replacement.
- Successfully awarded D/B RMC WRC Headworks Improvement Project in the amount of \$53,980,000.
- Completed one hundred and seven (107) Open Records Requests.
- Certified forty (40) new companies under the Local Bidder Preference Program as set forth in the Procurement Code.
- Registered one thousand two hundred and forty-three (1,243) suppliers in the Oracle iSupplier database.
- Conducted three hundred and eighteen (318) individual supplier training sessions for iSupplier registration.
- Successfully hosted the annual Business Expo Outreach (March 2016); a training and networking event with over 700 attendees.
- Provided on-going training sessions to User Agencies on the procurement policies, procedures and practices.
- The Procurement consolidation was approved by full council in December 2015 with 39 employees being transferred to central Procurement.

FY2017 Adopted Program Highlights

- The Department of Procurement is continuing to finalize the consolidation plans to formally rollout the consolidation throughout the city in an effort to streamline the procurement process.
- As a result of the purchasing function consolidation, the consolidation of Oracle responsibilities will take place in fiscal year 2017. This consolidation of functional responsibilities will result in better control and monitoring of spending across the city/departments.
- Continue outreach training efforts for external and internal customers.
- The Department of Procurement will be one of the major stakeholders in the upgrade of the Oracle ERP, R12 rollout. Training will be provided for all current and new users.
- Continue efforts towards reviewing contracts, both commodities and services, to identify cost savings opportunities for the city.

ORGANIZATIONAL CHART

PROCUREMENT



PERFORMANCE METRICS

PROCUREMENT

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|---|------------------|------------------|------------------|------------------|
| <i>Government Excellence & Efficiency</i> | | | | |
| Average number of days from advertisement to contract authorization, all solicitations Services | 183 | 279 | 160 | 160 |
| Average number of days from advertisement to contract authorization, all solicitations - Goods | 90 | 60 | 90 | 90 |
| Average number of days from CPO to execution, duration for all solicitations – Services | 75 | 29 | 30 | 30 |





FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Procurement

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|--------------------|---|--------------------|-----------------------|
| \$2,039,258 | \$2,094,669 | \$2,196,055 | Salaries, Regular | \$4,361,608 | \$2,165,554 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$35,304 | \$11,988 | \$37,637 | Salaries, Extra Help | \$37,275 | (\$362) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$261 | \$400 | \$119 | Overtime | \$441 | \$322 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$247,669 | \$266,332 | \$255,060 | Pen Cont Gen Emp Pen Fd | \$838,476 | \$583,416 |
| \$84,978 | \$89,924 | \$73,251 | Defined Contribution | \$110,600 | \$37,349 |
| \$149,437 | \$690 | \$7,165 | Workers' Compensation | \$0 | (\$7,165) |
| \$294,543 | \$288,070 | \$393,624 | Other Personnel Costs | \$1,383,769 | \$990,145 |
| \$2,851,452 | \$2,752,073 | \$2,962,911 | TOTAL PERSONNEL | \$6,732,169 | \$3,769,258 |
| OTHER EXPENSES | | | | | |
| \$60,524 | \$87,966 | \$97,628 | Purchased / Contracted Services | \$174,719 | \$77,090 |
| \$97,735 | \$38,880 | \$22,613 | Supplies | \$95,320 | \$72,707 |
| - | \$0 | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$258 | \$1,497 | \$1,756 | Other Costs | \$11,170 | \$9,413 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$158,518 | \$128,343 | \$121,998 | TOTAL OTHER EXPENSES | \$281,208 | \$159,211 |
| \$3,009,970 | \$2,880,416 | \$3,084,909 | TOTAL PERSONNEL AND OTHER EXPENSES | \$7,013,378 | \$3,928,469 |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|--------------------|-----------------------------------|--------------------|-----------------------|
| \$889,518 | \$904,434 | \$920,160 | General Fund | \$2,468,706 | \$1,548,547 |
| \$859,768 | \$828,243 | \$898,611 | Airport Revenue Fund | \$1,654,526 | \$755,915 |
| - | - | - | Building Permits Fund | \$104,945 | \$104,945 |
| - | - | - | Solid Waste Services Revenue Fund | \$104,589 | \$104,589 |
| \$1,260,683 | \$1,147,740 | \$1,266,139 | Water & Wastewater Revenue Fund | \$2,496,480 | \$1,230,342 |
| - | - | - | Fleet Service Fund | \$184,131 | \$184,131 |
| \$3,009,970 | \$2,880,416 | \$3,084,909 | TOTAL EXPENSES | \$7,013,378 | \$3,928,469 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 41.00 | 41.00 | 41.00 | Full Time Equivalent | 82.00 | 41.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$659,344 | \$685,392 | \$670,014 | Salaries, Regular | \$1,456,733 | \$786,720 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | \$14,654 | Salaries, Extra Help | \$34,009 | \$19,355 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$142 | (\$47) | \$42 | Overtime | \$28 | (\$14) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$41,746 | \$41,593 | \$36,740 | Pen Cont Gen Emp Pen Fd | \$252,761 | \$216,021 |
| \$31,756 | \$34,974 | \$23,892 | Defined Contribution | \$37,700 | \$13,807 |
| - | \$604 | - | Workers' Compensation | \$566 | \$566 |
| \$95,087 | \$96,637 | \$123,456 | Other Personnel Costs | \$554,669 | \$431,213 |
| \$828,076 | \$859,153 | \$868,797 | TOTAL PERSONNEL | \$2,336,465 | \$1,467,668 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$28,278 | \$23,400 | \$40,761 | Purchased / Contracted Services | \$93,504 | \$52,743 |
| \$32,906 | \$20,383 | \$8,845 | Supplies | \$27,567 | \$18,722 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$258 | \$1,497 | \$1,756 | Other Costs | \$11,170 | \$9,413 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$61,443 | \$45,280 | \$51,362 | TOTAL OTHER EXPENSES | \$132,241 | \$80,879 |
| \$889,518 | \$904,434 | \$920,160 | TOTAL PERSONNEL AND OTHER EXPENSES | \$2,468,706 | \$1,548,547 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$889,518 | \$904,434 | \$920,160 | General Fund | \$2,468,706 | \$1,548,547 |
| \$889,518 | \$904,434 | \$920,160 | TOTAL EXPENSES | \$2,468,706 | \$1,548,547 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 10.83 | 10.83 | 10.83 | Full Time Equivalent | 26.38 | 15.55 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Procurement

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$786,720 | Increase due to transfer of 15 fully funded positions and one split funded position as a result of the Department of Procurement consolidation. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$19,355 | Increase due to extra-help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$14) | Decrease due to overtime less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$216,021 | Increase due mainly to pension rate and personnel adjustments for transferred positions as a result of the Department of Procurement consolidation. |
| Defined Contribution | \$13,807 | Increase due mainly to personnel adjustments for transferred positions as a result of the Department of Procurement consolidation. |
| Workers' Compensation | \$566 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | \$431,213 | Increase due to transfer of health and life benefits for positions and funds to address compression as a result of the Department of Procurement consolidation. |
| TOTAL PERSONNEL | \$1,467,668 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$52,743 | Increase due to copier lease/usage and training expenses more than anticipated as a result of the Department of Procurement consolidation. |
| Supplies | \$18,722 | Increase due to supply needs more than anticipated as a result of the Department of Procurement consolidation. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$9,413 | Increase due to education material more than anticipated as a result of the Department of Procurement consolidation. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$80,879 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,548,547 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|--------------------|-------------|
| General Fund | \$1,548,547 | |
| TOTAL EXPENSES | \$1,548,547 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 15.55 | Increase due to transfer of 15 fully funded positions and one split funded position as a result of the Department of Procurement consolidation. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Airport Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$546,679 | \$612,244 | \$644,073 | Salaries, Regular | \$1,087,550 | \$443,477 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| (\$1,448) | - | \$10,958 | Salaries, Extra Help | \$958 | (\$10,000) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | \$7 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$54,513 | \$85,361 | \$73,455 | Pen Cont Gen Emp Pen Fd | \$165,036 | \$91,581 |
| \$26,681 | \$29,228 | \$24,562 | Defined Contribution | \$34,713 | \$10,150 |
| \$148,661 | - | \$6,490 | Workers' Compensation | (\$911) | (\$7,401) |
| \$65,896 | \$74,381 | \$114,229 | Other Personnel Costs | \$298,250 | \$184,022 |
| \$840,981 | \$801,221 | \$873,767 | TOTAL PERSONNEL | \$1,585,595 | \$711,828 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$13,858 | \$18,237 | \$20,093 | Purchased / Contracted Services | \$37,599 | \$17,506 |
| \$4,930 | \$8,785 | \$4,750 | Supplies | \$31,331 | \$26,581 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$18,788 | \$27,021 | \$24,843 | TOTAL OTHER EXPENSES | \$68,930 | \$44,087 |
| \$859,768 | \$828,243 | \$898,611 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,654,526 | \$755,915 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|-----------------------|--------------------|-----------------------|
| \$859,768 | \$828,243 | \$898,611 | Airport Revenue Fund | \$1,654,526 | \$755,915 |
| \$859,768 | \$828,243 | \$898,611 | TOTAL EXPENSES | \$1,654,526 | \$755,915 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 11.34 | 11.34 | 12.34 | Full Time Equivalent | 20.34 | 8.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$443,477 | Increase due to transfer of eight positions as a result of the Department of Procurement consolidation. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$10,000) | Decrease due to extra help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$91,581 | Increase due mainly to pension rate adjustment for transferred positions as a result of the Department of Procurement consolidation. |
| Defined Contribution | \$10,150 | Increase due mainly to pension for transferred positions as a result of the Department of Procurement consolidation. |
| Workers' Compensation | (\$7,401) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | \$184,022 | Increase due to health and life benefits for positions as a result of the Department of Procurement consolidation. |
| TOTAL PERSONNEL | \$711,828 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$17,506 | Increase due to copier lease/usage and training expenses more than anticipated as a result of the Department of Procurement consolidation. |
| Supplies | \$26,581 | Increase due to supply needs more than anticipated as a result of the Department of Procurement consolidation. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$44,087 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$755,915 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$755,915 | |
| TOTAL EXPENSES | \$755,915 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 8.00 | Increase due to transfer of eight positions as a result of the Department of Procurement consolidation. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Building Permits Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$67,800 | Increase due to transfer of position into the fund as a result of the Department of Procurement consolidation. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$23,418 | Increase due mainly to pension rate adjustment for transferred position as a result of the Department of Procurement consolidation. |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | \$13,727 | Increase due to health and life benefits for position as a result of the Department of Procurement consolidation. |
| TOTAL PERSONNEL | \$104,945 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$104,945 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Building Permits Fund | \$104,945 | |
| TOTAL EXPENSES | \$104,945 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--|
| Full Time Equivalent | 1.00 | Increase due to transfer of position into the fund as a result of the Department of Procurement consolidation. |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Procurement Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$71,066 | Increase due to one full-time and one split funded position transferred into the fund as a result of the Department of Procurement consolidation. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$15,131 | Increase due to pension rate and personnel adjustment for one full-time and one partially funded transferred position as a result of the Department of Procurement consolidation. |
| Defined Contribution | \$1,169 | Increase due to pension for one full-time and one partially funded transferred position as a result of the Department of Procurement consolidation. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$17,223 | Increase due to health and life benefits for position as a result of the Department of Procurement consolidation. |
| TOTAL PERSONNEL | \$104,589 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$104,589 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------------------|------------------|-------------|
| Solid Waste Services Revenue Fund | \$104,589 | |
| TOTAL EXPENSES | \$104,589 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | 1.45 | Increase due one full-time and one split funded position transferred into the fund as a result of the Department of Procurement consolidation. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$833,236 | \$797,033 | \$881,968 | Salaries, Regular | \$1,568,380 | \$686,413 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$36,752 | \$11,988 | \$12,025 | Salaries, Extra Help | \$2,308 | (\$9,717) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$119 | \$440 | \$78 | Overtime | \$413 | \$336 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$151,410 | \$139,378 | \$144,865 | Pen Cont Gen Emp Pen Fd | \$344,109 | \$199,244 |
| \$26,541 | \$25,722 | \$24,797 | Defined Contribution | \$35,683 | \$10,886 |
| \$776 | \$85 | \$675 | Workers' Compensation | \$345 | (\$330) |
| \$133,561 | \$117,052 | \$155,939 | Other Personnel Costs | \$465,205 | \$309,265 |
| \$1,182,395 | \$1,091,698 | \$1,220,346 | TOTAL PERSONNEL | \$2,416,443 | \$1,196,097 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$18,389 | \$46,329 | \$36,775 | Purchased / Contracted Services | \$43,616 | \$6,841 |
| \$59,899 | \$9,712 | \$9,018 | Supplies | \$36,421 | \$27,404 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$78,288 | \$56,042 | \$45,792 | TOTAL OTHER EXPENSES | \$80,037 | \$34,245 |
| \$1,260,683 | \$1,147,740 | \$1,266,139 | TOTAL PERSONNEL AND OTHER EXPENSES | \$2,496,480 | \$1,230,342 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---------------------------------|------------------------|-------------------------------|
| \$1,260,683 | \$1,147,740 | \$1,266,139 | Water & Wastewater Revenue Fund | \$2,496,480 | \$1,230,342 |
| \$1,260,683 | \$1,147,740 | \$1,266,139 | TOTAL EXPENSES | \$2,496,480 | \$1,230,342 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 18.83 | 18.83 | 17.83 | Full Time Equivalent | 29.83 | 12.00 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Procurement Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$686,413 | Increase due to transfer of 12 positions as a result of the Department of Procurement consolidation. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$9,717) | Decrease due to extra help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$336 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$199,244 | Increase due mainly to pension rate and personnel adjustments for transferred positions as a result of the Department of Procurement consolidation. |
| Defined Contribution | \$10,886 | Increase due to pension rate adjustment for transferred positions as a result of the Department of Procurement consolidation. |
| Workers' Compensation | (\$330) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | \$309,265 | Increase due to health and life benefits for positions as a result of the Department of Procurement consolidation. |
| TOTAL PERSONNEL | \$1,196,097 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$6,841 | Increase due to copier lease/usage and training expenses more than anticipated as a result of the Department of Procurement consolidation. |
| Supplies | \$27,404 | Increase due to supply needs more than anticipated as a result of the Department of Procurement consolidation. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$34,245 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,230,342 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|--------------------|-------------|
| Water & Wastewater Revenue Fund | \$1,230,342 | |
| TOTAL EXPENSES | \$1,230,342 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | 12.00 | Increase due to transfer of 12 positions as a result of the Department of Procurement consolidation. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Fleet Service Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$110,079 | Increase due to three positions transferred into the fund as a result of the Department of Procurement consolidation. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$38,021 | Increase due mainly to pension rate and personnel adjustments for three transferred positions as a result of the Department of Procurement consolidation. |
| Defined Contribution | \$1,335 | Increase due to pension for three transferred positions as a result of the Department of Procurement consolidation. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$34,695 | Increase due to health and life benefits for three positions as a result of the Department of Procurement consolidation. |
| TOTAL PERSONNEL | \$184,131 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$184,131 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Fleet Service Fund | \$184,131 | |
| TOTAL EXPENSES | \$184,131 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 3.00 | Increase due to three positions transferred into the fund as a result of the Department of Procurement consolidation. |



PUBLIC WORKS

Mission Statement

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

Vision Statement

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

Core Functions

- Transportation Services
- Solid Waste Services
- Fleet Management

Summary of Operations

The Department of Public Works is comprised of three official offices: Transportation, Solid Waste, and Fleet. A fourth informal office of the Commissioner provides administrative leadership and support to the three direct services offices. Public Works manages, maintains and operates the city's public transportation infrastructure including traffic signals, street signs, street striping, pavements, sidewalks, street lights, school zone flashers, traffic engineering, permits, parking, and planning. We collect household solid waste, recycling, yard waste, and provide street sweeping and right of way mowing and cleaning. Public Works also manages and maintains the City's fleet of equipment and vehicles.

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

Divisions/Offices Descriptions

Office of Commissioner (OOC) The Office of the Commissioner provides administrative leadership

and direction, and support for the overall management and operation of the Department of Public Works. These administrative services include human resource and labor relations; public relations & community outreach; budget and fiscal management; information technology; contracts and procurement; performance management and coordination of legislative affairs for the department.

Office of Transportation (OOT) is responsible for overseeing and maintaining the City's transportation infrastructure in the Public Right-of-Way. It provides a variety of services to the residents of Atlanta, internal operating departments, and other agencies. This office is comprised of Transportation Engineering, Operations, Planning, Streetcar, and Capital Projects.

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

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

Goals

The Department of Public Works has set clear performance objectives and expectations for 2017, these are:

- Continued safety controls and employee training.
- Meet all FOR Atlanta Stats service level agreements.
- Reliable and quality residential solid waste services.
- Improve department inventory controls and security.
- Maintain weather emergency readiness capability.

The Public Works leadership team has developed strategies and plans to ensure we progressively move towards accomplishing these goals and objectives.

FY2016 Accomplishments

- Reduced accidents, incidents, and injuries by 50%.
- Completed security upgrades at facilities including surveillance cameras.
- Completed Transportation Asset Condition Assessments for road network.
- Completed MLK Grand Blvd. Concept Plan.
- Began feasibility study on the future of the on-street parking program.
- Completed Fleet Radio Frequency Identification Devices (RFID), Global Position System (GPS), and upgrade computer and work processes for all city owned vehicles.
- Successfully on-boarded Keep Atlanta Beautiful Director.
- Began National Public Works Certification Process.
- Completed Request for Information (RFI) on Waste-To-Energy alternatives.

FY2017 Adopted Program Highlights

- Successful completion of the National Public Works Certification Process.

Transportation

- Continued implementation of the 2015 Renew Atlanta Infrastructure Bond Program.
- Continue upgrades to Atlanta Traffic Control Center (ATCC).
- Begin construction of the MLK Grand Blvd.
- Continued enhancement of the Transportation Infrastructure Maintenance Program.
- Introduce pavement degradation recovery.

- Begin LED (Light Emitting Diode) Street light conversion and Smart Pole Technologies.
- Introduce commercial haulers fee structure.
- Enhance Parking Management Program.
- Increase funding for sidewalk, streets, and bridge maintenance.
- Expand ability to respond to traffic study requests.

Fleet

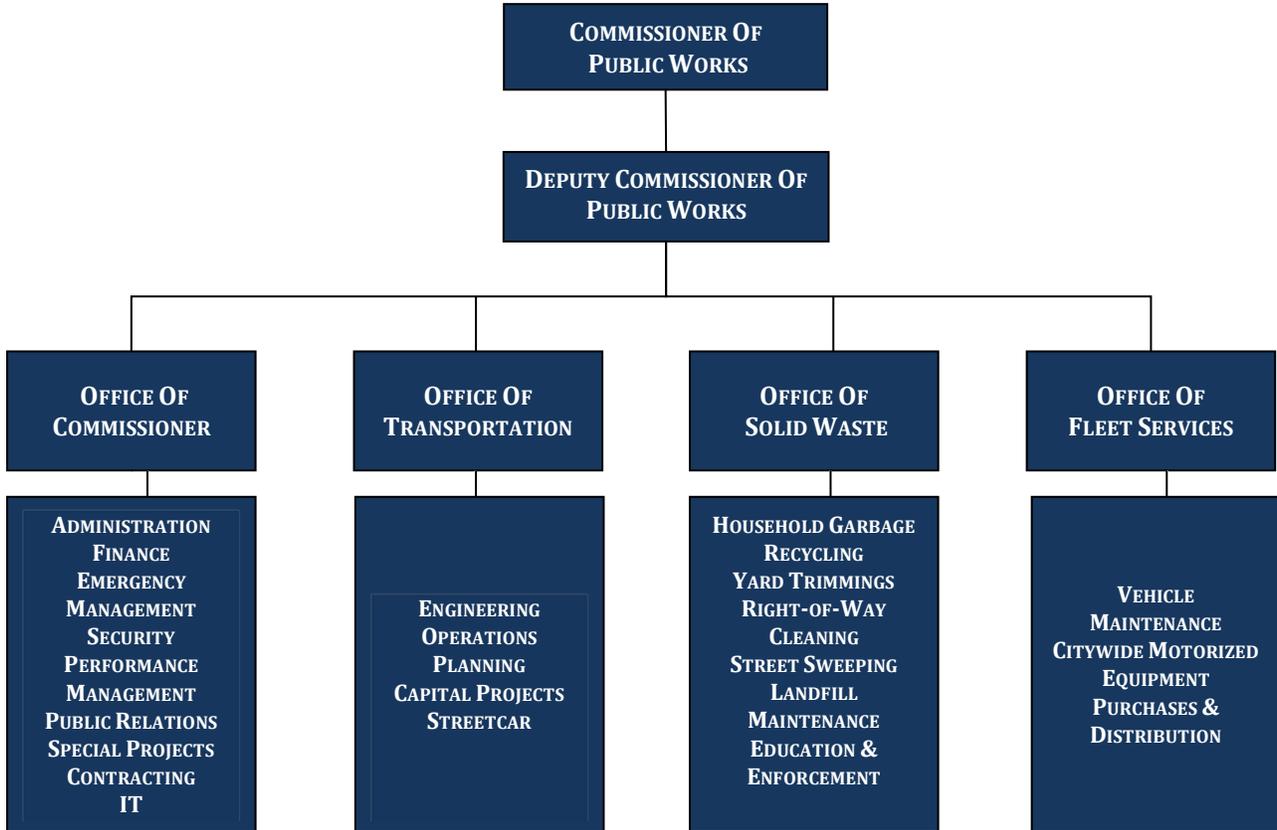
- Implementation of managed competition opportunities for fleet operation efficiencies.

Solid Waste

- Establish a routing and optimization system to enhance service levels.
- Continue to increase the city's diversion rate from landfills.
- Solicit RFP for Waste-To-Energy facilities.

ORGANIZATIONAL CHART

PUBLIC WORKS



PERFORMANCE METRICS

PUBLIC WORKS

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|---|------------------|------------------|------------------|------------------|
| Transportation | | | | |
| City Infrastructure | | | | |
| % of reactive bridge inspections completed within 10 days of report or request | 100% | 79% | 90% | 90% |
| % of bridge repairs completed within 12 business days of work order creation | 83% | 87% | 90% | 90% |
| % pothole repairs completed within 5 business days | 75% | 83% | 90% | 90% |
| % of asphalt point repairs completed within 24 business days of work order creation | 52% | 87% | 90% | 90% |
| % of concrete repairs completed within 32 business days of work order creation | 58% | 75% | 90% | 90% |
| % emergency traffic sign repairs completed within 24 hours of receipt/report | 89% | 96% | 90% | 90% |
| Solid Waste Services | | | | |
| Government Excellence & Efficiency | | | | |
| % of single family garbage pickups on scheduled day | 99.9% | 99.9% | 99.9% | 99.9% |
| % of yard trimmings pickups collected on scheduled day | 93.9% | 95.2% | 99.9% | 99.9% |
| % recycling pickups collected on scheduled day | 99.4% | 99.9% | 99.9% | 99.9% |
| Fleet Services | | | | |
| Public Safety | | | | |
| Average vehicle availability - Patrol Cars | 100% | 100% | 100% | 100% |
| Average vehicle availability - Motorcycles | 100% | 100% | 100% | 100% |
| Average vehicle availability - Aerial Buckets | 99% | 99% | 100% | 100% |
| Average vehicle availability - Ladders | 100% | 100% | 100% | 100% |
| Average vehicle availability - Pumpers | 100% | 100% | 100% | 100% |
| Government Excellence & Efficiency | | | | |
| Average vehicle availability - Rear Loaders | 99% | 99% | 100% | 100% |
| City Infrastructure | | | | |
| Average vehicle availability - Pothole Trucks | 100% | 100% | 100% | 100% |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|----------------------|---|----------------------|-----------------------|
| \$25,806,064 | \$24,870,022 | \$31,366,748 | Salaries, Regular | \$33,418,774 | \$2,052,025 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$2,054,783 | \$2,861,461 | \$776,740 | Salaries, Extra Help | \$483,837 | (\$292,903) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$3,476,722 | \$3,127,627 | \$2,537,635 | Overtime | \$2,349,824 | (\$187,812) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$6,149,099 | \$6,684,680 | \$8,630,605 | Pen Cont Gen Emp Pen Fd | \$9,883,389 | \$1,252,784 |
| \$433,082 | \$467,679 | \$680,677 | Defined Contribution | \$689,046 | \$8,368 |
| \$1,781,377 | \$2,305,656 | \$1,975,249 | Workers' Compensation | \$1,613,935 | (\$361,315) |
| \$4,931,912 | \$5,068,639 | \$6,996,705 | Other Personnel Costs | \$6,908,475 | (\$88,230) |
| \$44,633,039 | \$45,385,764 | \$52,964,361 | <i>TOTAL PERSONNEL</i> | \$55,347,278 | \$2,382,917 |
| <i>OTHER EXPENSES</i> | | | | | |
| \$23,237,757 | \$19,407,336 | \$19,440,759 | Purchased / Contracted Services | \$21,332,464 | \$1,891,705 |
| \$28,927,581 | \$25,737,863 | \$27,950,670 | Supplies | \$26,841,213 | (\$1,109,457) |
| \$533,511 | \$907,377 | \$888,800 | Capital Outlays | \$1,451,891 | \$563,091 |
| \$8,262,479 | \$9,856,523 | \$9,891,603 | Interfund / Interdepartmental Charges | \$9,029,433 | (\$862,171) |
| \$17,585 | \$456,354 | \$2,000 | Other Costs | \$4,500 | \$2,500 |
| - | - | \$0 | Debt Service | \$0 | \$0 |
| - | - | \$0 | Conversion / Summary | - | \$0 |
| \$2,244,096 | \$191,215 | \$1,091,213 | Other Financing Uses | \$1,480,660 | \$389,447 |
| \$63,223,009 | \$56,556,669 | \$59,265,045 | <i>TOTAL OTHER EXPENSES</i> | \$60,140,161 | \$875,115 |
| \$107,856,048 | \$101,942,433 | \$112,229,406 | TOTAL PERSONNEL AND OTHER EXPENSES | \$115,487,439 | \$3,258,033 |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|----------------------|-----------------------------------|----------------------|-----------------------|
| \$36,787,246 | \$33,518,859 | \$33,983,188 | General Fund | \$37,585,495 | \$3,602,307 |
| \$147 | - | \$0 | Building Permits Fund | \$0 | \$0 |
| \$40,539,444 | \$39,233,620 | \$47,263,590 | Solid Waste Services Revenue Fund | \$46,985,082 | (\$278,507) |
| \$850,238 | \$700,370 | \$1,027,133 | Water & Wastewater Revenue Fund | \$869,933 | (\$157,200) |
| \$29,678,922 | \$28,488,044 | \$29,955,495 | Fleet Service Fund | \$30,046,928 | \$91,433 |
| \$50 | \$1,540 | - | Group Insurance Fund | \$0 | \$0 |
| - | \$0 | \$0 | Cash Pool | - | \$0 |
| \$107,856,048 | \$101,942,433 | \$112,229,406 | TOTAL EXPENSES | \$115,487,439 | \$3,258,033 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 785.00 | 768.00 | 870.33 | Full Time Equivalent | 897.00 | 26.67 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$7,548,825 | \$7,103,482 | \$8,067,836 | Salaries, Regular | \$9,022,415 | \$954,579 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$563,762 | \$1,030,270 | \$339,276 | Salaries, Extra Help | \$267,996 | (\$71,280) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$579,091 | \$810,242 | \$265,158 | Overtime | \$275,252 | \$10,094 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$1,592,444 | \$1,623,358 | \$1,908,102 | Pen Cont Gen Emp Pen Fd | \$2,124,509 | \$216,408 |
| \$191,151 | \$201,807 | \$201,639 | Defined Contribution | \$215,258 | \$13,619 |
| \$217,251 | \$156,709 | \$225,855 | Workers' Compensation | \$110,608 | (\$115,247) |
| \$1,374,694 | \$1,478,981 | \$1,700,872 | Other Personnel Costs | \$1,676,591 | (\$24,281) |
| \$12,067,220 | \$12,404,849 | \$12,708,738 | TOTAL PERSONNEL | \$13,692,630 | \$983,891 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$11,930,279 | \$6,311,940 | \$6,954,376 | Purchased / Contracted Services | \$8,949,566 | \$1,995,189 |
| \$11,365,789 | \$11,751,510 | \$11,510,483 | Supplies | \$11,511,993 | \$1,510 |
| \$26,265 | \$152,896 | \$175,000 | Capital Outlays | \$175,000 | \$0 |
| \$1,381,371 | \$2,251,947 | \$1,653,409 | Interfund / Interdepartmental Charges | \$1,801,146 | \$147,737 |
| \$16,322 | \$454,503 | \$2,000 | Other Costs | \$4,500 | \$2,500 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$191,215 | \$979,181 | Other Financing Uses | \$1,450,660 | \$471,479 |
| \$24,720,027 | \$21,114,010 | \$21,274,449 | TOTAL OTHER EXPENSES | \$23,892,865 | \$2,618,416 |
| \$36,787,246 | \$33,518,859 | \$33,983,188 | TOTAL PERSONNEL AND OTHER EXPENSES | \$37,585,495 | \$3,602,307 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$36,787,246 | \$33,518,859 | \$33,983,188 | General Fund | \$37,585,495 | \$3,602,307 |
| \$36,787,246 | \$33,518,859 | \$33,983,188 | TOTAL EXPENSES | \$37,585,495 | \$3,602,307 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 222.68 | 216.88 | 235.21 | Full Time Equivalent | 259.44 | 24.23 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$954,579 | Increase due to personnel adjustments, 24 new positions including six split-funded positions; offset by the defunding of vacant positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$71,280) | Decrease due to extra help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$10,094 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$216,408 | Increase due to pension rate adjustment. |
| Defined Contribution | \$13,619 | Increase due to personnel adjustments. |
| Workers' Compensation | (\$115,247) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$24,281) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$983,891 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$1,995,189 | Increase due to additional funding for sidewalk repairs and milling more than anticipated. |
| Supplies | \$1,510 | Increase due to supplies more than anticipated. |
| Capital Outlays | \$0 | |
| Interfund / Interdepartmental Charges | \$147,737 | Increase due to motor/fuel costs more than anticipated. |
| Other Costs | \$2,500 | Increase due to business meeting costs more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$471,479 | Increase due to GMA Lease payments more than anticipated. |
| TOTAL OTHER EXPENSES | \$2,618,416 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$3,602,307 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|--------------------|-------------|
| General Fund | \$3,602,307 | |
| TOTAL EXPENSES | \$3,602,307 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 24.23 | Increase due to personnel adjustments, 24 new positions including six split-funded positions. |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works

Solid Waste Services Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| <i>PERSONNEL</i> | | | | | |
| \$11,119,180 | \$10,719,519 | \$14,989,507 | Salaries, Regular | \$15,585,459 | \$595,952 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$1,269,154 | \$1,674,663 | \$359,336 | Salaries, Extra Help | \$170,199 | (\$189,137) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$2,429,362 | \$1,775,264 | \$1,827,611 | Overtime | \$1,616,088 | (\$211,523) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$2,704,291 | \$3,084,544 | \$4,345,201 | Pen Cont Gen Emp Pen Fd | \$5,009,471 | \$664,270 |
| \$138,457 | \$162,898 | \$322,607 | Defined Contribution | \$309,114 | (\$13,494) |
| \$1,381,676 | \$2,055,729 | \$1,514,098 | Workers' Compensation | \$1,351,490 | (\$162,608) |
| \$2,307,772 | \$2,338,759 | \$3,677,750 | Other Personnel Costs | \$3,632,518 | (\$45,231) |
| \$21,349,890 | \$21,811,376 | \$27,036,109 | TOTAL PERSONNEL | \$27,674,339 | \$638,230 |
| <i>OTHER EXPENSES</i> | | | | | |
| \$8,239,197 | \$8,248,641 | \$9,662,337 | Purchased / Contracted Services | \$9,559,751 | (\$102,586) |
| \$1,328,182 | \$1,004,769 | \$1,532,117 | Supplies | \$1,320,802 | (\$211,315) |
| \$495,709 | \$754,481 | \$682,800 | Capital Outlays | \$1,171,904 | \$489,104 |
| \$6,881,108 | \$7,412,502 | \$8,238,195 | Interfund / Interdepartmental Charges | \$7,228,286 | (\$1,009,908) |
| \$1,263 | \$1,851 | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$2,244,096 | - | \$112,032 | Other Financing Uses | \$30,000 | (\$82,032) |
| \$19,189,554 | \$17,422,244 | \$20,227,481 | TOTAL OTHER EXPENSES | \$19,310,744 | (\$916,737) |
| \$40,539,444 | \$39,233,620 | \$47,263,590 | TOTAL PERSONNEL AND OTHER EXPENSES | \$46,985,082 | (\$278,507) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|-----------------------------------|---------------------|-----------------------|
| \$40,539,444 | \$39,233,620 | \$47,263,590 | Solid Waste Services Revenue Fund | \$46,985,082 | (\$278,507) |
| \$40,539,444 | \$39,233,620 | \$47,263,590 | TOTAL EXPENSES | \$46,985,082 | (\$278,507) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 383.34 | 376.97 | 443.96 | Full Time Equivalent | 446.74 | 2.78 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works

Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$595,952 | Increase due to the conversion of extra help positions to full-time, and salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$189,137) | Decrease due to the conversion of temporary positions to full time. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$211,523) | Decrease due to staffing full time positions. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$664,270 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$13,494) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$162,608) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$45,231) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$638,230 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$102,586) | Decrease due to purchased/contracted services less than anticipated. |
| Supplies | (\$211,315) | Decrease due to a reduction in non-consumable supplies. |
| Capital Outlays | \$489,104 | Increase due to the replacement of beyond life-cycle fleet. |
| Interfund / Interdepartmental Charges | (\$1,009,908) | Decrease due to motor/fuel and repair/maintenance costs less than anticipated. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | (\$82,032) | Decrease due to GMA Lease payments less than anticipated. |
| TOTAL OTHER EXPENSES | (\$916,737) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$278,507) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------------------|--------------------|-------------|
| Solid Waste Services Revenue Fund | (\$278,507) | |
| TOTAL EXPENSES | (\$278,507) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 2.78 | Increase due to the extra help conversion to full time positions and staffing for right-of-way enforcement. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------------|---|------------------|--------------------|
| | | | <i>PERSONNEL</i> | | |
| \$406,490 | \$405,684 | \$479,291 | Salaries, Regular | \$499,089 | \$19,797 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$89,041 | \$58,780 | \$57,564 | Overtime | \$61,706 | \$4,142 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$114,503 | \$124,026 | \$147,340 | Pen Cont Gen Emp Pen Fd | \$163,163 | \$15,823 |
| \$2,508 | \$3,529 | \$7,056 | Defined Contribution | \$6,107 | (\$949) |
| \$158,358 | \$33,437 | \$210,260 | Workers' Compensation | \$17,062 | (\$193,198) |
| \$79,339 | \$74,915 | \$125,621 | Other Personnel Costs | \$122,806 | (\$2,815) |
| \$850,238 | \$700,370 | \$1,027,133 | TOTAL PERSONNEL | \$869,933 | (\$157,200) |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | <i>TOTAL OTHER EXPENSES</i> | - | - |
| \$850,238 | \$700,370 | \$1,027,133 | TOTAL PERSONNEL AND OTHER EXPENSES | \$869,933 | (\$157,200) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------------|---------------------------------|------------------|--------------------|
| \$850,238 | \$700,370 | \$1,027,133 | Water & Wastewater Revenue Fund | \$869,933 | (\$157,200) |
| \$850,238 | \$700,370 | \$1,027,133 | TOTAL EXPENSES | \$869,933 | (\$157,200) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------|-------|-------|---------------------------|-------|--------------------|
| 15.00 | 15.00 | 15.00 | Full Time Equivalent | 15.00 | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works

Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$19,797 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$4,142 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$15,823 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$949) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$193,198) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$2,815) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | (\$157,200) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$157,200) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|--------------------|-------------|
| Water & Wastewater Revenue Fund | (\$157,200) | |
| TOTAL EXPENSES | (\$157,200) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Fleet Service Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$6,731,570 | \$6,641,337 | \$7,830,113 | Salaries, Regular | \$8,311,811 | \$481,697 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$221,867 | \$154,987 | \$78,128 | Salaries, Extra Help | \$45,641 | (\$32,487) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$379,227 | \$483,341 | \$387,303 | Overtime | \$396,778 | \$9,475 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$1,737,861 | \$1,852,753 | \$2,229,963 | Pen Cont Gen Emp Pen Fd | \$2,586,246 | \$356,283 |
| \$100,966 | \$99,446 | \$149,374 | Defined Contribution | \$158,567 | \$9,193 |
| \$23,945 | \$59,780 | \$25,036 | Workers' Compensation | \$134,775 | \$109,738 |
| \$1,170,107 | \$1,175,985 | \$1,492,463 | Other Personnel Costs | \$1,476,559 | (\$15,903) |
| \$10,365,543 | \$10,467,629 | \$12,192,380 | TOTAL PERSONNEL | \$13,110,377 | \$917,997 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$3,068,232 | \$4,846,756 | \$2,824,045 | Purchased / Contracted Services | \$2,823,147 | (\$898) |
| \$16,233,611 | \$12,981,585 | \$14,908,070 | Supplies | \$14,008,418 | (\$899,652) |
| \$11,536 | - | \$31,000 | Capital Outlays | \$104,987 | \$73,987 |
| - | \$192,074 | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$19,313,379 | \$18,020,415 | \$17,763,115 | TOTAL OTHER EXPENSES | \$16,936,552 | (\$826,563) |
| \$29,678,922 | \$28,488,044 | \$29,955,495 | TOTAL PERSONNEL AND OTHER EXPENSES | \$30,046,928 | \$91,433 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$29,678,922 | \$28,488,044 | \$29,955,495 | Fleet Service Fund | \$30,046,928 | \$91,433 |
| \$29,678,922 | \$28,488,044 | \$29,955,495 | TOTAL EXPENSES | \$30,046,928 | \$91,433 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 163.98 | 159.16 | 176.16 | Full Time Equivalent | 175.83 | (0.33) |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Fleet Service Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$481,697 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$32,487) | Decrease due to extra help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$9,475 | Increase due to support for internal user department projects more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$356,283 | Increase due to pension rate adjustment. |
| Defined Contribution | \$9,193 | Increase due to personnel adjustments. |
| Workers' Compensation | \$109,738 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | (\$15,903) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$917,997 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$898) | Decrease due to purchased/contracted services less than anticipated. |
| Supplies | (\$899,652) | Decrease due to supplies less than anticipated. |
| Capital Outlays | \$73,987 | Increase due to replacement equipment and modernizing service trucks. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$826,563) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$91,433 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Fleet Service Fund | \$91,433 | |
| TOTAL EXPENSES | \$91,433 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|-------------------------------------|
| Full Time Equivalent | (0.33) | Decrease due to position transfers. |



PARKS AND RECREATION

Mission Statement

Department of Parks and Recreation is committed to building strong communities and a vibrant economy by providing safe and exceptional parks, facilities and programs through effective leadership, collaboration and innovative thinking.

Core Functions

- Programs (for all ages and abilities in six core areas: youth development; sports; fitness and wellness; arts, music and culture; outdoor adventure and community engagement).
- Maintenance (make parks & facilities safe, clean and inviting).
- Planning and Community Engagement.

Summary of Operations

The parks and facilities system of the City of Atlanta's Department of Parks and Recreation (DPR) consists of more than 100 facilities and approximately 4,805 acres (5.7% of the City's land) inside the city limits, and 209 acres at Lake Allatoona.

The recreational and cultural facilities vary from small recreation centers to large cultural and unique amenities, such as the Chastain Park Amphitheater and Historic Fourth Ward Skate Park. DPR reopened all closed recreation centers in January 2011, and in 2013 the department built upon earlier pilot projects to transform ten facilities into Centers of Hope. The facility inventory currently includes 33 recreation centers (15 Centers of Hope), four indoor and 15 outdoor pools, four spray grounds, 182 tennis courts, 75 basketball courts, 110 ball fields, 111 playgrounds, 2 skate parks, and five tennis centers. Special recreational facilities include four 18-hole golf courses and one 9-hole golf course, Southside Sports Complex, Lake Allatoona Resident Camp, the Outdoor Activity Center, and John A. White Junior Training Golf Course.

Our parks vary from nature preserves to active city-wide parks. DPR's inventory includes 402 parks: 11 are City-Wide Parks (Regional), 44 are

community parks, and 69 are neighborhood parks. The remaining parks are nature preserves, paths and greenways of varying sizes, block parks, circles, triangles and beauty spots in which many are maintained with the help of Park Pride and numerous community partners.

Divisions/Offices Descriptions

The Office of Parks is responsible for providing basic maintenance services to all the parks and facilities in its inventory with an emphasis on health and safety. Park arborists and forestry crews are responsible for street trees on 1,724 linear miles of right-of-way.

The Office of Recreation is responsible for providing quality recreational services and programs through implementation of balanced, enjoyable and affordable activities.

The Office of Park Design is responsible for providing park & facility planning, project management, design and construction of capital projects, grants management, departmental GIS and liaison with Atlanta Beltline, Inc.

The Management Services Office (MSO) is responsible for providing outstanding budgeting/accounting, human resources, performance analysis and management, technology, and contracting support to the Department of Parks and Recreation.

The Boisfeuillet Jones Atlanta Civic Center is in the process of transferring ownership. DPR will continue to support operations as this facility transitions from City inventory.

Goals

- **Deliver exceptional spaces and diverse experiences.** We will provide parks, facilities and programs that are accessible, attractive, and exceed the expectations of our customers.
- **Create a culture of innovation.** We will foster a work environment that engages and motivates both employees and our

stakeholders to help develop innovative solutions.

- **Enhance safety and security in all operations.** We will ensure that system-wide safety and security are driving factors in all departmental actions and activities.
- **Expand our impact through collaboration.** We will merge our strengths with the strengths of others to enhance our programs and facilities.
- **Enhance our organizational capacity.** We will support and invest in an effective, efficient workforce through training, broadened recruitment and proficient business practices.
- **Plan and build a marketing support system.** We will develop and implement a marketing strategy that enhances our image, improves our positioning and promotes our offerings.
- **Communicate effectively.** We will foster an environment of effective communication that leads to increased understanding, awareness and trust.

Objectives

- Develop and cultivate recreational activities and cultural enrichment for the Centers of Hope pilot programs.
- Continue to foster public and private partnerships, as well as friends of various parks groups and conservancies to maximize the available resources, enabling us to provide consistent and exceptional services in the parks.
- Perform repairs, replacement, preventative maintenance and improvements at DPR parks, buildings, structures, pools and outdoor facilities.
- Elevate City of Atlanta Department of Parks and Recreation to the best park system in the Southeast.

FY2016 Accomplishments

Awards & Recognition

- Received National Partnership Award from the National Recreation and Park Association.
- Selected as host city for Great Urban Parks Campaign convening on green infrastructure in underserved communities tying in social equity in American parks.
- COA Youth Football Team winner of the 2015 National Champs Shrine Bowl in North Carolina.

Youth Development & Human Capital

- Served 143,647 meals and 149,810 snacks during the previous academic school year.
- Operated 17 sites including 15 *Centers of Hope*, 2 Police Athletic League sites.
- Increased afterschool enrollment to over 1,500 students.
- Created seven Youth Development Coordinator positions.
- Enrolled over 3,400 youth last summer in Camp Best Friends.
- Launched a new ATL Teen Program (Anthony Flanagan) site.
- Activated the 3rd senior summer camp at C.A. Scott.
- Implemented two New Prime Time Senior Programs for residents at Anthony Flanagan and Adam Recreation Center.
- Instituted 55+ Basketball Program at Ben Hill.
- Entered and won three gold medals and one silver in the Georgia Golden Olympics.
- Formed a citywide Prime Time Senior Choir.
- Instituted the Senior Hot Meal program at two sites – James Orange Recreation Center and Pittman Park Recreation Center.
- Play Mobile engaged 3,333 youth and seniors living or visiting parks without recreation centers.

City Infrastructure

- Designed and constructed new pool, pool house, spray pad, playground, green infrastructure, reconfigured parking lot, lighting and landscaping at Reverend James Orange Park at Oakland City.
- Acquired the newly constructed Lindsay Street Park.
- Installed or upgraded lighting systems at Empire Park, Anderson Park, Arthur Langford Park, C.A. Scott Center, and Adams Park Tennis Center.
- Reconfigured parking lot and Hole No. 3 with our N.Y.O. partners at Chastain Park to accommodate additional parking.
- Reconstructed a 497 linear foot pedestrian bridge over the creek reconnecting Rosel Fann Recreation Center to the adjoining neighborhood.
- Partnered with Play Chastain to design and build a \$2.8 million signature playscape with restroom at Chastain Park.
- Collaborated with Friends of the Park group to design and construct a new bridge, trail and site amenities at Mountain Way Common.

- Partnered with community group to design and construct new pavilion, staircase and drainage improvements at Little Nancy Creek Park.
- Completed Phase II improvements at Vine City Park to include a new spray pad, renovated pool deck, new boardwalk around lake, ADA access improvements, and improvements around the historic master grill pavilion.
- Partnered with Atlanta Hawks to develop teen-themed rooms in Pittman Recreation Center to support teen-focused programming for the Center of Hope.
- Constructed new skate park, fitness and play areas with green infrastructure and reconfigured computer lab at Arthur Langford Park.
- Renovated club house at Browns Mill Golf Course.
- Reconfigured parking lot and added 1300 square feet of community space as part of the larger renovation to Anthony Flanagan Recreation Center.
- Completed conceptual designs for the Park at Joseph E. Boone and Westlake, and the new park at Fairburn and Mays, Lake Claire Park, Ormond Grant Park, Old Ivy Park and Ella Mae Brayboy Memorial Park.
- Acquired land for relocation of M. L. King Jr. Natatorium.
- Completed Phase I of PATH 400 with our partner organizations of PATH Foundation and Livable Buckhead. The City of Atlanta has secured key acquisitions along GA 400. Phase II is currently under construction.
- Completed construction of platform tennis amenity at Bitsy Grant Tennis Center.
- Replaced gym floor at Adamsville Recreation Center and Dunbar Recreation Center.
- Provided upgrades to universal access at Washington Park Tennis Center, Ben Hill Recreation Center, McGhee Tennis Center, MLK Recreation Center, Central Park Recreation Center, Grove Park Recreation Center, and Grant Park swimming pool.
- Designed new playground, ADA access, and basketball court and site furnishings, at Rose Circle Park.
- Acquired Lenox Forest, Enota Park parcel, PATH 400 parcel, and Lindsay Street parcels.
- Installed playgrounds with rubberized safety surfacing at MLK Historic Site, Grove Park, and Windsor Park Playgrounds.
- Opened Walker Park Dog Park.

- Installed outdoor fitness equipment at Central Park and Melvin Drive Park.
- Partnered to open Athens Avenue Community Garden and Pittman Park Community Garden.
- Opened Oakland Cemetery Greenhouse.
- Partnered with Atlanta Hawks to refresh basketball courts and Bessie Branham Park and Grant Park.
- Resurfaced two Central Park tennis courts.
- Constructed pool enclosure for Chastain Pool.

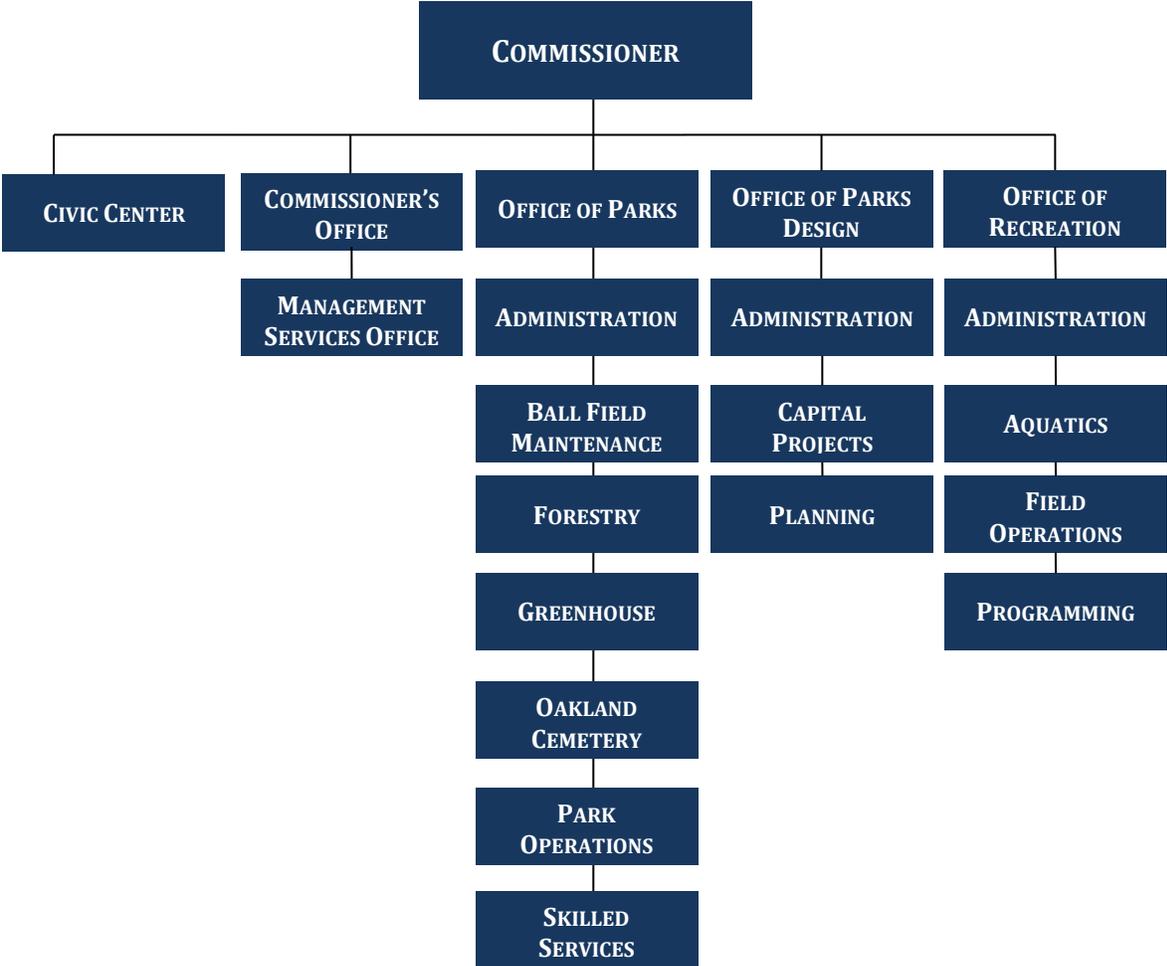
FY2017 Adopted Program Highlights

- Increase the number of youth served in Centers of Hope Programming.
- Embark upon an education campaign to inform all Atlantans of both free and low-cost opportunities available at recreation centers, playgrounds, outdoor pools, sporting fields and green spaces. Specific focus on youth, young adults and seniors.
- DPR will launch new program opportunities in conjunction with partners and sponsors.
- Develop a partnership management strategy that will set guidelines for developing partnerships, measure the impact of partnerships, increase the number of youth served as a part of the Centers of Hope strategy, and recognize partners for their contribution(s) to help achieve City and Agency goals.
- Incorporate innovative programming including a focus on STEAM and technology at the afterschool and Camp Best Friends sites.
- Deconstruct M.L. King, Jr. Natatorium.
- Complete construction documents, permitting process, and break ground on M.L. King, Jr. Natatorium.
- Construct trail and amenities at Tuscon Trail Park.
- Construct ADA, drainage, and site improvements at Tullwater Park.
- The new Park at Joseph E. Boone and Westlake and the new park at Fairburn and Mays will be constructed.
- Incorporate green infrastructure in the scoping and implementation of Park planning and construction projects.
- Complete construction of Mims Park.
- Complete parking study for Grant Park.
- Complete feasibility study for Emerald Corridor in partnership with PATH and Emerald Corridor Foundations.

- Partner with SORBA to design and construct City of Atlanta's first public mountain bike trails.
- Replace and upgrade seven playgrounds.
- Begin construction of Ella Mae Wade Brayboy Memorial Park.
- Continue to make strategic acquisitions throughout the City connecting trails, parks, greenspace and communities.
- Complete Adams Park Improvements including: a new spray pad, renovated pool deck, new boardwalk around lake, ADA access improvements, and improvements around the historic master grill pavilion.
- Construct new playground and universal access improvements to Ormond Grant Park.
- As part of the Walk Chastain initiative, the City will relocate utilities and construct a new multi-use trail around the perimeter of Chastain Park's golf course.
- Construct new playground, ADA access, basketball court and site furnishings, at Rose Circle Park.
- Construct new playground and provided site furnishings at Barbara A. McCoy Park.

ORGANIZATIONAL CHART

PARKS AND RECREATION



PERFORMANCE METRICS

PARKS AND RECREATION

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--|------------------|------------------|------------------|------------------|
| <i>Youth Development & Human Capital</i> | | | | |
| Total Number of Enrolled in Centers of Hope Afterschool | 1,697 | 1,760 | 1,775 | 1,800 |
| Total Number of Enrolled Youth in Camp Best Friends | 3,200 | 3,717 | 3,300 | 3,700 |
| Total Number of Enrolled Youth in Athletics | 2,807 | 2,527 | 3,000 | 2,500 |
| Total Youth Centers of Hope Attendance | 72,089 | 180,496 | 185,500 | 190,000 |
| <i>Government Excellence & Efficiency</i> | | | | |
| Percentage of mulching / mowing completed on schedule | 81% | 84% | 95% | 95% |
| Percentage of litter/limb removal completed on schedule | 98% | 99% | 95% | 95% |
| Percentage of Arborist Inspections completed within schedule | 96% | 77% | 85% | 85% |
| Total Recreation revenue collected | \$1,498,068 | \$1,702,343 | \$1,550,999 | \$1,800,000 |
| % of active capital projects on/under budget | 94% | 98% | 85% | N/A |
| <i>Public Safety</i> | | | | |
| Percentage of tree removals completed within schedule | 84% | 94% | 90% | 90% |
| <i>City Infrastructure</i> | | | | |
| % of active capital projects on/ahead of schedule | 78% | 94% | 85% | N/A |
| Total \$ value of ADA citations addressed (cumulative) | \$481,691 | \$1,184,316 | \$2,000,000 | \$2,000,000 |



FY17 OPERATING BUDGET HIGHLIGHTS Dept Of Parks & Recreation

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|---|---------------------|-----------------------|
| \$10,996,504 | \$11,516,467 | \$11,839,347 | Salaries, Regular | \$13,297,132 | \$1,457,784 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$2,127,557 | \$2,090,170 | \$2,220,442 | Salaries, Extra Help | \$1,604,016 | (\$616,426) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$647,237 | \$750,558 | \$417,928 | Overtime | \$417,928 | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$2,716,356 | \$3,125,134 | \$3,153,592 | Pen Cont Gen Emp Pen Fd | \$3,954,951 | \$801,359 |
| \$223,223 | \$254,363 | \$281,062 | Defined Contribution | \$261,278 | (\$19,784) |
| \$639,988 | \$514,541 | \$601,831 | Workers' Compensation | \$381,405 | (\$220,426) |
| \$2,051,849 | \$2,183,863 | \$2,732,317 | Other Personnel Costs | \$2,890,311 | \$157,994 |
| \$19,402,715 | \$20,435,096 | \$21,246,519 | TOTAL PERSONNEL | \$22,807,020 | \$1,560,501 |
| | | | OTHER EXPENSES | | |
| \$4,947,616 | \$5,634,188 | \$5,960,580 | Purchased / Contracted Services | \$4,031,614 | (\$1,928,966) |
| \$5,552,848 | \$5,408,298 | \$5,855,349 | Supplies | \$5,913,500 | \$58,151 |
| \$41,236 | \$2,630,230 | \$0 | Capital Outlays | \$50,000 | \$50,000 |
| \$1,449,419 | \$1,993,377 | \$1,708,754 | Interfund / Interdepartmental Charges | \$1,906,388 | \$197,633 |
| \$11,734 | \$8,470 | \$107 | Other Costs | \$5,996 | \$5,889 |
| - | \$188,078 | - | Debt Service | \$239,392 | \$239,392 |
| - | - | - | Conversion / Summary | - | - |
| \$0 | \$217,226 | \$560,498 | Other Financing Uses | \$717,225 | \$156,727 |
| \$12,002,852 | \$16,079,866 | \$14,085,289 | TOTAL OTHER EXPENSES | \$12,864,116 | (\$1,221,173) |
| \$31,405,567 | \$36,514,963 | \$35,331,807 | TOTAL PERSONNEL AND OTHER EXPENSES | \$35,671,136 | \$339,328 |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|-------------------------------|---------------------|-----------------------|
| \$29,049,850 | \$32,319,756 | \$34,627,420 | General Fund | \$34,046,879 | (\$580,541) |
| \$1,897,527 | \$3,682,155 | \$500,000 | Civic Center Revenue Fund | \$1,624,256 | \$1,124,256 |
| \$458,190 | \$513,052 | \$204,387 | Parks Facilities Revenue Fund | \$0 | (\$204,387) |
| \$31,405,567 | \$36,514,963 | \$35,331,807 | TOTAL EXPENSES | \$35,671,136 | \$339,328 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 333.00 | 346.00 | 365.00 | Full Time Equivalent | 393.00 | 28.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$10,324,036 | \$10,971,620 | \$11,839,347 | Salaries, Regular | \$12,903,160 | \$1,063,813 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$2,127,557 | \$2,090,170 | \$2,220,442 | Salaries, Extra Help | \$1,604,016 | (\$616,426) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$641,296 | \$720,972 | \$417,928 | Overtime | \$417,928 | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$2,573,634 | \$2,957,242 | \$3,153,592 | Pen Cont Gen Emp Pen Fd | \$3,846,298 | \$692,706 |
| \$215,209 | \$246,494 | \$281,062 | Defined Contribution | \$254,682 | (\$26,380) |
| \$639,988 | \$514,541 | \$601,831 | Workers' Compensation | \$381,405 | (\$220,426) |
| \$1,918,616 | \$2,061,797 | \$2,732,317 | Other Personnel Costs | \$2,815,193 | \$82,876 |
| \$18,440,336 | \$19,562,836 | \$21,246,518 | TOTAL PERSONNEL | \$22,222,682 | \$976,164 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$4,377,626 | \$5,190,690 | \$5,485,204 | Purchased / Contracted Services | \$3,749,443 | (\$1,735,761) |
| \$4,738,865 | \$4,863,335 | \$5,626,339 | Supplies | \$5,400,001 | (\$226,338) |
| \$41,236 | \$492,072 | - | Capital Outlays | \$50,000 | \$50,000 |
| \$1,449,419 | \$1,993,377 | \$1,708,754 | Interfund / Interdepartmental Charges | \$1,906,388 | \$197,633 |
| \$2,368 | \$220 | \$107 | Other Costs | \$1,140 | \$1,033 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$217,226 | \$560,498 | Other Financing Uses | \$717,225 | \$156,727 |
| \$10,609,514 | \$12,756,920 | \$13,380,902 | TOTAL OTHER EXPENSES | \$11,824,197 | (\$1,556,705) |
| \$29,049,850 | \$32,319,756 | \$34,627,420 | TOTAL PERSONNEL AND OTHER EXPENSES | \$34,046,879 | (\$580,541) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$29,049,850 | \$32,319,756 | \$34,627,420 | General Fund | \$34,046,879 | (\$580,541) |
| \$29,049,850 | \$32,319,756 | \$34,627,420 | TOTAL EXPENSES | \$34,046,879 | (\$580,541) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 315.00 | 328.00 | 347.00 | Full Time Equivalent | 384.00 | 37.00 |



FY17 OPERATING BUDGET HIGHLIGHTS

Dept Of Parks & Recreation

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|----------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$1,063,813 | Increase due to the conversion of extra help positions to full-time and salary adjustments offset by defunding of vacant positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$616,426) | Decrease due to extra help positions converted to full-time. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$692,706 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$26,380) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$220,426) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | \$82,876 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$976,164 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$1,735,761) | Decrease due to purchased/contracted services less than anticipated. |
| Supplies | (\$226,338) | Decrease due to supply costs less than anticipated. |
| Capital Outlays | \$50,000 | Increase due to purchase of a bus for disabled senior citizens. |
| Interfund / Interdepartmental Charges | \$197,633 | Increase due to repair/maintenance costs more than anticipated. |
| Other Costs | \$1,033 | Increase due to commissioner contingencies more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$156,727 | Increase due to GMA Lease payment more than anticipated. |
| TOTAL OTHER EXPENSES | (\$1,556,705) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$580,541) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|--------------------|-------------|
| General Fund | (\$580,541) | |
| TOTAL EXPENSES | (\$580,541) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | 37.00 | Increase due to conversion of extra help positions to full time. |



FY17 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
Civic Center Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$508,321 | \$358,465 | \$0 | Salaries, Regular | \$393,971 | \$393,971 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$5,839 | \$27,675 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$109,578 | \$124,720 | - | Pen Cont Gen Emp Pen Fd | \$108,653 | \$108,653 |
| \$2,887 | \$2,435 | - | Defined Contribution | \$6,596 | \$6,596 |
| - | - | - | Workers' Compensation | - | - |
| \$89,397 | \$74,384 | - | Other Personnel Costs | \$75,117 | \$75,117 |
| \$716,022 | \$587,679 | \$0 | TOTAL PERSONNEL | \$584,337 | \$584,337 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$410,666 | \$274,310 | \$325,000 | Purchased / Contracted Services | \$282,172 | (\$42,828) |
| \$768,745 | \$493,787 | \$175,000 | Supplies | \$513,499 | \$338,500 |
| - | \$2,138,158 | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$2,094 | \$142 | \$0 | Other Costs | \$4,856 | \$4,856 |
| - | \$188,078 | - | Debt Service | \$239,392 | \$239,392 |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$1,181,505 | \$3,094,476 | \$500,000 | TOTAL OTHER EXPENSES | \$1,039,919 | \$539,919 |
| \$1,897,527 | \$3,682,155 | \$500,000 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,624,256 | \$1,124,256 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---------------------------|------------------------|-------------------------------|
| \$1,897,527 | \$3,682,155 | \$500,000 | Civic Center Revenue Fund | \$1,624,256 | \$1,124,256 |
| \$1,897,527 | \$3,682,155 | \$500,000 | TOTAL EXPENSES | \$1,624,256 | \$1,124,256 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 13.00 | 13.00 | 13.00 | Full Time Equivalent | 9.00 | (4.00) |



FY17 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
Civic Center Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$393,971 | Increase due to the City's continued support of operations until Civic Center fully transitions from the City's ownership. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$108,653 | Increase due to the City's continued support of operations until Civic Center fully transitions from the City's ownership. |
| Defined Contribution | \$6,596 | Increase due to the City's continued support of operations until Civic Center fully transitions from the City's ownership. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$75,117 | Increase due to the City's continued support of operations until Civic Center fully transitions from the City's ownership. |
| TOTAL PERSONNEL | \$584,337 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$42,828) | Decrease due to purchased/contracted service less than anticipated. |
| Supplies | \$338,500 | Increase due to the City's continued support of operations until Civic Center fully transitions from the City's ownership. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$4,856 | Increase due to the City's continued support of operations until Civic Center fully transitions from the City's ownership. |
| Debt Service | \$239,392 | Increase due to Atlanta Gas Light debt payments per agreement. |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$539,919 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,124,256 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------|-------------------------|--------------------|
| Civic Center Revenue Fund | \$1,124,256 | |
| TOTAL EXPENSES | \$1,124,256 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--|
| Full Time Equivalent | (4.00) | Decrease due to abolishment of four positions. |



FY17 OPERATING BUDGET HIGHLIGHTS

Dept Of Parks & Recreation

Parks Facilities Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$164,147 | \$186,382 | \$0 | Salaries, Regular | - | \$0 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$102 | \$1,911 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$33,144 | \$43,172 | - | Pen Cont Gen Emp Pen Fd | - | - |
| \$5,127 | \$5,433 | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| \$43,836 | \$47,683 | - | Other Personnel Costs | - | - |
| \$246,356 | \$284,581 | \$0 | TOTAL PERSONNEL | - | \$0 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$159,324 | \$169,188 | \$150,376 | Purchased / Contracted Services | - | (\$150,376) |
| \$45,238 | \$51,175 | \$54,011 | Supplies | \$0 | (\$54,011) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$7,271 | \$8,107 | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$211,833 | \$228,471 | \$204,387 | TOTAL OTHER EXPENSES | \$0 | (\$204,387) |
| \$458,190 | \$513,052 | \$204,387 | TOTAL PERSONNEL AND OTHER EXPENSES | \$0 | (\$204,387) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|-------------------------------|----------------|-----------------------|
| \$458,190 | \$513,052 | \$204,387 | Parks Facilities Revenue Fund | \$0 | (\$204,387) |
| \$458,190 | \$513,052 | \$204,387 | TOTAL EXPENSES | \$0 | (\$204,387) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| 5.00 | 5.00 | 5.00 | Full Time Equivalent | - | (5.00) |



FY17 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
Parks Facilities Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$0 | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | \$0 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$150,376) | Decrease due to the pending sale of the facility. |
| Supplies | (\$54,011) | Decrease due to the pending sale of the facility. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$204,387) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$204,387) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-------------------------------|-------------------------|--------------------|
| Parks Facilities Revenue Fund | (\$204,387) | |
| TOTAL EXPENSES | (\$204,387) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | (5.00) | Decrease due to the pending sale of the facility. |



WATERSHED MANAGEMENT

Mission Statement

Provide our customers with reliable, high quality water services in a safe, respectful, responsive, and environmentally responsible manner, all at value.

- Deliver excellent customer service through a motivated, skilled, and empowered workforce.
- Ensure professional stewardship of Atlanta's drinking water, wastewater, stormwater and natural systems.
- Protect and enhance the region's water resources, public health, and property while promoting sustainability and economic vitality.

Summary of Operations

The Department of Watershed Management is dedicated to providing high quality drinking water, wastewater, and stormwater services to residential, business, and wholesale customers at a fair and reasonable cost while enhancing and protecting urban waterways and regional water resources.

The Department is comprised of the Commissioner's Office and six major offices:

Division/Offices Descriptions

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

The Office of Water Treatment and Reclamation is responsible for drinking water production and wastewater treatment. Drinking water production includes the operation and maintenance of water

supply intakes, two drinking water plants¹, and drinking water storage, both raw water and finished water, and pumping stations. Wastewater treatment includes the operation and maintenance of four wastewater treatment (reclamation) facilities, and six combined sewer (including water quality control) facilities, plus sixteen sewage pumping stations. Operations include chemical, mechanical, and electrical systems and daily and monthly sampling and reporting.

The Office of Linear Infrastructure Operations is responsible for operating, maintaining, and repairing the City's water distribution systems, wastewater collection systems, and system appurtenances, including maintaining system reliability and compliance, and in the event of asset failure providing rapid response to minimize impacts to the community and the environment. Operations include managing a work order system to schedule, track, and report on work in response to calls/complaints.

The Office of Watershed Protection is responsible for overseeing, tracking, and ensuring regulatory compliance, regional planning coordination, and implementation of programs targeted to protect and enhance water quality. This oversight includes consent decree and consent order programs and projects. The office conducts an environmental compliance and inspection program including flow and water quality monitoring and planning as well as running all laboratory services. It also coordinates design, construction, operations, and maintenance of stormwater management facilities and systems including ecological enhancement and "green infrastructure" measures oriented toward employing natural systems to affect pollution control in concert with provision of community amenities.

The Office of Engineering Services is responsible for planning and managing capital improvement

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

projects related to the City's drinking water system, wastewater system, and combined sewer system. This Office supports and assists in capital projects for watershed protection, environmental and ecological, and stormwater management projects. Engineering Services is responsible for the asset management program, which performs updates to Master Plans, computer modeling of linear assets, condition assessments, and produces preventative maintenance programs and conceptual design. This office oversees the delivery of projects through the design, procurement, and construction phases as well as controlling project construction cost, schedule, quality, and safety. Researching, advising, and assisting with implementing applicable and cost-saving new technology falls under this office as well as GIS and data analytics.

The Office of Financial Administration is responsible for all aspects of financial management, including financial planning and budgeting, determination of rates, fees, and charges, inter-jurisdictional billing, accounting, collections, tracking expenditures, legislative management, open records requests, and central document management.

The Office of Customer & Business Services is responsible for customer relations, customer services, meter and billing accuracy assurance, centralized procurement, management of the central warehouse and inventory, fleet services, and management and maintenance of buildings and grounds.

Goals

In addition to providing safe and sustainable drinking water, wastewater, and stormwater services to the community, the Department has established the following priority goals:

- Deliver the highest quality of service.
- Provide a safe and engaging workplace.
- Assure full compliance with all environmental regulations.
- Improve operational efficiencies.

Objectives

The Department has developed the following initiatives to achieve its goals and priorities:

Customer Service & Stakeholder Engagement – As technology advances, customer relationship management becomes more transparent, in real-time. The ratepayers demand and deserve the highest levels of service from the Department, and the Department must become more customer-centric and meet those expectations. This initiative involves proactively working with customers and other stakeholders to identify and resolve the root

causes of customer issues. A key objective of this effort is to ensure that the Department “closes the loop” with regard to customer interactions and confirms that identified issues have been resolved and communicated to the customer. The new Customer Assurance and Satisfaction Team will:

- Transform customer service within the Department from reactive to proactive modes of operation.
- Leverage technology to deliver higher service levels.
- Provide better service at a reduced cost.
- Reduce the number of customer complaints.

Workforce Development – Assessment of the Department's current state found that the department is likely to lose approximately 40% of its workforce to retirement over the next several years. The workforce development initiative will work toward ensuring that appropriate staffing, skill levels, and responsible assignments are deployed across all levels of the Department. This effort will:

- Develop the Department's workforce through strategic training, succession planning, and a renewed focus on efficiency and accountability.
- Enhance workforce levels, efficiency, and accountability.

Sustainable Water Management – Sustainable management of water resources is becoming increasingly more important to the Department as water supply and financial resources become scarcer. This initiative seeks to ensure a long-term sustainable supply of water for the City of Atlanta and enable integrated management of drinking water, wastewater, and stormwater resources – to ensure ongoing reliable provision of key services at the most affordable rates. This effort will:

- Prioritize water conservation and energy reduction measures.
- Evaluate water supply alternatives.
- Identify additional opportunities to leverage green infrastructure.

Asset Management and Risk-Based Planning – In March 2016, City residents voted to reauthorize the existing Municipal Option Sales Tax (MOST). The tax has helped the Department dramatically reduce the number and volume of sewer spills, significantly decrease the number of rain-induced overflows into Atlanta's rivers and streams, and complete major capital projects. In addition, the Department will continue to employ more proactive management techniques and maintenance of its estimated \$12 billion assets. This initiative seeks to better align

the Department's capital expenditures by prioritizing maintenance activities based on asset criticality and condition. The Department will prioritize future expenditures using a risk-based asset management framework that will ensure that future expenditures maintain asset value and expected asset service levels. This prioritized approach towards asset maintenance and investment will:

- Help maintain service reliability.
- Ensure regulatory compliance and safety.
- Enhance the Department's cost efficiency.

Strategic Financial Resource Allocation – In order for the Department to provide the highest levels of service, limited funds must be allocated where they are most effective. This initiative seeks to ensure that financial, physical, and labor resources are responsibly and cost-effectively allocated to fulfill the Department's mission. In order to achieve this, the Department must connect its budgeting processes with risk-based asset management priorities and long-term watershed management priorities. Specifically, the Department will continue to implement best management practices for budgeting, reporting, project planning, and resource allocation. This effort will:

- Improve operational efficiencies.
- Help to provide a safe and engaging workplace for employees.

Data and Systems Enablement – The Department has demonstrated success in prudent fiscal and overall management, which led to multiple bond rating agency upgrades during 2013 and 2015. Continued progress in financial and workforce efficiencies will be reliant on leveraging technology and data to optimize decision-making and activity planning. An example of the Department's innovation in this area is the development and deployment of a cloud-based computational platform that continuously collects and analyzes data from the sewer network. The platform gives several hours' warning of a sewer spill and in many instances has led to successful unblocking of sewer pipes in advance of a spill occurring. This and other efforts will:

- Ensure accurate and informative data are being routinely and efficiently collected in the right systems, are centrally stored and analyzed, and are easily accessible to managers and other key decision-makers.
- Decision-making will be more effective and will yield more efficient, higher-quality service for our customers and community.

FY2016 Accomplishments

- Published the \$1 billion Capital Improvement Program (CIP) book for FY15-FY19 based on a prioritized integrated water resources Master Plan.
- Encumbered \$615 million of the \$1 billion CIP program - 24 projects are in the design phase, 17 in the procurement phase, and 11 projects in the construction phase. The remaining 21 projects are in the planning phase.
- Commenced construction of the new \$300 million raw water conveyance system and 2.4 billion gallon storage facility at the quarry.
- Continued construction of the \$15.8 million Permeable Pavers for Capacity Relief Project.
- Completed construction of \$2.7 million East Atlanta Water Main Replacement Project.
- Completed construction of \$1.8 million Water System Improvements SW Project.
- Completed construction of \$1.6 million Randall Hall Sewer Improvements.
- R.M. Clayton Headworks Project at a cost of \$56 million continues on budget and schedule.
- Maintained 100% compliance with the Federal Safe Drinking Water Act (SDWA).
- Received the Georgia Association of Water Professionals' Platinum Award (GAWP) for the Chattahoochee and Hemphill Water Treatment Facilities.
- GAWP Regional Operator of the Year award presented to a Hemphill Water Treatment Plant Operator.
- Collected more than \$40 million from delinquent inter-jurisdictional account customers.
- Collected more than \$10 million from delinquent commercial customers.
- Received GFOA award of Excellence in Financial Reporting for the fifth year in a row.
- Developed the Customer Assurance and Satisfaction Team (CAST) to resolve customer concerns more effectively and address the root causes of customer issues.
- Implemented Customer Service Teams by zones and a third party Mystery Shopping Program to enhance the customer experience.
- Enforced warehouse and inventory standard operating procedures and implemented processes to improve controls and asset accountability.
- Improved 311 CSTAT service level agreement performance by 41% for field operations.
- Cleaned 470 miles of sanitary sewer pipes, exceeding the goal by 23%.
- Eliminated the 511 backlog of small meter installations.

- Completed over 21,241 employee training hours in the areas of compliance, soft skills and technical skills.
- Increased employee participation in the Department's fitness program by 50%.
- Recruited, on-boarded and off-boarded 150 college interns.
- Implemented several new safety programs (DriveCam, Safety Wellness Meetings and a Safety Hotline), resulting in a 26% reduction in the number workers' compensation claims and an 83% reduction in claims costs.
- Implemented the PPE Vending Machine Pilot Program, providing employees with better access to personal protective equipment and promoting a safer work environment.
- Led the #NoWipesInPipes campaign that had 6.1 million unique views in local, statewide and national media coverage.
- Created an informational campaign to support the Municipal Options Sales Tax, which garnered more than 70 percent of the vote in March 2016.

FY2017 Adopted Program Highlights

Department-wide:

- Double capital project delivery in FY17 includes an investment of \$500 million spent.
 - New raw water tunnel will be 50% complete.
 - Continue to progress towards SACD milestones
 - Complete half of projects in Upper Proctor Creek Watershed Action Plan
 - Maintain full compliance with Safe Drinking Water Act
- Develop and begin to implement new Stormwater Management Plan and leverage 10 percent of MOST revenue for stormwater projects to improve water quality, provide capacity relief in combined sewer systems, create public amenities, and address local flooding.
- Complete succession plans for all offices and streamline the on-boarding process for mission-critical positions.
- Continue to improve 311 CSTAT service level performance for field operations.

Customer Service:

- Achieve 100% of distribution or wastewater collections licensure compliance for crew supervisor level positions and above.
- Increase the use of technology to enhance offsite bill payment solutions.

- Leverage data to enhance customer communications.
- Launch a public opinion poll to establish a baseline using a scientific sample of Atlanta residents to determine the community's trust in the City's ability to provide clean, safe drinking water and learn how the public would like to receive communications.
- Lead a public awareness campaign around the water supply program to name the tunnel boring machine and educate the community about the project that will connect the quarry to the Chattahoochee River.

Safe Workplace:

- Continue to cultivate a culture of safety within the Department.
- Further decrease the number and cost of workers' compensation claims.
- Increase the use of seatbelts to 100%.
- Decrease vehicular accidents.
- Continue to expand the use of security cameras throughout the Department's identified locations.

Environmental Compliance:

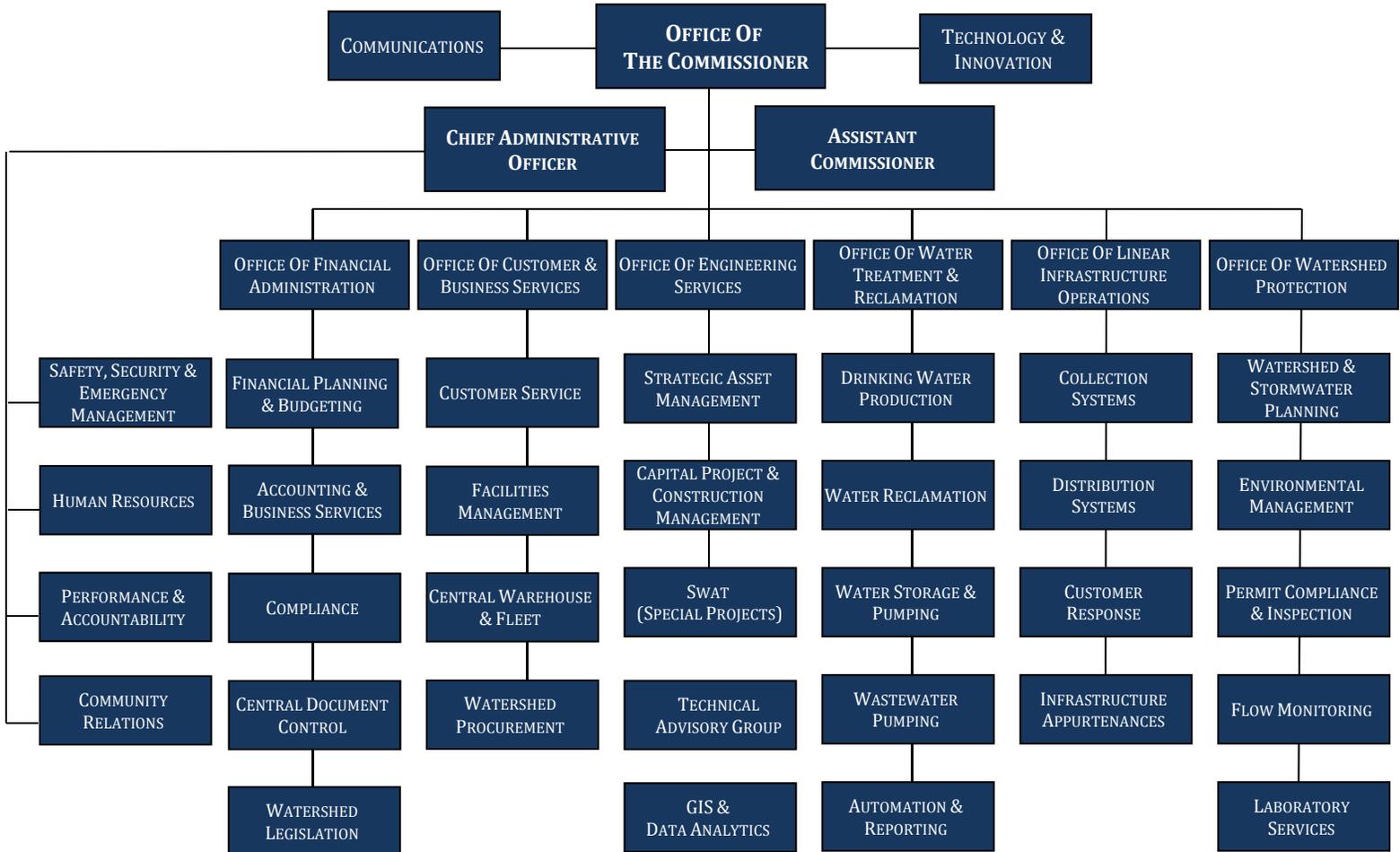
- Execute and ensure full compliance with the new CSO permit requirements.
- Identify causes and solutions for sanitary sewer spills and progress towards less than seven spills per 100 miles of pipe.
- Implement Green Infrastructure projects to improve stream water quality and provide capacity relief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

Efficient Operations:

- Maximize usage of data analytics tool across all offices.
- Execute bar coding for inventory tracking and continue to eliminate inventory no longer needed.
- Implement mobile application for field work.
- Increase staff development through project management training and certification.
- Reduce the vacancy rate to 10%, aligning with the turnover rate and reduce time to on-board final candidates by 25%.
- Focus preventative maintenance within treatment facilities.
- Continue focus on receivable portfolio to expedite cash flow.
- Upgrading project delivery system to best in class.
- Complete fixed network and wireless Advanced Metering Infrastructure (AMI) pilot program.

ORGANIZATIONAL CHART

WATERSHED MANAGEMENT



PERFORMANCE METRICS

WATERSHED MANAGEMENT

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--|--------------------|--------------------|--------------------------|--------------------------|
| Customer Service | | | | |
| Customer service complaints per 1,000 accounts ¹ | 3.65 | 2.98 | <17.5 | <5.0 |
| Number of unplanned customer outages per 1,000 accounts | 0.184 | 0.10 | <.20 | <.20 |
| Service work orders completed within target time frame | 74% | 79.15% | 90% | 90% |
| Estimated bills as a percent of bills mailed | 0.8% | 4.5% | 0.5% | 0.5% |
| Workplace Safety | | | | |
| Safety incidents per 200,000 hours worked | 10.5 | <10.35 | <10.35 | <10.35 |
| Safety training hours per employee | 11.93 | 12.38 | 12.38 | 12.38 |
| Safety spot audit scores ² | N/A | N/A | N/A | N/A |
| Rate of compliance with “dig” safety protocol | 100% | 100% | 100% | 100% |
| Environmental Compliance | | | | |
| Drinking water compliance rate | 100% | 100% | 100% | 100% |
| Wastewater treatment compliance rate | 99% | 97% | 100% | 100% |
| Number of sewage spills per 100 miles of sewer | 7.3 | 9 | <8.5 | <8.5 |
| Number of water system breaks per 100 miles of pipe ³ | 12.6 | 13.79 | <13 | <13 |
| Operational Efficiency | | | | |
| Dollars spent per million gallons of water produced (water/wastewater), \$/mgal | DW 607 WW 835 | DW 970 WW 1311 | DW 700-800 WW 700-800 | DW 750-800 WW 700-800 |
| O&M cost per 100 active accounts (distribution/collection) | D 1358 C 1273 | D 408 C 835 | D 1350 C 1300 | D 1350 C 1300 |
| Purchased power per million gallons of water treated (water/wastewater), kWh/mgal | DW 2160 WW 2837 | DW 2126 WW 3005 | DW 2100 WW 3100 | DW 2150 WW 3100 |

Notes:

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

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

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



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Watershed Management
Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$43,324,452 | \$42,261,767 | \$53,899,389 | Salaries, Regular | \$59,430,064 | \$5,530,675 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | \$62,408 | - | Salaries, Sworn | - | - |
| \$3,217,882 | \$5,151,251 | \$500,000 | Salaries, Extra Help | \$500,000 | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$3,200,050 | \$3,234,112 | \$1,038,866 | Overtime | \$1,095,703 | \$56,837 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| \$568 | \$37,291 | - | Pen Cont Police Pen Fd | - | - |
| \$8,936,702 | \$10,359,314 | \$11,161,301 | Pen Cont Gen Emp Pen Fd | \$13,146,707 | \$1,985,406 |
| \$1,054,795 | \$1,140,904 | \$1,334,669 | Defined Contribution | \$1,432,660 | \$97,991 |
| \$1,166,420 | \$1,048,127 | \$1,318,442 | Workers' Compensation | \$642,048 | (\$676,394) |
| \$7,508,249 | \$7,739,584 | \$9,239,512 | Other Personnel Costs | \$9,838,564 | \$599,052 |
| <i>\$68,409,118</i> | <i>\$71,034,758</i> | <i>\$78,492,181</i> | <i>TOTAL PERSONNEL</i> | <i>\$86,085,746</i> | <i>\$7,593,566</i> |
| | | | <i>OTHER EXPENSES</i> | | |
| \$27,798,206 | \$26,384,676 | \$38,211,199 | Purchased / Contracted Services | \$44,296,894 | \$6,085,695 |
| \$41,275,611 | \$36,419,508 | \$38,128,152 | Supplies | \$44,564,379 | \$6,436,227 |
| \$841,042 | \$737,682 | - | Capital Outlays | \$188,565 | \$188,565 |
| \$5,280,355 | \$6,714,598 | \$6,300,478 | Interfund / Interdepartmental Charges | \$6,411,726 | \$111,248 |
| \$7,784,508 | \$3,003,574 | \$7,105,934 | Other Costs | \$5,652,074 | (\$1,453,860) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$1,236,000 | - | Other Financing Uses | - | - |
| <i>\$82,979,723</i> | <i>\$74,496,037</i> | <i>\$89,745,762</i> | <i>TOTAL OTHER EXPENSES</i> | <i>\$101,113,638</i> | <i>\$11,367,875</i> |
| \$151,388,841 | \$145,530,795 | \$168,237,943 | TOTAL PERSONNEL AND OTHER EXPENSES | \$187,199,384 | \$18,961,441 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---------------------------------|------------------------|-------------------------------|
| \$151,388,841 | \$145,530,795 | \$168,237,943 | Water & Wastewater Revenue Fund | \$187,199,384 | \$18,961,441 |
| \$151,388,841 | \$145,530,795 | \$168,237,943 | TOTAL EXPENSES | \$187,199,384 | \$18,961,441 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 1,047.00 | 1,051.50 | 1,105.00 | Full Time Equivalent | 1,162.00 | 57.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Watershed Management
Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$5,530,675 | Increase due to 57 new positions created. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$56,837 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$1,985,406 | Increase due to pension rate adjustment and personnel adjustments. |
| Defined Contribution | \$97,991 | Increase due to personnel adjustments. |
| Workers' Compensation | (\$676,394) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | \$599,052 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$7,593,566 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$6,085,695 | Increase due to purchased/contracted services and repair and maintenance of plants. |
| Supplies | \$6,436,227 | Increase due to supplies and equipment for warehouse and chemicals for DWM plants. |
| Capital Outlays | \$188,565 | Increase due to goods and equipment purchases over \$5,000. |
| Interfund / Interdepartmental Charges | \$111,248 | Increase due to motor/fuel costs more than anticipated. |
| Other Costs | (\$1,453,860) | Decrease due to legal fees for litigation expenses less than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$11,367,875 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$18,961,441 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|-------------------------|--------------------|
| Water & Wastewater Revenue Fund | \$18,961,441 | |
| TOTAL EXPENSES | \$18,961,441 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|------------------------------------|
| Full Time Equivalent | 57.00 | Increase due to positions created. |

AVIATION

Mission Statement

The mission of the Department of Aviation is to provide the Atlanta region a safe, secure and cost-competitive gateway to the world that drives economic development, operates with the highest level of customer service and efficiency, and exercises fiscal and environmental responsibility.

Core Functions:

- Operate a safe, secure, cost-competitive, and efficient airport.
- Create & foster a work environment conducive to employee growth, positive engagement, job efficiency, and success.
- Enhance and deliver "Best-in-Class" customer experience.
- Preserve ATL's financial health.
- Promote sustainability and environmental stewardship.
- Be the most effective economic engine stimulating job growth.

Summary of Operations

Hartsfield-Jackson Atlanta International Airport (ATL/Airport) is the "World's Busiest and most Efficient Airport" handling over 101 million incoming and outgoing passengers aboard more than 882,000 aircraft operations. It is the principle air carrier airport servicing both Georgia and the Southeastern United States. The Airport occupies a 4,750-acre site in Clayton and Fulton counties, approximately ten miles south of downtown Atlanta. It also serves as a primary transfer point in the national air transportation system. Two major airlines use ATL as a key airport in their operations, Delta Air Lines and Southwest Airlines. This has resulted in a large number of destination offerings to and from Atlanta relative to other similarly-sized metropolitan areas. The direct regional economic impact of the Airport in total business revenue estimated to be more than \$34.8 billion annually, with an indirect and induced impact of \$29.5 billion annually. Including these indirect and

induced effects, the total economic impact of the Airport is \$64.3 billion annually. The Airport is one of if not the single-largest economic generators in the Southeastern United States.

The City of Atlanta's (City) Department of Aviation is responsible for operating ATL. Each day more than 6.6% of the nation's air travelers utilize the Airport, causing many experts to consider ATL as the most important transportation node in the United States and perhaps the world. As such, the continued safe and efficient functioning of ATL is of critical importance to city, state, and national interests. It is the Department's responsibility to ensure that this is accomplished in a manner that achieves maximum efficiency while ensuring that passengers passing through ATL enjoy the best possible experience in air travel.

ATL operates 24 hours per day, 365 days per year. The Department employs 651 full-time employees, as well as 246 firefighters and 199 police officers. This does not include over 63,000 airline employees, concessionaires, contractors, and other professionals whose expertise and professionalism facilitate an average of 2,417 aircraft operations per day. So effective are these collective efforts, that for the twelfth consecutive year (as of 2015), ATL was recognized for Excellence in Efficiency by the Air Transport Research Society. In 2012, it received the North American & World Airport Efficiency Excellence Award.

All of this is difficult enough on a day when everything goes right, but over one-hundred times per year, events occur at ATL that are outside of the realm of business-as-usual and require immediate, thorough, and professional action by the Department's employees in order to keep the world's busiest and most effective airport up and running. These are called "irregular operations" and can take the form of severe weather, aircraft emergencies, or security breaches (up to and including terrorist actions). The Department must

ensure that ATL has adequate resources available, both in personnel and materials, to deal with these situations as they arise. Otherwise, airline performance declines, and the reverberating effects are felt throughout the United States as well as the world's air transportation system.

Division/Office Descriptions

The Office of the General Manager provides strategic direction for the Department and oversees the operations of ATL. The office facilitates ATL's goal of being a premier airport by providing support services to all units within the Department.

Human Resources/ Training, Strategies, & Organizational Development Division lead the Department's strategic initiative of building a high performance organization. The division has two business units which have differing, though complimentary, areas of responsibility. The team focuses on the mission of operational excellence and efficiency, while simultaneously implementing programs that allow for the professional and personal growth and the preparation of the Department's talent for greater leadership roles. HR/TSOD works on the development and implementation of employee engagement initiatives.

The Office of Public Affairs clears the path for the airport to manage effective, uninterrupted operations by advocating for and promoting significant Department priorities. The division works to enhance the image and positive perception of the City and the Airport by educating the community while allaying any public concerns. Its functions include Government and Community Relations, Special Events, Public Relations, Speakers Bureau management and digital communications. This division is responsible for monitoring legislative action at all levels of government. Further it manages the Airport's Partners in Education program and other meaningful initiatives that impact the community. In its execution, the division's focus is to help tell the story of ATL's growth and achievements and engage with elected officials, business leaders and other key stakeholders to support the Airport's priorities and overall mission.

The Office of Policy & Communications is tasked with overseeing all media relations, issues

management, crisis communications and social media for the Department of Aviation. This division develops and executes strategic communications programs, internally and externally, and cultivates beneficial relationships with the press resulting in positive media coverage for the Airport. Additionally, this division oversees the production of all internal videography, newsletters, annual reports and other critical publications. Filming requests and Open Records Requests are also routed through this division.

The Office of Finance and Administration is responsible for the proper accounting, budgeting, financial analysis, cash management, financing of ATL's capital program, and financial risk management for the Department. To accomplish this, the office is divided into four divisions: Accounting; Capital Finance; Financial Planning & Analysis; and Procurement & Contracts. Each of these business units performs a unique function that seeks to ensure sound financial management, solid financial health, and strict adherence to the City's policies and procedures regarding the procurement of goods and services.

The Atlanta Information Management Division provides the leadership and vision for the implementation of technology at ATL. The division sets technological and platform standards as well as guides the priorities of the various divisions and individuals involved in the promotion and use of technology throughout the Department and ATL. The team is responsible for coordinating and managing all information systems development efforts, requirements, and processes & procedures. In addition, it further develops and implements the intranet/internet/extranet-focused infrastructure requirements.

The Internal Audit Division is an independent business unit established within the Department to examine and evaluate its activities as a service to senior management. The objective of internal auditing is to assist members of the Department in the effective discharge of their responsibilities. The division is responsible for examining and evaluating the adequacy and effectiveness of the Department's internal control systems, risk management systems, and governance practices. Internal Audit provides independent assessments and appraisals of activities and work to promote a control-conscious, proactive risk management environment.

The Office of Planning & Development is divided into five functional units. These units include Executive, Asset Management & Sustainability, Project Development, Facility Management, and Planning & Environmental. The office identifies and implements the Department's capital improvement plan as well as its renewal and replacement plan. It also provides department-wide planning, environmental services, and facilities management. Overall, the bureau classifies its activities as either capital or operating. Its capital activities include the delivery of major projects (both buildings and other infrastructure such as runways). The office operating activities are characterized by administration, grants management, general planning, infrastructure management, engineering, and the management of the Noise Program.

ATL Business Ventures (ABV) is a new division within the Department of Aviation. It will report directly to the General Manager. ABV will take on multiple assigned major airport functions such as overall administration but in particular non-traditional airport business development activities designed to grow airport revenues. ABV's revenue generating efforts will include but not be limited to the works of 1) developing real estate assets not associated with core aviation operations and activities with a particular focus on airport properties located outside of the airport's perimeter fence, 2) Real Estate development through the use of public/ private partnerships, 3) development of non-traditional concession programs, 4) International Revenue/ Business Engagement outside of Route Development. ABV will also play a significant role in strategic planning and the development of Airport policies.

The Commercial Division is responsible for: (1) optimizing aeronautical and non-aeronautical revenues through asset management strategies; (2) leading the development of new passenger and cargo route development for ATL; (3) leading the Department of Aviation's marketing and branding efforts to drive revenue and to enhance and attract new and innovative products and services to ATL; and (4) managing all airline relationships, leases and property holdings on the Airport. The division is comprised of four business units: Parking, Concessions, Properties & Airline Affairs, and Marketing. Parking and Concessions (food &

beverage, retail, and car rentals) are the airport's chief revenue generators accounting for \$124 million and \$101.8 million respectively. This FY15 data accounted for 84.7% of total concessions' revenue.

- The Parking unit's primary responsibility is to ensure the parking operation provides efficient, courteous and professional customer service to the traveling public and accurately account for and safeguard parking revenues. This unit manages 33,657 parking spaces, however due to construction the airport will lose 1,117 spaces during the course of fiscal year 2017. The parking facilities are organized into six distinct categories of parking, which consists of hourly, daily, economy, airport park ride, gold reserve and park ride reserve providing airport parking at both the Domestic and International Terminals.
- The Airport Concessions program offers travelers the convenience and familiarity of national brand offerings without leaving the airport. There are 345 retail, food & beverage and service concessions throughout the atrium and seven concourses covering approximately 331,846 square feet. This includes all the ATM and vending banks, food court seating and all services locations that are leased. Hartsfield-Jackson's concessions program offers an award winning dining experience for airport travelers and a myriad of retail options throughout the airport that exceed both passenger and employees' expectations.

The Office of Operations, Maintenance, & Transportation is responsible for the operations and maintenance of ATL. The organization is primarily responsible for ensuring seamless adherence to regulations and other mandates necessary to maintain ATL's operating certificate. It consists of six functional business units within the Department.

- The Operations unit at ATL consists of two business units (Airside Operations and Landside Operations) staffed by a team with the knowledge, competencies,

and skills necessary to ensure the safe, secure, and efficient operation of ATL. They develop, implement, and evaluate actions and programs to comply with the mandates for a Category X commercial airport operator.

- The Maintenance unit keeps ATL runways, taxiways, roadways, and support facilities safe and operational. It ensures that the runways' lighting systems work properly and that all 37 support facilities are maintained. The Maintenance unit also oversees the maintenance and repair of roadway lights, conducts daily inspections of the airfield to ensure that navigational signs and airfield lights are repaired, and inspects more than 10,000 lights in parking decks, parking lots, and walkways. Additionally, the maintenance unit provides sewage systems maintenance, daily inspecting all area drains and curb inlets throughout ATL.
- The Airport People Mover (APM) System unit performs recurring strategic and operational functions supporting two automated people mover systems. The Plane Train® underground transit system safely expedites movement between baggage claim, security, and seven concourses for over 80 million connecting and terminating passengers each year. The ATL SkyTrain annually provides over 5 million passengers service between the Rental Car Center (RCC), Georgia International Convention Center (GICC)/ Gateway Center Hotel and Office Complex, and the Domestic Terminal.
- The Ground Transportation (GT) unit is responsible for providing safe, efficient, and comfortable ground transportation options to the traveling public with an emphasis on customer service excellence. It performs both administrative and regulatory functions pursuant to City and State requirements for commercial ground transportation operators within the State of Georgia operating at ATL.
- The Customer Service Unit oversees programs and initiatives that will deliver our vision "to be the global leader in airport efficiency and customer service excellence".

- The Asset Management & Sustainability Division provides a pro-active approach to monitor long term thinking about our facilities' development and ownership, focuses on the total cost of facility ownership to better link capital investment and ongoing operating costs. The division also provides clear data on project performance; institutes an industry best management practice that maximizes and links the efficient use of available funds and further integrates environmental, social, and financial performance.

The Office of Public Safety responds to a wide variety of dynamic and challenging situations each day to ensure the safe and secure operation of ATL 24-hours per day, seven days per week. The office is responsible for ensuring seamless adherence to regulations and other mandates necessary to maintain ATL's public safety, life safety and security program, including compliance with Transportation Security Regulation 1542. It consists of two functional business units and three functional safety elements within the Department and maintains operational control over the portions of the City's Police and Fire Departments which are dedicated to supporting ATL.

- The Centralized Command & Control Center (C4) houses the Airport Operations Center (AOC) for day-to-day operations and Emergency Operations Center (EOC) for high-stressed events. It streamlines the Department's daily and emergency operations by centralizing the protocol for inputting, processing, coordinating, and analyzing information. The C4 provides airport situational awareness, real-time information about airfield, terminal and landside operations, airport security, and facility resources.
- The Security unit is structured to provide operational, strategic, and tactical-level security mandate requirements. It performs the following vital security services to airlines, tenants, and airport users: Background checks; security awareness training; access media; vehicle permits and decals; security access control system; physical security; compliance and enforcement; guard

services contract; and public safety systems contract.

- The functional safety elements are the safety management system, fire safety and departmental employee safety program management. The elements oversee the implementation of safety initiatives designed to minimize exposure to hazardous conditions.

Strategic Priorities

The Department's Strategic Plan encompasses five strategic priorities that serve as a guide for the airport's activities. Additionally, they directly affect the airport's ability to serve its customers (including the airlines and their passengers), support the people working at Hartsfield-Jackson, and be a critical regional economic generator. The priorities are as follows which also serve as the basis for which the departmental goals and objectives are created.

- Employee Engagement & Satisfaction.
- Enhance and deliver Best-in-Class Customer Experience.
- Preserve Airport's Financial Health.
- Promote Sustainability and Environmental Stewardship.
- Focus on Our Role as Economic Engine.

Employee Engagement and Satisfaction

The goal is to create and foster a work environment conducive to employee growth, positive engagement, job efficiency and success. Aviation will administer a baseline employee engagement survey and develop action plans for each unit.

The objectives are:

- Build and support collaborative teams whose members are individually and collectively accountable, knowledgeable and empowered to achieve their stated objective.
- Nurture a culture of continuous improvement for our people, our processes, focusing on developing leadership skills by providing professional development, training, and timely constructive feedback.
- To engage employees in a manner in which they feel valued through

appropriate communication and employee recognition. Ensure employees understand their unique role in supporting and advancing the Airport's mission and vision.

Enhance & Deliver Best-in-Class Customer Experience

The goal is to be the highest rated North American large hub airport and improve ratings for operational excellence. Aviation will establish a customer service baseline with ATL surveys, and improve Airport Service Quality (ASQ) to 85% overall.

The objectives are:

- Provide world class levels of customer service and satisfaction for passengers and those that transport or meet/ greet them by providing helpful friendly staff, efficient facilities, and world class amenities.
- Ensure that the Airport's focus on efficiency, operational excellence, and customer service is supported by the business partners who provide services at ATL.
- Continue to focus on providing a safe and secure environment for our passengers, employees, and visitors.

Preserve the Airport's Financial Health

The goal is to achieve optimum financial results through performance and education. The department will maintain debt-service coverage of at least 1.5 times, develop training curriculum for non-financial directors and managers, complete funding plans in response to the new Master Plan.

The objectives are:

- Maintain a long-term financial plan which ensures the department has financial resources to support its operations, its capital development plan, its debt service, and supports the implementation of the Master Plan and lease negotiations.
- Maximize non-aeronautical revenues to ensure ATL's financial flexibility and maintain a competitive Cost Per Enplanement (CPE) that encourages the addition of new carriers by controlling total airport operating costs, debt, and

airline costs so goals are achieved and customer service is supported.

- Develop employees' domain knowledge of financial health to assist decision making that maximizes value when planning both operational and capital expenditures in order to ensure prudent use of ATL's available funds.

Promote Sustainability and Environmental Stewardship

The goal is to be one of the "greenest" airports in the United States by demonstrating leadership in sustainability projects that are unique, visible and innovative, and improving accomplishments in recycling, alternative energy, electricity and water efficiency and reduce greenhouse gas emissions.

The objectives are:

- Adopt green construction and procurement policies and promote green infrastructure.
- Implement ATL's Sustainability Management Plan (SMP) focusing on energy reduction, integrated water management, emissions reduction, and waste management. Provide employee training on the SMP.
- Minimize impacting the local environment by continuing to implement best practices which result in reducing emissions noise, and subsurface contamination, but should an environmental incident occur, be ready to quickly respond with appropriate remediation action.

Economic Generator

The goal is to be the most effective economic engine.

The objectives are:

- Provide adequate facilities an opportunity to attract new cargo development and increase existing cargo presence. Partner with local and state entities to convince operators to operate and grow in Atlanta.
- Focus on new development in the Airport Master Plan Construction and new facilities will increase jobs.
- Focus on relationships and programs with local, state, and federal government entities.

FY2016 Accomplishments

ATL maintained its ranking for the 18th consecutive year of being the "World's Most Travelled Airport" with more than 101 million passengers and 882,000 aircraft operations.

The Department of Aviation enhanced its "Customer Service" attitude by adopting a new program entitled "ATL Cares". ATL Cares stems from a philosophy of collaboration, accountability, respect, excellence and service. The mission is to treat the public like they are guests as opposed to a customer. To ensure such an upgrade, Aviation has engaged in a new program entitled "Guest Experience Management" (GEM). The goal of GEM is to create an environment where exceeding guest expectations is the norm rather than the exception.

This fiscal year (FY16) Hartsfield-Jackson has added airlines servicing both passengers and cargo business which contributes to three of its six strategic plan pillars (Customer satisfaction, Financial Vitality, and Economic Generation). The airlines are as follows:

- Turkish Airlines (passenger & cargo),
- Qatar Airways (passenger & cargo)
- Boutique (passenger)
- China Cargo Airlines LTD
- CAL (Belgium) Cargo Airlines
- AirBridge Cargo Airlines

Hartsfield-Jackson's Safety & Security Team have activated the following:

- Increased the review of fingerprint-based Criminal History Records Check to every two years for all airport personnel including renewals and applicants.
- Activated 3 additional employee security screening checkpoints.
- Relocated and activated a new location for the Airport's primary vehicle escort gate which will also support future cargo operations on the airport's south side.
- Launched a Human Trafficking Awareness campaign & conducted a related symposium.
- Aviation's "Centralized Command & Control Center developed and facilitated Active Shooter training for all DOA employees and several key stakeholders.

- Unveiled Interactive Cardio Pulmonary Resuscitation (CPR) Kiosk located in the passenger terminal near Gate A11 to provide passengers and visitors at the airport with hands-on experience with respect to properly performing chest compressions on individuals in cardiac arrest. Hartsfield Jackson will be one of seven facilities across the nation that provides this experience.

One of Aviation's chief goals is to create and foster a work environment conducive to employee growth, positive engagement, job efficiency and success. The Aviation Industry is slated to lose more than 450 Airport CEOs to retirement within the next 18 to 30 months. Such changing of the guard often results in a massive shuffle of personnel often resulting in airport's losing key personnel. One strategy to guard against such losses is to "deepen your bench" with talent. Talent can sometimes be developed when investing in employees. Hartsfield-Jackson has taken such steps and enrolled key members into a Global Airport Management Professional Accreditation Program known as AMPAP (Airport Management Professional Accreditation Program), the top executive training program for airport leaders worldwide. Aviation also launched a management succession program comprised of three leadership circle:

- "Imminent Leadership" Circle composed of a few select senior executives who are ready to take the helm of any airport.
- A "Future Leadership" Circle composed of middle and senior managers who possess the "book" knowledge for running an airport but lack the practical "across the board" experience to run an airport.
- The "Emerging Leadership" Circle which is composed of those enthusiastic supervisors and managers who are eager to one day run an airport.

Hartsfield-Jackson was named the world's most efficient airport by the prestigious Air Transport Research Society

Hartsfield-Jackson became the first airport in the world to have an all LED (Light Emitting Diode) fixture airfield after upgrading halogen lamps in more than 16,000 runway and taxiway fixtures to energy-efficient LEDs throughout the airport's north and south airfields.

As a part of its "Environmental Stewardship", Hartsfield-Jackson became the first airport in the world to earn the prestigious ISO 50001 certification for effective energy management programs.

Continuing with efforts of "Environmental Stewardship" the Airport issued a "Green-acres" Request for Proposal which will be a project that will take the 20,000 annual tons of paper plates, cups, food wastes and other materials that our food and beverage and retail concessionaires send to landfills today, and process such materials in a facility that accelerates their decay and produces a form of compost which will then be used to grow vegetables.

The Airport's Financial Vitality was highlighted as Standard & Poor's and Moody's upgrade of Hartsfield-Jackson's General Airport Revenue (GARBS) and Passenger Facility Bonds (PFCs):

- Airport GARBS upgraded from A+ to AA- by Standard and Poor's rating agency.
- Moody's Investor Service upgraded the airport's PFC and Subordinate Lien hybrid bonds to Aa3 and A1.

Airport Concessions successfully opened 10 stores in FY16 to include but not limited to customer favorite brands such as Carrabbas, Brookstone, and Savannah Candy Kitchen. The concessions program was ranked #1 by Airport Revenue News (ARN) for 2015 total sales for Food & Beverage, Specialty, Retail, News and Gift.

The Airport updated its point of sale system. The system will allow the Airport's Parking Division, Security, Ground Transportation, Airside Operation and Finance Division to efficiently process transactions with a new user interface and improve financial reporting.

AIM-AVS (Atlanta Information Management. Aviation Systems) published its mobile application, IFLYATL to the Apple Store and Google play store. The app allows passengers to navigate through the airport while also providing them a directory of concessions to visit on their journey to their gates. Flight departure and arrival notifications can be sent directly to their phones. The IFLYATL provides updates on security wait times, parking lot availability and flight search options for passengers arriving to or coming through Hartsfield-Jackson.

The Airport conducted its first ever State of the Airport. The program highlighted many of the airport's major accomplishments, collaborative efforts with the airlines, and contributions as a City department to the overall success of the City. The program was highlighted with speeches and special remarks by the following:

- Special address by Mayor Kasim Reed
- State of the Airport address by Airport GM Miguel Southwell
- Richard Quest CNN Anchor/ Aviation Correspondent
- Craig Lesser Chairman, World Trade Center Atlanta
- Hala Moddelmog President & CEO, Metro Atlanta Chamber
- Ed Bassian President & Incoming CEO, Delta Airlines
- Ambassador Andrew Young Recipient of the City's Department of Aviation "Global Leader Award"

Airport Truck Staging Project to enhance Airport Safety & Security, Customer Satisfaction, Financial Vitality, Economic Generation, and Environmental Stewardship.

- Aviation is nearing completion of the construction of a truck staging lot that will alleviate truck congestion in the South Cargo area that will improve efficiency of air cargo flow on the land-side in and out of the airport. The lot is capable of staging up to forty trucks with space to expand, while they wait for credentials to a door at one of three warehouses. The project will serve to expedite the transport of cargo in and out of the airport.

Completion of CPTC Lease Negotiations

- The term CPTC = the Central Passenger Terminal Complex of the airport which consists of a landside building (atrium), five domestic concourses, and two international concourses. The infrastructure includes a transportation mall that houses an automated guideway transit system and pedestrian walkways connect the landside building with the concourses.

- The CPTC Lease Agreement is considered the master lease agreement between the City and the airlines that govern the operations of the airport.
- The term of the original CPTC Lease agreement ran from 1980 to 2010 and was extended an additional 7 years.
- The City and the airlines (membered carriers) are scheduled to complete the lease negotiations such that a new deal is agreed upon by June 30, 2016 well before the expiration date in 2017 so that airport operations will remain smooth based on a consenting agreement between the City as lessor and airlines as lessee establishing the fee structure and cost allocation.

FY2017 Adopted Program Highlights

Hartsfield-Jackson released its new Master Plan in fiscal year 2016 which includes elements of its Strategic Capital Plan that has four areas of focus that is referred to as "ATL Next". These areas are the next initiatives scheduled for implementation in the \$6 billion 20 year plan estimated for completion by 2035.

- The top and most immediate priority initiative is the development of one million square feet of cargo warehouse facilities. Site preparation will begin this year to build a working platform to construct two 275,000 square feet warehouses to accommodate an increasing demand for contracts with new cargo carriers.
- Second on the "ATL Next" priority list is parking. The airport will lose more than 1,700 parking spaces in FY17 with the expansion of Concourse T, the airfield expansion that will consume two key park-n-ride lots, and the planned hotel development in the West Economy Lot. Aviation will replace the lost spaces with the construction of an estimated 6,500 parking spaces via a replacement parking deck that should be completed by late 2017.
- Thirdly, Aviation anticipates that in 20 years, our passenger capacity will increase to about 120 million passengers a year. The airport is planning for the growth of one million additional guests

each year by building a new concourse (Concourse G) which will add 9 new gates to support international travel. The concourse is estimated to cost \$1 billion and scoping sessions will begin soon.

- The fourth priority of “ATL Next” is creating support facilities for commercial vehicles and constructing Runway 9 L End-Around Taxiway to enhance airport operations and efficiency. The design phase on this \$58 million project will begin in FY17 with a 2019 target date for completion.

Commence the Development of the Hotel/Airport City Support Facility

- The department has crafted a plan that utilizes 26.5 acres on the west side of the Domestic Terminal for the development of a hotel/ Airport City Support Facility.
- The City has already requested qualifications from interested companies.
- The primary development will be anchored by an iconic hotel.
- The project will also include the development and construction of a travel plaza and office building.
- The overall development will represent a significant contribution to the Airport, City, and further development of the Atlanta Aerotropolis.
- The Atlanta Aerotropolis will represent a development where travelers and locals alike can conduct business, exchange knowledge, shop and be entertained, all within a few minutes of the airport which would make the Airport area a central business district.

Commencement of CPTC Modernization

- The existing Central Passenger Terminal Complex (CPTC) facilities are over 30 years old and the last major interior renovations were made over 15 years ago and are now showing many signs of wear and tear.
- The CPTC Modernization project will upgrade and modernize the existing Domestic Terminal and Concourses T through D to a new, fresh, modern look and feel similar to the new International Terminal.

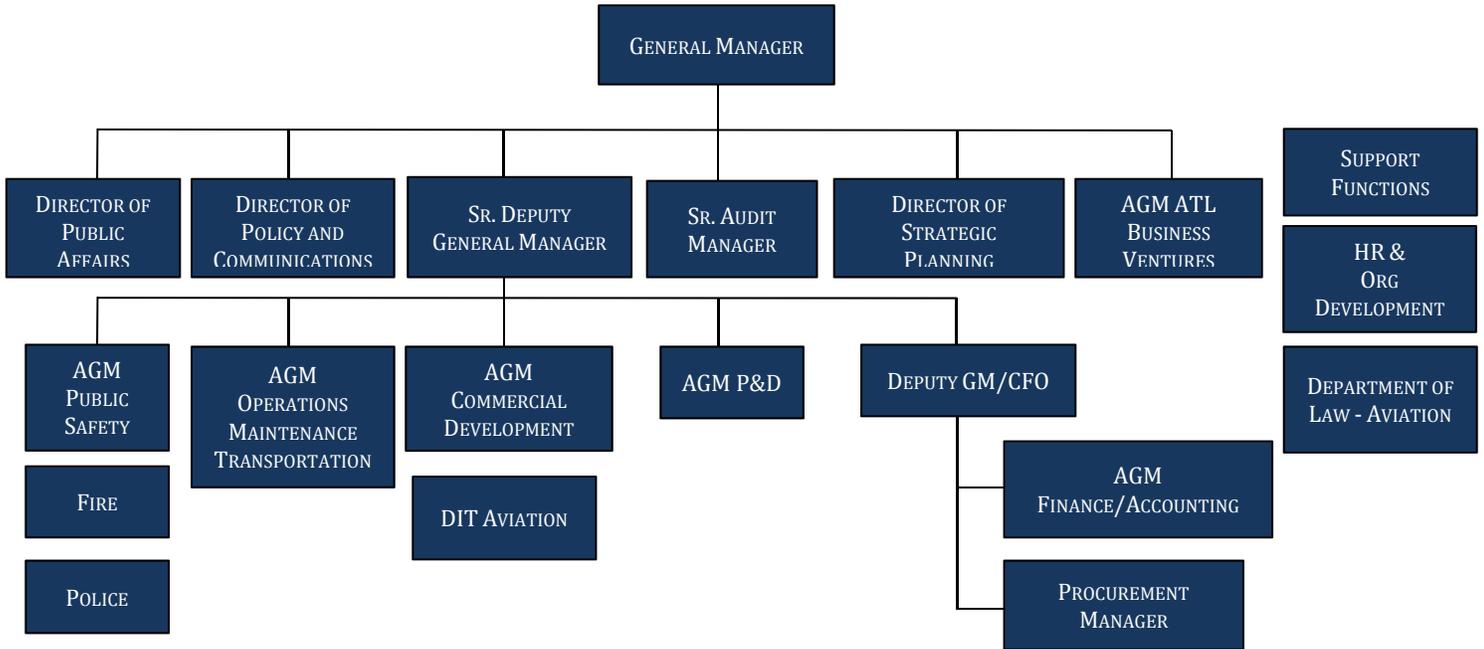
- Upgrades will include exterior and interior renovations to include new curbside canopies, building facade upgrades, new ceiling design, LED lighting throughout all spaces within the terminal and Concourses, Atrium upgrades to include new finishes, furniture, lighting and greenery, replacement and addition of new energy efficient windows in all Concourse hold rooms, new hold room carpeting, seating and check-in podiums, replacement of all existing Terminal and Concourses way finding signage with new internally illuminated signs.
- The project when completed will unify both the Domestic and International Terminals and enhance the passenger experience and service throughout the airport complex.

Cargo Warehouse Expansion

- Hartsfield-Jackson has been identified as one of the most critical entities with respect to its impact on jobs and economic generation for the southeast region.
- The Airport is responsible for 63,000 jobs and the City envisions the generation of additional jobs through the development of a world-class cargo operation.
- To develop such an operation, the Airport must expand its cargo warehouse infrastructure in order to receive the increased cargo.
- The Airport Administration looks forward to longer term plans to develop a multi-cargo building community along with supporting facilities, all of which will become a cargo city.

ORGANIZATIONAL CHART

AVIATION



PERFORMANCE METRICS

AVIATION

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--|------------------|------------------|------------------|------------------|
| Government Excellence & Efficiency | | | | |
| Customer satisfaction with the Airport | 81.0% | 83.0% | 85.0% | 85.0% |
| Bond Coverage Factor | 1.80 | 1.88 | 2.01 | 1.69 |
| Airport parking revenue (in millions) | \$118.5MM | \$124.0MM | \$131.5MM | \$136.5MM |
| Airport concessions revenue (in millions) | \$135.5MM | \$141.5MM | \$147.5MM | \$150.4MM |
| Economic Development | | | | |
| # of passengers traveling through Airport (millions) | 94.8MM | 98.3MM | 103.2MM | 105.9MM |
| Cargo volume (in metric tons) | 601,759 | 617,682 | 638,491 | 687,226 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Aviation
Airport Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|----------------------|--|---------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$26,490,939 | \$27,856,655 | \$34,812,557 | \$34,521,966 | (\$290,591) |
| - | - | - | - | - |
| - | - | - | - | - |
| \$276,768 | \$202,358 | \$292,525 | \$422,600 | \$130,075 |
| - | - | - | - | - |
| \$1,207,981 | \$1,243,637 | \$1,094,330 | \$1,180,187 | \$85,857 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$3,991,904 | \$4,468,075 | \$4,892,190 | \$5,278,596 | \$386,406 |
| \$865,245 | \$950,104 | \$1,043,321 | \$1,002,512 | (\$40,810) |
| \$146,544 | \$285,987 | \$138,187 | \$208,520 | \$70,333 |
| \$3,897,889 | \$4,179,297 | \$5,372,161 | \$5,114,895 | (\$257,265) |
| \$36,877,269 | \$39,186,113 | \$47,645,271 | \$47,729,276 | \$84,005 |
| | | | <i>OTHER EXPENSES</i> | |
| \$106,627,551 | \$105,793,064 | \$128,001,912 | \$142,906,851 | \$14,904,940 |
| \$13,085,657 | \$13,306,201 | \$13,611,755 | \$14,053,870 | \$442,116 |
| \$147,063 | \$921,545 | \$179,000 | \$141,000 | (\$38,000) |
| \$1,489,496 | \$2,364,797 | \$1,787,353 | \$2,302,652 | \$515,299 |
| \$1,921,899 | \$3,930,568 | \$3,617,650 | \$5,046,610 | \$1,428,960 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$515,610 | - | - | - | - |
| \$123,787,276 | \$126,316,175 | \$147,197,670 | \$164,450,984 | \$17,253,314 |
| \$160,664,545 | \$165,502,288 | \$194,842,941 | \$212,180,260 | \$17,337,319 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|----------------------|-----------------------|----------------------|---------------------|
| \$160,664,545 | \$165,502,288 | \$194,842,941 | Airport Revenue Fund | \$212,180,260 | \$17,337,319 |
| \$160,664,545 | \$165,502,288 | \$194,842,941 | TOTAL EXPENSES | \$212,180,260 | \$17,337,319 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|--------------------|
| 546.00 | 562.00 | 596.00 | Full Time Equivalent | 595.00 | (1.00) |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Aviation
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$290,591) | Decrease due to salary adjustments, abolishments and the reallocation of positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$130,075 | Increase due to extra help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$85,857 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$386,406 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$40,810) | Decrease due to personnel adjustments. |
| Workers' Compensation | \$70,333 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | (\$257,265) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$84,005 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$14,904,940 | Increase due to contractual services for Gate Guard, Skytrain, Noise Monitoring and Geographic Information Systems. |
| Supplies | \$442,116 | Increase due to supplies more than anticipated. |
| Capital Outlays | (\$38,000) | Decrease due to furniture & fixtures less than anticipated. |
| Interfund / Interdepartmental Charges | \$515,299 | Increase due to motor/fuel costs more than anticipated. |
| Other Costs | \$1,428,960 | Increase due to credit card and business meeting costs more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$17,253,314 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$17,337,319 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$17,337,319 | |
| TOTAL EXPENSES | \$17,337,319 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--|
| Full Time Equivalent | (1.00) | Decrease due to three positions transferred to the Department of Procurement; offset by prior year adjustment. |

COURT OPERATIONS

Mission Statement

The mission of the Judicial Agencies of the City of Atlanta is to dispense justice, equality, and fairness while promoting respect for the justice system.

Vision Statement

The vision of the Judicial Agencies of the City of Atlanta is to be best in class in the areas of customer service, transparency, and efficiency.

Core Functions

- Case Adjudication
- Court Administration
- Exceptional customer service

Summary of Operations

Judicial Agencies provides efficient and effective court services for criminal and traffic offenses arising in Atlanta.

Divisions/Offices Descriptions

Courtroom Operations ensures that all cases filed are properly and efficiently adjudicated. There are nine courtrooms within operations handling probation revocation hearings, bond forfeitures, community court, traffic, parking, DUI, city ordinance and false alarm offenses.

Finance processes all financial transactions.

Data Entry/Call Center processes all citations filed, schedules court hearings, and answers a high volume of incoming calls.

Pretrial/Ombudsman/Warrants/Bonds releases defendants based on criminal history records, researches court related cases, processes and verify warrant information, and processes all bond related activities.

Community Court provides alternative sentencing options and diversion programming.

Administration oversees the budget, human resource, and technology.

FY2016 Accomplishments

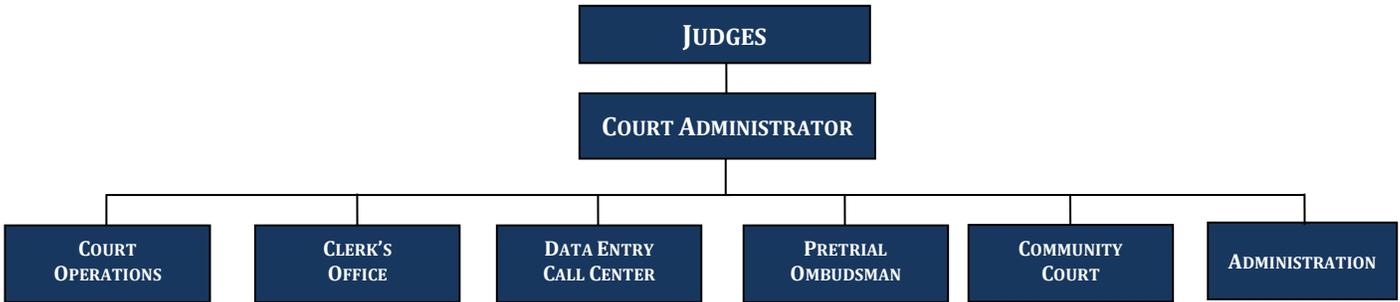
- Implementation of a data driven approach to performance evaluation.
- Year to Date courts Case Clearance Rate of 108%.
- Cross training efforts touching 100% of employees.
- Daily FTA Walk-in docket.
- Talented 10th intensive alternative sentencing and diversion.
- Building upgrades, including paint, improved facilities maintenance and installation of City Art collection.
- IVR systems upgrades.
- 91% employee attendance; 84% on-time attendance.
- Increased employee morale.
- Positive engagement with local media and inquiring community stakeholders.
- Added 10th Judge to handle afternoon traffic docket.
- Revamped on-site Help Desk.
- Redesign of Sunday court processes.

FY2017 Adopted Program Highlights

- Institute a new court case management system.
- Implement a records management solution to improve continuity of operations and customer service delivery through automation and backup of court records.
- Continuing the implementation of e-Citation.
- Improved the court experience for citizens by updating our building signage.
- Continued efforts to enhance Community Court programs.

ORGANIZATIONAL CHART

COURT OPERATIONS



PERFORMANCE METRICS

COURT OPERATIONS

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--|------------------|------------------|------------------|------------------|
| Public Safety | | | | |
| # of Traffic cases filed in Court | 175,932 | 190,692 | 188,032 | 176,750 |
| # of DUI cases filed in Court | 4,374 | 3,253 | 2,946 | 2,769 |
| # of Parking cases filed in Court | 4,509 | 2,582 | 3,587 | 3,587 |
| # of Criminal cases filed in Court | 23,550 | 22,824 | 19,964 | 18,766 |
| # of False Alarm cases filed in Court | 1,642 | 807 | 1,095 | 1,029 |
| # of Housing cases filed in Court | 2,578 | 2,644 | 2,227 | 2,093 |
| Municipal Court total revenue | \$20,058,491 | \$22,743,880 | \$22,104,632 | \$20,428,104 |
| Case Clearance Rate - Traffic | 88% | 96% | 100% | 100% |
| Case Clearance Rate - Criminal | 79% | 83% | 100% | 100% |
| % of revenue collected vs. anticipated | 83% | 88% | 100% | 100% |



FY17 OPERATING BUDGET HIGHLIGHTS

Judicial Agencies

General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$5,080,856 | \$6,353,079 | \$7,888,782 | Salaries, Regular | \$8,325,119 | \$436,336 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$5,597 | \$39,120 | \$1,508 | Salaries, Extra Help | \$61,293 | \$59,785 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$7 | \$65,886 | - | Overtime | \$38,562 | \$38,562 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$1,028,505 | \$1,527,175 | \$1,806,100 | Pen Cont Gen Emp Pen Fd | \$1,902,751 | \$96,651 |
| \$122,239 | \$178,946 | \$204,321 | Defined Contribution | \$226,659 | \$22,339 |
| \$13,222 | \$2,320 | \$13,760 | Workers' Compensation | \$924 | (\$12,836) |
| \$701,653 | \$872,585 | \$1,397,629 | Other Personnel Costs | \$1,302,519 | (\$95,110) |
| <i>\$6,952,080</i> | <i>\$9,039,112</i> | <i>\$11,312,101</i> | <i>TOTAL PERSONNEL</i> | <i>\$11,857,827</i> | <i>\$545,727</i> |
| | | | <i>OTHER EXPENSES</i> | | |
| \$1,441,490 | \$2,127,349 | \$2,247,560 | Purchased / Contracted Services | \$1,990,731 | (\$256,829) |
| \$243,617 | \$512,010 | \$295,009 | Supplies | \$184,081 | (\$110,928) |
| - | - | \$100,000 | Capital Outlays | - | (\$100,000) |
| \$6,453 | \$10,327 | \$7,746 | Interfund / Interdepartmental Charges | \$9,786 | \$2,040 |
| \$17,764 | \$168,937 | \$19,052 | Other Costs | \$19,052 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| <i>\$1,709,324</i> | <i>\$2,818,624</i> | <i>\$2,669,367</i> | <i>TOTAL OTHER EXPENSES</i> | <i>\$2,203,651</i> | <i>(\$465,716)</i> |
| \$8,661,403 | \$11,857,736 | \$13,981,468 | TOTAL PERSONNEL AND OTHER EXPENSES | \$14,061,478 | \$80,010 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$8,661,403 | \$11,857,736 | \$13,981,468 | General Fund | \$14,061,478 | \$80,010 |
| \$8,661,403 | \$11,857,736 | \$13,981,468 | TOTAL EXPENSES | \$14,061,478 | \$80,010 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 107.00 | 154.00 | 162.00 | Full Time Equivalent | 163.00 | 1.00 |



FY17 OPERATING BUDGET HIGHLIGHTS

Judicial Agencies

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$436,336 | Increase due to salary and personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$59,785 | Increase due to extra help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$38,562 | Increase is due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$96,651 | Increase due to pension rate and personnel adjustments. |
| Defined Contribution | \$22,339 | Increase due to personnel adjustments. |
| Workers' Compensation | (\$12,836) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$95,110) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$545,727 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$256,829) | Decrease due to purchased/contracted services less than anticipated. |
| Supplies | (\$110,928) | Decrease due to water/sewer consumption less than anticipated. |
| Capital Outlays | (\$100,000) | Decrease due to no capital outlays anticipated for FY17. |
| Interfund / Interdepartmental Charges | \$2,040 | Increase due to motor/fuel and repair/maintenance costs more than anticipated. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$465,716) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$80,010 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|------------------|-------------|
| General Fund | \$80,010 | |
| TOTAL EXPENSES | \$80,010 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 1.00 | Increase due to creation of Public Information Officer. |

NON-DEPARTMENTAL

Mission Statement

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

Summary of Operations

The Non-Departmental budget includes payments that do not fall under any particular City department, including:

- Debt Service
- Workers' Compensation
- OPEB (Other Post Employee Benefits)
- Insurance
- Unemployment Compensation
- Reserves

Department Descriptions

Debt Service is required to meet interest expenses, principal payments, and sinking fund requirements during a specific time period. The debt payments that are included in General Fund Non-Departmental are: Urban Residential Finance Authority (URFA), Municipal Court/City Hall East, Underground, Downtown Parking Deck, and Zoo Atlanta.

Workers' Compensation is a form of insurance that provides compensation for employees who are injured in the course of employment. Workers compensation insurance covers workers injured during or by job related activities or related illnesses.

Other Post Employee Benefits (OPEB) provides post-employment benefits that an employee will receive at the start of retirement. In addition to a salary, many employees earn benefits over their

years of service that will not be received until after their employment with the City ends through retirement, or other reasons for separation. This does not include pension benefits paid to the retired employee. OPEBs generally take the form of health insurance, dental, vision, or health care benefits. It may also include some types of life insurance.

Insurance is provided to cover expenses for all risk property, excess high hazard flood, railroad protective liability, crime helicopter, and miscellaneous bonds. Property insurance is related to the City's buildings, contents and personal property. The excess high hazard flood is coverage related to losses that are deemed by FEMA to be in what is zoned as high hazard areas. The crime insurance provides coverage for theft by an employee. The helicopter insurance covers claims related to the City's helicopters. The railroad protective liability insurance protects against railroad liability. The Risk Management division operates the City's insurance program and manages safety programs.

Unemployment Compensation provides temporary income for former City workers. Workers do not pay any costs. Eligibility for benefits is determined based on past wages, reason for job separation, and availability and job search requirements.

Budgeted Reserves are essentially the amount of funds that are remaining after all revenues and expenditures are projected for budgeting purposes with few exceptions. The general fund budgeted reserves are set by ordinance, while reserves in capital funds may be required in accordance with the indentures.





FY17 OPERATING BUDGET HIGHLIGHTS Non-Departmental

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FY17 EXPENDITURES AND APPROPRIATIONS BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|----------------------|---|-----------------------|
| - | - | - | Salaries, Regular | - |
| - | - | - | Salaries, Perm Part-Time | - |
| - | - | - | Salaries, Sworn | - |
| \$47,286 | \$1,040 | \$0 | Salaries, Extra Help | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - |
| - | - | - | Overtime | - |
| (\$2,250) | - | - | Pen Cont Fire Pen Fd | - |
| (\$2,892) | \$2,699 | - | Pen Cont Police Pen Fd | - |
| \$697 | (\$55,106) | - | Pen Cont Gen Emp Pen Fd | - |
| - | - | - | Defined Contribution | - |
| \$2,050,521 | \$2,890,357 | \$2,406,922 | Workers' Compensation | \$265,287 |
| \$1,243,600 | \$1,338,087 | \$2,953,072 | Other Personnel Costs | \$1,452,316 |
| \$3,336,962 | \$4,177,077 | \$5,359,994 | TOTAL PERSONNEL | \$1,717,604 |
| | | | OTHER EXPENSES | |
| \$23,536,787 | \$22,407,237 | \$15,227,692 | Purchased / Contracted Services | \$4,339,400 |
| \$5,412 | \$5,682 | \$0 | Supplies | \$0 |
| \$0 | - | - | Capital Outlays | - |
| \$27,144,524 | \$32,448,261 | \$28,851,637 | Interfund / Interdepartmental Charges | \$3,476,920 |
| \$218,453,881 | \$231,776,564 | \$228,130,652 | Other Costs | \$23,750,124 |
| \$41,327,952 | \$35,333,091 | \$44,717,591 | Debt Service | (\$4,544,444) |
| - | - | \$156,583,155 | Conversion / Summary | (\$19,860,590) |
| \$748,624,806 | \$720,928,953 | \$437,816,334 | Other Financing Uses | (\$26,121,146) |
| \$1,059,093,360 | \$1,042,899,788 | \$911,327,061 | TOTAL OTHER EXPENSES | (\$18,959,737) |
| \$1,062,430,323 | \$1,047,076,865 | \$916,687,055 | TOTAL PERSONNEL AND OTHER EXPENSES | (\$17,242,133) |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FY17 EXPENDITURES AND APPROPRIATIONS BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|----------------------|---|-----------------------|
| \$115,326,005 | \$111,798,532 | \$97,849,962 | General Fund | \$8,119,037 |
| \$295,248,857 | \$267,087,325 | \$265,410,309 | Airport Revenue Fund | (\$31,295,790) |
| \$29,374,251 | \$15,171,108 | \$3,287,516 | Building Permits Fund | (\$967,807) |
| - | - | - | City Plaza Operating Fund | \$2,746,599 |
| \$54,797 | \$71,107 | \$0 | Civic Center Revenue Fund | \$1,750 |
| \$15,498 | \$17,400 | \$20,613 | Parks Facilities Revenue Fund | (\$20,613) |
| \$9,951,036 | \$13,673,973 | \$5,071,216 | Solid Waste Services Revenue Fund | \$288,412 |
| \$21,625,347 | \$14,574,530 | \$4,000,000 | Underground Atl Facil Revenue Fund | (\$3,890,000) |
| \$397,359,471 | \$418,778,805 | \$334,970,429 | Water & Wastewater Revenue Fund | (\$5,407,118) |
| \$0 | - | - | Emergency Telephone System | - |
| \$4,383,697 | \$5,280,273 | \$3,018,280 | Fleet Service Fund | (\$21,448) |
| \$129,931,679 | \$134,960,056 | \$143,954,209 | Group Insurance Fund | \$3,995,091 |
| \$58,013,709 | \$64,330,343 | \$58,148,818 | Hotel/Motel Tax Fund | \$9,119,405 |
| \$1,145,976 | \$1,333,414 | \$955,703 | Rental/Motor Vehicle Tax Fund | \$90,347 |
| \$1,062,430,323 | \$1,047,076,865 | \$916,687,055 | TOTAL EXPENSES | (\$17,242,133) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|---|----------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$47,286 | \$1,040 | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| (\$2,250) | - | - | Pen Cont Fire Pen Fd | - | - |
| (\$2,892) | \$2,699 | - | Pen Cont Police Pen Fd | - | - |
| \$2,447 | (\$55,106) | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| \$1,893,587 | \$2,716,038 | \$2,406,922 | Workers' Compensation | \$2,532,782 | \$125,860 |
| \$455,162 | \$529,052 | \$1,247,368 | Other Personnel Costs | \$2,093,193 | \$845,825 |
| \$2,393,339 | \$3,193,723 | \$3,654,291 | TOTAL PERSONNEL | \$4,625,976 | \$971,685 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$10,920,094 | \$16,196,815 | \$15,027,692 | Purchased / Contracted Services | \$16,957,982 | \$1,930,290 |
| \$5,412 | \$5,682 | - | Supplies | \$0 | \$0 |
| - | - | - | Capital Outlays | - | - |
| \$0 | - | - | Interfund / Interdepartmental Charges | - | - |
| \$32,534,995 | \$30,662,170 | \$32,226,294 | Other Costs | \$45,394,428 | \$13,168,134 |
| \$22,888,585 | \$15,503,918 | \$17,070,204 | Debt Service | \$15,364,338 | (\$1,705,866) |
| - | - | \$18,827,768 | Conversion / Summary | \$14,941,759 | (\$3,886,009) |
| \$46,583,581 | \$46,236,225 | \$11,043,714 | Other Financing Uses | \$8,684,517 | (\$2,359,197) |
| \$112,932,666 | \$108,604,810 | \$94,195,672 | TOTAL OTHER EXPENSES | \$101,343,024 | \$7,147,352 |
| \$115,326,005 | \$111,798,532 | \$97,849,962 | TOTAL PERSONNEL AND OTHER EXPENSES | \$105,969,000 | \$8,119,037 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|-----------------------|----------------------|-----------------------|
| \$115,326,005 | \$111,798,532 | \$97,849,962 | General Fund | \$105,969,000 | \$8,119,037 |
| \$115,326,005 | \$111,798,532 | \$97,849,962 | TOTAL EXPENSES | \$105,969,000 | \$8,119,037 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | \$125,860 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | \$845,825 | Increase due to Longevity pay. |
| TOTAL PERSONNEL | \$971,685 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$1,930,290 | Increase due to \$750K Fort McPherson, \$562K Fixed Asset Contracts, \$500K Invest Atlanta and other expenses related to Indirect Cost Audits. |
| Supplies | \$0 | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$13,168,134 | Increase due to APS/Beltline of \$10MM, Election expenses of \$2.2MM, Zoo Bonds of \$1.6MM (transferred from Debt Services account); offset by OPEB Group Health Insurance (\$739K). |
| Debt Service | (\$1,705,866) | Decrease due to Zoo Bonds of (\$1.6MM) transferred to Other Costs, reduction to Watershed MOU (\$125K), debt payments for COPS (\$12K); offset by debt payment for DDA Parking Deck of \$10K. |
| Conversion / Summary | (\$3,886,009) | Decrease due to APS/Beltline of (\$4MM) transferred to Other Costs; offset by \$300K increase for Reserves. |
| Other Financing Uses | (\$2,359,197) | Decrease due to Operating Transfers to Underground (\$4MM), debt payment for DDA Parking Deck of (\$158K); offset by Operating Transfer for Civic Center subsidy of \$1.6MM not budgeted in FY2016 and \$110K for Underground insurance expense. |
| TOTAL OTHER EXPENSES | \$7,147,352 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$8,119,037 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|--------------------|-------------|
| General Fund | \$8,119,037 | |
| TOTAL EXPENSES | \$8,119,037 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Airport Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|----------------------|---|----------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| (\$1,750) | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | \$336,000 | Other Personnel Costs | \$565,058 | \$229,058 |
| (\$1,750) | - | \$336,000 | TOTAL PERSONNEL | \$565,058 | \$229,058 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | (\$2,540) | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| \$8,462,756 | \$7,945,331 | \$10,004,022 | Interfund / Interdepartmental Charges | \$9,702,893 | (\$301,129) |
| \$4,115,731 | \$4,237,814 | \$4,271,523 | Other Costs | \$4,389,975 | \$118,452 |
| - | - | - | Debt Service | - | - |
| - | - | \$81,635,876 | Conversion / Summary | \$78,369,968 | (\$3,265,908) |
| \$282,672,121 | \$254,906,720 | \$169,162,887 | Other Financing Uses | \$141,086,625 | (\$28,076,262) |
| \$295,250,608 | \$267,087,325 | \$265,074,309 | TOTAL OTHER EXPENSES | \$233,549,461 | (\$31,524,848) |
| \$295,248,857 | \$267,087,325 | \$265,410,309 | TOTAL PERSONNEL AND OTHER EXPENSES | \$234,114,519 | (\$31,295,790) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|----------------------|-----------------------|----------------------|-----------------------|
| \$295,248,857 | \$267,087,325 | \$265,410,309 | Airport Revenue Fund | \$234,114,519 | (\$31,295,790) |
| \$295,248,857 | \$267,087,325 | \$265,410,309 | TOTAL EXPENSES | \$234,114,519 | (\$31,295,790) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-----------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | \$229,058 | Increase due to Longevity pay. |
| TOTAL PERSONNEL | \$229,058 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | (\$301,129) | Decrease due to indirect cost charges less than anticipated. |
| Other Costs | \$118,452 | Increase due to retirees life and health cost more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | (\$3,265,908) | Decrease due to reduction in fund-wide reserves. |
| Other Financing Uses | (\$28,076,262) | Decrease due to Sinking Fund Requirements less than anticipated. |
| TOTAL OTHER EXPENSES | (\$31,524,848) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$31,295,790) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-----------------------|-------------|
| Airport Revenue Fund | (\$31,295,790) | |
| TOTAL EXPENSES | (\$31,295,790) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Building Permits Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | \$14,483 | \$14,483 |
| - | - | - | TOTAL PERSONNEL | \$14,483 | \$14,483 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| \$245,339 | \$2,337,718 | \$920,205 | Interfund / Interdepartmental Charges | \$1,823,672 | \$903,467 |
| \$287,250 | \$295,714 | \$256,295 | Other Costs | \$427,309 | \$171,014 |
| - | - | - | Debt Service | - | - |
| - | - | \$2,111,016 | Conversion / Summary | \$54,246 | (\$2,056,770) |
| \$28,841,662 | \$12,537,676 | - | Other Financing Uses | - | - |
| \$29,374,251 | \$15,171,108 | \$3,287,516 | TOTAL OTHER EXPENSES | \$2,305,227 | (\$982,289) |
| \$29,374,251 | \$15,171,108 | \$3,287,516 | TOTAL PERSONNEL AND OTHER EXPENSES | \$2,319,709 | (\$967,807) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|-----------------------|--------------------|-----------------------|
| \$29,374,251 | \$15,171,108 | \$3,287,516 | Building Permits Fund | \$2,319,709 | (\$967,807) |
| \$29,374,251 | \$15,171,108 | \$3,287,516 | TOTAL EXPENSES | \$2,319,709 | (\$967,807) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Building Permits Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | \$14,483 | Increase due to Longevity pay. |
| TOTAL PERSONNEL | \$14,483 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$903,467 | Increase due to indirect cost charges more than anticipated. |
| Other Costs | \$171,014 | Increase due to retirees life and health cost more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | (\$2,056,770) | Decrease due to Department of Planning's reorganization to fund position creations. |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$982,289) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$967,807) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|--------------------|-------------|
| Building Permits Fund | (\$967,807) | |
| TOTAL EXPENSES | (\$967,807) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental City Plaza Operating Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|-----------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | <i>TOTAL PERSONNEL</i> | - | - |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | \$2,037,000 | \$2,037,000 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | \$709,599 | \$709,599 |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | <i>TOTAL OTHER EXPENSES</i> | \$2,746,599 | \$2,746,599 |
| - | - | - | TOTAL PERSONNEL AND OTHER EXPENSES | \$2,746,599 | \$2,746,599 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|-----------------|---------------------------|--------------------|-----------------------|
| - | - | - | City Plaza Operating Fund | \$2,746,599 | \$2,746,599 |
| - | - | - | TOTAL EXPENSES | \$2,746,599 | \$2,746,599 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental City Plaza Operating Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$2,037,000 | Increase due to the establishment of new fund to account for transactions associated with the City Plaza building. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | \$709,599 | Increase due to debt service payments associated with the establishment of the new City Plaza fund. |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$2,746,599 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$2,746,599 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------|--------------------|-------------|
| City Plaza Operating Fund | \$2,746,599 | |
| TOTAL EXPENSES | \$2,746,599 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Civic Center Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | \$1,750 | \$1,750 |
| - | - | - | TOTAL PERSONNEL | \$1,750 | \$1,750 |
| | | | <i>OTHER EXPENSES</i> | | |
| (\$1,678) | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$44,600 | \$45,914 | - | Other Costs | - | - |
| \$11,875 | \$25,193 | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$54,797 | \$71,107 | - | TOTAL OTHER EXPENSES | - | - |
| \$54,797 | \$71,107 | - | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,750 | \$1,750 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|-----------------|---------------------------|----------------|-----------------------|
| \$54,797 | \$71,107 | - | Civic Center Revenue Fund | \$1,750 | \$1,750 |
| \$54,797 | \$71,107 | - | TOTAL EXPENSES | \$1,750 | \$1,750 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Civic Center Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|--------------------------------|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | \$1,750 | Increase due to Longevity Pay. |
| TOTAL PERSONNEL | \$1,750 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,750 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Civic Center Revenue Fund | \$1,750 | |
| TOTAL EXPENSES | \$1,750 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Parks Facilities Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | <i>TOTAL PERSONNEL</i> | - | - |
| | | | <i>OTHER EXPENSES</i> | | |
| (\$590) | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$15,550 | \$16,008 | \$20,258 | Other Costs | - | (\$20,258) |
| \$538 | \$1,392 | \$355 | Debt Service | \$0 | (\$355) |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$15,498 | \$17,400 | \$20,613 | <i>TOTAL OTHER EXPENSES</i> | \$0 | (\$20,613) |
| \$15,498 | \$17,400 | \$20,613 | TOTAL PERSONNEL AND OTHER EXPENSES | \$0 | (\$20,613) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|-----------------|-------------------------------|----------------|-----------------------|
| \$15,498 | \$17,400 | \$20,613 | Parks Facilities Revenue Fund | \$0 | (\$20,613) |
| \$15,498 | \$17,400 | \$20,613 | TOTAL EXPENSES | \$0 | (\$20,613) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Parks Facilities Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | (\$20,258) | Decrease due to the pending sale of the facility. |
| Debt Service | (\$355) | Decrease due to the pending sale of the facility. |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$20,613) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$20,613) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-------------------------------|-------------------|-------------|
| Parks Facilities Revenue Fund | (\$20,613) | |
| TOTAL EXPENSES | (\$20,613) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Solid Waste Services Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | \$88,876 | \$88,876 |
| - | - | - | TOTAL PERSONNEL | \$88,876 | \$88,876 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$973 | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| \$4,284,214 | \$3,564,562 | \$3,658,850 | Interfund / Interdepartmental Charges | \$3,722,739 | \$63,889 |
| \$1,797,879 | \$7,109,411 | \$1,412,366 | Other Costs | \$1,548,013 | \$135,647 |
| \$23,662 | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$3,844,309 | \$3,000,000 | - | Other Financing Uses | - | - |
| \$9,951,036 | \$13,673,973 | \$5,071,216 | TOTAL OTHER EXPENSES | \$5,270,752 | \$199,536 |
| \$9,951,036 | \$13,673,973 | \$5,071,216 | TOTAL PERSONNEL AND OTHER EXPENSES | \$5,359,628 | \$288,412 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|-----------------------------------|--------------------|-----------------------|
| \$9,951,036 | \$13,673,973 | \$5,071,216 | Solid Waste Services Revenue Fund | \$5,359,628 | \$288,412 |
| \$9,951,036 | \$13,673,973 | \$5,071,216 | TOTAL EXPENSES | \$5,359,628 | \$288,412 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | \$88,876 | Increase due to Longevity pay. |
| TOTAL PERSONNEL | \$88,876 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$63,889 | Increase due to indirect cost charges more than anticipated. |
| Other Costs | \$135,647 | Increase due to retirees life and health cost more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$199,536 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$288,412 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------------------|-------------------------|--------------------|
| Solid Waste Services Revenue Fund | \$288,412 | |
| TOTAL EXPENSES | \$288,412 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--------------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Underground Atl Facil Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | <i>TOTAL PERSONNEL</i> | - | - |
| | | | <i>OTHER EXPENSES</i> | | |
| \$12,231,392 | \$6,058,877 | - | Purchased / Contracted Services | \$110,000 | \$110,000 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$63,218 | \$72,833 | - | Other Costs | - | - |
| \$8,294,275 | \$8,442,820 | \$4,000,000 | Debt Service | - | (\$4,000,000) |
| - | - | - | Conversion / Summary | - | - |
| \$1,036,463 | - | - | Other Financing Uses | - | - |
| \$21,625,347 | \$14,574,530 | \$4,000,000 | <i>TOTAL OTHER EXPENSES</i> | \$110,000 | (\$3,890,000) |
| \$21,625,347 | \$14,574,530 | \$4,000,000 | TOTAL PERSONNEL AND OTHER EXPENSES | \$110,000 | (\$3,890,000) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|------------------------------------|------------------|-----------------------|
| \$21,625,347 | \$14,574,530 | \$4,000,000 | Underground Atl Facil Revenue Fund | \$110,000 | (\$3,890,000) |
| \$21,625,347 | \$14,574,530 | \$4,000,000 | TOTAL EXPENSES | \$110,000 | (\$3,890,000) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Underground Atl Facil Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|----------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$110,000 | Increase due to insurance expense more than anticipated. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | (\$4,000,000) | Decrease due to the anticipated sale of Underground. There is no budget for the debt payment for FY17. |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$3,890,000) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$3,890,000) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|------------------------------------|----------------------|-------------|
| Underground Atl Facil Revenue Fund | (\$3,890,000) | |
| TOTAL EXPENSES | (\$3,890,000) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|----------------------|---|----------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| \$156,935 | \$174,319 | - | Workers' Compensation | \$139,428 | \$139,428 |
| - | - | \$336,000 | Other Personnel Costs | \$531,110 | \$195,110 |
| \$156,935 | \$174,319 | \$336,000 | TOTAL PERSONNEL | \$670,538 | \$334,538 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$387,249 | \$62,233 | \$200,000 | Purchased / Contracted Services | \$350,000 | \$150,000 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| \$10,016,713 | \$13,237,702 | \$10,706,885 | Interfund / Interdepartmental Charges | \$13,489,564 | \$2,782,679 |
| \$5,784,138 | \$6,200,208 | \$16,649,575 | Other Costs | \$16,289,406 | (\$360,169) |
| \$9,865,391 | \$10,932,163 | \$23,500,062 | Debt Service | \$23,908,282 | \$408,220 |
| - | - | \$40,499,563 | Conversion / Summary | \$29,741,806 | (\$10,757,758) |
| \$371,149,044 | \$388,172,181 | \$243,078,345 | Other Financing Uses | \$245,113,717 | \$2,035,372 |
| \$397,202,536 | \$418,604,486 | \$334,634,429 | TOTAL OTHER EXPENSES | \$328,892,774 | (\$5,741,656) |
| \$397,359,471 | \$418,778,805 | \$334,970,429 | TOTAL PERSONNEL AND OTHER EXPENSES | \$329,563,311 | (\$5,407,118) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|----------------------|---------------------------------|----------------------|-----------------------|
| \$397,359,471 | \$418,778,805 | \$334,970,429 | Water & Wastewater Revenue Fund | \$329,563,311 | (\$5,407,118) |
| \$397,359,471 | \$418,778,805 | \$334,970,429 | TOTAL EXPENSES | \$329,563,311 | (\$5,407,118) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|----------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | \$139,428 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | \$195,110 | Increase due to Longevity pay. |
| TOTAL PERSONNEL | \$334,538 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$150,000 | Increase due to DWM Hyperion/ Oracle payments. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$2,782,679 | Increase due to indirect costs more than anticipated. |
| Other Costs | (\$360,169) | Decrease due to retiree benefit costs less than anticipated. |
| Debt Service | \$408,220 | Increase due to GEFA principal and interest payments more than anticipated. |
| Conversion / Summary | (\$10,757,758) | Decrease in Fund-wide reserves. |
| Other Financing Uses | \$2,035,372 | Increase due to debt service requirements and PILOT/ Franchise Fees more than anticipated. |
| TOTAL OTHER EXPENSES | (\$5,741,656) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$5,407,118) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|----------------------|-------------|
| Water & Wastewater Revenue Fund | (\$5,407,118) | |
| TOTAL EXPENSES | (\$5,407,118) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Fleet Service Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | \$34,916 | \$34,916 |
| - | - | - | TOTAL PERSONNEL | \$34,916 | \$34,916 |
| | | | <i>OTHER EXPENSES</i> | | |
| (\$653) | (\$57) | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| \$4,100,804 | \$4,852,725 | \$2,871,310 | Interfund / Interdepartmental Charges | \$2,770,988 | (\$100,322) |
| - | - | - | Other Costs | - | - |
| \$283,546 | \$427,605 | \$146,970 | Debt Service | \$190,928 | \$43,958 |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$4,383,697 | \$5,280,273 | \$3,018,280 | TOTAL OTHER EXPENSES | \$2,961,916 | (\$56,364) |
| \$4,383,697 | \$5,280,273 | \$3,018,280 | TOTAL PERSONNEL AND OTHER EXPENSES | \$2,996,832 | (\$21,448) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|--------------------|-----------------------|--------------------|-----------------------|
| \$4,383,697 | \$5,280,273 | \$3,018,280 | Fleet Service Fund | \$2,996,832 | (\$21,448) |
| \$4,383,697 | \$5,280,273 | \$3,018,280 | TOTAL EXPENSES | \$2,996,832 | (\$21,448) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Fleet Service Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | \$34,916 | Increase due to Longevity pay. |
| TOTAL PERSONNEL | \$34,916 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | (\$100,322) | Decrease due to indirect cost charges less than anticipated. |
| Other Costs | - | |
| Debt Service | \$43,958 | Increase due to allocable interest charges more than anticipated. |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$56,364) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$21,448) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------|-------------|
| Fleet Service Fund | (\$21,448) | |
| TOTAL EXPENSES | (\$21,448) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Group Insurance Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|----------------------|---|----------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| \$788,439 | \$809,035 | \$1,033,704 | Other Personnel Costs | \$1,076,002 | \$42,298 |
| \$788,439 | \$809,035 | \$1,033,704 | TOTAL PERSONNEL | \$1,076,002 | \$42,298 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | \$91,910 | - | Purchased / Contracted Services | \$112,110 | \$112,110 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| \$34,698 | \$510,223 | \$690,365 | Interfund / Interdepartmental Charges | \$818,701 | \$128,336 |
| \$129,148,462 | \$133,548,888 | \$128,721,209 | Other Costs | \$132,327,701 | \$3,606,492 |
| (\$39,920) | - | - | Debt Service | - | - |
| - | - | \$13,508,931 | Conversion / Summary | \$13,614,786 | \$105,855 |
| - | - | - | Other Financing Uses | - | - |
| \$129,143,240 | \$134,151,021 | \$142,920,506 | TOTAL OTHER EXPENSES | \$146,873,299 | \$3,952,793 |
| \$129,931,679 | \$134,960,056 | \$143,954,209 | TOTAL PERSONNEL AND OTHER EXPENSES | \$147,949,301 | \$3,995,091 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|----------------------|-----------------------|----------------------|-----------------------|
| \$129,931,679 | \$134,960,056 | \$143,954,209 | Group Insurance Fund | \$147,949,301 | \$3,995,091 |
| \$129,931,679 | \$134,960,056 | \$143,954,209 | TOTAL EXPENSES | \$147,949,301 | \$3,995,091 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Group Insurance Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | \$42,298 | Increase due to anticipated employee/retiree vision costs more than anticipated. |
| TOTAL PERSONNEL | \$42,298 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$112,110 | Increase due to insurance provider costs more than anticipated. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$128,336 | Increase due to indirect cost allocation more than anticipated. |
| Other Costs | \$3,606,492 | Increase due to anticipated insurance plan payments as well as costs related to the Affordable Care Act. |
| Debt Service | - | |
| Conversion / Summary | \$105,855 | Increase due to timing of anticipated claims submitted but not yet paid. |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$3,952,793 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$3,995,091 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|--------------------|-------------|
| Group Insurance Fund | \$3,995,091 | |
| TOTAL EXPENSES | \$3,995,091 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Hotel/Motel Tax Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | <i>TOTAL PERSONNEL</i> | - | - |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$43,516,083 | \$48,254,190 | \$43,617,429 | Other Costs | \$50,457,893 | \$6,840,464 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$14,497,626 | \$16,076,153 | \$14,531,389 | Other Financing Uses | \$16,810,330 | \$2,278,941 |
| \$58,013,709 | \$64,330,343 | \$58,148,818 | <i>TOTAL OTHER EXPENSES</i> | \$67,268,223 | \$9,119,405 |
| \$58,013,709 | \$64,330,343 | \$58,148,818 | TOTAL PERSONNEL AND OTHER EXPENSES | \$67,268,223 | \$9,119,405 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$58,013,709 | \$64,330,343 | \$58,148,818 | Hotel/Motel Tax Fund | \$67,268,223 | \$9,119,405 |
| \$58,013,709 | \$64,330,343 | \$58,148,818 | TOTAL EXPENSES | \$67,268,223 | \$9,119,405 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Hotel/Motel Tax Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$6,840,464 | Increase due to the amount transferred to the Georgia World Congress Center and the Georgia Dome more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$2,278,941 | Increase due to anticipated transfer to the General Fund more than anticipated. |
| TOTAL OTHER EXPENSES | \$9,119,405 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$9,119,405 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|--------------------|-------------|
| Hotel/Motel Tax Fund | \$9,119,405 | |
| TOTAL EXPENSES | \$9,119,405 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Rental/Motor Vehicle Tax Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | <i>TOTAL PERSONNEL</i> | - | - |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$1,145,976 | \$1,333,414 | \$955,703 | Other Costs | \$1,046,050 | \$90,347 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$1,145,976 | \$1,333,414 | \$955,703 | <i>TOTAL OTHER EXPENSES</i> | \$1,046,050 | \$90,347 |
| \$1,145,976 | \$1,333,414 | \$955,703 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,046,050 | \$90,347 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|------------------|-------------------------------|--------------------|-----------------------|
| \$1,145,976 | \$1,333,414 | \$955,703 | Rental/Motor Vehicle Tax Fund | \$1,046,050 | \$90,347 |
| \$1,145,976 | \$1,333,414 | \$955,703 | TOTAL EXPENSES | \$1,046,050 | \$90,347 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Rental/Motor Vehicle Tax Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$90,347 | Increase due to debt service payments associated with the Rental/Motor Vehicle Tax Fund more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$90,347 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$90,347 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-------------------------------|------------------|-------------|
| Rental/Motor Vehicle Tax Fund | \$90,347 | |
| TOTAL EXPENSES | \$90,347 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



HUMAN RESOURCES

Mission Statement

The mission of the Department of Human Resources is to attract, retain and develop a diverse and competent workforce that enables City departments to achieve their business objectives.

Core Functions

- Acquire and retain top talent.
- Promote employee health and financial wellness.
- Create a learning environment that sustains a culture of excellence.
- Promote fairness and equitable treatment for all applicants and employees.
- Ensure compliance with employment-related laws and regulations.
- Develop a culture of performance.

Summary of Operations

The Department of Human Resources partners with city agencies and employees to hire, compensate, support, and develop a diverse workforce that is dedicated to delivering high-quality services to the community. The department designs and manages the City's human resources programs and fosters the development of innovative policies and practices.

Divisions/Offices Descriptions

Human Resources Business Partners serve as consultants and partners to city departments, offering the full range of human resources services, including strategic support in recruitment, selection, and hiring; classification and compensation; grievances and labor relations; compliance with employment-related laws and regulations; workforce planning and departmental restructuring.

Employee and Labor Relations monitors all labor and employee relations activity across the City, offering advice and counsel to HR Business Partners and department leadership; investigates employee complaints and conducts compliance training on progressive discipline, prevention of sexual harassment, the Americans with Disabilities Act and the Fair Labor Standards Act. It also manages the Civil Service employee appeals process.

HR Information Systems and Records Management is responsible for the accurate presentation of employee and position data in the human resources information system. Services include system maintenance of employee records and personnel actions, report production, ERP training, and position management. This office also performs procurement, financial, Department performance metrics, administrative tasks, and ensures compliance with laws and regulations governing open records, authorization to work and unemployment compensation.

Organizational and Employee Development is responsible for design, implementation and evaluation of citywide executive, supervisory and employee development programs; orientation of new employees; literacy and basic skills enhancement; team building; and the customer service program. This office also administers the performance management system and provides performance training and consultation.

Employee Benefits administers the City's employee/retiree insurance benefit and pension programs. It manages vendor contracts and coordinates health and financial wellness initiatives that include a state-of-the-art fitness facility, partnership with on-site EMTs, the mobile nurse program, health fairs, on-site health

screenings, blood drives, and monthly wellness related lunch-and-learn sessions.

Psychological Services/Employee Assistance Program (PS/EAP) is responsible for assisting employees and their household family members in solving a variety of personal and workplace issues in the areas of anxiety & depressive symptoms, substance abuse, stress and trauma including line of duty deaths and debriefings related to work traumas. PS/EAP consults with all City departments regarding employee relations and workplace dynamics.

Talent Acquisition provides full-life cycle recruiting support for all jobs across the City, including sourcing, identifying, pre-screening/qualifying, interviewing, developing offer packages, negotiating and closing candidates. This office promotes the City's employment brand across numerous markets and professional communities.

Goals

- Create a culture of performance.
- Create a learning environment that sustains a culture of excellence and career development for employees.
- Compensate the City's workforce consistent with the peer market while ensuring a competent and competitive personnel base.
- Maximize operational functionality through increased use of technology.
- Create and maintain an environment that promotes optimal psychological, emotional and financial wellness.
- Ensure expeditious acquisition of the top talent.
- Promote and maintain a work environment based on merit, fair and equitable treatment.

FY2016 Accomplishments

- Received and reviewed 118,046 applications between 7/1/2015 and 2/29/2016.
- Hired 737 full and part-time employees between 7/1/2015 and 2/29/2016.
- Provided 4,309 Total Training hours in the areas of compliance, soft-skills and technical skills for 1,379 employees between 7/1/2015 and 2/29/2016.
- 2015 Best and Brightest Companies Award Winner- Large Group Category.
- 2015 Best and Brightest National Winner.
- 2016 Best and Brightest Companies to Work For Nominee.

- Partnered with business leaders across the City to accelerate operational effectiveness and customer service.
- Successfully completed benefits RFP which resulted in negotiated health insurance premiums below national average for the 4th year including the cost increases associated with Affordable Care Act taxes and premiums.
- Minimized health Insurance annual increase, 1.5% lower than anticipated 5% increase which resulted in a \$2.5 million dollar savings to the FY-16 projected insurance budget.
- Expanded and continued Retiree Health Initiatives Program:
 - Citywide Health Fair (Retirees Only)
 - Promoted Silver Sneaker Programs with medical carriers
 - Diabetes Awareness Program
- Partnered with Pfizer and American Lung Association to host State of Georgia kickoff for "Nobody Quits Like Georgia" stop smoking campaign.
- Continued Employee Wellness Incentive Programs;
 - Annual Physical Examination - \$150.00 total reward
 - HRA-\$50.00 reward
- Expanded Citywide Stress Reduction Program-CALM Stress Reduction.
- Partnered with HHS, Enrolled America and SRA International in White House Healthy Community Challenge for Affordable Health Care third Open Enrollment Period.
- Partnered with the Department of Treasury myRA Retirement Plan kickoff for the Atlanta Metro Area.
- Expanded Financial Wellness Educational Series - Social Security Savvy, Credit Awareness, Home Ownership Programs, Retirement Readiness, Defined Benefit & Defined Contribution Educational Sessions.
- Partnered with Dr. Ian Smith to kick off City of Atlanta "Super Shred: The Big Result Employee Challenge".
- Continued Monthly Lunch and Learn Sessions, (2) Citywide Health Fairs, Breast Cancer Awareness Month, Autism Awareness Month, Sickle Cell Anemia Awareness Month, Kidney Awareness Month, Diabetes and Hypertension Awareness Month, Fibroid Awareness, and Diabetes Awareness.
- Continuation and Expansion of Citywide Wellness Programs;
 - Weekly Weight Watchers Meetings
 - Line Dancing Classes
 - Zumba Classes

- Fitness Trainers at COA Employee Fitness Centers
- Expanded Mental Health Awareness Program – (Employee’s Assistance Program - EAP & Medical Carriers Behavior Health Benefits).
- Hooked On Books Employee Book Club Featuring:
 - **Sam Williams** (Georgia State University Professor at the Andrew Young School of Policy & Former President of the Metro Atlanta Chamber)
 - **Dr. Ian Smith** (New York Times Best Selling Author of Shred & Super Shred)
 - **Dr. Bob Holmes** (Author, Professor & Former State Representative of the Georgia General Assembly)
- Implemented case management system in EAP to more effectively coordinate care and services to employees.
- Automated surveys of Physical and Drug Screen providers.
- Partnered with Pfizer to publish 2nd Edition of the Atlanta Regional Health Guide for Uninsured/Underinsured Residents.
- Partnered with the Mayor’s Office of Cultural Affairs to launch the Mid-Day Arts Café featuring talent from the Horizon Theater, the Alliance Theatre, Elevate, the Urban Youth Harp Ensemble, and Full Radiance Dance.
- Ranked in the top five for Weight Watchers Employer Groups in Atlanta metropolitan area.
- Expanded Team City of Atlanta (COA) participation in Community Run/Walk Events: Kaiser Corporate Run/Walk – 2014 Winner for Most Fit City; Leukemia & Lymphoma Society (LLS) Walk; Black Girls Run/Walk; Sister By Choice Breast Cancer Walk; Autism Awareness Walk; Sickle Cell Anemia Run/Walk; Peachtree Road Race.
- Selected as the Best Large Employer for 101 Atlanta Best and Brightest Healthy Employers.
- Continued with The Group Therapy program that was augmented by PS/EAP with the addition of a Trauma Group for Public Safety personnel, a Healthy Relationships Group, and an Interpersonal Effectiveness Group for City of Atlanta employees.
- Launched *Ask the Expert* intra-net site to support end users following citywide upgrade to Windows 7 and MS Office 2010.
- Recruited, on-boarded and off-boarded over 400 high School and college interns for Camp Best Friends and City-wide Summer Internship Program.
- Development/augmentation of policies and procedures to comply with Federal and Local regulations governing Streetcar operation.
- Completed Kronos computer hardware upgrades which included new servers and time-clock upgrades and installs City-wide.
- Improved the onboarding process for new employees by redesigning the Aviation New Employee Orientation developed an Onboarding Template to help hiring managers guide new employees’ introduction to the airport.
- Provided over 400 hours combined internal and vendor-facilitated education and development opportunities for DOA employees.
- Implemented Energy and Water Policy training to support ISO50001 certification, a major step toward making Hartsfield-Jackson Atlanta International Airport the greenest airport in the world, and reaching the strategic environmental priority of the ATL Strategic Plan.
- Provided education and development opportunities for 16 airport managers participating in the Succession Planning program, including 360 assessments, and completion of Airport Management Professional certification.
- Implemented a Job Shadowing program to provide cross-training and career development opportunities to employees at various levels of the Department.
- Successfully managed a 10-week Internship program with 10 participants who gained valuable experience while providing value-added work in Planning & Development, Finance, Maintenance, Operations and Commercial.
- Supported recruiting and hiring for departmental reorganization starting in FY 15 and continuing through FY 16 (ATL Business Ventures & Capital Finance).
- Completed the second-annual Airport employee engagement survey, with a response rate of 63% and a “Favorable” engagement score of 92%, and began action planning to address areas of opportunity.
- Participated in the Atlanta Victim Assistance Fair Outreach to educate City and County residents and employees on services available to victims of crimes.
- Offered COA employees the StressStop.com program that can be utilized by employees seeking assistance in managing stress.
- Conducted Domestic Violence Workshops for the staff of APD School Police unit.

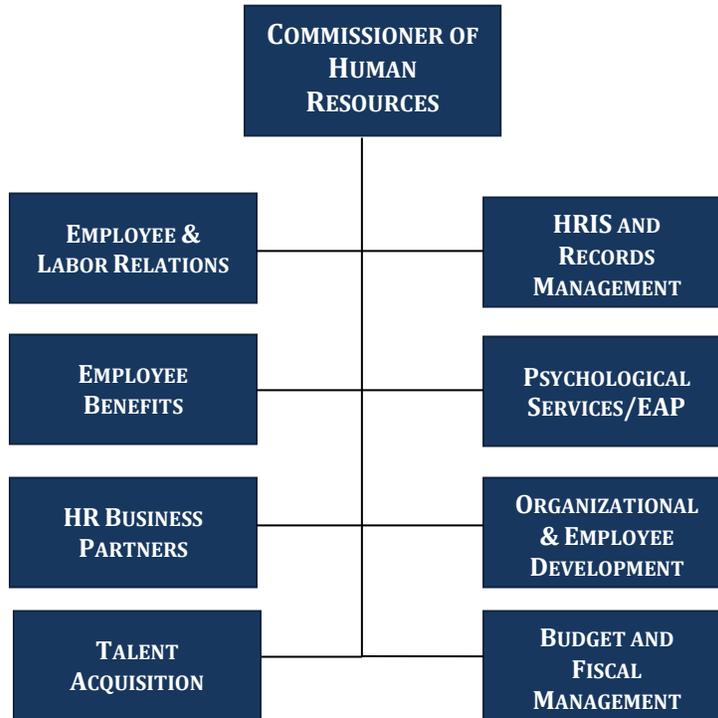
- Instructed the Atlanta Fire and Rescue Department Community Emergency Response Team (ASCERT) on Disaster Psychology Academy.
- Conducted training for the Department of Corrections and Atlanta Workforce Development on Mental Health First Aid.
- EAP implemented Inclement Weather process & procedures to assist City of Atlanta employees in weather emergencies.
- Implemented license/certification program to increase the number of employees with professional licenses and certifications.
- Increased the number of employees participating in DWM fitness program by 50%.
- DWM recruited, on-boarded and off-boarded 150 college interns.
- DWM completed over 21,241 hours of technical, soft skills and compliance training.
- Assisted Public Works with the implementation and set up of new divisions such as the Infrastructure Bond, Keep Atlanta Beautiful and Recycle Atlanta.
- Developed, tested and implemented supervisory training for leaders who struggle with literacy.
- Certified by US Department of Transportation – Transportation Safety Institute for Substance Abuse Management and Program Compliance and Reasonable Suspicion Determination For Supervisors – specific for GDOT requirements for Streetcar.
- Assisted with implementation of random drug testing for safety sensitive positions as outlined by Georgia Department of Transportation.
- Completed activities required to secure accreditation for APWA (American Public Works Association).
- Assisted with training and implementation of Drive Cam for COA drivers.
- Developed and implemented week long New Employee Orientation (NEO) specific to the Department of Public Works that includes Safety, Workplace Bullying, Sexual Harassment, Customer Care and specific department policies.
- Streamline timekeeping processes across the City, leveraging upgraded Kronos technology.
- Open a centralized employee fitness center, clinic and pharmacy.
- Expand City-wide training and educational incentive.
- Launch a comprehensive workforce plan for the City.

FY2017 Adopted Program Highlights

- Continue to support the portfolio of employee wellness initiatives in the Mayor’s “A Healthier You” initiative.
- Implement online learning capability for New Employee Orientation (NEO) and compliance training.

ORGANIZATIONAL CHART

HUMAN RESOURCES



PERFORMANCE METRICS

HUMAN RESOURCES

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--|------------------|------------------|------------------|------------------|
| <i>Government Excellence & Efficiency</i> | | | | |
| Eligible employees receiving annual performance evaluation | 70% | 70% | 85% | 90% |
| Average days to refer candidates | 12 | 12 | 12 | 12 |
| Employee Assistance Program utilization rate | 7.5% | 7.5% | 8% | 9% |
| Increase in overall healthcare claims costs | 3.1% | 2% | 3% | 3% |
| Increase in healthcare premiums | 5% | 2% | 3% | 3% |





FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Human Resources

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|---------------------|-----------------------|
| \$6,342,001 | \$6,361,978 | \$7,422,600 | \$8,082,749 | \$660,150 |
| \$20,871 | \$4,268 | \$8,125 | \$5,735 | (\$2,390) |
| - | - | - | - | - |
| \$442,126 | \$623,336 | \$970,400 | \$780,301 | (\$190,099) |
| - | - | - | - | - |
| \$62,101 | \$39,603 | \$21,263 | \$18,664 | (\$2,599) |
| - | - | - | - | - |
| - | - | - | - | - |
| \$1,042,310 | \$1,047,520 | \$1,047,027 | \$1,141,172 | \$94,145 |
| \$204,316 | \$222,266 | \$217,757 | \$238,433 | \$20,676 |
| \$5,619 | \$18,176 | \$5,446 | \$59,169 | \$53,723 |
| \$924,585 | \$941,952 | \$1,053,300 | \$1,077,108 | \$23,809 |
| \$9,043,928 | \$9,259,099 | \$10,745,918 | \$11,403,332 | \$657,415 |
| | | | | |
| | | | | |
| \$522,689 | \$745,282 | \$1,390,627 | \$1,647,360 | \$256,732 |
| \$80,794 | \$108,522 | \$45,244 | \$44,770 | (\$474) |
| - | - | - | - | - |
| \$7,123 | \$10,539 | \$1,005,422 | \$1,008,448 | \$3,026 |
| \$67,494 | \$87,159 | \$76,074 | \$76,615 | \$542 |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| \$678,100 | \$951,503 | \$2,517,368 | \$2,777,194 | \$259,826 |
| \$9,722,028 | \$10,210,602 | \$13,263,285 | \$14,180,526 | \$917,241 |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|---------------------|-----------------------|
| \$4,330,064 | \$4,755,278 | \$5,742,519 | \$6,048,828 | \$306,309 |
| \$1,323,056 | \$1,409,138 | \$1,949,298 | \$2,127,504 | \$178,206 |
| \$342,275 | \$323,582 | \$530,947 | \$528,378 | (\$2,569) |
| \$2,324,214 | \$2,260,207 | \$2,660,442 | \$2,652,726 | (\$7,716) |
| - | \$57,465 | \$152,952 | \$172,696 | \$19,744 |
| \$1,402,418 | \$1,404,932 | \$2,227,127 | \$2,650,394 | \$423,267 |
| \$9,722,028 | \$10,210,602 | \$13,263,285 | \$14,180,526 | \$917,241 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 139.00 | 123.00 | 129.00 | Full Time Equivalent | 136.00 | 7.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$2,630,675 | \$2,670,077 | \$2,947,716 | Salaries, Regular | \$3,398,742 | \$451,026 |
| \$20,871 | - | \$8,125 | Salaries, Perm Part-Time | - | (\$8,125) |
| - | - | - | Salaries, Sworn | - | - |
| \$373,027 | \$532,548 | \$862,940 | Salaries, Extra Help | \$660,981 | (\$201,959) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$45,513 | \$33,913 | \$18,021 | Overtime | \$10,423 | (\$7,598) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$445,303 | \$425,495 | \$422,144 | Pen Cont Gen Emp Pen Fd | \$433,716 | \$11,572 |
| \$87,943 | \$100,426 | \$84,478 | Defined Contribution | \$108,386 | \$23,909 |
| \$538 | \$549 | \$472 | Workers' Compensation | \$624 | \$152 |
| \$391,149 | \$406,541 | \$407,438 | Other Personnel Costs | \$425,164 | \$17,726 |
| \$3,995,018 | \$4,169,548 | \$4,751,334 | TOTAL PERSONNEL | \$5,038,036 | \$286,702 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$212,895 | \$399,987 | \$887,344 | Purchased / Contracted Services | \$903,924 | \$16,580 |
| \$54,177 | \$90,919 | \$31,913 | Supplies | \$31,914 | \$0 |
| - | - | - | Capital Outlays | - | - |
| \$7,123 | \$10,539 | \$5,422 | Interfund / Interdepartmental Charges | \$8,448 | \$3,026 |
| \$60,851 | \$84,284 | \$66,506 | Other Costs | \$66,506 | \$0 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$335,046 | \$585,730 | \$991,185 | TOTAL OTHER EXPENSES | \$1,010,792 | \$19,606 |
| \$4,330,064 | \$4,755,278 | \$5,742,519 | TOTAL PERSONNEL AND OTHER EXPENSES | \$6,048,828 | \$306,309 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$4,330,064 | \$4,755,278 | \$5,742,519 | General Fund | \$6,048,828 | \$306,309 |
| \$4,330,064 | \$4,755,278 | \$5,742,519 | TOTAL EXPENSES | \$6,048,828 | \$306,309 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 56.60 | 51.60 | 54.95 | Full Time Equivalent | 60.40 | 5.45 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$451,026 | Increase due to salary adjustments, creations, and re-allocated positions. |
| Salaries, Perm Part-Time | (\$8,125) | Decrease due to conclusion of EAP consultant assignment. |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$201,959) | Decrease due to extra-help positions converted to full-time. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$7,598) | Decrease due to reduction in cost associated with preparation of Payroll activities by HR personnel. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$11,572 | Increase due to pension rate adjustment. |
| Defined Contribution | \$23,909 | Increase due to personnel adjustments. |
| Workers' Compensation | \$152 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | \$17,726 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$286,702 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$16,580 | Increase due to professional training and certifications. |
| Supplies | \$0 | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$3,026 | Increase due to motor/fuel costs more than anticipated. |
| Other Costs | \$0 | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$19,606 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$306,309 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| General Fund | \$306,309 | |
| TOTAL EXPENSES | \$306,309 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--|
| Full Time Equivalent | 5.45 | Increase due to salary adjustments, creations, and re-allocated positions. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Airport Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$993,169 | \$1,039,307 | \$1,426,448 | Salaries, Regular | \$1,541,698 | \$115,249 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$17,589 | \$19,525 | \$18,150 | Salaries, Extra Help | \$38,652 | \$20,502 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$1,365 | \$1,029 | - | Overtime | \$983 | \$983 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$119,333 | \$145,019 | \$144,653 | Pen Cont Gen Emp Pen Fd | \$145,452 | \$799 |
| \$40,290 | \$41,818 | \$48,298 | Defined Contribution | \$53,560 | \$5,262 |
| - | \$10,101 | - | Workers' Compensation | \$52,477 | \$52,477 |
| \$133,652 | \$141,645 | \$203,147 | Other Personnel Costs | \$210,868 | \$7,721 |
| \$1,305,398 | \$1,398,444 | \$1,840,697 | TOTAL PERSONNEL | \$2,043,690 | \$202,993 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$17,658 | \$10,694 | \$108,190 | Purchased / Contracted Services | \$83,402 | (\$24,787) |
| - | - | \$412 | Supplies | \$412 | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$17,658 | \$10,694 | \$108,602 | TOTAL OTHER EXPENSES | \$83,814 | (\$24,787) |
| \$1,323,056 | \$1,409,138 | \$1,949,298 | TOTAL PERSONNEL AND OTHER EXPENSES | \$2,127,504 | \$178,206 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$1,323,056 | \$1,409,138 | \$1,949,298 | Airport Revenue Fund | \$2,127,504 | \$178,206 |
| \$1,323,056 | \$1,409,138 | \$1,949,298 | TOTAL EXPENSES | \$2,127,504 | \$178,206 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 23.80 | 23.80 | 23.40 | Full Time Equivalent | 24.40 | 1.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$115,249 | Increase due to salary adjustments and a Recruiter and Organizational Development Director salary restored to mid-point. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$20,502 | Increase due to extra help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$983 | Increase due to personnel costs for special projects. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$799 | Increase due to personnel adjustment. |
| Defined Contribution | \$5,262 | Increase due to personnel adjustments. |
| Workers' Compensation | \$52,477 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | \$7,721 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$202,993 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$24,787) | Decrease due to purchased/contracted services less than anticipated. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$24,787) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$178,206 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$178,206 | |
| TOTAL EXPENSES | \$178,206 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--|
| Full Time Equivalent | 1.00 | Increase due to new position creation. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Solid Waste Services Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|---|-------------|--------------------|
| | | | <i>PERSONNEL</i> | | |
| \$234,222 | \$225,802 | \$401,434 | Salaries, Regular | \$411,880 | \$10,446 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$6,791 | \$14,426 | \$13,410 | Salaries, Extra Help | - | (\$13,410) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$14,715 | \$4,399 | \$2,599 | Overtime | \$1,123 | (\$1,476) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$37,976 | \$32,562 | \$37,158 | Pen Cont Gen Emp Pen Fd | \$44,755 | \$7,597 |
| \$8,849 | \$6,756 | \$13,104 | Defined Contribution | \$12,111 | (\$993) |
| - | - | - | Workers' Compensation | - | - |
| \$39,722 | \$39,638 | \$63,242 | Other Personnel Costs | \$58,510 | (\$4,733) |
| \$342,275 | \$323,582 | \$530,947 | <i>TOTAL PERSONNEL</i> | \$528,378 | (\$2,569) |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | <i>TOTAL OTHER EXPENSES</i> | - | - |
| \$342,275 | \$323,582 | \$530,947 | TOTAL PERSONNEL AND OTHER EXPENSES | \$528,378 | (\$2,569) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|-----------------------------------|-------------|--------------------|
| \$342,275 | \$323,582 | \$530,947 | Solid Waste Services Revenue Fund | \$528,378 | (\$2,569) |
| \$342,275 | \$323,582 | \$530,947 | TOTAL EXPENSES | \$528,378 | (\$2,569) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|--------------------|
| 7.80 | 5.80 | 7.25 | Full Time Equivalent | 6.80 | (0.45) |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$10,446 | Increase due to salary adjustment for a Recruiter position. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$13,410) | Decrease due to conversion of extra help positions to full-time. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$1,476) | Decrease due to the preparation of Payroll activities by HR personnel less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$7,597 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$993) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$4,733) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | (\$2,569) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$2,569) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------------------|-------------------------|--------------------|
| Solid Waste Services Revenue Fund | (\$2,569) | |
| TOTAL EXPENSES | (\$2,569) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--|
| Full Time Equivalent | (0.45) | Decrease due to split funded Office Support Assistant, Sr. position. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,681,265 | \$1,624,799 | \$1,825,976 | Salaries, Regular | \$1,798,451 | (\$27,525) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$501 | \$156 | \$572 | Overtime | \$4,548 | \$3,976 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$339,212 | \$332,610 | \$339,198 | Pen Cont Gen Emp Pen Fd | \$387,247 | \$48,049 |
| \$34,004 | \$38,189 | \$42,761 | Defined Contribution | \$34,780 | (\$7,980) |
| - | \$1,236 | - | Workers' Compensation | - | - |
| \$247,760 | \$235,902 | \$256,595 | Other Personnel Costs | \$253,238 | (\$3,356) |
| \$2,302,742 | \$2,232,893 | \$2,465,101 | TOTAL PERSONNEL | \$2,478,264 | \$13,163 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$19,285 | \$24,833 | \$184,186 | Purchased / Contracted Services | \$162,580 | (\$21,606) |
| - | - | \$2,291 | Supplies | \$2,291 | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$2,188 | \$2,481 | \$8,864 | Other Costs | \$9,591 | \$727 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$21,473 | \$27,314 | \$195,341 | TOTAL OTHER EXPENSES | \$174,462 | (\$20,879) |
| \$2,324,214 | \$2,260,207 | \$2,660,442 | TOTAL PERSONNEL AND OTHER EXPENSES | \$2,652,726 | (\$7,716) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---------------------------------|------------------------|-------------------------------|
| \$2,324,214 | \$2,260,207 | \$2,660,442 | Water & Wastewater Revenue Fund | \$2,652,726 | (\$7,716) |
| \$2,324,214 | \$2,260,207 | \$2,660,442 | TOTAL EXPENSES | \$2,652,726 | (\$7,716) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 35.80 | 27.80 | 29.40 | Full Time Equivalent | 29.40 | - |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$27,525) | Decrease due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$3,976 | Increase due to preparation of Payroll activities by HR personnel more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$48,049 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$7,980) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$3,356) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$13,163 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$21,606) | Decrease due to purchased/contracted services less than anticipated. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$727 | Increase due to costs associated with Civil Service Board Hearings more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$20,879) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$7,716) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|-------------------------|--------------------|
| Water & Wastewater Revenue Fund | (\$7,716) | |
| TOTAL EXPENSES | (\$7,716) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--------------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Fleet Service Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| - | \$37,725 | \$82,423 | Salaries, Regular | \$88,930 | \$6,507 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | \$34,495 | Salaries, Extra Help | \$34,495 | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | \$72 | Overtime | \$127 | \$56 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | \$14,329 | \$15,408 | Pen Cont Gen Emp Pen Fd | \$30,717 | \$15,309 |
| - | \$601 | \$3,536 | Defined Contribution | \$1,709 | (\$1,826) |
| - | - | - | Workers' Compensation | - | - |
| - | \$4,810 | \$17,019 | Other Personnel Costs | \$16,718 | (\$301) |
| - | \$57,465 | \$152,952 | TOTAL PERSONNEL | \$172,696 | \$19,744 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| - | \$57,465 | \$152,952 | TOTAL PERSONNEL AND OTHER EXPENSES | \$172,696 | \$19,744 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| - | \$57,465 | \$152,952 | Fleet Service Fund | \$172,696 | \$19,744 |
| - | \$57,465 | \$152,952 | TOTAL EXPENSES | \$172,696 | \$19,744 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 2.00 | 2.00 | 2.00 | Full Time Equivalent | 2.00 | - |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Fleet Service Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$6,507 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$56 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$15,309 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$1,826) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$301) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$19,744 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$19,744 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Fleet Service Fund | \$19,744 | |
| TOTAL EXPENSES | \$19,744 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--------------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Group Insurance Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$802,670 | \$764,268 | \$738,603 | Salaries, Regular | \$843,049 | \$104,446 |
| - | \$4,268 | - | Salaries, Perm Part-Time | \$5,735 | \$5,735 |
| - | - | - | Salaries, Sworn | - | - |
| \$44,719 | \$56,837 | \$41,405 | Salaries, Extra Help | \$46,172 | \$4,767 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$8 | \$106 | \$0 | Overtime | \$1,461 | \$1,461 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$100,486 | \$97,506 | \$88,466 | Pen Cont Gen Emp Pen Fd | \$99,285 | \$10,819 |
| \$33,230 | \$34,476 | \$25,581 | Defined Contribution | \$27,887 | \$2,305 |
| \$5,081 | \$6,290 | \$4,974 | Workers' Compensation | \$6,069 | \$1,094 |
| \$112,302 | \$113,417 | \$105,858 | Other Personnel Costs | \$112,611 | \$6,753 |
| \$1,098,495 | \$1,077,167 | \$1,004,888 | TOTAL PERSONNEL | \$1,142,269 | \$137,381 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$272,852 | \$309,769 | \$210,907 | Purchased / Contracted Services | \$497,453 | \$286,546 |
| \$26,616 | \$17,602 | \$10,629 | Supplies | \$10,154 | (\$475) |
| - | - | - | Capital Outlays | - | - |
| - | - | \$1,000,000 | Interfund / Interdepartmental Charges | \$1,000,000 | - |
| \$4,455 | \$394 | \$704 | Other Costs | \$519 | (\$185) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$303,923 | \$327,765 | \$1,222,239 | TOTAL OTHER EXPENSES | \$1,508,125 | \$285,886 |
| \$1,402,418 | \$1,404,932 | \$2,227,127 | TOTAL PERSONNEL AND OTHER EXPENSES | \$2,650,394 | \$423,267 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$1,402,418 | \$1,404,932 | \$2,227,127 | Group Insurance Fund | \$2,650,394 | \$423,267 |
| \$1,402,418 | \$1,404,932 | \$2,227,127 | TOTAL EXPENSES | \$2,650,394 | \$423,267 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 13.00 | 12.00 | 12.00 | Full Time Equivalent | 13.00 | 1.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Group Insurance Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$104,446 | Increase due to new creation and salary adjustments. |
| Salaries, Perm Part-Time | \$5,735 | Increase due to benefits/pension filing assistance. |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$4,767 | Increase due to extra help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$1,461 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$10,819 | Increase due to pension rate adjustment. |
| Defined Contribution | \$2,305 | Increase due to pension rate and personnel adjustments. |
| Workers' Compensation | \$1,094 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | \$6,753 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$137,381 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$286,546 | Increase due to purchased/contracted services more than anticipated. |
| Supplies | (\$475) | Decrease due to supplies less than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | (\$185) | Decrease due to costs associated with Civil Service Board Hearings less than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$285,886 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$423,267 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Group Insurance Fund | \$423,267 | |
| TOTAL EXPENSES | \$423,267 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|------------------------------------|
| Full Time Equivalent | 1.00 | Increase due to position creation. |



FIRE RESCUE SERVICES

Mission Statement

Atlanta Fire Rescue (AFRD) shall provide prompt quality services that promote safety, security, enhance sustainability and enrich quality of life through professional development and dedication to service.

Core Functions

- Provide life safety protection.
- Provide property and environment conservation.
- Provide emergency preparedness and homeland security.

Summary of Operations

The Atlanta Fire Rescue Department provides fire mitigation, rescue services, and emergency medical services to more than 519,000 residents, businesses and visitors. An all-hazard department, AFRD responds within a 133.15 square mile area including more than sixty miles of interstate highways, twenty-three miles of rapid rail, and Hartsfield-Jackson Atlanta International Airport. The department achieves its mission by focusing on six organizational priorities which include: Human Resources; Professional Development; Emergency Preparedness and Response; Equipment, Facilities, Supplies and Technology; Customer Service Programs; and Public Information, Education and Relations Programs. The department personnel strength is 1,129 of which 1,066 are sworn firefighters spread throughout five divisions of labor.

Divisions/Offices Descriptions

The Office of the Fire Chief functions as the executive office and is responsible for assuring the overall direction and success of the Atlanta Fire Rescue Department in accordance with Mayor Kasim Reed's priorities, departmental mission, and the needs of the community. This division includes the offices of: Professional Standards, Medical Director, Homeland Security and Emergency, and the Public Information Office.

The Division of Support Services assures daily administration and compliance through a variety of areas that work in tandem with other City departments and the community. This section is comprised of the Risk and Safety Manager's Office, Office of Chaplaincy, Assessment and Planning Unit, Backgrounds and Recruitment, Special Events, Members Services, and a satellite Human Resources office.

The Division of Technical Services provides effective resource management for the department. The division consists of Fiscal and Business Management Office, Fire Training Academy and Real Property. The division also includes Community Risk Reduction encompassing the Fire Marshal's Office, Fire Investigations Unit, Fire Inspections and Community Affairs. Lastly, the division has a Logistics section which includes the department's Fleet Liaison, Warehouse/Fire Equipment; Information Technology and Communication.

The Division of Field Operations is responsible for responding to, preventing, and mitigating disastrous incidents. Field Operations includes fire suppression, emergency medical services, hazardous materials response, technical rescue service and other special services and activities. The Field Operations Division has five battalions and thirty fire stations throughout the City.

The Division of Airport Fire Administration provides incident response and prevention services at Hartsfield-Jackson Atlanta International Airport. Additionally, the office provides aircraft fire protection, structural fire protection, emergency medical services, hazardous materials response, technical rescue service and other special services and activities to the traveling public & employees of Hartsfield-Jackson Atlanta International Airport.

Goals

Maintain Class 1 Insurance Service Office (ISO) Rating.

Improve response to fires and Emergency Medical Service (EMS) calls:

- Maintain four firefighters per apparatus.
- Sustain EMS field supervision and quality assurance.
- Maintain current Quick Intervention Crews (QIC) EMS Response.
- Sustain City Hall EMS Response program.
- Add and relocate fire stations.

Recruit and retain skilled, highly-trained sworn personnel.

Ensure Competitive Salaries for sworn personnel:

- Implement incentive pay for Hazardous Material Certifications.
- Implement incentive pay for Technical Rescue Certifications.
- Implement incentive pay for Forty-hour sworn employees.

Enhance employee wellness and fitness:

- Restart Wellness and Fitness Program assuring annual physicals and vaccinations for sworn members.

Enhance Training Delivery:

- Enhance training delivery through technology and adequate staffing at the Training Academy.
- Relocate and furnish Training Center.

FY2016 Accomplishments

- Maintained Commission for Public Safety Excellence Accreditation.
- Enhanced performance measurement systems and processes.
- Renovated and reopened Fire Station No. 7.
- Maintained Class 1 ISO Rating.
- Restarted the employee Wellness and Fitness Program by fully funding annual medical physicals and improving fitness culture.
- Enhanced Dive Team and Swiftwater response capabilities by obtaining required equipment and certifications for all 30 team members.

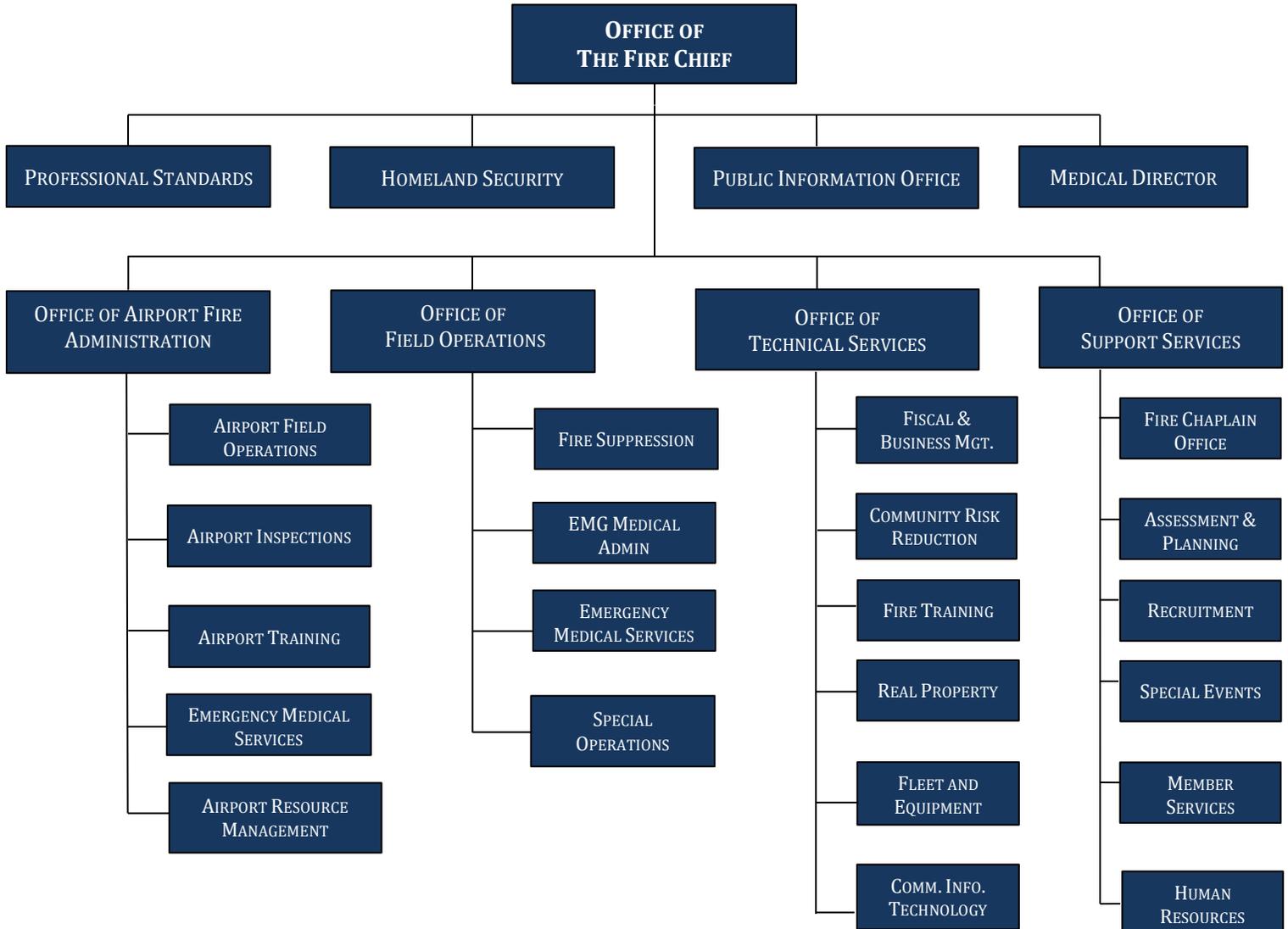
- Improved efficiencies using existing resources resulting in Technology and Communications enhancements, Fleet acquisitions, Emergency Medical Services, and Fire Station improvements.
- Maintained Field Operations staffing levels assuring four firefighters on each engine.
- Awarded approximately \$34,000 in grants for Special Operations.
- Improved Fire Standard of Response Coverage (SORC).
- Improved EMS Standard of Response Coverage (SORC).
- Maintained three, fully functioning Quick Intervention Crew (QIC) - EMS Units.
- Hired and trained 91 recruit firefighters.
- Continued the Atlanta Emergency Preparedness Institute (AEPI).
- Developed and implemented the Rising Phoenix professional development and leadership program for sworn employees.
- Sought and funded training and leadership opportunities for female firefighters in fire services.
- Continued AFRD's Senior Link Program.

FY2017 Adopted Program Highlights

- Maintain Class 1 ISO Rating.
- Improve response times to typical fire risks providing four firefighters within five minutes.
- Improve response times to emergency medical services providing two Emergency Medical Technicians (EMTs) within five minutes.
- Enhance special operations services and response through increasing rescue technicians and enhanced deployment strategy.
- Enhance stations and facilities to address employee safety and quality of life issues.
- Enhance revenue generating opportunities.
- Continue implementation of the AFRD Strategic Plan.

ORGANIZATIONAL CHART

FIRE RESCUE SERVICES



PERFORMANCE METRICS

FIRE RESCUE SERVICES

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|---|------------------|------------------|------------------|------------------|
| Public Safety | | | | |
| Number of Incidents | 84,047 | 85,669 | N/A | N/A |
| Number of Fire Incidents | 854 | 13,788 | N/A | N/A |
| Number of EMS Incidents | 62,434 | 62,252 | N/A | N/A |
| 90 th Percentile 1 st Due Total Response Time Structure Fire All Risk | 7:14 | 7:28 | 8:03 | 8:03 |
| 90 th Percentile 1 st Due Total Response Time EMS All Risk | 8:02 | 8:17 | 8:20 | 8:20 |





FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Fire Services

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|----------------------|---|----------------------|-----------------------|
| \$2,516,365 | \$2,746,517 | \$4,247,509 | Salaries, Regular | \$3,899,440 | (\$348,069) |
| - | - | \$0 | Salaries, Perm Part-Time | - | \$0 |
| \$46,904,800 | \$47,443,762 | \$48,352,240 | Salaries, Sworn | \$47,747,061 | (\$605,179) |
| \$194,657 | \$173,140 | \$113,876 | Salaries, Extra Help | \$149,911 | \$36,036 |
| \$567,720 | \$329,175 | \$193,932 | Salaries, Extra Help-Sworn | \$15,515 | (\$178,417) |
| \$8,779,434 | \$8,200,887 | \$6,054,330 | Overtime | \$6,406,118 | \$351,787 |
| \$20,553,184 | \$20,848,581 | \$16,497,635 | Pen Cont Fire Pen Fd | \$17,872,336 | \$1,374,702 |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$545,131 | \$628,525 | \$695,546 | Pen Cont Gen Emp Pen Fd | \$716,786 | \$21,241 |
| \$356,151 | \$403,685 | \$425,067 | Defined Contribution | \$449,805 | \$24,738 |
| \$754,194 | \$971,057 | \$794,405 | Workers' Compensation | \$781,937 | (\$12,469) |
| \$10,175,459 | \$10,682,399 | \$9,691,150 | Other Personnel Costs | \$9,098,167 | (\$592,984) |
| \$91,347,095 | \$92,427,729 | \$87,065,690 | TOTAL PERSONNEL | \$87,137,076 | \$71,387 |
| | | | OTHER EXPENSES | | |
| \$2,029,631 | \$3,135,766 | \$4,399,136 | Purchased / Contracted Services | \$3,002,796 | (\$1,396,340) |
| \$5,038,360 | \$5,501,566 | \$6,900,933 | Supplies | \$6,808,234 | (\$92,699) |
| \$903,375 | \$805,195 | \$106,026 | Capital Outlays | \$110,026 | \$4,000 |
| \$3,915,582 | \$4,399,415 | \$4,659,897 | Interfund / Interdepartmental Charges | \$4,192,720 | (\$467,177) |
| \$261,014 | \$263,312 | \$267,000 | Other Costs | \$303,400 | \$36,400 |
| - | - | \$0 | Debt Service | \$0 | \$0 |
| - | - | - | Conversion / Summary | - | - |
| \$110,755 | \$194,141 | \$2,308,623 | Other Financing Uses | \$2,922,316 | \$613,692 |
| \$12,258,717 | \$14,299,395 | \$18,641,615 | TOTAL OTHER EXPENSES | \$17,339,492 | (\$1,302,123) |
| \$103,605,813 | \$106,727,124 | \$105,707,305 | TOTAL PERSONNEL AND OTHER EXPENSES | \$104,476,568 | (\$1,230,737) |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|----------------------|-----------------------|----------------------|-----------------------|
| \$79,099,365 | \$82,298,117 | \$82,295,737 | General Fund | \$79,839,317 | (\$2,456,420) |
| \$24,506,448 | \$24,429,007 | \$23,411,568 | Airport Revenue Fund | \$24,637,251 | \$1,225,683 |
| \$103,605,813 | \$106,727,124 | \$105,707,305 | TOTAL EXPENSES | \$104,476,568 | (\$1,230,737) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|----------|----------|----------|---------------------------|----------|-----------------------|
| 1,113.00 | 1,125.00 | 1,129.50 | Full Time Equivalent | 1,134.00 | 4.50 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,915,858 | \$2,085,459 | \$3,479,960 | Salaries, Regular | \$3,211,725 | (\$268,235) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| \$35,995,216 | \$36,497,685 | \$37,342,430 | Salaries, Sworn | \$36,644,379 | (\$698,051) |
| \$182,655 | \$173,140 | \$113,876 | Salaries, Extra Help | \$149,911 | \$36,036 |
| \$567,720 | \$313,222 | \$193,932 | Salaries, Extra Help-Sworn | - | (\$193,932) |
| \$5,852,531 | \$5,818,847 | \$3,637,239 | Overtime | \$3,636,930 | (\$309) |
| \$15,533,738 | \$15,778,166 | \$12,784,813 | Pen Cont Fire Pen Fd | \$13,788,770 | \$1,003,957 |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$387,960 | \$447,756 | \$529,373 | Pen Cont Gen Emp Pen Fd | \$516,294 | (\$13,079) |
| \$327,756 | \$375,688 | \$401,114 | Defined Contribution | \$428,955 | \$27,841 |
| \$557,221 | \$826,353 | \$575,785 | Workers' Compensation | \$705,601 | \$129,816 |
| \$7,776,774 | \$8,167,571 | \$7,585,107 | Other Personnel Costs | \$7,024,203 | (\$560,904) |
| \$69,097,430 | \$70,483,886 | \$66,643,629 | TOTAL PERSONNEL | \$66,106,769 | (\$536,860) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$1,625,681 | \$2,734,581 | \$3,605,577 | Purchased / Contracted Services | \$1,863,691 | (\$1,741,886) |
| \$4,089,022 | \$4,235,546 | \$5,768,109 | Supplies | \$5,097,848 | (\$670,261) |
| \$849,535 | \$671,906 | \$72,026 | Capital Outlays | \$75,026 | \$3,000 |
| \$3,075,221 | \$3,728,362 | \$3,645,772 | Interfund / Interdepartmental Charges | \$3,521,667 | (\$124,105) |
| \$251,720 | \$249,694 | \$252,000 | Other Costs | \$252,000 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$110,755 | \$194,141 | \$2,308,623 | Other Financing Uses | \$2,922,316 | \$613,692 |
| \$10,001,935 | \$11,814,231 | \$15,652,108 | TOTAL OTHER EXPENSES | \$13,732,548 | (\$1,919,560) |
| \$79,099,365 | \$82,298,117 | \$82,295,737 | TOTAL PERSONNEL AND OTHER EXPENSES | \$79,839,317 | (\$2,456,420) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$79,099,365 | \$82,298,117 | \$82,295,737 | General Fund | \$79,839,317 | (\$2,456,420) |
| \$79,099,365 | \$82,298,117 | \$82,295,737 | TOTAL EXPENSES | \$79,839,317 | (\$2,456,420) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 867.00 | 879.00 | 883.50 | Full Time Equivalent | 887.50 | 4.00 |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Fire Services

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|----------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$268,235) | Decrease due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | (\$698,051) | Decrease due to personnel adjustments. |
| Salaries, Extra Help | \$36,036 | Increase due to extra help more than anticipated. |
| Salaries, Extra Help-Sworn | (\$193,932) | Decrease due to extra help less than anticipated. |
| Overtime | (\$309) | Decrease due to overtime less than anticipated. |
| Pen Cont Fire Pen Fd | \$1,003,957 | Increase due to pension rate adjustment. |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$13,079) | Decrease due to personnel adjustments. |
| Defined Contribution | \$27,841 | Increase due to personnel adjustments. |
| Workers' Compensation | \$129,816 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | (\$560,904) | Decrease due to health rate and personnel adjustments. |
| TOTAL PERSONNEL | (\$536,860) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$1,741,886) | Decrease due to cyclical year-to-year spending trends in professional services less than anticipated. |
| Supplies | (\$670,261) | Decrease due to equipment, non-consumable supplies, and water/sewer expenses less than anticipated. |
| Capital Outlays | \$3,000 | Increase due to equipment expenses more than anticipated. |
| Interfund / Interdepartmental Charges | (\$124,105) | Decrease due to motor/fuel less than anticipated. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$613,692 | Increase due to total estimated GMA Lease Pool payments more than anticipated. |
| TOTAL OTHER EXPENSES | (\$1,919,560) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$2,456,420) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|----------------------|-------------|
| General Fund | (\$2,456,420) | |
| TOTAL EXPENSES | (\$2,456,420) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | 4.00 | Increase due to creation of new positions. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$79,834) | Decrease due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | \$92,872 | Increase due to personnel adjustments including new split-funded EMS Chief position. |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | \$15,515 | Increase due to extra help in administration and fire fighting more than anticipated. |
| Overtime | \$352,097 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | \$370,745 | Increase due to pension rate adjustment. |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$34,320 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$3,103) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$142,285) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$32,080) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$608,247 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$345,546 | Increase due to drive cam, comprehensive analysis, and workforce telestaff expenses more than anticipated. |
| Supplies | \$577,562 | Increase due to uniform, tactical medic, and jet fuel expenses more than anticipated. |
| Capital Outlays | \$1,000 | Increase due to equipment expenses more than anticipated. |
| Interfund / Interdepartmental Charges | (\$343,072) | Decrease due to motor/fuel costs less than anticipated. |
| Other Costs | \$36,400 | Increase due to refunds and hazmat exercise expenses more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$617,437 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,225,683 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$1,225,683 | |
| TOTAL EXPENSES | \$1,225,683 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--|
| Full Time Equivalent | 0.50 | Increase due to new split-funded EMS Chief position. |



ATLANTA POLICE DEPARTMENT

Mission Statement

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

Core Functions

- Public Safety
- Community Engagement
- Intelligence Analysis

Summary of Operations

The Atlanta Police Department (APD) provides a myriad of professional services to the citizens of Atlanta. The Department's efforts are comprehensive with primary responsibilities to include uniform patrol operations, criminal investigations, community-based programs, administrative/technical support services and strategic development. The Atlanta Police Department serves as the City's control center for law enforcement related operations, with multiple precincts that serve as staging areas for emergency 911 responses. Additionally, the Department is the primary local law enforcement agency and also provides service to Hartsfield-Jackson Atlanta International Airport. The Department works closely with Neighborhood Planning Units (NPU's), independent community organizations, and business associations in an attempt to best understand and meet the demands of the community it serves.

Divisions/Offices Descriptions

The Community Services Division (CSD) encompasses units that are directly responsible for coordinating and facilitating Community Oriented Policing principles, Atlanta Airport (HJIA) police functions, Special Operations, and Code Enforcement Section operations.

The Criminal Investigations Division (CID) consists of investigative units whose primary responsibility is to investigate and follow-up on crimes committed against persons or property in the City of Atlanta.

This division includes Homicide, Homeland Security, Narcotics, the Gang Unit, Special Victims, School Detectives, and the Fugitive Unit. CID is also responsible for the regulation of vehicles for hire including functions such as licensing, permitting and enforcing.

The Field Operations Division (FOD) is the uniformed patrol force of the City. Officers patrol the city streets, answer calls for service, and work with the community to solve trending problems. The Field Operations Division consists of six geographic patrol zones and the Night Commander, who is the ranking supervisor during late night shifts.

The Strategy and Special Projects Division (SSP) is responsible for coordinating and facilitating the department's strategic crime fighting initiatives and implementing new technologies and projects. The division consists of the Video Integration Center (VIC), Planning & Research/Accreditation, Staff Inspections, Public Affairs, Crime Analysis, The Retired Officers Force, and the Atlanta Police Leadership Institute (APLI).

Support Services Division (SSD) provides administrative and logistical support to all divisions in the Atlanta Police Department. The division consists of Corporate Services, E911, Information Services, and the Training Academy.

Goals

- Reduce crime to provide the highest quality of life for residents and visitors alike.
- Work closely with community organizations to assist them in taking a proactive leadership role in improving public safety in order to address their unique community needs.
- Provide the necessary structure to identify and attain the highest professional standards available to a law enforcement agency.
- Secure effective equipment and build facilities that foster a productive work environment; promote our professionalism, and instill confidence in our stakeholders.

FY2016 Accomplishments

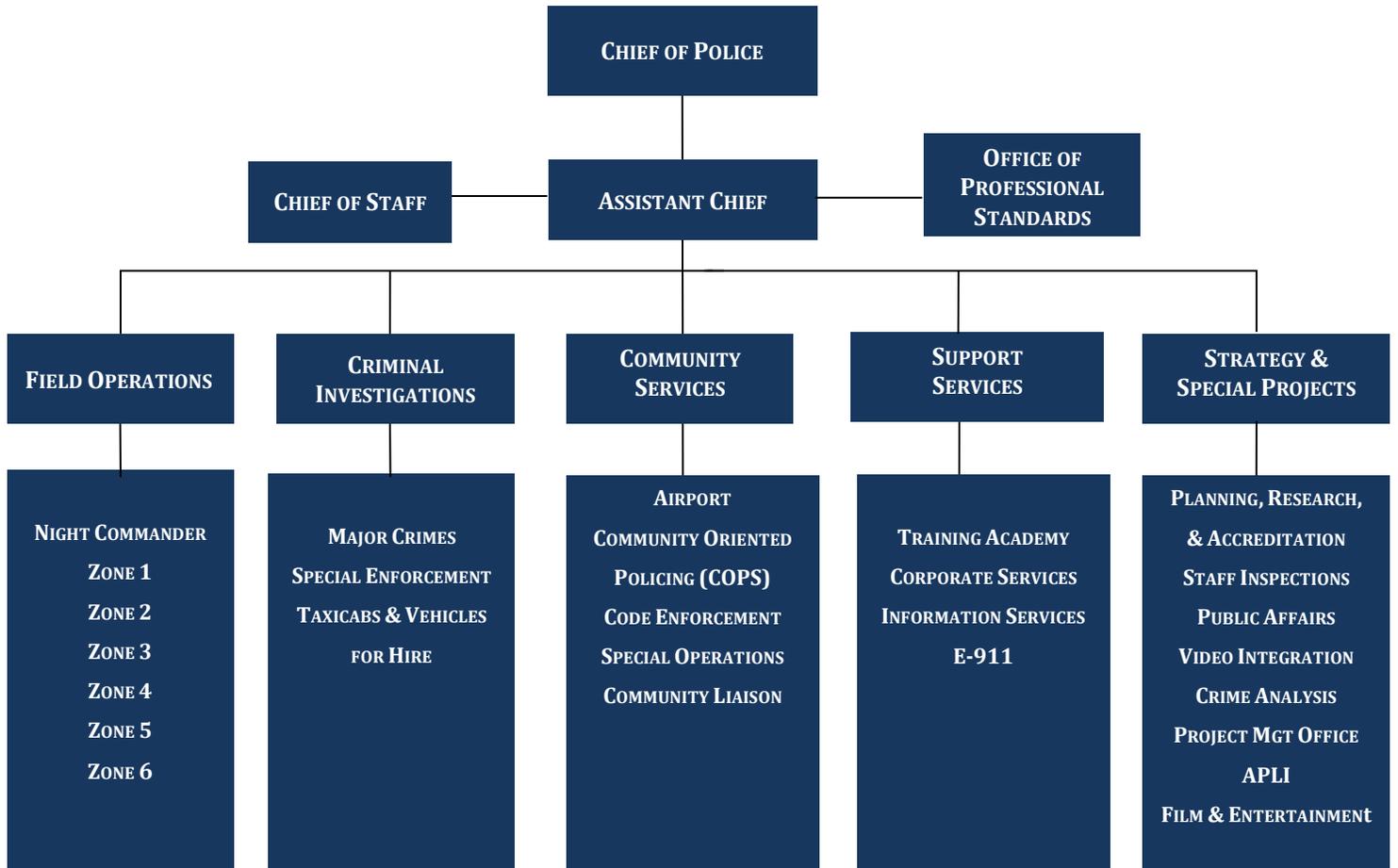
- The Atlanta Police Department achieved a 3% reduction in overall part 1 crimes in CY2015. The department has achieved a 24% reduction overall in part 1 crimes since 2009.
- The APD established a Repeat Offender Unit in March 2015 and the Field Operations Division (FOD)/Criminal Investigations Division (CID) has worked collaboratively on collecting and storing data utilizing the APIN database.
- HIDTA was involved in several investigations that disrupted and dismantled seven drug trafficking organizations.
- The Homicide Unit successfully cleared nine cold cases. Homicide had a clear-up rate of 84% as compared to the national average of 65%.
- The Special Victims Unit initiated a “High Risk” identification system to prevent juveniles from becoming victims of human trafficking. An online tracking system identifies both child victims of human trafficking and their exploiters. The unit achieved a clear-up rate of 15% above the national average for rapes. Investigator Ronald Sluss named Law Enforcement Officer of the year by D.A. Paul Howard for solving the “dating site rapist” case.
- The Code Enforcement Unit partnered with the National Guard to demolish 15 houses, saving the city over \$180,000. Sixteen (16) Judicial In Rem properties were sent through Municipal Court.
- The Police Athletic League (PAL) held a record setting Guns N’ Hoses Annual Fundraiser which netted \$68,637 and continues to grow due to greater attendance, publicity, and PAL’s new ambassador, board member, and five-time World Heavyweight Boxing Champion Evander Holyfield.
- The LGBT Liaison Unit hosted the first LGBT-friendly job fair and resume workshop and hosted 3 LGBT Public Service Night Outs. Officer Murphy created “LGBT Youth and You” and presented to over 600 Atlanta Public Schools faculty members and created the first Citywide Gay Straight Alliance.
- The department recognized the need for multi-cultural liaisons and identified employees that can engage the community in more than 10 different languages.
- The Strategies and Special Projects Division (SSP) initiated the joint public safety training facility project.
- Facilitated the 2nd Annual Women’s History Month Celebration and established the APD Historical Society.
- The Video Integration Center (VIC) expanded operations to all six zones and added 2,518 cameras (total 5,818).
- Atlanta Police Leadership Institute (APLI) graduated 122 students and participated in an Israeli police exchange program.
- Planning & Research implemented PowerDMS for disseminating and tracking policies, training, and subpoenas.
- Support Services Division, Recruitment Unit, hired 219 recruits for the year of 2015 out of 2,235 applicants.
- Facilitated Limited English Proficiency (LEP) testing for Police, Fire, and Corrections which saw 72 employees attain certification as Spanish translators (58 Police). Per City Ordinance, public safety personnel that are proficient in Spanish receive an educational incentive.
- The Municipal Court Warrant project (GCIC) was implemented: resolved 48,000 cases & collected \$6 million in fines.
- The grand opening of the state-of-the-art crime lab was held in May 2015.
- APEX K-9 Handler Officer Richard Sperl and K9 Arna won the annual United States Police Canine Association (USPCA) southeast Top Dog award for 2015. APD’s K9 Unit has won the narcotics detection award for the past ten consecutive years.
- The E-911 Center received a Class-1 ISO Rating and exceeded their target of 90% of all calls answered within 10 seconds with a 94% average.

FY2017 Adopted Program Highlights

- Have a fully staffed and operational Tactical Field Officer program to provide the highest level of tactical preparedness.
- Provide Hate Crimes training to multiple international audiences, to include: Thailand, Botswana, San Salvador, and Hungary.
- Provide latent print examiner instruction to law enforcement in Nigeria as part of a State Department sponsored training program.
- Relocate the department’s Training Academy to an interim location as part of the furtherance of establishing a joint public safety training facility.
- Build a Zone 3 precinct.

ORGANIZATIONAL CHART

POLICE SERVICES



PERFORMANCE METRICS

POLICE SERVICES

| PERFORMANCE MEASURE | 2014 ACTUALS | 2015 ACTUALS | 2016 TARGET | 2017 TARGET |
|---|-----------------|-----------------|----------------|----------------|
| Public Safety | | | | |
| Major Crimes Total | 31,691 | 30,759 | 28,601 | 29,221 |
| Homicide | 93 | 94 | 84 | 89 |
| Rape | 151 | 170 | 136 | 162 |
| Robbery | 2,329 | 1,995 | 2,102 | 1,895 |
| Aggravated Assaults | 3,004 | 2,944 | 3,188 | 2,797 |
| Burglaries | 5,470 | 4,781 | 4,937 | 4,542 |
| Larcenies | 16,498 | 16,493 | 14,889 | 15,668 |
| Auto Thefts | 4,146 | 4,282 | 3,742 | 4,068 |
| 9-1-1 Call Volume | 1,100,418 | 1,065,929 | 1,125,736 | 1,170,765 |
| 9-1-1 Call Answer Time, Less Than 10 Seconds | 93% | 94% | 90% | 93% |
| 9-1-1 Call Dispatch, Overall Time (High Priority Calls) | 2:44 min | 2:40 min | 2:40 min | 2:40 min |
| Code Enforcement, New Cases Received | 8,510 | 8,634 | 5,684 | 6,994 |
| Code Enforcement, Compliance Resolution Cases Closed | 73 | 248 | 275 | 275 |
| Code Enforcement, Inspection Cases Closed | 7,402 | 7,077 | 6,287 | 8,563 |



FY17 OPERATING BUDGET HIGHLIGHTS Department Of Police Services

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FY17 BUDGET | VARIANCE FY17-FY16 | |
|-----------------------------|-----------------------------|----------------------|---|-----------------------|--------------------|
| \$16,825,120 | \$16,446,603 | \$20,428,406 | Salaries, Regular | \$20,817,738 | \$389,331 |
| - | - | - | Salaries, Perm Part-Time | \$0 | \$0 |
| \$93,728,203 | \$94,186,068 | \$97,261,385 | Salaries, Sworn | \$99,136,129 | \$1,874,744 |
| \$316,708 | \$673,679 | \$371,295 | Salaries, Extra Help | \$249,602 | (\$121,693) |
| \$1,832,450 | \$1,762,460 | \$1,527,601 | Salaries, Extra Help-Sworn | \$988,192 | (\$539,409) |
| \$7,948,946 | \$9,067,663 | \$6,791,007 | Overtime | \$6,948,796 | \$157,789 |
| \$1,879 | \$17,326 | - | Pen Cont Fire Pen Fd | - | - |
| \$29,716,859 | \$32,359,056 | \$25,260,778 | Pen Cont Police Pen Fd | \$27,156,613 | \$1,895,835 |
| \$4,318,354 | \$4,648,840 | \$5,756,453 | Pen Cont Gen Emp Pen Fd | \$6,342,320 | \$585,867 |
| \$944,621 | \$1,064,900 | \$1,208,567 | Defined Contribution | \$1,356,346 | \$147,779 |
| \$3,064,202 | \$4,264,882 | \$2,965,854 | Workers' Compensation | \$3,016,413 | \$50,559 |
| \$19,726,628 | \$20,443,558 | \$21,639,144 | Other Personnel Costs | \$21,643,362 | \$4,218 |
| \$178,423,969 | \$184,935,035 | \$183,210,490 | TOTAL PERSONNEL | \$187,655,510 | \$4,445,020 |
| | | | OTHER EXPENSES | | |
| \$11,614,169 | \$11,366,984 | \$14,293,102 | Purchased / Contracted Services | \$15,424,366 | \$1,131,264 |
| \$4,825,472 | \$4,602,152 | \$3,470,906 | Supplies | \$3,563,647 | \$92,741 |
| \$205,244 | \$46,320 | \$153,188 | Capital Outlays | \$226,798 | \$73,611 |
| \$7,283,291 | \$8,998,138 | \$8,486,564 | Interfund / Interdepartmental Charges | \$8,672,416 | \$185,853 |
| \$342,450 | \$96,473 | \$448,877 | Other Costs | \$522,174 | \$73,297 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$194,343 | \$1,131,704 | \$1,264,398 | Other Financing Uses | \$2,283,335 | \$1,018,937 |
| \$24,464,969 | \$26,241,772 | \$28,117,035 | TOTAL OTHER EXPENSES | \$30,692,737 | \$2,575,702 |
| \$202,888,938 | \$211,176,808 | \$211,327,525 | TOTAL PERSONNEL AND OTHER EXPENSES | \$218,348,248 | \$7,020,722 |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FY17 BUDGET | VARIANCE FY17-FY16 | |
|-----------------------------|-----------------------------|----------------------|-----------------------------------|-----------------------|--------------------|
| \$170,251,844 | \$179,102,239 | \$174,588,091 | General Fund | \$180,210,202 | \$5,622,111 |
| \$16,689,078 | \$16,518,316 | \$19,036,554 | Airport Revenue Fund | \$19,570,354 | \$533,800 |
| - | - | \$0 | Solid Waste Services Revenue Fund | \$0 | \$0 |
| - | \$1,941 | \$128,087 | Water & Wastewater Revenue Fund | \$129,590 | \$1,503 |
| \$15,948,016 | \$15,554,473 | \$17,574,793 | Emergency Telephone System | \$18,438,101 | \$863,308 |
| - | (\$160) | \$0 | Group Insurance Fund | - | \$0 |
| \$202,888,938 | \$211,176,808 | \$211,327,525 | TOTAL EXPENSES | \$218,348,248 | \$7,020,722 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|----------|----------|----------|---------------------------|----------|-----------------------|
| 2,494.00 | 2,491.00 | 2,527.50 | Full Time Equivalent | 2,537.00 | 9.50 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY17 EXPENDITURES AND APPROPRIATIONS BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|--|-------------------------------|
| | | | <i>PERSONNEL</i> | |
| \$9,848,288 | \$9,368,645 | \$12,360,799 | Salaries, Regular | \$281,694 |
| - | - | - | Salaries, Perm Part-Time | - |
| \$85,160,510 | \$85,894,874 | \$88,005,469 | Salaries, Sworn | \$1,852,785 |
| \$191,184 | \$582,547 | \$266,139 | Salaries, Extra Help | (\$102,028) |
| \$1,832,450 | \$1,762,460 | \$1,527,601 | Salaries, Extra Help-Sworn | (\$539,409) |
| \$4,541,612 | \$5,332,567 | \$3,659,490 | Overtime | - |
| \$1,879 | \$17,326 | - | Pen Cont Fire Pen Fd | - |
| \$27,298,841 | \$29,771,549 | \$22,802,678 | Pen Cont Police Pen Fd | \$1,885,156 |
| \$2,482,991 | \$2,621,362 | \$3,401,084 | Pen Cont Gen Emp Pen Fd | \$354,832 |
| \$840,568 | \$944,886 | \$1,047,252 | Defined Contribution | \$143,604 |
| \$2,945,745 | \$4,062,195 | \$2,842,284 | Workers' Compensation | \$75,244 |
| \$16,878,330 | \$17,569,296 | \$18,343,546 | Other Personnel Costs | (\$13,858) |
| \$152,022,398 | \$157,927,707 | \$154,256,341 | TOTAL PERSONNEL | \$3,938,020 |
| | | | <i>OTHER EXPENSES</i> | |
| \$6,190,173 | \$7,129,843 | \$7,484,976 | Purchased / Contracted Services | \$355,410 |
| \$4,446,494 | \$4,277,828 | \$3,087,848 | Supplies | \$38,463 |
| \$204,445 | \$47,119 | \$76,401 | Capital Outlays | \$75,398 |
| \$6,851,988 | \$8,491,643 | \$7,972,750 | Interfund / Interdepartmental Charges | \$193,171 |
| \$342,003 | \$96,395 | \$445,377 | Other Costs | \$2,712 |
| - | - | - | Debt Service | - |
| - | - | - | Conversion / Summary | - |
| \$194,343 | \$1,131,704 | \$1,264,398 | Other Financing Uses | \$1,018,937 |
| \$18,229,446 | \$21,174,532 | \$20,331,750 | TOTAL OTHER EXPENSES | \$1,684,091 |
| \$170,251,844 | \$179,102,239 | \$174,588,091 | TOTAL PERSONNEL AND OTHER EXPENSES | \$5,622,111 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY17 FUND BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---------------------------------|-------------------------------|
| \$170,251,844 | \$179,102,239 | \$174,588,091 | General Fund | \$5,622,111 |
| \$170,251,844 | \$179,102,239 | \$174,588,091 | TOTAL EXPENSES | \$5,622,111 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 2,112.00 | 2,108.00 | 2,142.50 | Full Time Equivalent | 2,152.00 | 9.50 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$281,694 | Increase due to position creations and salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | \$1,852,785 | Increase due to salary adjustments. |
| Salaries, Extra Help | (\$102,028) | Decrease due to temporary civilians becoming full time. |
| Salaries, Extra Help-Sworn | (\$539,409) | Decrease due to temporary police recruits becoming full time. |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | \$1,885,156 | Increase due to pension rate adjustment. |
| Pen Cont Gen Emp Pen Fd | \$354,832 | Increase due to pension rate adjustment. |
| Defined Contribution | \$143,604 | Increase due to personnel adjustments. |
| Workers' Compensation | \$75,244 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | (\$13,858) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$3,938,020 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$355,410 | Increase due to Body Camera maintenance and various contracts such as Vision internet, Enterprise, Lexis Nexus, NEC Corporation, and Target Solutions. |
| Supplies | \$38,463 | Increase due to equipment and consumable supplies more than anticipated. |
| Capital Outlays | \$75,398 | Increase due to equipment more than anticipated. |
| Interfund / Interdepartmental Charges | \$193,171 | Increase due to motor/fuel and repair/maintenance costs more than anticipated. |
| Other Costs | \$2,712 | Increase due to business meeting expense more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$1,018,937 | Increase due to GMA lease payment more than anticipated. |
| TOTAL OTHER EXPENSES | \$1,684,091 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$5,622,111 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| General Fund | \$5,622,111 | |
| TOTAL EXPENSES | \$5,622,111 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 9.50 | Increase due to nine creations and one split funded position. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Airport Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$993,702 | \$1,053,082 | \$1,281,430 | Salaries, Regular | \$1,250,503 | (\$30,927) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| \$8,506,001 | \$8,201,836 | \$9,167,641 | Salaries, Sworn | \$9,189,600 | \$21,959 |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$2,159,706 | \$2,318,847 | \$2,446,522 | Overtime | \$2,483,598 | \$37,076 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| \$2,385,551 | \$2,529,311 | \$2,352,562 | Pen Cont Police Pen Fd | \$2,421,056 | \$68,494 |
| \$248,766 | \$297,080 | \$375,267 | Pen Cont Gen Emp Pen Fd | \$394,441 | \$19,174 |
| \$33,853 | \$34,970 | \$41,476 | Defined Contribution | \$29,667 | (\$11,809) |
| \$110,774 | \$186,881 | \$115,621 | Workers' Compensation | \$86,489 | (\$29,132) |
| \$1,750,982 | \$1,718,851 | \$1,850,115 | Other Personnel Costs | \$1,862,797 | \$12,682 |
| \$16,189,334 | \$16,340,858 | \$17,630,635 | TOTAL PERSONNEL | \$17,718,151 | \$87,516 |
| | | | <i>OTHER EXPENSES</i> | | |
| (\$275,727) | (\$632,743) | \$451,249 | Purchased / Contracted Services | \$873,932 | \$422,683 |
| \$343,719 | \$303,627 | \$362,356 | Supplies | \$393,276 | \$30,920 |
| - | - | \$75,000 | Capital Outlays | \$75,000 | - |
| \$431,303 | \$506,496 | \$513,814 | Interfund / Interdepartmental Charges | \$506,496 | (\$7,319) |
| \$448 | \$78 | \$3,500 | Other Costs | \$3,500 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$499,743 | \$177,457 | \$1,405,919 | TOTAL OTHER EXPENSES | \$1,852,203 | \$446,284 |
| \$16,689,078 | \$16,518,316 | \$19,036,554 | TOTAL PERSONNEL AND OTHER EXPENSES | \$19,570,354 | \$533,800 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$16,689,078 | \$16,518,316 | \$19,036,554 | Airport Revenue Fund | \$19,570,354 | \$533,800 |
| \$16,689,078 | \$16,518,316 | \$19,036,554 | TOTAL EXPENSES | \$19,570,354 | \$533,800 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 216.00 | 215.00 | 215.00 | Full Time Equivalent | 214.00 | (1.00) |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$30,927) | Decrease due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | \$21,959 | Increase due to salary adjustments. |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$37,076 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | \$68,494 | Increase due to pension rate adjustment. |
| Pen Cont Gen Emp Pen Fd | \$19,174 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$11,809) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$29,132) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | \$12,682 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$87,516 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$422,683 | Increase due to funding contracts for retired officers due to the inability of Police to provide new hires at the airport. |
| Supplies | \$30,920 | Increase due to uniforms more than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | (\$7,319) | Decrease due to motor/fuel and repair/maintenance costs less than anticipated. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$446,284 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$533,800 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$533,800 | |
| TOTAL EXPENSES | \$533,800 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--|
| Full Time Equivalent | (1.00) | Decrease due to position transfer to the General Fund. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | \$88,275 | Salaries, Sworn | \$88,275 | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | \$1,941 | \$22,704 | Pen Cont Police Pen Fd | \$24,532 | \$1,827 |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | \$17,108 | Other Personnel Costs | \$16,784 | (\$324) |
| - | \$1,941 | \$128,087 | TOTAL PERSONNEL | \$129,590 | \$1,503 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| - | \$1,941 | \$128,087 | TOTAL PERSONNEL AND OTHER EXPENSES | \$129,590 | \$1,503 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|----------------------------|----------------------------|-----------------|---------------------------------|----------------|-----------------------|
| - | \$1,941 | \$128,087 | Water & Wastewater Revenue Fund | \$129,590 | \$1,503 |
| - | \$1,941 | \$128,087 | TOTAL EXPENSES | \$129,590 | \$1,503 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | 2.00 | Full Time Equivalent | 2.00 | - |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | \$1,827 | Increase due to pension rate adjustment. |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$324) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$1,503 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,503 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|-------------------------|--------------------|
| Water & Wastewater Revenue Fund | \$1,503 | |
| TOTAL EXPENSES | \$1,503 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--------------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Emergency Telephone System

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$5,983,130 | \$6,024,876 | \$6,786,177 | Salaries, Regular | \$6,924,741 | \$138,564 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| \$61,692 | \$89,357 | - | Salaries, Sworn | - | - |
| \$125,524 | \$91,132 | \$105,156 | Salaries, Extra Help | \$85,490 | (\$19,666) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$1,247,627 | \$1,416,249 | \$684,995 | Overtime | \$805,709 | \$120,713 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| \$32,468 | \$56,256 | \$82,834 | Pen Cont Police Pen Fd | \$23,192 | (\$59,642) |
| \$1,586,597 | \$1,730,399 | \$1,980,102 | Pen Cont Gen Emp Pen Fd | \$2,191,963 | \$211,861 |
| \$70,200 | \$85,044 | \$119,838 | Defined Contribution | \$135,823 | \$15,984 |
| \$7,683 | \$15,806 | \$7,948 | Workers' Compensation | \$12,396 | \$4,447 |
| \$1,097,316 | \$1,155,571 | \$1,428,376 | Other Personnel Costs | \$1,434,094 | \$5,719 |
| \$10,212,237 | \$10,664,690 | \$11,195,427 | TOTAL PERSONNEL | \$11,613,408 | \$417,981 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$5,699,722 | \$4,869,884 | \$6,356,877 | Purchased / Contracted Services | \$6,710,049 | \$353,172 |
| \$35,259 | \$20,697 | \$20,702 | Supplies | \$44,060 | \$23,358 |
| \$799 | (\$799) | \$1,787 | Capital Outlays | - | (\$1,787) |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | \$70,585 | \$70,585 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$5,735,779 | \$4,889,783 | \$6,379,366 | TOTAL OTHER EXPENSES | \$6,824,693 | \$445,327 |
| \$15,948,016 | \$15,554,473 | \$17,574,793 | TOTAL PERSONNEL AND OTHER EXPENSES | \$18,438,101 | \$863,308 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|----------------------------|------------------------|-------------------------------|
| \$15,948,016 | \$15,554,473 | \$17,574,793 | Emergency Telephone System | \$18,438,101 | \$863,308 |
| \$15,948,016 | \$15,554,473 | \$17,574,793 | TOTAL EXPENSES | \$18,438,101 | \$863,308 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 166.00 | 168.00 | 168.00 | Full Time Equivalent | 169.00 | 1.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Emergency Telephone System

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$138,564 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$19,666) | Decrease due to conversion of extra help to full-time. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$120,713 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | (\$59,642) | Decrease due to personnel adjustments. |
| Pen Cont Gen Emp Pen Fd | \$211,861 | Increase due to pension rate adjustment. |
| Defined Contribution | \$15,984 | Increase due to personnel adjustments. |
| Workers' Compensation | \$4,447 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | \$5,719 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$417,981 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$353,172 | Increase due to Stratus Technology, Clear Club and Disaster Recovery upgrades. |
| Supplies | \$23,358 | Increase due to equipment and computers more than anticipated. |
| Capital Outlays | (\$1,787) | Decrease due to equipment less than anticipated. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$70,585 | Increase due to Vendor Communication fee more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$445,327 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$863,308 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|----------------------------|-------------------------|--------------------|
| Emergency Telephone System | \$863,308 | |
| TOTAL EXPENSES | \$863,308 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|------------------------------------|
| Full Time Equivalent | 1.00 | Increase due to position creation. |



PLANNING AND COMMUNITY DEVELOPMENT

Mission Statement

The mission of the Department of Planning and Community Development is to enable high quality, sustainable and equitable growth and development of Atlanta by facilitating more options for travel, abundant housing for all people, thriving neighborhoods, exceptional design in architecture and public spaces, preservation of historic resources, innovative regulatory practices, safe and durable buildings, attentive customer service, and resident involvement in all our work.

Core Functions

- Economic Development
- Public Safety
- City Infrastructure
- Government Excellence & Efficiency

Summary of Operations

The Department of Planning and Community Development (DPCD) provides the leadership role in creating opportunities for our City to continue to grow and sustain our diverse communities that define and give Atlanta its unique character. The Department's objective is to guide the development of the City through effective measures of planning, design review, construction plan approval, code compliance, and housing assistance. The Department works closely with the Neighborhood Planning Units, independent community organizations, and developers in an attempt to provide the policy guidance and assistance to support the growth of our community.

Divisions/Offices Descriptions

Office of the Commissioner provides leadership, policy direction, and centralized staff support for the Offices. The support services include administration, budget, personnel management, legislative liaison, policy collaboration and coordination, performance management and

accountability and technical support with workload functions.

Office of Design is responsible for the physical design of the City to ensure a vibrant public realm and to enable landscape and architecture representative of Atlanta as a place. Additionally, an urban design studio will be created to ensure that important projects in Atlanta are consistent with the design of the city and a vibrant public realm.

Office of Zoning and Development is responsible for land development regulations that are consistent with the proposed city design. This Office will review projects for zoning compliance, subdivision regulations, and other applicable land development codes.

Office of Transportation Planning is responsible for transportation planning, implementation of complete street policies, bicycle programs, furtherance of the City's transportation goals, and coordination with MARTA to support transit enhancements.

Office of Neighborhoods will expand and streamline the Department's activities with a primary focus on creating livable places/communities. This effort includes the formulation of place-based community development strategies and the implementation of economic development activities.

Office of Buildings enforces the Codes adopted by the City of Atlanta to ensure minimum standards for the construction, repair, demolition, occupancy and maintenance of buildings, structures and properties. The Office reviews, approves, and issues all permits required by the City's Codes for repairs, alterations and additions to existing structures, as well as permitting for new construction. This Office is also responsible for issuing tree removal permits for trees on private property.

Office of Housing promotes the development of affordable workforce housing and community development policies and provides fiscal oversight and management for development contracts and programs. The Office of Housing encourages partnerships with both public and private developers of workforce affordable housing, while also providing rental assistance and financing of affordable rental developments.

Goals

- Promote the sustainability of an enhanced quality of life for the residents of the City of Atlanta.
- Increase the availability and encourage the preservation of affordable housing opportunities.
- Implement holistic and comprehensive community development policies to promote the livability of the City as it continues in economic and physical growth.
- Promote smart growth and transportation policies which stimulate the City's economic growth.
- Restructure the permitting process to deliver best-in-class customer service.

Objectives

- Implement a neighborhood transformation and public response demonstration project.
- Provide affordable housing opportunities through the successful deployment of federal resources.
- Update the Connect Atlanta transportation plan.
- Continue to stabilize the permitting process through the consolidation of all permit related services.
- Update the Zoning Ordinance to promote the development of smart growth principles.

FY2016 Accomplishments

Office of Buildings

Streamlined and enhanced service in zoning review by improving consistency in staff review, reducing customer wait time, and improving online information to increase customer awareness and understanding as it pertains to zoning requirements, regulations and ordinances.

Engaged with Safebuilt to adjust staffing levels in response to increased workload, allowing the Office to reduce the overall time to inspect and reduce the time to review building plans.

Consulting firm BKD performed an analysis of the permitting process and worked with the Department to produce a roadmap to improve customer service and reduce overall time to permit.

The Office completed an overhaul of the OOB website to improve functionality, with the goal of making the webpage instructional, informational and easy to navigate.

Office of Housing

The City of Atlanta was awarded a \$2.5 million grant from the U.S. Department of Housing and Urban Development (HUD) for the City's lead hazard control program, Lead Safe Atlanta. This 2nd round of HUD funding allowed us to expand Lead Safe Atlanta through FY16.

We launched an innovative strategy to address vacant properties in one of the communities hardest hit by foreclosure. Vacant 2 Vibrant, a Mechanicsville Scattered Site project, has a goal to transform vacant property or land into housing units available for rent to low- and moderate-income families.

The Office collaborated with Code Compliance and the Office of the Solicitor to develop a strategy to address vacant, abandoned and blight properties using tools and resources already in place.

Office of Planning

The Department is working in partnership with community residents, Invest Atlanta and other stakeholders in the Turner Field LCI study, which encompasses approximately 1,340 acres including all of the Stadium Tax Allocation District (TAD). The Office contracted with Perkins + Will for this study, which aims to create a high density live, work and play institutional, residential and employment urban district.

The Office completed three appendices to the adopted Connect Atlanta Plan, the City's Comprehensive Transportation Plan, which were subsequently adopted by Council and approved by Mayor Reed.

We began the process to complete a diagnostic of the City's Zoning Ordinance with assistance from Tunnel Spangler Walsh. During FY16 staff and consultants conducted in-depth stakeholder interviews, public information meetings, and identified several quick fixes to be completed what promote efficiency in development practices.

A Chief Bicycle Officer was hired to lead the implementation of the City's premier bicycle sharing program, consisting of 500 bicycles and 50 rental stations, and shaping the vision of cycling facilities in strategic locations throughout the City.

FY2017 Adopted Program Highlights

Office of Design

Historic Preservation: The Historic Preservation Division promotes the identification, evaluation, rehabilitation, adaptive use, and the responsible restoration of the City's historic resources. Activities may include:

- Support to the Urban Design Commission through reports, recommendations, and information on cases.
- Serving as the city's liaison with local, state, and national preservation organizations promoting the unique benefits of the City's historic landmark districts and historic sites.
- Providing direct oversight for the City's historic review responsibilities for federally funded projects.
- Attracting and administering grants and other matters regarding historic preservation.

Design Studio: Will focus on maximizing and creatively utilizing spaces/places within the City. Activities may include:

- Developing and implementing the urban design criteria and guidelines for the City of Atlanta.
- Formulating urban design strategies along economic corridors.
- Working within neighborhood districts to develop sense of place and identify.
- Providing architectural and design services.

Office of Zoning and Development

Zoning: The Zoning Division will focus on the administration of the City's Zoning Ordinance. Activities will include:

- Processing all zoning and variance applications.
- Review and administration of the City's Subdivision Ordinance.
- Oversight of the SPI Zoning Districts and the Development Review Committees.
- Facilitate the activities of the Board of Zoning Adjustments and the Zoning Review Board.

Development: The Development Division will be responsible for the interpretation and enforcement of the City's Zoning Ordinance. Activities will include:

- Review of permitting applications for consistency with the City's Zoning Ordinance.
- Review and enforcement of the City's Sign Ordinance.
- Review of zoning requirements for all applicable residential, commercial, and industrial locations.
- Ensure citywide enforcement of the zoning and sign ordinance requirements.

Office of Transportation Planning

Transit Division: Will develop and maintain the City's transportation plan in collaboration with other transportation agencies to ensure the City provides sustainable and equitable transportation options. Activities will include:

- Developing and promoting the City's transit oriented development strategy to promote the creation of mixed use environments and sustainable affordable living spaces.
- Formulating strategies focused on improved mobility and connectivity within neighborhoods and major corridors.
- Development and implementation of Livable Centers Initiatives grants.
- Serving as the City's liaison for local and regional planning initiatives.

Streets and Streetscapes Planning: Will promote the formation of sustainable complete streets design and projects for neighborhood transformation projects. Activities will include:

- Creating and maintaining the City's complete street planning policy.

- Guiding citywide planning for greenways and bike routes to ensure that the increasing number of bicyclists have a pleasant and safe place to ride as part of the city's transportation network.
- Ensuring that current and future projects focus on issues facing pedestrians and aim to make walking in the city an enjoyable and safe experience for all.
- Updating the Connect Atlanta Plan, the City's comprehensive transportation plan.

Bicycle and Pedestrian Transit: Will enhance the quality of life for our citizens through the formation of safe and attractive alternative transportation options. Activities will include:

- Coordinating with the Department of Public Works to design and operate the entire right of way to enable safe access for all users.
- Facilitating citywide planning efforts in identifying bike routes which ensure the safety of bicyclists as part of the city's transportation network.
- Planning projects and initiatives with a focus on issues facing pedestrians and encouraging a walkable environment.
- Managing the City's bike share program.

Office of Neighborhoods

Economic Opportunities: Will streamline the existing project management activities within the Offices of Housing and Planning and expand the services to focus on creating economic opportunities through the creation of programs such as the Main Street Program, etc. Activities may include:

- Micro Loan Program (in coordination with Invest Atlanta)
- Public Vending Program
- Main Street Program
- Brownfields Program
- Enterprise Zones

Land Use: The Land Use Planning Division will be tasked with maintaining the future vision and promoting sustainable and responsible growth for the City of Atlanta. Activities will include:

- Preparing and updating the Comprehensive Development Plan.
- Completing neighborhood strategy and redevelopment plans.

- Establishing a Neighborhood Stat and Data Center to serve as the data center or hub for all population and demographic data.

Neighborhood Impact: Will create a transparent and cohesive neighborhood services unit that will coordinate development activities at the neighborhood level. Activities may include:

- Facilitate inter-agency coordination with local, state, and national community development organizations.
- Capacity building for Community Based Development Agencies.
- Coordination with the Neighborhood Planning Unit System and administer the NPU Grant Program.
- Facilitate the redevelopment of properties in coordination with the Land Bank Authority.

Neighborhood Revitalization: Will focus on the implementation of planning and community development programs. Activities may include:

- Creating place based strategies focused on improving neighborhood livability.
- Leading the planning and redevelopment of catalytic and transformative projects.
- Coordination of stakeholder's investment at the neighborhood level (this will include City investment and investment activities of external agencies).

Office of Buildings

Permitting Process Review and Reorganization: Will address a fragmented permitting process by consolidating functions that are housed in other City departments. Activities will include:

- BKD Consulting completing a diagnostic of the City's permitting process.
- Implementation focus on improving services, aligning fee structure with cost of providing services, and implementing "best in class" permitting processes.

Enable Electronic Plans Submission: The Office will introduce new technology to allow for online building plan submission and electronic plan review. Activities will include:

- Teaming with AIM to integrate an electronic plan review service with Accela.
- Installing large touchscreen monitors at staff workstations to enable electronic plan review.

- Improving the collaboration between permit customers and plans reviewers through online tools.

Office of Housing

Launch an Inclusionary Zoning Strategy: The Office will continue efforts with members of Council and the Administration to create an ordinance to support and sustain inclusionary zoning.

- Engaging private and public sector stakeholders to identify implementation plans that are both fair and equitable.
- Completing the full implementation strategy for that includes education and outreach designed to achieve maximum program benefits.

Launch a Blight Remediation Strategy: The Housing team is collaborating with other City agencies to draft legislation that identifies and secures a permanent funding source for the demolition of blighted properties.

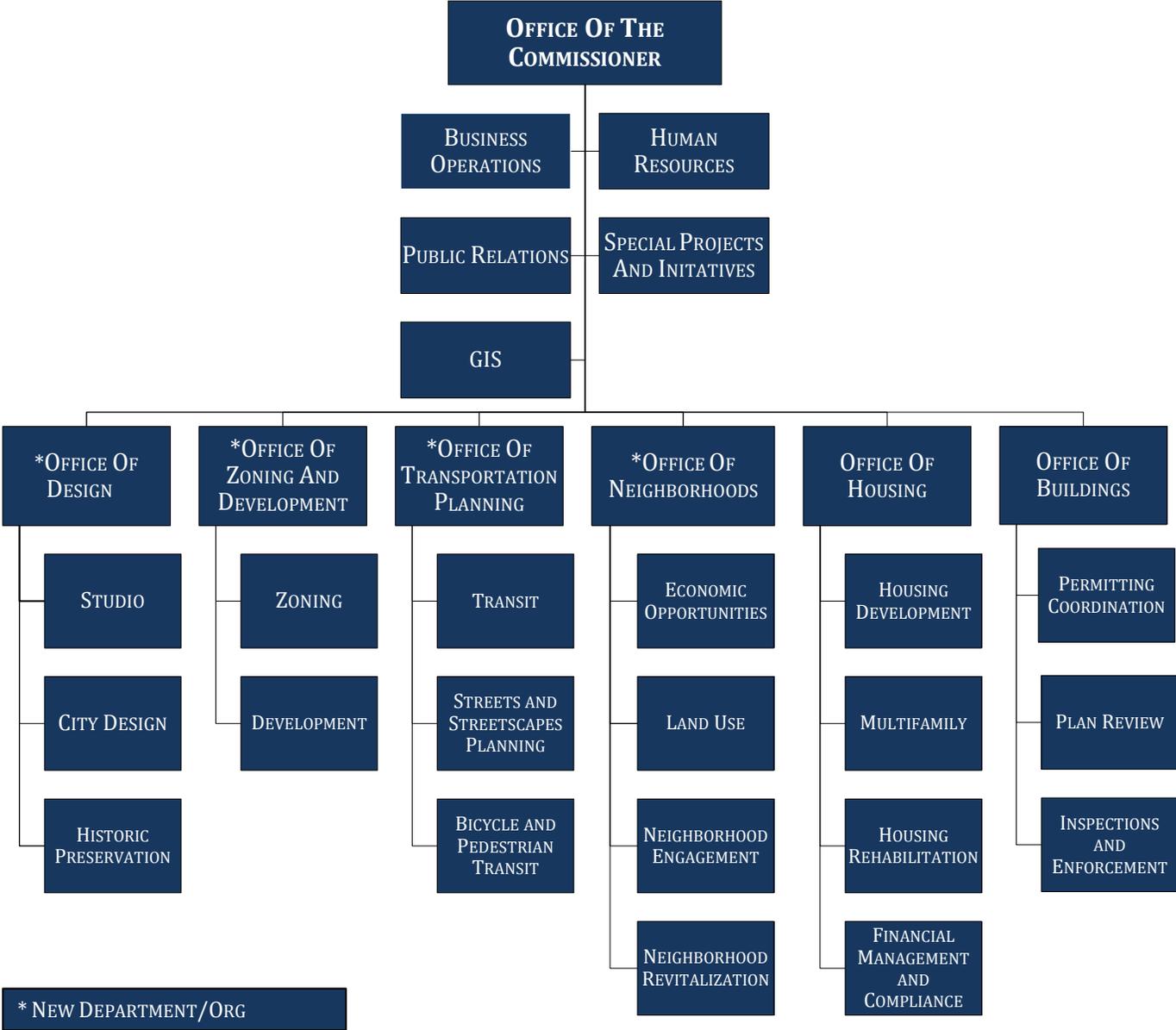
- Collaborating with agencies to identify innovative funding solutions for program operations and investments.
- Identifying measures to track the impact on neighborhoods with high levels of vacant and abandoned residential, commercial and industrial units.

Reduce Vacancy and Blight through Housing Development: Uplift the Mechanicsville neighborhood through blight reduction and community revitalization strategies.

- Implementing recommendations from the SCI plan, which identified 199 parcels of Land as vacant lots within the Mechanicsville community.
- Developing 74 homes on vacant lots within Mechanicsville, reducing the number of vacant lots by 37%.

ORGANIZATIONAL CHART

PLANNING AND COMMUNITY DEVELOPMENT



PERFORMANCE METRICS

PLANNING AND COMMUNITY DEVELOPMENT

| PERFORMANCE MEASURE | FY2014 *ACTUAL | FY 2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--|-------------------|-------------------|------------------|------------------|
| Office of Buildings | | | | |
| Economic Development | | | | |
| % Plans Approved Upon First Review | 65% | 70% | 90% | 90% |
| %Plans Approved for Review After First Quality Control Review (QCR) Inspection | 62% | 65% | 90% | 90% |
| % Inspections completed within SLA | 98% | 90% | 90% | 90% |
| Office of Housing | | | | |
| Economic Development | | | | |
| % Vacant Section 8 Units | 9% | 12% | 9% | 9% |
| HOME Rentals Units Produced | 139 | 139 | 12 | 12 |
| Limited Rehabilitation Units Completed | 208 | 182 | 198 | 198 |
| Office of Planning | | | | |
| Economic Development | | | | |
| % Zoning Variance Cases Completed Within 90 Days or Less | 77% | 95% | 90% | 90% |
| % UDC Cert of Appr. – Type II and III – 25 Day SLA | 98% | 100% | 100% | 100% |
| % Special Administrative Permit Reviews completed within 30 day SLA | 56% | 58% | 100% | 100% |

*The Department of Planning began reporting on new metrics for FY2014.





FY17 OPERATING BUDGET HIGHLIGHTS

Dept Of Planning & Community Development

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|---|---------------------|-----------------------|
| \$5,744,806 | \$6,946,032 | \$9,374,500 | Salaries, Regular | \$12,086,896 | \$2,712,396 |
| \$320 | (\$320) | \$0 | Salaries, Perm Part-Time | - | \$0 |
| - | - | - | Salaries, Sworn | - | - |
| \$424,330 | \$579,603 | \$465,418 | Salaries, Extra Help | \$526,133 | \$60,715 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$642 | \$3,826 | \$3,114 | Overtime | \$2,333 | (\$781) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$774,282 | \$917,414 | \$1,224,382 | Pen Cont Gen Emp Pen Fd | \$1,239,237 | \$14,855 |
| \$199,434 | \$263,118 | \$295,337 | Defined Contribution | \$410,951 | \$115,614 |
| \$110,823 | \$222,143 | \$92,158 | Workers' Compensation | \$108,688 | \$16,529 |
| \$887,005 | \$1,030,191 | \$1,402,680 | Other Personnel Costs | \$1,710,984 | \$308,304 |
| \$8,141,643 | \$9,962,006 | \$12,857,587 | TOTAL PERSONNEL | \$16,085,220 | \$3,227,633 |
| OTHER EXPENSES | | | | | |
| \$1,382,132 | \$975,928 | \$7,469,185 | Purchased / Contracted Services | \$6,978,606 | (\$490,579) |
| \$186,515 | \$370,946 | \$334,687 | Supplies | \$410,176 | \$75,489 |
| \$787,626 | \$580,459 | \$0 | Capital Outlays | \$375,644 | \$375,644 |
| \$78,169 | \$114,695 | \$92,746 | Interfund / Interdepartmental Charges | \$113,198 | \$20,452 |
| \$145,520 | \$178,396 | \$156,548 | Other Costs | \$203,555 | \$47,008 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$109,769 | \$0 | Other Financing Uses | \$0 | \$0 |
| \$2,579,961 | \$2,330,194 | \$8,053,165 | TOTAL OTHER EXPENSES | \$8,081,179 | \$28,013 |
| \$10,721,604 | \$12,292,201 | \$20,910,753 | TOTAL PERSONNEL AND OTHER EXPENSES | \$24,166,399 | \$3,255,646 |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$2,021,582 | \$2,318,273 | \$3,844,463 | General Fund | \$5,279,851 | \$1,435,387 |
| \$27,902 | \$15,053 | - | Airport Revenue Fund | - | - |
| \$8,672,120 | \$9,958,874 | \$17,066,290 | Building Permits Fund | \$18,886,548 | \$1,820,259 |
| \$10,721,604 | \$12,292,201 | \$20,910,753 | TOTAL EXPENSES | \$24,166,399 | \$3,255,646 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 128.25 | 159.50 | 160.50 | Full Time Equivalent | 213.47 | 52.97 |



FY17 OPERATING BUDGET HIGHLIGHTS
Dept Of Planning & Community Development
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,050,058 | \$1,134,273 | \$1,320,285 | Salaries, Regular | \$1,641,788 | \$321,503 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$53,193 | \$114,439 | \$14,736 | Salaries, Extra Help | \$14,736 | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | \$4 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$126,196 | \$159,169 | \$118,412 | Pen Cont Gen Emp Pen Fd | \$191,759 | \$73,347 |
| \$45,024 | \$54,526 | \$47,589 | Defined Contribution | \$60,475 | \$12,886 |
| \$109,036 | \$221,680 | \$90,409 | Workers' Compensation | \$108,162 | \$17,753 |
| \$119,977 | \$122,622 | \$179,834 | Other Personnel Costs | \$205,647 | \$25,813 |
| \$1,503,483 | \$1,806,713 | \$1,771,266 | TOTAL PERSONNEL | \$2,222,567 | \$451,301 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$247,088 | \$235,358 | \$1,863,420 | Purchased / Contracted Services | \$2,898,974 | \$1,035,554 |
| \$96,348 | \$35,914 | \$19,249 | Supplies | \$18,931 | (\$317) |
| (\$4,000) | - | - | Capital Outlays | - | - |
| \$54,091 | \$13,011 | \$64,162 | Interfund / Interdepartmental Charges | \$13,011 | (\$51,151) |
| \$124,572 | \$117,506 | \$126,367 | Other Costs | \$126,367 | \$0 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$109,769 | - | Other Financing Uses | - | - |
| \$518,099 | \$511,559 | \$2,073,198 | TOTAL OTHER EXPENSES | \$3,057,284 | \$984,086 |
| \$2,021,582 | \$2,318,273 | \$3,844,463 | TOTAL PERSONNEL AND OTHER EXPENSES | \$5,279,851 | \$1,435,387 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$2,021,582 | \$2,318,273 | \$3,844,463 | General Fund | \$5,279,851 | \$1,435,387 |
| \$2,021,582 | \$2,318,273 | \$3,844,463 | TOTAL EXPENSES | \$5,279,851 | \$1,435,387 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 17.25 | 22.00 | 21.00 | Full Time Equivalent | 36.97 | 15.97 |



FY17 OPERATING BUDGET HIGHLIGHTS

Dept Of Planning & Community Development

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$321,503 | Increase due to the creation of 11 new positions and 4.97 transfers from Building Permits Fund as a result of the Department of Planning's reorganization. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$0 | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$73,347 | Increase due to pension rate adjustment. |
| Defined Contribution | \$12,886 | Increase due to personnel adjustments. |
| Workers' Compensation | \$17,753 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | \$25,813 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$451,301 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$1,035,554 | Increase due to \$1.5MM related to Government District Improvement & Beautification, offset by (\$485,264) related to various adjustments to align the budget for purchase/contracted services. |
| Supplies | (\$317) | Decrease due to supplies and computer expenses less than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | (\$51,151) | Decrease due to motor/fuel and repair/maintenance costs transferred to Building Permits Fund. |
| Other Costs | \$0 | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$984,086 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,435,387 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|--------------------|-------------|
| General Fund | \$1,435,387 | |
| TOTAL EXPENSES | \$1,435,387 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | 15.97 | Increase due to the creation of 11 new positions and 4.97 transfers from Building Permits Fund as a result of the Department of Planning's reorganization. |



FY17 OPERATING BUDGET HIGHLIGHTS
Dept Of Planning & Community Development
Building Permits Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|---------------------|---|---------------------|--------------------|
| | | | <i>PERSONNEL</i> | | |
| \$4,670,095 | \$5,798,488 | \$8,054,215 | Salaries, Regular | \$10,445,108 | \$2,390,893 |
| \$320 | (\$320) | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$371,137 | \$465,164 | \$450,681 | Salaries, Extra Help | \$511,397 | \$60,715 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$642 | \$3,822 | \$3,114 | Overtime | \$2,333 | (\$781) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$648,086 | \$758,245 | \$1,105,969 | Pen Cont Gen Emp Pen Fd | \$1,047,478 | (\$58,491) |
| \$152,931 | \$207,796 | \$247,748 | Defined Contribution | \$350,476 | \$102,728 |
| \$1,787 | \$462 | \$1,749 | Workers' Compensation | \$526 | (\$1,223) |
| \$765,260 | \$906,582 | \$1,222,846 | Other Personnel Costs | \$1,505,336 | \$282,491 |
| \$6,610,258 | \$8,140,239 | \$11,086,322 | TOTAL PERSONNEL | \$13,862,653 | \$2,776,332 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$1,135,044 | \$740,570 | \$5,605,765 | Purchased / Contracted Services | \$4,079,631 | (\$1,526,134) |
| \$90,167 | \$335,032 | \$315,438 | Supplies | \$391,245 | \$75,806 |
| \$791,626 | \$580,459 | - | Capital Outlays | \$375,644 | \$375,644 |
| \$24,078 | \$101,684 | \$28,583 | Interfund / Interdepartmental Charges | \$100,187 | \$71,603 |
| \$20,948 | \$60,890 | \$30,181 | Other Costs | \$77,188 | \$47,007 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$2,061,863 | \$1,818,635 | \$5,979,968 | TOTAL OTHER EXPENSES | \$5,023,895 | (\$956,073) |
| \$8,672,120 | \$9,958,874 | \$17,066,290 | TOTAL PERSONNEL AND OTHER EXPENSES | \$18,886,548 | \$1,820,259 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|---------------------|-----------------------|---------------------|--------------------|
| \$8,672,120 | \$9,958,874 | \$17,066,290 | Building Permits Fund | \$18,886,548 | \$1,820,259 |
| \$8,672,120 | \$9,958,874 | \$17,066,290 | TOTAL EXPENSES | \$18,886,548 | \$1,820,259 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|--------|--------|--------|---------------------------|--------|--------------------|
| 111.00 | 137.50 | 139.50 | Full Time Equivalent | 176.50 | 37.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Dept Of Planning & Community Development
Building Permits Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$2,390,893 | Increase due to position creations and salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$60,715 | Increase due to position creation to be converted to full time. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$781) | Decrease due to overtime less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$58,491) | Decrease due to personnel adjustments. |
| Defined Contribution | \$102,728 | Increase due to personnel adjustments. |
| Workers' Compensation | (\$1,223) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | \$282,491 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$2,776,332 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$1,526,134) | Decrease due to Department of Planning's reorganization including various transfers (\$1.7MM) to replenish Reserves negative balance, (\$95,179) to align budget, (\$90,855) to extra help for position creation; offset by expenses for additional staff members. |
| Supplies | \$75,806 | Increase due to supplies for additional staff members. |
| Capital Outlays | \$375,644 | Increase due to purchases of vehicles and computers for additional staff members. |
| Interfund / Interdepartmental Charges | \$71,603 | Increase due to motor/fuel and repair/maintenance costs transferred from Department of Planning - General Fund for additional staff members. |
| Other Costs | \$47,007 | Increase due to credit card and bank charges more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$956,073) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,820,259 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Building Permits Fund | \$1,820,259 | |
| TOTAL EXPENSES | \$1,820,259 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 37.00 | Increase due to position creations and personnel adjustments. |



OFFICE OF THE CITY SOLICITOR

Mission Statement

The mission of the Office of the City Solicitor is to persuasively represent the interests of the citizens of Atlanta in all matters brought before the Atlanta Municipal Court in a manner that is consistent with the special responsibilities of Prosecutors outlined by the State Bar of Georgia.

Core Functions

- Prosecution of Traffic, Criminal, Quasi-Criminal and City Ordinance violations.
- Alternative Prosecution Programs.
- Legal Assistance and Community Outreach through Communication, Education and Collaboration.
- Appellate Work.

Summary of Operations

The Office of the City Solicitor is the prosecuting arm for the City of Atlanta. This Office represents the citizens of Atlanta in all matters brought before the Atlanta Municipal Court. The Solicitor prosecutes all city ordinances. The Office also prosecutes traffic offenses, DUIs, and state misdemeanors such as shoplifting, possession of marijuana and underage persons in possession of alcohol. In addition to representing the citizens of Atlanta, the Office provides legal assistance to the City's administration, community groups, schools and colleges, and provides training to law enforcement.

Divisions/Office Descriptions

General Traffic and Criminal Case Division is responsible for prosecuting general traffic and criminal cases before the Atlanta Municipal Court. The prosecutors assigned to the courts prosecute criminal and civil offenses on behalf of law enforcement, city agencies, and the general public.

This division also handles all appeals arising from cases in Atlanta Municipal Court heard before the Superior Courts, the Georgia Court of Appeals, and the Georgia Supreme Court.

DUI Division is responsible for prosecuting DUI charges and all underlying traffic offenses. This division is responsible for case preparation and presentation from arraignment to bench trial.

Code Enforcement Division is responsible for prosecuting Quasi-Criminal cases and city code violations associated with Housing, Fire, Commercial Maintenance, Zoning, Sanitation, Drinking Water, Illegal Dumping, Business License, Erosion Control, Judicial In-Rem, etc.

In addition to the traditional prosecution of cases brought before Atlanta Municipal Court, the Solicitor's Office provides alternative methods of resolving traffic and criminal matters other than prosecution, thereby allowing the court to efficiently utilize resources on more serious offenses without additional costs to taxpayers:

- *Pre-trial Intervention for Traffic Offenses:* Commonly known as PTIT, provide traffic offenders an alternative to prosecution and possible conviction.
- *Pre-trial Intervention for Criminal Offenses (PTI):* Provides offenders charged with minor criminal offenses with no prior convictions or pending cases, an alternative to prosecution and possible conviction. Offenders must complete community service/ educational requirements.
- *Plea-in-Absentia:* Program offered to defendants who wish to enter a plea without appearing personally before a judge.

Other Specialty Programs: are collaborative initiatives that seek ways to prevent and reduce crime through partnerships, communication, and education.

- *Neighborhood Prosecution:* Community based initiatives with a comprehensive multi-agency approach to law enforcement, crime and community revitalization.

- *Internship Program:* This program is designed to assist undergraduate and graduate students interested in pursuing a career in law with a comprehensive hands-on overview of the legal system and the operations of a prosecutor's office.

Prosecution Support Services include Case Screening, Expungements, Records Management, Investigative and Legal Support. These areas provide pre and post adjudication legal support services which include reviewing the arrest citation to determine whether the charge can sustain prosecution before filing the case in the court system. These areas are responsible for establishing the authenticity of data indicating a violation of law by reviewing court documents, conferring with law enforcement officers, or other involved parties to the case, and service of subpoenas for appearance on cases heard in the Atlanta Municipal Court.

Goals

- Promote the fair and efficient administration of justice.
- Reduce recidivism and promote public safety by exercising prosecutorial authority in a way that effectively deters, as long as possible, the behavior that caused the initiation of the charge, which may include the following:
 - Recommend sentences
 - Add, drop or amend charges
 - Conduct trials and hearings
 - Divert cases to alternative programs
 - Transfer cases for treatment
 - Transfer cases to a higher court
 - Represent the City on appeals arising from the Atlanta Municipal Court
- Provide service, reinforce safety, and promote fiscal responsibility without adding additional costs to taxpayers.

Objectives

- To provide exemplary and effective customer service to the citizens and stakeholders of Atlanta through efficient and corrective methods of prosecution, or its alternatives.

FY2016 Accomplishments

- *PTI- Program*
The diversion program has been modified to include criminal and ordinance citations along with the traffic citations. Initiatives have been put into place that has enabled us to easily identify eligible defendants for the diversion programs. Our goal has been to make citizens aware of alternatives to resolving cases in lieu of prosecution. Therefore, only those serious violations and offenders are required to appear in court.
- *Plea in Absentia*
This procedure provides defendants who live outside the Atlanta metropolitan area the ability to resolve their cases without personally appearing in court. As a result, this process assists with the recovery of fees and fines that would likely have gone uncollected.
- *Neighborhood Prosecution*
Our endeavors continue, through partnerships with Fulton County and the U.S. Attorney's Office, to fight blight in the City of Atlanta. The alliance includes: the Code Enforcement Task Force, Westside Subcabinet, the Phoenix Project, and the City of Atlanta Code Collaborative. The Office continues to engage the communities at NPU and other public meetings.
- *Code Enforcement Collaborative*
Cooperative efforts with other City agencies to recover monies owed to the City for theft of water services.
- *Code Enforcement Diversion Program*
A new diversion program for the Disabled, Elderly, & Veterans (DEV) allows eligible defendants to pay a small participation fee and complete a Code Enforcement Seminar in lieu of in-court prosecution. After completing the program and code compliance, all fines are suspended and the case is dismissed.
- *Judicial In Rem*
Efforts continue to assist in the removal and redevelopment of blighted properties in the City through court order and tax foreclosure proceedings.

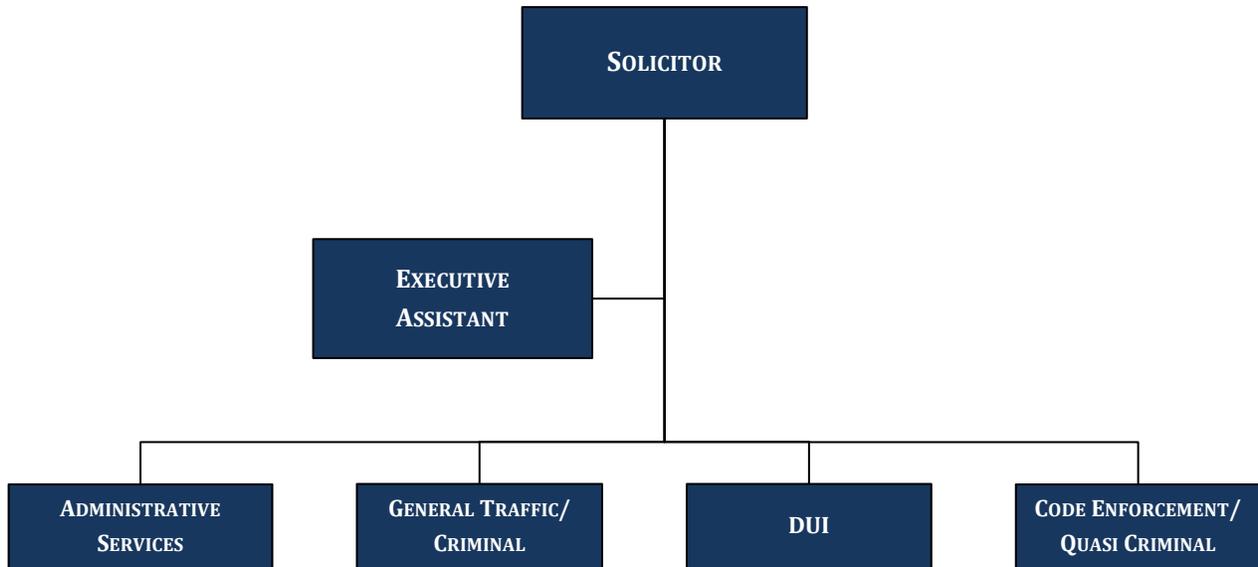
- *DUI Traffic Enforcement*
Initiated a quarterly DUI/traffic enforcement training newsletter to educate and refresh law enforcement officers in the observation and apprehension of serious traffic offenders. Through a cooperative effort, we have greatly increased efficiency by reducing the turn-around time in which to receive evidence and the identity of witnesses.

FY2017 Adopted Program Highlights

- Continue presence of the Solicitor's Office throughout the Neighborhood Prosecution Initiatives. These initiatives place prosecuting attorneys into the communities to assist in prioritizing and solving the quality of life issues that are specific to the target areas. This initiative has proven to be effective in providing a voice to the residents in how to resolve the crimes in their community and improve the citizens' sense of a safe community. In addition, these initiatives will assist law enforcement with their policing efforts.
- The Office of the City Solicitor's Code Enforcement Division will expand the use of judicial In Rem to assist with the removal of blighted properties.
- The Office will continue its collaboration with Watershed Management to prosecute cases related to water theft cases, and recover fines/fees owed to the City of Atlanta.
- The Solicitor's Office will continue its efforts in providing alternatives to traditional prosecution by using Pre-Trial Diversion Programs, and Pleas in Absentia.

ORGANIZATIONAL CHART

SOLICITOR'S OFFICE



PERFORMANCE METRICS

SOLICITOR'S OFFICE

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|-----------------------------------|------------------|------------------|------------------|------------------|
| <i>Public Safety</i> | | | | |
| Conviction rate of criminal cases | 78% | 78% | 84% | 84% |
| Criminal Diversion Participants | 1,699 | 1,278 | 1,099 | 3,000 |
| Conviction rate of traffic cases | 94% | 94% | 95% | 95% |
| Traffic Diversion Participants | 39,817 | 43,810 | 32,200 | 36,000 |
| PTI-T Fees Collected | \$5.1M | \$5.8M | \$4.5M | \$5.5M |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of The Solicitor

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|--------------------|---|--------------------|-----------------------|
| \$2,400,880 | \$3,425,473 | \$4,756,122 | Salaries, Regular | \$5,023,989 | \$267,867 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$402,467 | \$226,228 | \$29,612 | Salaries, Extra Help | \$0 | (\$29,613) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$616 | \$1,243 | \$0 | Overtime | \$244 | \$243 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$250,629 | \$432,318 | \$526,957 | Pen Cont Gen Emp Pen Fd | \$770,263 | \$243,306 |
| \$84,378 | \$120,366 | \$153,540 | Defined Contribution | \$135,138 | (\$18,402) |
| - | - | - | Workers' Compensation | - | - |
| \$346,067 | \$457,124 | \$671,638 | Other Personnel Costs | \$623,548 | (\$48,090) |
| \$3,485,037 | \$4,662,751 | \$6,137,870 | TOTAL PERSONNEL | \$6,553,182 | \$415,312 |
| | | | OTHER EXPENSES | | |
| \$18,783 | \$22,478 | \$41,967 | Purchased / Contracted Services | \$60,296 | \$18,328 |
| \$97,450 | \$145,610 | \$387,069 | Supplies | \$123,298 | (\$263,771) |
| - | \$1,467 | \$0 | Capital Outlays | \$0 | \$0 |
| \$5,929 | \$9,591 | \$7,049 | Interfund / Interdepartmental Charges | \$9,591 | \$2,542 |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$122,163 | \$179,145 | \$436,086 | TOTAL OTHER EXPENSES | \$193,185 | (\$242,901) |
| \$3,607,200 | \$4,841,897 | \$6,573,956 | TOTAL PERSONNEL AND OTHER EXPENSES | \$6,746,366 | \$172,411 |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|--------------------|---------------------------------|--------------------|-----------------------|
| \$3,607,200 | \$4,799,619 | \$6,483,101 | General Fund | \$6,662,528 | \$179,427 |
| - | \$42,278 | \$90,855 | Water & Wastewater Revenue Fund | \$83,838 | (\$7,017) |
| \$3,607,200 | \$4,841,897 | \$6,573,956 | TOTAL EXPENSES | \$6,746,366 | \$172,411 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 40.00 | 58.00 | 76.00 | Full Time Equivalent | 82.00 | 6.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$2,400,880 | \$3,383,842 | \$4,677,706 | Salaries, Regular | \$4,952,841 | \$275,135 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$402,467 | \$226,228 | \$29,612 | Salaries, Extra Help | \$0 | (\$29,613) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$616 | \$1,243 | \$0 | Overtime | \$244 | \$243 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$250,629 | \$432,318 | \$526,957 | Pen Cont Gen Emp Pen Fd | \$770,263 | \$243,306 |
| \$84,378 | \$120,366 | \$150,176 | Defined Contribution | \$132,086 | (\$18,091) |
| - | - | - | Workers' Compensation | - | - |
| \$346,067 | \$456,478 | \$662,563 | Other Personnel Costs | \$614,793 | (\$47,770) |
| \$3,485,037 | \$4,620,474 | \$6,047,015 | TOTAL PERSONNEL | \$6,470,226 | \$423,211 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$18,783 | \$22,478 | \$41,967 | Purchased / Contracted Services | \$59,413 | \$17,446 |
| \$97,450 | \$145,610 | \$387,069 | Supplies | \$123,298 | (\$263,771) |
| - | \$1,467 | - | Capital Outlays | - | - |
| \$5,929 | \$9,591 | \$7,049 | Interfund / Interdepartmental Charges | \$9,591 | \$2,542 |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$122,163 | \$179,145 | \$436,086 | TOTAL OTHER EXPENSES | \$192,302 | (\$243,784) |
| \$3,607,200 | \$4,799,619 | \$6,483,101 | TOTAL PERSONNEL AND OTHER EXPENSES | \$6,662,528 | \$179,427 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$3,607,200 | \$4,799,619 | \$6,483,101 | General Fund | \$6,662,528 | \$179,427 |
| \$3,607,200 | \$4,799,619 | \$6,483,101 | TOTAL EXPENSES | \$6,662,528 | \$179,427 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 40.00 | 58.00 | 75.00 | Full Time Equivalent | 81.00 | 6.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$275,135 | Increase due to salary and personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$29,613) | Decrease due to extra help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$243 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$243,306 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$18,091) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$47,770) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$423,211 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$17,446 | Increase due to anticipated postage for notifying defendants of Criminal Diversion eligibility. |
| Supplies | (\$263,771) | Decrease due to utilities and supplies less than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$2,542 | Increase due to motor/fuel costs more than anticipated. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$243,784) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$179,427 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|------------------|-------------|
| General Fund | \$179,427 | |
| TOTAL EXPENSES | \$179,427 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 6.00 | Increase due to six position creations for expansion of the Criminal Diversion Program. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|---|-------------|--------------------|
| | | | <i>PERSONNEL</i> | | |
| - | \$41,631 | \$78,416 | Salaries, Regular | \$71,148 | (\$7,268) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | \$3,364 | Defined Contribution | \$3,052 | (\$312) |
| - | - | - | Workers' Compensation | - | - |
| - | \$646 | \$9,075 | Other Personnel Costs | \$8,755 | (\$319) |
| - | \$42,278 | \$90,855 | TOTAL PERSONNEL | \$82,956 | (\$7,899) |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | \$883 | \$883 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | \$883 | \$883 |
| - | \$42,278 | \$90,855 | TOTAL PERSONNEL AND OTHER EXPENSES | \$83,838 | (\$7,017) |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|---------------------------------|-------------|--------------------|
| - | \$42,278 | \$90,855 | Water & Wastewater Revenue Fund | \$83,838 | (\$7,017) |
| - | \$42,278 | \$90,855 | TOTAL EXPENSES | \$83,838 | (\$7,017) |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|--------------------|
| - | - | 1.00 | Full Time Equivalent | 1.00 | - |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$7,268) | Decrease due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | (\$312) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$319) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | (\$7,899) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$883 | Increase due to training and membership fees more than anticipated. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$883 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$7,017) | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|-------------------------|--------------------|
| Water & Wastewater Revenue Fund | (\$7,017) | |
| TOTAL EXPENSES | (\$7,017) | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--------------------|
| Full Time Equivalent | - | |



BOARD OF ETHICS

Mission Statement

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

Core Functions

- Conflicts of interest
- Financial disclosure
- Ethics training

Summary of Operations

The Board of Ethics administers, interprets, and enforces the City's ethical standards of conduct and works to ensure honesty, openness, integrity, accountability, and trust in city government. The Board and its staff educate and advise City officials, employees, board members, prohibited sources, and citizens about conflicts of interest and gift rules. The Board investigates ethics complaints and brings enforcement actions for violations of the Ethics Code; and administers the financial disclosure program.

Divisions/Office Descriptions

The Board of Ethics is an independent, citizen-appointed board composed of seven city residents selected by legal, business, civic, and educational groups to serve a three-year term of office. The board renders formal advisory opinions interpreting the Code of Ethics, holds hearings on ethics complaints, determines violations of the code, and enforces the financial disclosure laws.

The Ethics Office is a four-person office headed by the Ethics Officer, who reports to the Board of Ethics. The staff provides ethics training to employees and city officials, gives advice on conflicts of interest and gift rules, investigates ethics complaints, prosecutes violations of the Code of Ethics, manages the financial disclosure system, and coordinates the ethics and compliance hotline.

Goals

- Strengthen the ethics training program for elected officials, employees and citizen appointees.
- Provide timely, consistent, and understandable advice.
- Conduct timely, thorough, and fair investigations of ethics complaints.
- Educate city officials, employees, and the general public about the Code of Ethics through a variety of media.
- Encourage and increase the timely and complete filing of financial disclosure statements.

Objectives

- Administer online ethics training course for employees.
- Answer 90 percent of all requests for advice within one week and 100 percent within one month.
- Complete ethics investigations within six months in 75 percent of all cases and resolve all new cases within one year of the filing of a complaint.
- Provide updates on ethics matters through newsletters, email blasts and website.
- Reduce delinquent filers to one percent of all persons required to file the financial disclosure statement.

FY2016 Accomplishments

- Launched E-Learning ethics course.
- Provided classroom and online ethics training to 3,501 employees, board members, and citizens and NPU officers.
- Issued two formal advisory opinions and 102 advisory emails and verbal opinions.
- Completed 10 ethics investigations; dismissed 23 non-ethics cases; opened 8 new cases and collected \$11,092.00 in fines in ethics cases.
- Achieved a successful 92 percent filing rate of city financial disclosure forms.

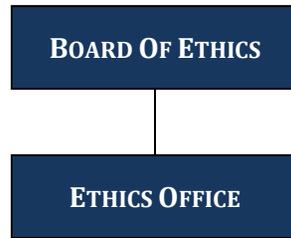
- Awarded Transparent Diamond Award to 13 departments and 28 boards with exemplary financial disclosure filing records.

FY2017 Adopted Program Highlights

- Administer e-learning ethics course citywide.
- Increase training opportunities for City officials and employees.
- Issue or update Formal Advisory Opinions.
- Develop new e-file system.
- Seek new Annual Disclosure Analyst position.

ORGANIZATIONAL CHART

BOARD OF ETHICS



PERFORMANCE METRICS

BOARD OF ETHICS

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--|------------------|------------------|------------------|------------------|
| <i>Government Excellence & Efficiency</i> | | | | |
| Ethics Training Provided | 533 | 896 | 5,000 | 3,000 |
| Written Advice Given | 100 | 97 | 100 | 100 |
| Advice Given Within One Week (Written & Verbal) | 99% | 100% | 95% | 95% |
| Ethics Investigations Completed | 13 | 7 | N/A | N/A |
| Ethics Advisories issued | 1 | 2 | 5 | 5 |
| Ethics Pledges Signed | 536 | 609 | 700 | 700 |
| Fines Collected | \$3,200 | \$12,417 | N/A | N/A |
| Financial Disclosure Timely Filers | 96% | 92% | 95% | 95% |
| Financial Disclosure Delinquent Filer Cases | 17 | 39 | N/A | N/A |





FY17 OPERATING BUDGET HIGHLIGHTS Department Of Ethics

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|------------------|---|------------------|-----------------------|
| \$296,601 | \$309,333 | \$398,659 | Salaries, Regular | \$472,134 | \$73,475 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | \$36,156 | \$22,226 | Salaries, Extra Help | \$22,226 | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| \$17,796 | \$18,560 | \$17,102 | Defined Contribution | \$20,255 | \$3,152 |
| - | - | - | Workers' Compensation | - | - |
| \$32,684 | \$34,407 | \$30,426 | Other Personnel Costs | \$39,034 | \$8,608 |
| \$347,080 | \$398,456 | \$468,414 | TOTAL PERSONNEL | \$553,649 | \$85,235 |
| | | | OTHER EXPENSES | | |
| \$59,412 | \$90,033 | \$124,855 | Purchased / Contracted Services | \$132,711 | \$7,856 |
| \$5,438 | \$12,907 | \$16,351 | Supplies | \$21,080 | \$4,729 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$603 | \$835 | \$2,000 | Other Costs | \$2,000 | \$0 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | \$200,000 | \$200,000 |
| \$65,453 | \$103,775 | \$143,206 | TOTAL OTHER EXPENSES | \$355,791 | \$212,585 |
| \$412,533 | \$502,231 | \$611,620 | TOTAL PERSONNEL AND OTHER EXPENSES | \$909,440 | \$297,820 |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|------------------|-----------------------------------|------------------|-----------------------|
| \$412,533 | \$501,722 | \$428,132 | General Fund | \$610,362 | \$182,230 |
| - | \$502 | \$91,744 | Airport Revenue Fund | \$127,409 | \$35,665 |
| - | - | - | Building Permits Fund | \$10,200 | \$10,200 |
| - | - | - | Solid Waste Services Revenue Fund | \$6,440 | \$6,440 |
| - | \$7 | \$91,744 | Water & Wastewater Revenue Fund | \$155,029 | \$63,285 |
| \$412,533 | \$502,231 | \$611,620 | TOTAL EXPENSES | \$909,440 | \$297,820 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|-----------------------|
| 3.00 | 3.00 | 4.00 | Full Time Equivalent | 5.00 | 1.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$296,601 | \$309,333 | \$279,062 | Salaries, Regular | \$330,494 | \$51,432 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | \$36,156 | \$15,558 | Salaries, Extra Help | \$15,558 | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| \$17,796 | \$18,560 | \$11,972 | Defined Contribution | \$14,178 | \$2,206 |
| - | - | - | Workers' Compensation | - | - |
| \$32,684 | \$34,407 | \$21,298 | Other Personnel Costs | \$26,381 | \$5,083 |
| \$347,080 | \$398,456 | \$327,890 | TOTAL PERSONNEL | \$386,611 | \$58,721 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$59,412 | \$89,524 | \$87,397 | Purchased / Contracted Services | \$96,661 | \$9,264 |
| \$5,438 | \$12,907 | \$11,445 | Supplies | \$13,870 | \$2,425 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$603 | \$835 | \$1,400 | Other Costs | \$1,400 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | \$111,820 | \$111,820 |
| \$65,453 | \$103,266 | \$100,242 | TOTAL OTHER EXPENSES | \$223,751 | \$123,509 |
| \$412,533 | \$501,722 | \$428,132 | TOTAL PERSONNEL AND OTHER EXPENSES | \$610,362 | \$182,230 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$412,533 | \$501,722 | \$428,132 | General Fund | \$610,362 | \$182,230 |
| \$412,533 | \$501,722 | \$428,132 | TOTAL EXPENSES | \$610,362 | \$182,230 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 3.00 | 3.00 | 2.80 | Full Time Equivalent | 3.50 | 0.70 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$51,432 | Increase due to creation of new split funded position offset by salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | \$2,206 | Increase due to personnel adjustment. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$5,083 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$58,721 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$9,264 | Increase due to hosting and technical support for the Electronic Financial Disclosure system, website maintenance, licensing for training videos and Integrity Line administration. |
| Supplies | \$2,425 | Increase due to expenses needed to administer the Financial Disclosure process, investigations and training. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$111,820 | Increase due to update and implementation of an E-file system. |
| TOTAL OTHER EXPENSES | \$123,509 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$182,230 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| General Fund | \$182,230 | |
| TOTAL EXPENSES | \$182,230 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--|
| Full Time Equivalent | 0.70 | Increase due to creation of new split funded position. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Airport Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|---|------------------|--------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | \$59,799 | Salaries, Regular | \$70,820 | \$11,021 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | \$3,334 | Salaries, Extra Help | \$3,334 | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | \$2,565 | Defined Contribution | \$3,038 | \$473 |
| - | - | - | Workers' Compensation | - | - |
| - | - | \$4,564 | Other Personnel Costs | \$6,327 | \$1,763 |
| - | - | \$70,262 | TOTAL PERSONNEL | \$83,519 | \$13,257 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | \$502 | \$18,729 | Purchased / Contracted Services | \$18,025 | (\$704) |
| - | - | \$2,453 | Supplies | \$3,605 | \$1,152 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | \$300 | Other Costs | \$300 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | \$21,960 | \$21,960 |
| - | \$502 | \$21,482 | TOTAL OTHER EXPENSES | \$43,890 | \$22,408 |
| - | \$502 | \$91,744 | TOTAL PERSONNEL AND OTHER EXPENSES | \$127,409 | \$35,665 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|-----------------------|------------------|--------------------|
| - | \$502 | \$91,744 | Airport Revenue Fund | \$127,409 | \$35,665 |
| - | \$502 | \$91,744 | TOTAL EXPENSES | \$127,409 | \$35,665 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|--------------------|
| - | - | 0.60 | Full Time Equivalent | 0.75 | 0.15 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$11,021 | Increase due to creation of new split funded position offset by salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | \$473 | Increase due to personnel adjustment. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$1,763 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$13,257 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$704) | Decrease due to consolidation of business travel and training expenses. |
| Supplies | \$1,152 | Increase due to supply, subscriptions and furniture expenses in anticipation of new hire. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$21,960 | Increase due to update and implementation of an E-file system. |
| TOTAL OTHER EXPENSES | \$22,408 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$35,665 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$35,665 | |
| TOTAL EXPENSES | \$35,665 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--|
| Full Time Equivalent | 0.15 | Increase due to creation of new split funded position. |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Building Permits Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$10,200 | Increase due to update and implementation of an E-file system. |
| TOTAL OTHER EXPENSES | \$10,200 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$10,200 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|------------------|-------------|
| Building Permits Fund | \$10,200 | |
| TOTAL EXPENSES | \$10,200 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$6,440 | Increase due to update and implementation of an E-file system. |
| TOTAL OTHER EXPENSES | \$6,440 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$6,440 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------------------|-------------------------|--------------------|
| Solid Waste Services Revenue Fund | \$6,440 | |
| TOTAL EXPENSES | \$6,440 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--------------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|---|------------------|--------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | \$59,799 | Salaries, Regular | \$70,820 | \$11,021 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | \$3,334 | Salaries, Extra Help | \$3,334 | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | \$2,565 | Defined Contribution | \$3,038 | \$473 |
| - | - | - | Workers' Compensation | - | - |
| - | - | \$4,564 | Other Personnel Costs | \$6,327 | \$1,763 |
| - | - | \$70,262 | TOTAL PERSONNEL | \$83,519 | \$13,257 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | \$7 | \$18,729 | Purchased / Contracted Services | \$18,025 | (\$704) |
| - | - | \$2,453 | Supplies | \$3,605 | \$1,152 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | \$300 | Other Costs | \$300 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | \$49,580 | \$49,580 |
| - | \$7 | \$21,482 | TOTAL OTHER EXPENSES | \$71,510 | \$50,028 |
| - | \$7 | \$91,744 | TOTAL PERSONNEL AND OTHER EXPENSES | \$155,029 | \$63,285 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|--------------|---------------------------------|------------------|--------------------|
| - | \$7 | \$91,744 | Water & Wastewater Revenue Fund | \$155,029 | \$63,285 |
| - | \$7 | \$91,744 | TOTAL EXPENSES | \$155,029 | \$63,285 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|--------------------|
| - | - | 0.60 | Full Time Equivalent | 0.75 | 0.15 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$11,021 | Increase due to creation of new split funded position offset by salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | \$473 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$1,763 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$13,257 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$704) | Decrease due to consolidation of business travel and training expenses. |
| Supplies | \$1,152 | Increase due to supply, subscriptions and furniture expenses in anticipation of new hire. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$49,580 | Increase due to update and implementation of an E-file system. |
| TOTAL OTHER EXPENSES | \$50,028 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$63,285 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|------------------|-------------|
| Water & Wastewater Revenue Fund | \$63,285 | |
| TOTAL EXPENSES | \$63,285 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | 0.15 | Increase due to creation of new split funded position. |



ATLANTA CITIZEN REVIEW BOARD

Mission Statement

Our mission is to provide the citizens of Atlanta credible, fair, and independent investigations and recommendations on Atlanta police and corrections officer misconduct complaints. Our work provides opportunities for both departments to consider policy change recommendations and correct officer behavior in order to promote the highest standards of conduct. Our aim is to lessen the possibility of urban unrest and promote public confidence in the Atlanta Police and Corrections Departments.

In order to achieve our mission, the City Council has authorized the ACRB to investigate and review cases involving the allegations of using abusive language, harassment, false imprisonment, false arrest, excessive use of force and serious bodily injury or death as a result of the actions of an officer of the Atlanta Police or Corrections departments.

Core Functions

- To improve the overall quality of Atlanta Police and Corrections Department services.
- To provide a transparent and accountable system that allows for redress of complaints by those aggrieved by police and corrections officers.
- To conduct a program of community outreach and education.
- To prevent future incidents of police or corrections misconduct and abuses of civil rights and reduce the amount of money needed to satisfy civil judgments and settlements based upon allegations of police or corrections misconduct.

Summary of Operations

This Board serves to provide redress to citizens who have filed a misconduct complaint against Atlanta police or corrections officer. In addition, the Board is charged with providing community education related to interactions with sworn officers.

A person may make a complaint to the Board and the Board may initiate an investigation when a citizen has a grievance that falls within the ACRB's authority. The staff members conduct a full independent investigation based on the complaint and report their findings to the citizen board. The Board reviews the work performed by staff and adjudicates the complaint. The Board also makes recommendations to the Chief of Police or Corrections concerning discipline, training and policy, when it is appropriate.

ACRB Composition of Board

- Board members shall have skills and experience in areas relevant to the work of the Board.
- No member of the Board shall hold any other public office or hold employment with the City of Atlanta.
- Comprised of thirteen Board members, representing the diversity of the City of Atlanta, are appointed by four Neighborhood Planning Units (NPU's), the Mayor, City Council, the President of City Council, the Gate City Bar Association, the Atlanta Bar Association, the Atlanta Business League, League of Women Voters of Atlanta, Georgia Coalition for the People's Agenda, and the Urban League of Greater Atlanta.

ACRB Staff

To enable the ACRB to conduct its work, the Board is authorized to hire its own Executive Director and appropriate investigative and administrative staff. The ACRB staff has many years of legal, investigative, police, and organizational management experience. Additional support to the Board is provided by the City Attorney.

Goals and Objectives

- The ACRB strives to provide an accessible grievance process for citizens who have been aggrieved by the actions of the Police and Corrections Departments.
- The ACRB will work with the Police and Corrections Departments in order to improve the quality of services provided to the citizens of the community.
- The ACRB will continue to provide policy and training recommendations to help improve the quality of services within the city.
- The ACRB strives to provide opportunities to inform and educate the citizens regarding the Board's purpose and services and regarding Fourth Amendment rights, as well as, other methods to peacefully interact with law enforcement.
- Implement ACRB/APD Training Plan for Board members.
- Implement new ACRB ordinance changes – new allegations, mediation program, and board governance and training.
- Continue to inform the public on officer accountability actions, issues, and trends.

FY2016 Accomplishments

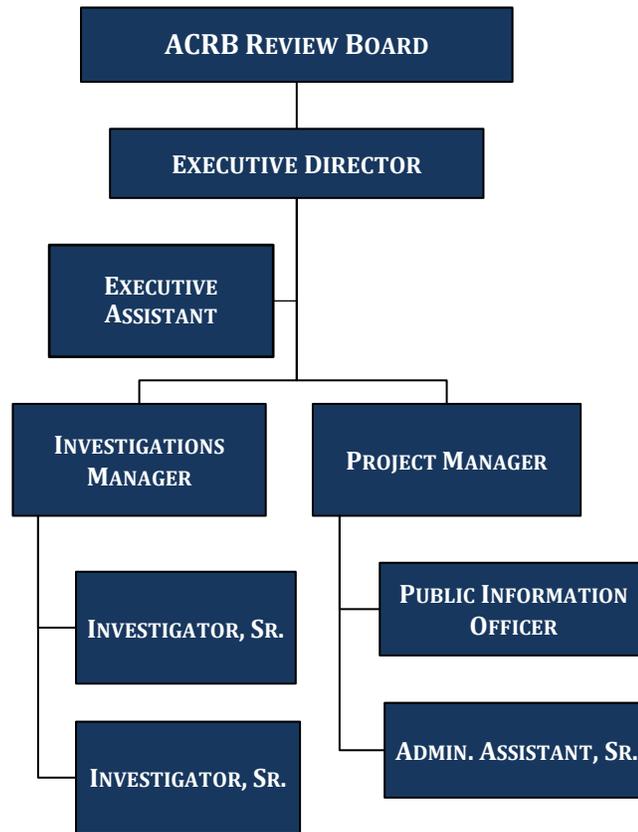
- Increased service to citizens by 28% with regard to filed complaints.
- Submitted 32 cases to APD for disciplinary decisions. Board sustained or partially sustained 29% of the 32 cases.
- Increased closed complaints by 14%.
- Maintained positive working relationships with Atlanta Police and Corrections Departments.
- Submitted major ACRB Proposed Ordinance Changes to increase effectiveness and efficiency that became law.
- Conducted "Know Your Rights" trainings.
- Advocated citizens' concerns regarding proposed APD Body-Worn Camera policies.
- More than tripled community outreach and education activities.
- Reduced Board member vacancies.
- Developed APD training for Board members.

FY2017 Adopted Program Highlights

- Increase APD policy reviews and recommendations.
- Continue to grow outreach and education program.
- Reduce investigation timelines.
- Increase the number of closed investigations.
- Continue with studies and make recommendations related to APD and ACRB sustained complaints, False Arrest, and Discipline.
- Establish Board Training Program.

ORGANIZATIONAL CHART

ATLANTA CITIZEN REVIEW BOARD



PERFORMANCE METRICS

ATLANTA CITIZEN REVIEW BOARD

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|---|------------------|------------------|------------------|------------------|
| Public Safety | | | | |
| Number of Complaints | 124 | 123 | 158 | 174 |
| Dismissals | 73 | 88 | 124 | 86 |
| Average Number of Investigative Days | 127 | 138 | 184 | 120 |
| Board Sustained Rate | 45% | 22% | 29% | N/A |
| Chief's Discipline on Sustained ACRB Complaints | 25% | 50% | 11% | 75% |
| Cases Closed | 24 | 28 | 32 | 36 |
| Community Engagement Activities | 17 | 36 | 174 | 150* |

*Focusing on more targeted events





FY17 OPERATING BUDGET HIGHLIGHTS
Atlanta Citizens Review Board
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|------------------|---|------------------|--------------------|
| | | | <i>PERSONNEL</i> | | |
| \$255,412 | \$327,858 | \$479,692 | Salaries, Regular | \$484,690 | \$4,999 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$11,616 | \$36,187 | \$500 | Salaries, Extra Help | - | (\$500) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$4,214 | \$30,315 | \$58,445 | Pen Cont Gen Emp Pen Fd | \$64,895 | \$6,450 |
| \$14,644 | \$17,571 | \$20,579 | Defined Contribution | \$20,793 | \$214 |
| - | - | - | Workers' Compensation | - | - |
| \$19,847 | \$30,744 | \$70,355 | Other Personnel Costs | \$64,599 | (\$5,756) |
| \$305,733 | \$442,675 | \$629,571 | TOTAL PERSONNEL | \$634,978 | \$5,407 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$83,427 | \$127,257 | \$110,026 | Purchased / Contracted Services | \$110,026 | - |
| \$17,514 | \$16,537 | \$19,779 | Supplies | \$19,779 | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$625 | \$4,729 | \$7,933 | Other Costs | \$24,932 | \$16,999 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$101,567 | \$148,522 | \$137,738 | TOTAL OTHER EXPENSES | \$154,737 | \$16,999 |
| \$407,299 | \$591,197 | \$767,309 | TOTAL PERSONNEL AND OTHER EXPENSES | \$789,715 | \$22,406 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FY16 FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-------------------------|-------------------------|------------------|-----------------------|------------------|--------------------|
| \$407,299 | \$591,197 | \$767,309 | General Fund | \$789,715 | \$22,406 |
| \$407,299 | \$591,197 | \$767,309 | TOTAL EXPENSES | \$789,715 | \$22,406 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|------|------|------|---------------------------|------|--------------------|
| 4.00 | 6.00 | 8.00 | Full Time Equivalent | 8.00 | - |



FY17 OPERATING BUDGET HIGHLIGHTS
Atlanta Citizens Review Board
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$4,999 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$500) | Decrease due to conversion of extra help to full time. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$6,450 | Increase due to pension rate adjustment. |
| Defined Contribution | \$214 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$5,756) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$5,407 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$16,999 | Increase due to \$14,499 for Board Members stipend expenses for monthly meetings along with five training sessions and \$2,500 for Witness Fees for any law enforcement officer - Ordinance #16-O-1072 in the amount of \$25.00 per officer. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$16,999 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$22,406 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|------------------|-------------|
| General Fund | \$22,406 | |
| TOTAL EXPENSES | \$22,406 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |

CITY AUDITOR'S OFFICE

Mission Statement

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in city government.

Core Functions

- Conducting audits and investigations to support legislative oversight and public accountability.
- Making recommendations to management to foster improvements in effectiveness of results, efficiency of operations, risk management, compliance, and controls.
- Assisting the Audit Committee in its oversight of the City's annual financial audit and its coordination of all internal and external audit activities, as required by the City Charter.

Summary of Operations

Under direction of the City's Audit Committee, the City Auditor conducts audits of whether City activities and programs comply with applicable laws and regulations, achieve intended results and benefits, use resources economically and efficiently, and operate with adequate systems of internal control. The office provides objective information and recommendations through audit reports, memoranda, and presentations. Audit topics are selected through risk assessment, City Council requests, and management requests. Topics may also include prospective analyses of proposed legislation and policies. Audit recommendations address safeguarding assets, streamlining processes, revenue collection, contract management, monitoring and reporting functions, and compliance.

The Audit Committee includes audit, finance, and management professionals appointed by the City Council as a whole, the Council President, and the Mayor. The Committee appoints and supervises the City Auditor, approves the annual audit plan and completed audit reports, oversees the City's annual financial audit, and undertakes other

activities as resources allow and as consistent with its authority under the City Charter.

The City Auditor's Office includes audit staff skilled in performance, information technology, financial, and compliance auditing. Auditors work in teams to set audit objectives and design analysis to meet the objectives, following generally accepted government audit standards. Staff backgrounds include education and experience in business and public administration, public policy analysis, quantitative research methods, management, accounting, social sciences, law and information technology. Staff members hold professional certifications in internal auditing, government auditing, information systems auditing, public accounting and fraud examination. The office procures professional services as necessary to perform audits that require specialized expertise. The office also includes a financial investigator who conducts administrative investigations based on audit results, hotline complaints, and other sources.

FY2016 Accomplishments

Audit Reports (released and forthcoming in FY2016)

- Building Permits
- Compensation
- Work Order Management
- Financial Disclosures
- Accounts Receivable
- Defined Contribution Retirement Plan
- Airport Concessions
- Segregation of Duties in Oracle
- Renew Atlanta Projects: Review of Contract Terms

Investigations

- Hiring an experienced CPA and certified fraud examiner has allowed us to re-orient our investigative function to focus on financial and compliance risks and allegations. Investigations arise from Integrity Line calls,

tips through our website, and other sources. We also use continuous monitoring queries in Oracle to identify patterns of transactions that indicate the potential for noncompliance, abuse, or fraud. Plans for fraud awareness training in city departments and at Lunch & Learn sessions are in the works.

Audit Quality

- The office successfully underwent its fourth quality assurance review (“peer review”) in November 2015. Every three years a review team comprising experienced auditors from three other local government audit organizations does an on-site review of our audit work and processes. Each review has concluded that we comply with government audit standards, making positive comments about our operations, such as our well-trained staff and reader-friendly reports.

Audit Committee, Council and Management Assistance

- Managed FY2016 financial audit contract, facilitated communication among audit committee, financial audit firm, city finance staff, and City Council; also assisted the audit committee in its assessment and final renewal recommendation for the audit contract.
- Assisting the Mayor’s Office of Innovation Delivery and Performance by reviewing the Fleet Services employees’ proposal for consideration by the Managed Competition Review Board.

FY2017 Adopted Program Highlights

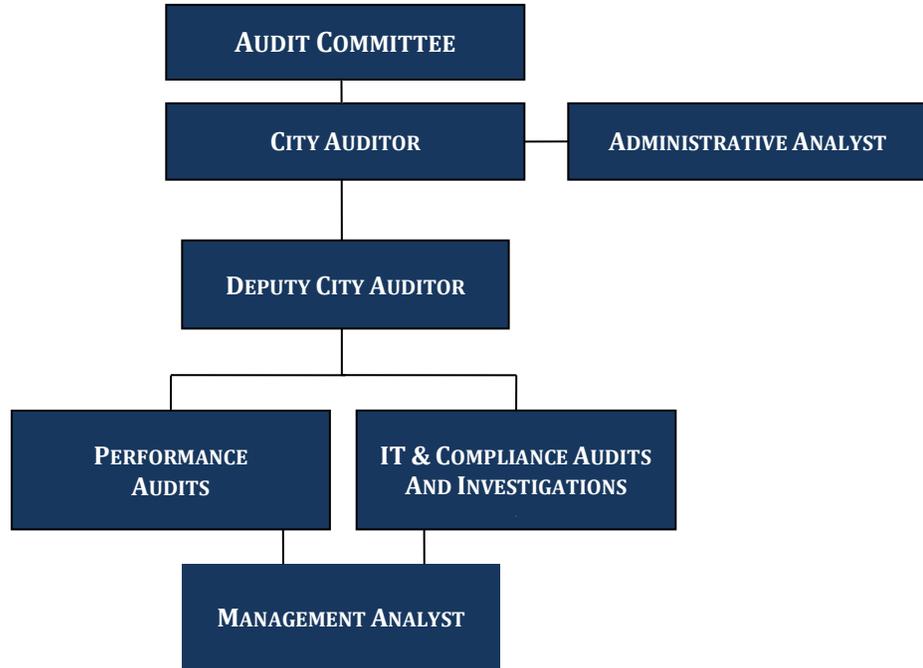
- Upcoming audits include:
 - Pavement Condition
 - Annual Contracts
 - Water Loss
 - Cash Management in Parks and Recreation
- To combat high staff turnover in the last several years, we revamped our approach to recruitment and worked with HR staff to assess audit staff compensation, making comparisons to other audit organizations as well as to other positions in the City of

Atlanta. We expect to be fully staffed no later than the end of first quarter FY2017.

- Audit Committee solicitation of proposals and recommendation to City Council on selection of the city’s financial audit firm: the current contract with KPMG will end with completion of the FY2016 financial audit. The Audit Committee will implement City Charter provisions adopted in 2013, developing a request for proposals and selection criteria, forming a subcommittee to evaluate proposals, and recommending a firm to the City Council for a multi-year contract to conduct the annual audit beginning with the FY2017 financial statements.
- The City Auditor’s Office, in partnership with other local government auditors in the Atlanta area, will host the Association of Local Government Auditors (ALGA) annual conference in May 2017. The conference typically attracts several hundred city, county and special district auditors, primarily from the US and Canada. We’re excited to bring the conference to downtown Atlanta for the first time in ALGA’s 29-year history.

ORGANIZATIONAL CHART

AUDITOR'S OFFICE



PERFORMANCE METRICS

AUDITOR'S OFFICE

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--|------------------|------------------|------------------|------------------|
| <i>Government Excellence and Efficiency</i> | | | | |
| Average staff hours per audit | 1,400 | 1,600 | 1,300 | 1,400 |
| Recommendation agreement rate | 90% | 97% | 95% | 95% |





FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Audit

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|--------------------|---|--------------------|-----------------------|
| \$864,611 | \$970,463 | \$1,269,955 | Salaries, Regular | \$1,408,700 | \$138,746 |
| \$4,500 | \$10,080 | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$30,893 | \$26,016 | \$69,919 | Salaries, Extra Help | \$0 | (\$69,919) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | \$135 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$15,037 | \$13,736 | \$34,283 | Pen Cont Gen Emp Pen Fd | \$17,588 | (\$16,696) |
| \$48,580 | \$55,436 | \$49,508 | Defined Contribution | \$58,249 | \$8,741 |
| - | - | - | Workers' Compensation | - | - |
| \$88,598 | \$98,645 | \$145,577 | Other Personnel Costs | \$141,324 | (\$4,254) |
| \$1,052,220 | \$1,174,512 | \$1,569,243 | TOTAL PERSONNEL | \$1,625,861 | \$56,618 |
| OTHER EXPENSES | | | | | |
| \$1,255,568 | \$1,438,024 | \$2,298,973 | Purchased / Contracted Services | \$2,303,391 | \$4,418 |
| \$8,493 | \$16,171 | \$23,493 | Supplies | \$23,721 | \$228 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$1,604 | \$3,433 | \$4,400 | Other Costs | \$4,400 | \$0 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$1,265,665 | \$1,457,628 | \$2,326,867 | TOTAL OTHER EXPENSES | \$2,331,513 | \$4,646 |
| \$2,317,885 | \$2,632,140 | \$3,896,109 | TOTAL PERSONNEL AND OTHER EXPENSES | \$3,957,373 | \$61,264 |

| FY14 ACTUAL EXPENDITURES | FY15 ACTUAL EXPENDITURES | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|-----------------------------|-----------------------------|--------------------|---------------------------------|--------------------|-----------------------|
| \$1,050,153 | \$1,288,132 | \$1,768,098 | General Fund | \$1,804,811 | \$36,713 |
| \$643,749 | \$780,180 | \$1,082,766 | Airport Revenue Fund | \$1,095,247 | \$12,481 |
| \$623,983 | \$563,828 | \$1,045,246 | Water & Wastewater Revenue Fund | \$1,057,316 | \$12,070 |
| \$2,317,885 | \$2,632,140 | \$3,896,109 | TOTAL EXPENSES | \$3,957,373 | \$61,264 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 11.00 | 13.00 | 16.00 | Full Time Equivalent | 16.00 | 0.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$570,634 | \$652,581 | \$787,372 | Salaries, Regular | \$873,394 | \$86,022 |
| \$2,969 | \$8,122 | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$20,499 | \$17,249 | \$43,349 | Salaries, Extra Help | - | (\$43,349) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | \$89 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$9,952 | \$8,768 | \$21,256 | Pen Cont Gen Emp Pen Fd | \$10,904 | (\$10,351) |
| \$32,064 | \$37,341 | \$30,695 | Defined Contribution | \$36,114 | \$5,419 |
| - | - | - | Workers' Compensation | - | - |
| \$58,476 | \$66,989 | \$90,258 | Other Personnel Costs | \$84,802 | (\$5,455) |
| \$694,594 | \$791,139 | \$972,930 | TOTAL PERSONNEL | \$1,005,215 | \$32,286 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$348,071 | \$483,438 | \$777,802 | Purchased / Contracted Services | \$781,810 | \$4,007 |
| \$6,217 | \$10,789 | \$14,566 | Supplies | \$14,986 | \$420 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$1,271 | \$2,765 | \$2,800 | Other Costs | \$2,800 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$355,559 | \$496,993 | \$795,168 | TOTAL OTHER EXPENSES | \$799,596 | \$4,427 |
| \$1,050,153 | \$1,288,132 | \$1,768,098 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,804,811 | \$36,713 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$1,050,153 | \$1,288,132 | \$1,768,098 | General Fund | \$1,804,811 | \$36,713 |
| \$1,050,153 | \$1,288,132 | \$1,768,098 | TOTAL EXPENSES | \$1,804,811 | \$36,713 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 7.26 | 8.60 | 9.92 | Full Time Equivalent | 9.92 | - |



FY17 OPERATING BUDGET HIGHLIGHTS

Department Of Audit General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$86,022 | Increase due to internal equity adjustments and salary increases for certifications. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$43,349) | Decrease due to extra help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$10,351) | Decrease due to personnel adjustments. |
| Defined Contribution | \$5,419 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$5,455) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$32,286 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$4,007 | Increase due to audit fee increase and training for new employees. |
| Supplies | \$420 | Increase due to hardware replacement and software licenses. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$4,427 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$36,713 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|------------------|-------------|
| General Fund | \$36,713 | |
| TOTAL EXPENSES | \$36,713 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Airport Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$146,983 | \$158,940 | \$241,291 | Salaries, Regular | \$267,653 | \$26,362 |
| \$765 | \$979 | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$5,170 | \$4,384 | \$13,285 | Salaries, Extra Help | - | (\$13,285) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | \$23 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$2,499 | \$2,343 | \$6,514 | Pen Cont Gen Emp Pen Fd | \$3,342 | (\$3,172) |
| \$8,258 | \$9,047 | \$9,407 | Defined Contribution | \$11,067 | \$1,661 |
| - | - | - | Workers' Compensation | - | - |
| \$15,060 | \$15,828 | \$27,660 | Other Personnel Costs | \$28,261 | \$601 |
| \$178,736 | \$191,543 | \$298,156 | TOTAL PERSONNEL | \$310,323 | \$12,166 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$463,601 | \$585,650 | \$779,346 | Purchased / Contracted Services | \$779,756 | \$411 |
| \$1,229 | \$2,653 | \$4,464 | Supplies | \$4,368 | (\$96) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$183 | \$334 | \$800 | Other Costs | \$800 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$465,013 | \$588,637 | \$784,609 | TOTAL OTHER EXPENSES | \$784,924 | \$315 |
| \$643,749 | \$780,180 | \$1,082,766 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,095,247 | \$12,481 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$643,749 | \$780,180 | \$1,082,766 | Airport Revenue Fund | \$1,095,247 | \$12,481 |
| \$643,749 | \$780,180 | \$1,082,766 | TOTAL EXPENSES | \$1,095,247 | \$12,481 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 1.87 | 2.20 | 3.04 | Full Time Equivalent | 3.04 | - |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$26,362 | Increase due to internal equity adjustments and salary increases for certifications. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$13,285) | Decrease due to extra help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$3,172) | Decrease due to personnel adjustment. |
| Defined Contribution | \$1,661 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$601 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$12,166 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$411 | Increase due to audit fee increase and training for new employees. |
| Supplies | (\$96) | Decrease due to supply pricing for aviation auditing work. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$315 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$12,481 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$12,481 | |
| TOTAL EXPENSES | \$12,481 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|----------------------------------|-------------------------|--------------------|
| Full Time Equivalent | - | |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Water & Wastewater Revenue Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$146,994 | \$158,943 | \$241,291 | Salaries, Regular | \$267,653 | \$26,362 |
| \$765 | \$979 | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$5,224 | \$4,384 | \$13,285 | Salaries, Extra Help | - | (\$13,285) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | \$23 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$2,586 | \$2,625 | \$6,514 | Pen Cont Gen Emp Pen Fd | \$3,342 | (\$3,172) |
| \$8,258 | \$9,048 | \$9,407 | Defined Contribution | \$11,067 | \$1,661 |
| - | - | - | Workers' Compensation | - | - |
| \$15,061 | \$15,829 | \$27,660 | Other Personnel Costs | \$28,261 | \$601 |
| \$178,889 | \$191,830 | \$298,156 | TOTAL PERSONNEL | \$310,323 | \$12,166 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$443,897 | \$368,936 | \$741,826 | Purchased / Contracted Services | \$741,826 | \$0 |
| \$1,047 | \$2,729 | \$4,464 | Supplies | \$4,368 | (\$96) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$150 | \$334 | \$800 | Other Costs | \$800 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$445,094 | \$371,999 | \$747,089 | TOTAL OTHER EXPENSES | \$746,993 | (\$96) |
| \$623,983 | \$563,828 | \$1,045,246 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,057,316 | \$12,070 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---------------------------------|------------------------|-------------------------------|
| \$623,983 | \$563,828 | \$1,045,246 | Water & Wastewater Revenue Fund | \$1,057,316 | \$12,070 |
| \$623,983 | \$563,828 | \$1,045,246 | TOTAL EXPENSES | \$1,057,316 | \$12,070 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 1.87 | 2.20 | 3.04 | Full Time Equivalent | 3.04 | - |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$26,362 | Increase due to internal equity adjustments and salary increases for certifications. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$13,285) | Decrease due to extra help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$3,172) | Decrease due to personnel adjustment. |
| Defined Contribution | \$1,661 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$601 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$12,166 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$0 | |
| Supplies | (\$96) | Decrease due to supply pricing for watershed auditing work. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$96) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$12,070 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|---------------------------------|------------------|-------------|
| Water & Wastewater Revenue Fund | \$12,070 | |
| TOTAL EXPENSES | \$12,070 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



PUBLIC DEFENDER

Mission Statement

The mission of the Public Defender's Office is to provide a zealous legal defense to persons charged with offenses before the Atlanta Municipal Court. Legal representation includes expert analysis of the charges, development of effective defense strategies, and holistic attention to collateral issues that can influence unlawful conduct. We seek partnerships with community based providers to ensure that accountability in the criminal justice system includes restorative measures that can improve the quality of life for the client and public safety in the community.

Vision Statement

Central to the mission of the Public Defender's Office is the core belief in the constitutional guarantees of due process and equal protection under the law. Defending the client in court is paramount. Criminal convictions and the stigma that will forever follow a person with a criminal record can have devastating consequences that can substantially impact the ability to live a lawful life. Securing good jobs and safe places to live can easily become out of reach. The team at the Public Defender's Office works zealously to guarantee the indigent client is afforded the highest degree of due process, equal protection, and advocacy in the Atlanta Municipal Court.

Collateral to vigorous assistance of counsel in the courtroom is the core belief that unlawful conduct can be a symptom of a disorder, disease or other human condition that requires qualified care. If qualified care is received, the symptom of unlawful conduct can subside or be eradicated. Consequently, the client's involvement with the criminal justice system is minimized, the quality of life for the client and the community where he or she lives improves, and public safety in the community is elevated. The team at the Public Defender's Office believes that addressing the underlying reason why some clients may engage in unlawful conduct is also tantamount to

achieving sustainable improvements for our clients and the communities where they live.

Summary of Operations

The Office of the Public Defender provides criminal defense services to indigent defendants who are accused of violating Atlanta city ordinances, and misdemeanor traffic laws. Public Defenders provide counsel at all phases of litigation, from point of arrest, through trial and includes appellate representation in the higher courts of Georgia. The office is also dedicated to therapeutic justice; addressing underlying reasons for unlawful conduct such as mental illness and drug addiction. Attorneys and client advocates in the department seek out treatment services for clients in need. Clients are linked to mental health facilities, drug rehabilitation centers, state and federal assistance with basic needs such as housing, food, education and jobs. The office also partners with Atlanta schools, City of Refuge, AWDA, training agencies and outreach centers; investing in the future of Atlanta's youth and men and women working to restore their lives.

FY2016 Accomplishments

- **Office relocation and resource expansion**
The Public Defender's Office has relocated to 236 Forsyth Street S.W., a short distance from the Municipal Court and Atlanta Detention Center. The new office includes a client resource center and training space that supports clients seeking housing, employment and education.
- **Municipal Court Public Defender Network**
Atlanta's Public Defender Office has been nationally recognized as a leader among municipal court defense systems. With the support of the National Legal Aid and Defender Association, this department has coordinated defenders from across the

country to collaborate and work toward enhancing access with the counsel in municipal court systems and providing best practices training throughout the nation.

- **Community Outreach**

The department has engaged with communities this year to provide education to Atlanta's youth that fosters an understanding of the criminal justice system. Know Your Rights presentations and local gatherings provide access to lawyers who can answer questions and guide youth as they develop into young adults in Atlanta.

- **Public Service Career Development**

The office of the Public Defender has a robust externship program designed to inspire public service careers. Law schools and universities send us their students to learn about holistic defense. Our goal is to inspire and teach future public defenders and advocates. We partner with Emory University School of Law; Georgia State University, College of Law; John Marshall Law School; and Georgia State University - School of Social Work.

- **S.E.E.D.S.**

Strategies for Empowerment, Education, Development and Sustainability. The Public Defender office has continued in FY16 to provide an intervention and recovery connections program called SEEDS. This program is an evidence based strategy for empowering women serving time at the Atlanta City Detention Center to seek recovery assistance upon release from jail. Female offenders are exposed to compassionate examinations of life circumstances, therapeutic interventions, and are provided with connections to case management/recovery services upon release.

- **Homeless Connections**

The department has continued its partnership with the Continuum of Care/Partners for Home, Innovation Delivery Team in FY16. The Public Defender identifies everyone in jail who is homeless on a daily basis and links them to housing and social services prior to release from jail.

- **Grant Recipient - U.S. Department of Justice Holistic Advocacy Grant**

The technical assistance grant awarded to the City of Atlanta Office of the Public Defender in 2013 has continued to build upon the establishment of a holistic business process for the office. New community partnerships have been forged that support social service needs and the office has continued to expand service provisions in the community.

- **City of Refuge**

The department maintains a satellite office at the City of Refuge in Vine City where clients can meet with counsel and receive services without having to travel to the main office. Residents of Vine City take advantage of public defender services directly inside their community. Women who are currently receiving recovery care from the City of Refuge are also provided with referral assistance to various agencies that can support collateral needs.

- **Special Clients Unit**

The implementation of Holistic Strategies, as advised by the U.S. Department of Justice, has continued to be a focus in FY16. Post court disposition, clients identified through internal processes as requiring special accommodations receive sustainability care. In conjunction with social service agencies, members of the community at large, and a client's family, a positive support system and case management plan is developed with the client's participation. The client is empowered to sustain recovery plans and work toward an improved quality of life.

- **Record Restriction/Pardon Program**

Individuals with a criminal history typically find difficulty acquiring stable employment, securing housing, receiving a loan, and/or obtaining educational opportunities. The choice to live a lawful life and participate as a valued member of society can be significantly frustrated because of past mistakes. The Public Defender team has conducted workshops and educational seminars throughout Atlanta social service agencies. Atlanta residents have received information and assistance with submitting record restriction applications and pardon letters this fiscal year.

FY2017 Adopted Program Highlights

- **Rebranding**

The department will continue redefining Public Defense as it continues to provide legal representation and assistance with navigating social service needs. In 2011, former Chief Justice Leah Ward Sears recommended the adoption of holistic practices by Public Defender Offices across the state. She recognized offices like the Bronx Public Defender and Knox County Public Defender for their work in achieving holistic solutions that not only improved the quality of life for defendants, but also significantly impacted public safety by reducing crime and the billion dollar price tags associated with policing and punishment. The City of Atlanta Public Defender will continue to address the underlying needs of all clients and identify solutions for them by linking with services providers in the community who can help.

- **Back to Work Advocacy**

The department will partner with AWDA and non-profit job readiness and career development training agencies to support clients seeking employment. Service support will include assistance with criminal Record Restriction applications that can remove barriers to employment.

- **Development of a Fatherhood program for Atlanta youth**

In support of Mayor Reed's initiatives to enhance public safety, youth development and human capital in Atlanta, the office will support and partner in the establishment of a fatherhood program designed to promote parenting education and employment skills.

- **Homeless Solutions**

The Public Defender's Office will continue to seek homeless services for clients, linking them not only to safe housing, but also to services designed to sustain healthy living.

- **Mental Health**

Clients afflicted with mental illness will continue to be a major focus of the department. The office will partner with the City of Atlanta Detention Center to work closely with incarcerated mentally ill clients

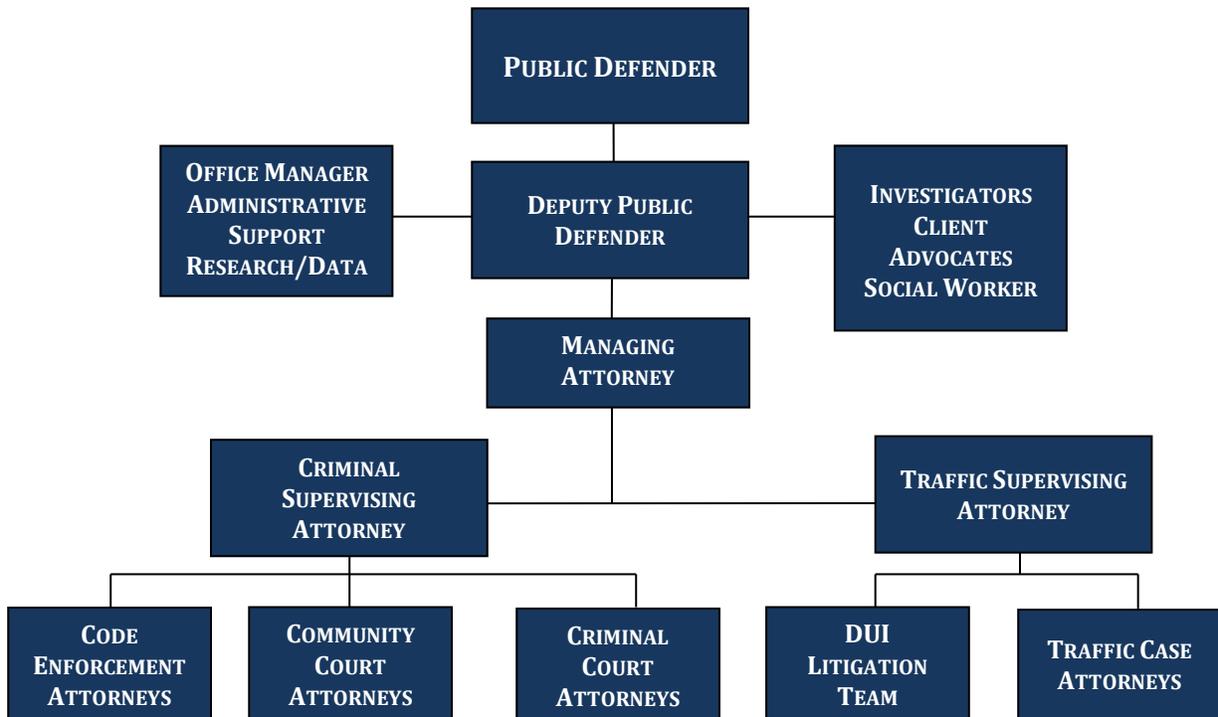
in linking them to sustainable and managed healthcare in the community.

- **National Conference of Municipal Court Public Defenders**

With the support of the National Legal Aid and Defender Association, the department will convene a national conference to support the work of effective assistance of counsel at the municipal level. Best practices training by the department will include program models developed by this office.

ORGANIZATIONAL CHART

PUBLIC DEFENDER



PERFORMANCE METRICS

PUBLIC DEFENDER

| PERFORMANCE MEASURE | FY2014 ACTUAL | FY2015 ACTUAL | FY2016 TARGET | FY2017 TARGET |
|--|------------------|------------------|------------------|------------------|
| <i>Public Safety</i> | | | | |
| Total # of cases assigned to Public Defender | 27,408 | 30,344 | 28,188 | 28,000 |
| % of cases resolved at first appearance | 58% | 55% | 52% | 51% |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Public Defender
General Fund

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,022,523 | \$1,604,324 | \$2,417,828 | Salaries, Regular | \$2,436,541 | \$18,713 |
| \$3,361 | \$22,039 | \$11,149 | Salaries, Perm Part-Time | \$10,373 | (\$776) |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | \$57,838 | \$57,838 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | \$562 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$111,058 | \$146,418 | \$213,880 | Pen Cont Gen Emp Pen Fd | \$236,447 | \$22,567 |
| \$41,945 | \$74,871 | \$91,330 | Defined Contribution | \$88,200 | (\$3,130) |
| - | - | - | Workers' Compensation | - | - |
| \$130,071 | \$191,606 | \$336,440 | Other Personnel Costs | \$309,688 | (\$26,752) |
| \$1,308,958 | \$2,039,819 | \$3,070,627 | TOTAL PERSONNEL | \$3,139,087 | \$68,460 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$173,080 | \$214,825 | \$352,232 | Purchased / Contracted Services | \$362,217 | \$9,985 |
| \$101,194 | \$62,622 | \$68,128 | Supplies | \$85,103 | \$16,974 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$274,274 | \$277,447 | \$420,360 | TOTAL OTHER EXPENSES | \$447,319 | \$26,959 |
| \$1,583,232 | \$2,317,267 | \$3,490,987 | TOTAL PERSONNEL AND OTHER EXPENSES | \$3,586,406 | \$95,419 |

| FY14 ACTUAL EXPENDITURE | FY15 ACTUAL EXPENDITURE | FY16 ADOPTED | FUND | FY17 BUDGET | VARIANCE FY17-FY16 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$1,583,232 | \$2,317,267 | \$3,490,987 | General Fund | \$3,586,406 | \$95,419 |
| \$1,583,232 | \$2,317,267 | \$3,490,987 | TOTAL EXPENSES | \$3,586,406 | \$95,419 |

| FY14 | FY15 | FY16 | AUTHORIZED POSITION COUNT | FY17 | VARIANCE FY17-FY16 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 18.00 | 31.00 | 38.00 | Full Time Equivalent | 40.00 | 2.00 |



FY17 OPERATING BUDGET HIGHLIGHTS
Department Of Public Defender
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (17-16) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$18,713 | Increase due to personnel adjustments. |
| Salaries, Perm Part-Time | (\$776) | Decrease due to reduction in perm part-time salaries. |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$57,838 | Increase due to extra help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$22,567 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$3,130) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$26,752) | Decrease due to health rate adjustment. |
| TOTAL PERSONNEL | \$68,460 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$9,985 | Increase due to lease for office space. |
| Supplies | \$16,974 | Increase due to supplies more than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$26,959 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$95,419 | |

| FUND | VARIANCE (17-16) | EXPLANATION |
|-----------------------|------------------|-------------|
| General Fund | \$95,419 | |
| TOTAL EXPENSES | \$95,419 | |

| AUTHORIZED POSITION COUNT | VARIANCE (17-16) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | 2.00 | Increase due to the creation of two new positions. |

CAPITAL
PROJECT
STATUS
SUMMARIES

CAPITAL PROJECT STATUS OVERVIEW

NON-RECURRING CAPITAL EXPENDITURES

BOND/RENEWAL & EXTENSION/SPECIAL REVENUE FUNDS

GRANTS

TRUST FUNDS

ADOPTED BUDGET
FY 2017



CAPITAL PROJECT STATUS OVERVIEW

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

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

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

Project costs include all phases of a project, including planning, design, utility relocation, right of way acquisition, etc. All phases of the project are budgeted in a Capital Projects Fund. The City of Atlanta develops its capital projects budget based on its Capital improvements Program process. Requests for capital projects from City departments should include the estimated impact that these projects will have, if any, on current and future operating budgets.

The initial acquisition cost of the project plus any operating expenditures to be incurred over the lifetime of the facility or equipment are reviewed and taken into consideration during the process of budget recommendations, budget proposal, and final budget approval by the City Council. Capital projects that are intended for repairs and/or minor improvements of existing facilities or equipment usually do not carry significant operating impacts.

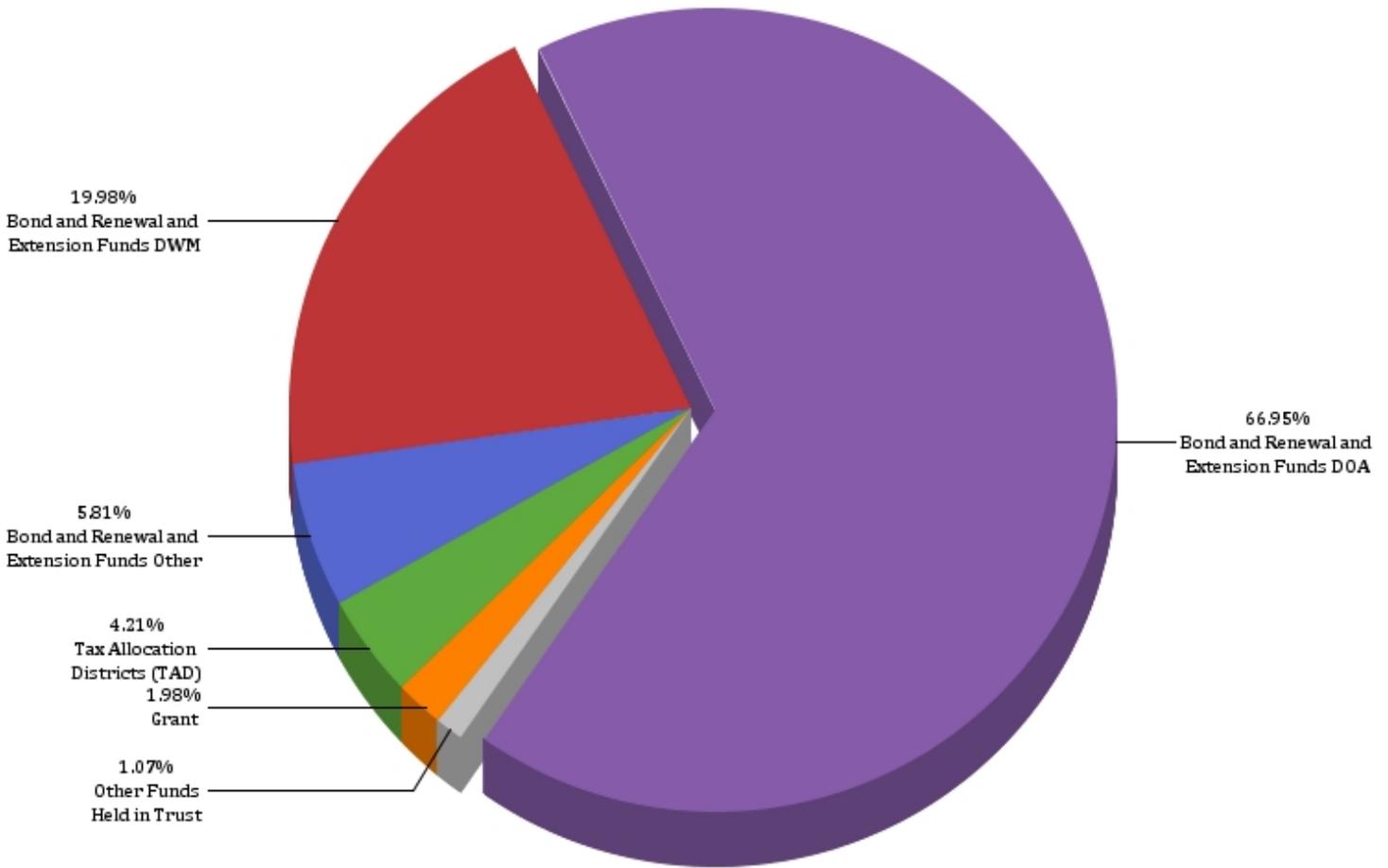
Major capital projects that are intended for the construction of new facilities, major renovation projects, or the acquisition of expensive equipment, may require additional maintenance and operating expenses, the hiring of new personnel, or the issuance and repayment of debt. The impact on operations (net of measurable savings) of approved projects is included by city departments in their operating budget requests and the final FY 2017 approved operating budget.

A capital project may be divided into various cost centers for accounting purposes. Each center represents the budgeting of funds for a particular project by an organizational unit within a fund. The capital budget status report provides the fund summary and detailed anticipations and appropriations. A list of all projects (detailed appropriations) has been included as well.

The FY2017 to FY2021 budget provides the status of active capital projects that are new or will continue from the previous fiscal year. It is based on the FY2016 projected, roll-forward balance plus any additional funding from new bonds or interest. For FY2017, the capital projects projected expenditure amount totals \$4.6B, and the funding by source is depicted on the next page.

A few of the items listed in the Capital section will have an operating impact. These items include the public safety vehicles and equipment that are budgeted as an operating transfer from the General Fund to the Capital Finance Fund.

FY17 By Funding Source



| | FY17 Projected |
|--|-------------------------------|
| Bond and Renewal and Extension Funds DOA | \$3,068,515,988 |
| Bond and Renewal and Extension Funds DWM | \$916,012,075 |
| Bond and Renewal and Extension Funds Other | \$266,391,448 |
| Tax Allocation Districts (TAD) | \$193,092,011 |
| Grant | \$90,652,392 |
| Other Funds Held in Trust | \$48,877,733 |
| Total | <u>\$4,583,541,647</u> |

Since we have not received audited numbers, certain budgets may be amended at a later date.

CAPITAL PROJECT STATUS OVERVIEW

| | FY17 Projected | FY18 Projected | FY19 Projected | FY20 Projected | FY21 Projected |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Special Revenue/Bonds/Renewal & Extension Funds | | | | | |
| Atlantic Station Tad Fund | 31,477,907 | 17,090,461 | 17,428,911 | 17,948,778 | 18,484,240 |
| Westside Tad Fund | 75,099,621 | 13,838,552 | 14,413,987 | 14,640,124 | 15,267,671 |
| Nw Atlanta Tad Fund | 9,950,630 | 4,338,597 | 2,903,062 | 3,057,795 | 3,217,171 |
| Princeton Lakes Tad Fund | 1,954,997 | 2,017,502 | 2,078,438 | 2,141,202 | 2,205,848 |
| Eastside Tad Fund | 35,865,962 | 11,833,818 | 12,517,074 | 13,220,828 | 13,945,695 |
| Atlanta Beltline Tad | 32,827,254 | 23,114,105 | 23,621,018 | 24,621,018 | 26,180,674 |
| Campbellton Road Tad Fund | 1,780,588 | 20,150 | 10,305 | 21,464 | 67,072 |
| Hollowell/M.L. King Tad Fund | 2,581,447 | 362,359 | 384,149 | 406,375 | 429,046 |
| Metropolitan Parkway Tad Fund | 1,512,800 | 162,950 | 175,574 | 196,535 | 218,018 |
| Stadium Neighborhoods Tad Fund | 40,805 | 3,375 | 3,452 | 3,532 | 3,614 |
| Annual Bond Fund | 331,750 | - | - | - | - |
| 1994 Referendum G.O. Bond Fund | 265,467 | - | - | - | - |
| 1996 G.O. Public Improvement Bond Part B | 31,927 | - | - | - | - |
| 2001 Quality Of Life Fund | 21,689 | - | - | - | - |
| 2004 Quality Of Life Fund | 194,658 | - | - | - | - |
| 2005A Park Improvement Bond Fund | 5,384,385 | - | - | - | - |
| 2008A Quality Of Life Improvement Bond Fd | 1,602,265 | - | - | - | - |
| 2014a Park Improvement Revenue Refunding B | 4,629,186 | - | - | - | - |
| 2015 Infrastructure Bond | 67,898,888 | 58,444,772 | 25,534,713 | 19,656,364 | - |
| 2015 Municipal Facilities Bond Fund | 27,503,378 | 21,943,823 | 3,798,951 | 1,514,033 | - |
| Park Improvement Fund | 12,636,377 | 12,548,664 | 12,548,664 | 12,548,664 | 12,548,664 |
| General Government Capital Fund | 37,335,521 | 30,652,980 | 31,479,554 | 31,878,575 | 32,286,920 |
| Capital Finance Fund | 15,920,845 | 5,246,408 | 1,380,727 | - | - |
| Special Assessment Fund | 111,914 | - | - | - | - |
| Capital Asset - Finance Fund | 6,855,687 | 8,649,173 | 10,711,835 | 11,393,776 | 11,346,744 |
| 2002 Traffic Court Facility Bond | 50,000 | 50,000 | 47,524 | - | - |
| Bond Sinking Fund | 41,935,450 | 43,180,912 | 44,463,436 | 45,784,128 | 47,144,124 |
| Water & Wastewater Renewal & Extension Fund | 295,985,649 | 105,806,109 | 100,896,109 | 100,896,109 | 104,001,722 |
| 2001 Water & Wastewater Bond Fund | 2,651,728 | 2,651,728 | 2,651,728 | 2,651,728 | 2,651,727 |
| 2004 Water & Wastewater Bond Fund | 573,842 | 573,842 | 573,842 | 573,842 | 573,841 |
| Special 1% Sales And Use Tax Fund | 125,000,000 | - | - | - | - |
| Water & Wastewater Sinking Fund | 420,283,083 | 416,107,819 | 415,811,366 | 415,058,748 | 414,692,837 |
| Ser. 2009A Water & Wastewater Rev Bd Fd | 45,517,772 | 13,681,364 | 13,681,364 | 13,681,364 | 13,681,377 |
| 2015b Water Commercial Paper Program | 26,000,000 | 26,000,000 | 26,000,000 | 26,000,000 | 26,000,000 |
| Solid Waste R&E Fund | 2,122,105 | 4,733 | 4,733 | 4,733 | 4,733 |
| Airport Renewal And Extension Fund | 1,001,217,963 | 801,650,561 | 739,178,432 | 745,069,421 | 756,158,787 |
| Airport Passenger Facility Charge Fund | 923,429,754 | 1,042,982,867 | 1,209,668,501 | 1,375,634,136 | 1,552,645,005 |
| 2000 Airport Revenue Bond Fund | 2,432,106 | 1,469,148 | 987,669 | - | - |
| 2004 Airport Revenue Bond Fund | 1,439 | - | - | - | - |

Since we have not received audited numbers, certain budgets may be amended at a later date.

CAPITAL PROJECT STATUS OVERVIEW

| | FY17 Projected | FY18 Projected | FY19 Projected | FY20 Projected | FY21 Projected |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|
| 2004 Airport Pfc Bond Fund | 1,261 | - | - | - | - |
| 2004 Airport Revenue Bond Fund F-K | 1,029,175 | - | - | - | - |
| Conrac Customer Service Fac Ch | 103,486,785 | 134,880,061 | 172,003,716 | 209,852,119 | 248,446,779 |
| Airport Fac Revenue Bond Sinking Fd | 496,101,052 | 550,483,211 | 501,245,057 | 496,139,348 | 496,071,590 |
| 2010A Bond General Airport Revenue | 2,900,738 | - | - | - | - |
| 2010B Bd Pfc & Sub Lien Gen Rev | 628,159 | - | - | - | - |
| Airport Commercial Paper Series 2010A/B | 20,419,887 | 10,967,867 | 5,175,774 | - | - |
| 2012A Bond General Airport Revenue | 18,008,835 | 8,786,791 | 2,520,150 | - | - |
| 2012B Bond General Airport Revenue | 8,134,872 | - | - | - | - |
| 2012C Bond General Airport Revenue | 40,723,962 | 20,714,275 | 9,716,699 | - | - |
| Doa Series 2015 Commercial Paper Program | 450,000,000 | 450,000,000 | 350,000,000 | 260,000,000 | 150,000,000 |
| Buildings Renewal & Extension Fund | 41,559,957 | - | - | - | - |
| Sub-Total | \$4,444,011,522 | \$3,840,258,978 | \$3,753,616,514 | \$3,844,594,740 | \$3,948,273,899 |
| Grants Funds | | | | | |
| Community Development Block Grant Fund | 8,685,777 | 837,977 | 148,949 | 148,949 | 144,949 |
| Intergovernmental Grant Fund | 75,024,435 | 5,066,472 | 5,076,491 | 5,088,090 | 5,099,748 |
| Job Training Grant Fund | 4,561,250 | 4,385,218 | 4,492,186 | 4,551,935 | - |
| Home Investment Partnerships Program Fund | 2,380,930 | 73,215 | 527,345 | 47,857 | 5,665 |
| Sub-Total | \$90,652,392 | \$10,362,882 | \$10,244,971 | \$9,836,831 | \$5,250,362 |
| Other Funds Held in Trust | | | | | |
| Perpetual Care | 270,719 | - | - | - | - |
| Trust | 48,607,014 | - | - | - | - |
| Sub-Total | \$48,877,733 | - | - | - | - |
| Non-Operating | \$4,583,541,647 | \$3,850,621,860 | \$3,763,861,485 | \$3,854,431,570 | \$3,953,524,261 |

Since we have not received audited numbers, certain budgets may be amended at a later date.

NON-RECURRING CAPITAL EXPENDITURES

NON-RECURRING CAPITAL EXPENDITURES

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

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

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

| FUNDING NAME | PROJECT NAME | FY 17 BUDGET |
|---|---|--------------|
| Airport Renewal And Extension Fund | Inter state Signage Mods for International Terminal | 255,000 |
| Airport Renewal And Extension Fund | CPTC Systems Renewal & Replacement | 2,500,000 |
| Airport Renewal And Extension Fund | Cargo Building A, B and D Damage Expansion Joint | 400,000 |
| Airport Renewal And Extension Fund | ASA (Express Jet) - Hangar Door Operating System Repl | 150,000 |
| Airport Renewal And Extension Fund | Environmental/Sustainable projects | 1,140,000 |
| Airport Renewal And Extension Fund | EV Charging Stations | 250,000 |
| Airport Renewal And Extension Fund | Recycling Center Kiosks | 140,000 |
| Airport Renewal And Extension Fund | Solar Compacting Recycling Bins | 180,000 |
| Airport Renewal And Extension Fund | MHJIT Waterbox | 90,000 |
| Airport Renewal And Extension Fund | Terminal to Terminal Electric Bus Infrastructure | 1,000,000 |
| Airport Renewal And Extension Fund | Perm Emp Isp Scr-AAL Bag Claim Ph 1(Shell Buildout) | 13,000,000 |
| Airport Renewal And Extension Fund | Perm Emp Isp Scr-AAL Bag Claim Ph 2(Eqmt/Fitout) | 8,000,000 |
| Airport Renewal And Extension Fund | Celebrity/VIP Screening | 2,000,000 |
| Airport Renewal And Extension Fund | Service Animal Relief Areas | 1,000,000 |
| Airport Renewal And Extension Fund | Entry / Exit Lane Loop Wire Replacement | 1,400,000 |
| Airport Renewal And Extension Fund | USDA Perishables Facility Phase 2 | 3,700,000 |
| Airport Renewal And Extension Fund | Conc E Siding Phase 2 | 3,000,000 |
| Airport Renewal And Extension Fund | Concourse E Underground Grease Interceptors | 1,700,000 |
| Airport Renewal And Extension Fund | Interfaith Chapel Renovation | 500,000 |
| DOA Series 2016 Bond Anticipation Notes (BAN) | Perimeter Intrusion Detection Ph 1 | 10,000,000 |
| DOA Series 2016 Bond Anticipation Notes (BAN) | Fire & Life Safety Improvements (Phase 1) | 16,000,000 |
| DOA Series 2016 Bond Anticipation Notes (BAN) | Park-Ride Lot C Rehabilitation | 18,600,000 |
| DOA Series 2016 Bond Anticipation Notes (BAN) | West Curb/Plaza & Terminal Face Impr | 30,000,000 |
| DOA Series 2016 Bond Anticipation Notes (BAN) | Design - Concourse T North Extension | 12,000,000 |
| DOA Series 2016 Bond Anticipation Notes (BAN) | Concourse T North Extension Enabling | 18,400,000 |
| DOA Series 2015 Commercial Paper Program | AGTS Video Wall/Escalator Displays | 13,000,000 |
| DOA Series 2015 Commercial Paper Program | Delta SkyClub B | 12,000,000 |
| DOA Series 2015 Commercial Paper Program | Static Signage Airside-Landside-RCC | 5,000,000 |
| Conrac Customer Service Facility Charges | Static Signage Airside-Landside-RCC | 1,000,000 |
| Passenger Facilities Charges Fund | Ramps 5 & 6 & Cargo Trench Drain Replacement | 3,000,000 |
| Passenger Facilities Charges Fund | Airfield Safety Improvements Phase 1A | 8,650,000 |
| Passenger Facilities Charges Fund | Reconstruction of City North Ramp | 20,000,000 |
| Passenger Facilities Charges Fund | Airfield Shoulder Replacement | 10,000,000 |
| Passenger Facilities Charges Fund | Ramp 3 & 1N Pavement Replacement (2,3,4) | 7,329,275 |
| Passenger Facilities Charges Fund | Quarry Stabilization and Wildlife Deterrent | 10,000,000 |
| Passenger Facilities Charges Fund | TW & RW 9L Pavement Replacement | 20,708,333 |
| Passenger Facilities Charges Fund | Ramp 6 North and South Glycol Collection Relocation | 3,400,000 |
| Passenger Facilities Charges Fund | Fixed Bridges at hold rooms (w/Passenger Boarding Br) | 3,500,000 |
| Passenger Facilities Charges Fund | Plane Train Tunnel West Extension (Turnback Phase 1) | 100,000,000 |
| Passenger Facilities Charges Fund | Design - Concourse G | 50,000,000 |
| Passenger Facilities Charges Fund | Concourse T North Extension Enabling | 61,600,000 |
| Water & Wastewater Renewal & Extension Fund | I0267 CSO-West Tunnels | 17,962 |
| Water & Wastewater Renewal & Extension Fund | I0298 Sewer Group 2 Rehabilitation | 30,000 |
| Water & Wastewater Renewal & Extension Fund | I0154 South River Basin Relief | 3,835,069 |

NON-RECURRING CAPITAL EXPENDITURES

| FUNDING NAME | PROJECT NAME | FY 17 BUDGET |
|---|------------------------------------|--------------|
| Water & Wastewater Renewal & Extension Fund | RM Clayton WTP Flood Repair | 1,210,882 |
| Water & Wastewater Renewal & Extension Fund | Peachtree Basin Cap Relief | 1,161,202 |
| Water & Wastewater Renewal & Extension Fund | Small Meter Audit | 105,416 |
| Water & Wastewater Renewal & Extension Fund | DWM Atlanta Streetcar | 1,809,685 |
| Water & Wastewater Renewal & Extension Fund | Water Mains - SW Quadrant | 4,187,784 |
| Water & Wastewater Renewal & Extension Fund | East Atl Water Main Rpmt | 835,524 |
| Water & Wastewater Renewal & Extension Fund | Custer Ave. CSO Cap Relief | 42,314,756 |
| Water & Wastewater Renewal & Extension Fund | EDISCOVERY 2012 | 5,312 |
| Water & Wastewater Renewal & Extension Fund | Intrenchment Creek WRC Dec S/S | 22,183,858 |
| Water & Wastewater Renewal & Extension Fund | Hemphill Res #1 EmBANK Rep | 1,776,364 |
| Water & Wastewater Renewal & Extension Fund | Pipeyard Sub, Cen Whs-Pey | 455,000 |
| Security Surcharge | Hemphill & Chatt. WTP Phase 2 | 6,321,653 |
| 1999 Water And Wastewater Bond Fund | Peachtree Basin Cap Relief | 836,046 |
| 2004 Water & Wastewater Bond Fund | I0298 Sewer Group 2 Rehabilitation | 587,623 |
| 2004 Water & Wastewater Bond Fund | I0154 South River Basin Relief | 95,240 |
| 2004 Water & Wastewater Bond Fund | Land Support Services Project | 9,068 |
| Series 2009a Water & Wastewater Bond Fund | J0833 North Area Main | 5,079,799 |
| Series 2009a Water & Wastewater Bond Fund | South River Relief Tunnel & PS | 200,000 |
| Series 2009a Water & Wastewater Bond Fund | Peachtree Basin Cap Relief | 1,824,949 |
| Series 2009a Water & Wastewater Bond Fund | Utilities GDOT & Municipal | 188,064 |
| Series 2009a Water & Wastewater Bond Fund | Water Proj - SE Quadrant | 2,461,068 |
| Series 2009a Water & Wastewater Bond Fund | Custer Ave. CSO Cap Relief | 66,020 |
| Water & Wastewater Renewal & Extension Fund | OLIO Linear | 5,000,000 |
| Water & Wastewater Renewal & Extension Fund | Distribution Systems Appurtenance | 5,000,000 |
| Water & Wastewater Renewal & Extension Fund | Small Diameter System | 7,700,000 |
| Water & Wastewater Renewal & Extension Fund | Sewer Group 3_Contract C | 14,200,000 |
| Water & Wastewater Renewal & Extension Fund | Emergency Sewer Repairs | 2,000,000 |
| Water & Wastewater Renewal & Extension Fund | GDOT_Uilities Relocation | 1,932,961 |

BOND/RENEWAL & EXTENSION/SPECIAL REVENUE FUNDS

BOND FUNDS

Annual Bond funds and the 1987-2004 Bond Project Funds provide for disbursement of the proceeds of an annual \$8 million General Obligation Bond issue, which is divided into \$4 million for general city purposes and \$4 million for school purposes. The City has been authorized since 1968 to annually issue general obligation bonds of \$8 million without referendum. These bonds are backed by the "full faith and credit" of the City's property tax base. Historically, the City has used these funds to support an array of programs including economic development, transportation, public safety and judicial systems, recreational and cultural opportunities and environmental protection and enhancement. The last bond issue was dedicated primarily to land acquisition, signal modernization, installation, freeway lighting and bridge improvements. Prior to 1987, each general obligation issue was accounted for in the Annual Bond Fund. Beginning in 1987, each annual bond issue has been accounted for separately through the establishment of a specific project fund. **Other Bond Funds** are the Park Improvement Fund, the General Government Capital Outlay Fund, the 1993 School Improvement Bond Fund, Aviation Bond Funds, and Water and Wastewater Bond Funds. These funds account for proceeds used in obtaining, renovating, and constructing major fixed assets.

The **Bond Sinking** Funds are legally required accounting entities to insure the allocation of principal and interest payments due for the protection of the bond holders. The money for these funds is raised through a special City Bond Tax levy against real and personal property. The millage associated with this levy is determined as the rate which will allow the City to make principal and interest payments for the upcoming fiscal year. The funds raised through this tax levy are to be used only for the retirement of City and Board of Education outstanding bond issues. There is provision for appropriation to sinking funds to allow the City to make principal and interest payments to the paying agent on a timely

basis as the amounts become due. The interest payments are due semi-annually, requiring payment by the City before the receipt from Fulton County of the tax revenues. Therefore, it is necessary to maintain reserves that allow the City to make these interest payments when they are due.

The City of Atlanta faces an infrastructure backlog of more than \$900 million. To address the city's most pressing infrastructure challenges such as improving our city's roads, bridges, sidewalks and upgrade critical public buildings and facilities, the citizens of Atlanta approved an infrastructure bond referendum to pay for these repairs and improvements. The referendum passed with 88% approval from Atlanta's voters in a special election on March 17, 2015.

The **2015 Renew Atlanta Infrastructure Bond** consisted of \$186 million of bonds proceeds for the acquisition, construction, reconstruction, renovation, repair, improvement, critical capital maintenance and equipping of public streets and traffic control infrastructure and equipment, curbing, storm water drainage, street name and directional signage, bridges, viaducts and related public improvement including but not limited to streetlights, sidewalks, bicycle lanes, and transit stops so as to improve the pedestrian and transit environment. \$64 million of the bonds proceeds are for costs of the acquisition, construction, reconstruction, renovation, repair, improvement, critical maintenance and equipping of municipal facilities, including buildings, recreation centers and other facilities and related public improvements. The completion of both the transportation and facilities improvement projects will enable the City to be in compliance with the Americans with Disabilities Act of 1990. Finally, \$2 million of the bond proceeds consist of payments for all cost associated with the bond issuance.

RENEWAL AND EXTENSION

The **Airport** Renewal and Extension Fund accounts for the disbursement of funds received from the Airport Revenue Fund to be used for replacement, additions, extensions, and improvements at the Hartsfield-Jackson Atlanta International Airport. The major projects that were funded by all of the Airport Capital funds were: (1) Maynard Holbrook Jackson International Terminal project; (2) Consolidated Rental Car Facility (CONRAC) Project; (3) Airport People Mover (APM) and Roadway for CONRAC Project; (4) Airfield Improvements; (5) Pavement Replacement; (6) Runway Extensions; (7) Central Passenger Terminal Complex (CPTC) Modifications and Upgrades; (8) Automated Guideway Transit System (AGTS) Improvements and Upgrades, and (9) Mechanical Electrical Plumbing (MEP) Improvements and Upgrades.

The City owns and operates a drinking water supply, treatment and distribution system, and a wastewater collection and treatment system. The **Department of Watershed Management** is reported as an enterprise fund of the City. The Department is supported using revenues derived from a mix of wholesale and retail rates and charges for water and wastewater services and Municipal Option Sales Tax (MOST) receipts. The Department's Capital Improvement Program (CIP) is funded by a combination of Georgia Environmental Facilities Authority loans, water and wastewater system revenue bonds and amounts held in the Renewal and Extension Fund.

The **Building Permits** and **Solid Waste** funds are the newest R&E funds and support equipment purchases.

TAX ALLOCATION DISTRICT FUNDS

A Tax Allocation District (TAD) is established for the purpose of catalyzing investment by financing certain redevelopment activities in underdeveloped or blighted areas using public dollars. Redevelopment costs are financed through the pledge of future incremental increases in property taxes generated by the resulting new development. Typically, upon creation, TADs have vacant commercial and residential properties, blighted conditions and numerous vacant buildings or are in need of significant environmental remediation.

The Georgia Redevelopment Powers Law was enacted in 1985 to give additional powers to local municipalities in order to facilitate the redevelopment of blighted or economically depressed areas. One of the powers granted to local governments in this law was to issue tax allocation bonds to finance infrastructure and other redevelopment costs within a tax allocation district. In 1986 the City of Atlanta held a referendum on TADs that resulted in the City's ability to establish districts.

In order for an area to be designated a TAD, the government must verify that the area is in need of redevelopment. However, the area is not required to be blighted, which is a requirement in many states. These findings are reported in a Redevelopment Plan, which demonstrates why the area needs to be redeveloped and how the municipality plans to revitalize the area. The Plan provides the redevelopment agency with the powers to improve dilapidated facilities and to use tax increment financing to achieve the goals of the Redevelopment Plan. The City of Atlanta adopts enabling legislation which approves the Redevelopment Plan and establishes the base value for the district. The other local taxing entities, Atlanta Public Schools and Fulton County, are consenting jurisdictions that have the option to participate in the TAD.

The **Atlanta Beltline** Tax Allocation District was established to assure that the City of Atlanta maintains its historical position as the commercial center of the region and provides an alternative to the continued sprawling patterns of development in the region. The City recognizes that new streetscapes, sidewalks, parks, street-level retail, alternative transportation facilities, and new housing are needed to create an attractive and prosperous community. The Beltline TAD will provide incentives and initial funding to catalyze the rehabilitation and redevelopment of areas with the Beltline TAD redevelopment area.

The **Atlantic Station** Tax Allocation District was established in 1999 to facilitate the redevelopment of a 138-acre brownfield site, which had been contaminated due to almost a century of heavy industrial use. The redevelopment will make maximum use of alternative transportation modes to minimize

congestion, improve air quality, and connect major activity centers while also creating a 24-hour environment where one can live, work, and play. The project will ultimately include 1.6 million square feet of retail, 6 million square feet of office and entertainment space, over 4,000 residential units, and 1,150 hotel rooms.

Atlantic Station will lay the framework for a more pedestrian and transit-oriented city. This project will transform east/west links into more efficient, aesthetically pleasing transportation corridors and create a financing vehicle for a mass transit link between the Arts Center MARTA Station and points beyond. The TAD will also facilitate the redevelopment of area corridors, including the 17th Street Bridge, and improve infrastructure throughout the redevelopment district.

The **Campbellton Road** Tax Allocation District was created in late 2006 and its vision is to create a major financial incentive that would support creation of an effective public-private partnership to facilitate the resurgence of the area by encouraging new substantial, private commercial investment. The TAD will help establish the framework for new redevelopment opportunities and investment covering a major arterial linking downtown to the neighborhoods in the southwest of the City and provide an important economic incentive to enhance the market competitiveness of a large area in southwestern Atlanta.

The TAD was established with the goal of spurring private, commercial redevelopment activity along the corridor in much the same way existing TADs have attracted projects and promoted significant growth and redevelopment in other parts of the City. The proposed TAD incentives will help this key southwest corridor compete aggressively for new development opportunities that might otherwise locate outside of the City. The TAD area consists of approximately 1,433 acres with 585 individual parcels along Campbellton Road and within five identified development sub-areas. The district falls within Neighborhood Planning Units P, R, S and X.

The **Eastside** Tax Allocation District was established in 2003 to join the Westside TAD in allowing the City to rebuild its Downtown streetscapes and improve its road and utility infrastructure, making Atlanta a more enjoyable place to live, work and play. The Eastside TAD is essential in ensuring that the City of Atlanta

maintains its historical position as the commercial center of the metro region. The Eastside TAD, in conjunction with the Westside TAD, will create incentives for new Downtown housing and attract the critical mass of permanent residents needed to make Downtown a vibrant 24-hour activity center. Through carefully planned new development and key quality-of-life infrastructure investments (such as new pedestrian oriented streetscapes and public parking decks), the Eastside TAD will help to create an attractive, walkable Downtown.

Creation of the Eastside TAD also ensures that the City is promoting truly balanced economic growth by directing one of its most effective economic development efforts toward distressed neighborhoods that have suffered from a history of neglect. The TAD can provide initial funding to jumpstart the revitalization of Atlanta's most historic neighborhood – Sweet Auburn – as well as one of its most frequently traveled streets, the Memorial Drive/Martin Luther King Jr. Drive corridor. The Memorial Drive/MLK communities have an ambitious, thoughtfully conceived master plan in need of implementation funds. Funding for substantial infrastructure improvements is also essential to the redevelopment of the Atlanta Housing Authority's Grady Homes and Capitol Homes into viable mixed-income communities.

The **Hollowell/M.L. King** Tax Allocation District was created in late 2006 and its goal is to encourage private investment in the City's west and northwest sectors by offering financing incentives that will help ameliorate the current conditions contributing to disinvestment and marginal use of property within the district. The TAD will provide inducement for certain major new developments that will spur more desirable and sustainable, market-based commercial and residential development in this area. With careful planning and guidance, both Hollowell Parkway and Martin Luther King Jr. Drive – and their surrounding communities – can be transformed into desirable, viable commercial and pedestrian-friendly communities.

The TAD will strengthen the City's ability to promote truly balanced economic growth by directing one of its key economic development tools toward revitalizing a collection of neighborhoods that have been identified by the City as being in need of such support. The TAD area consists of approximately 886 acres within three identified development sub-areas and falls

within Neighborhood Planning Units G, H, I, J and K. The primary purpose of the TAD is to stimulate commercial redevelopment and create a vibrant retail corridor.

The **Metropolitan Parkway** Tax Allocation District was created in late 2006 and its basic purpose is to generate public-private partnerships that will facilitate the redevelopment of one of the City's prime development sites within its southern sector. This TAD will help balance the disinvestment and general lack of new development during the past three decades within the Metropolitan Parkway area with the new development and private investment occurring in many of Atlanta's other in town communities. The TAD will encourage new commercial construction within the Metropolitan Parkway Corridor and help accomplish the following goals:

- Promote the development of infrastructure and amenities such as parks and plazas to encourage and support all elements critical to building a sustainable community comprised of neighborhoods that express their character through quality community gathering places, people and pedestrian-friendly environments.
- Allow for the development of primarily commercial infill and mixed-use projects that actively protect environmental resources to eliminate the development gaps that divide these communities.
- Provide funding for additional roadway and transportation-oriented improvements that will address current and projected traffic congestion and improve access to transit facilities by encouraging appropriate intensities of development and an efficient mix of uses within transit areas.

The TAD contains approximately 1,023 acres in the southwest quadrant of Atlanta and includes portions of Neighborhood Planning Units X, Y & Z.

The **Perry-Bolton/Northwest Atlanta** Tax Allocation District was established in 2002 to make possible the redevelopment of over 500 acres of under-developed real estate in Northwest Atlanta. In particular, redevelopment of the Perry Homes public housing development will transform an area once filled with derelict properties and old apartments into a vibrant, mixed-use, mixed-income community that will improve the economic standing of the City. Upon completion, West Highlands at Heman E. Perry Boulevard will include over 650 new single family

homes, 700 apartments, a multi-use trail built and maintained by the PATH foundation and new parks and greenspace.

The TAD will provide the stimulus for development of new retail and service businesses in an underserved area and funding for implementation of the Bolton/Marietta Atlanta Regional Commission's (ARC) Livable Centers Initiative plan, the Hollywood Road vision and plan, and other corridor improvements. Improved transportation and related infrastructure, neighborhood-serving retail and other pedestrian-friendly enhancements will attract community-building investments and new development. Additionally, funding will be provided for infrastructure improvements and affordable housing in Carver Hills, Almond Park, and surrounding neighborhoods.

The purpose of the **Princeton Lakes** Tax Allocation District is to spur the development of an ambitious live, work and play community in Southwest Atlanta. Established in 2002 to revitalize a traditionally underserved area, the TAD will facilitate the development of more than 400 acres into a pedestrian-friendly, mixed-use commercial, retail, residential and public use project.

Challenges presented by the property include: steep-sloped topography, location within a 100-year flood plain and related environmental degradation in addition to a lack of infrastructure. The TAD does not have the necessary streets, bridges, traffic control devices, sanitary or storm sewers, water supply, or storm water detention facilities which must be provided in order to for development to occur. The development team plans to provide sidewalks, trails, landscaping, parks, and lakes for the benefit of the community and its visitors.

The **Stadium Neighborhoods** Tax Allocation District was created in late 2006 and its basic purpose is to create a major financial incentive that would support the creation of an effective public-private partnership to facilitate the resurgence and redevelopment of the area closest to I-75 and Turner Field by encouraging substantial new development. The TAD would establish the framework for new redevelopment opportunities and investment including portions of Summerhill and Mechanicsville neighborhoods

and provide an important economic incentive to enhance the market competitiveness of the greater Stadium Neighborhoods area.

The TAD incentives will allow this key area just south of the Central Business District to compete aggressively for new development opportunities that might otherwise locate outside of the City. The TAD area consists of approximately 391 acres with 671 individual parcels located in the areas around Turner Field.

The **Westside** Tax Allocation District was expanded in 1998 in order to support efforts that are currently underway to remove blighted conditions and expand redevelopment efforts to adjacent residential areas of Vine City and English Avenue. The TAD also seeks to capitalize on the opportunity to revitalize the land surrounding the new Centennial Olympic Park and foster the development of connections between the Central Business District, Clark Atlanta University Center, the Georgia Tech Campus, and adjoining neighborhoods by promoting improved transportation corridors, safer streets, and streetscaping for pedestrians, and greenway trails.

The TAD will facilitate the development of infill projects to eliminate the development gaps which exists because of inadequate and aging sewers, property acquisition and assemblage costs, and perceived environmental contamination. Through the development of linkages, infrastructure, and infill development this TAD encourages and supports new and existing businesses, new and renovated housing, and the support services that will help build a sustainable community.





FY17 CAPITAL BUDGET STATUS Atlantic Station Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 31,477,907 | 17,090,461 | 17,428,911 | 17,948,778 | 18,484,240 | \$102,430,297 |
| Expenses | 31,477,907 | 17,090,461 | 17,428,911 | 17,948,778 | 18,484,240 | \$102,430,297 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 18,988,089 | 16,534,185 | 17,038,911 | 17,558,778 | 18,094,240 | \$88,214,203 |
| Investment Income | 390,000 | 390,000 | 390,000 | 390,000 | 390,000 | \$1,950,000 |
| Miscellaneous Revenues | 12,099,818 | 166,276 | - | - | - | \$12,266,094 |
| Revenues | \$31,477,907 | \$17,090,461 | \$17,428,911 | \$17,948,778 | \$18,484,240 | \$102,430,297 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 31,477,907 | 17,090,461 | 17,428,911 | 17,948,778 | 18,484,240 | \$102,430,297 |
| Total City Wide | \$31,477,907 | \$17,090,461 | \$17,428,911 | \$17,948,778 | \$18,484,240 | \$102,430,297 |



FY17 CAPITAL BUDGET STATUS

Atlantic Station Tad Fund

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 31,477,907 | 17,090,461 | 17,428,911 | 17,948,778 | 18,484,240 | \$102,430,297 |
| Sub-Total | <u>\$31,477,907</u> | <u>\$17,090,461</u> | <u>\$17,428,911</u> | <u>\$17,948,778</u> | <u>\$18,484,240</u> | <u>\$102,430,297</u> |
| Total City Wide | <u>\$31,477,907</u> | <u>\$17,090,461</u> | <u>\$17,428,911</u> | <u>\$17,948,778</u> | <u>\$18,484,240</u> | <u>\$102,430,297</u> |



FY17 CAPITAL BUDGET STATUS Westside Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|--------------|--------------|--------------|--------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 75,099,621 | 13,838,552 | 14,413,987 | 14,640,124 | 15,267,671 | \$133,259,955 |
| Expenses | 75,099,621 | 13,838,552 | 14,413,987 | 14,640,124 | 15,267,671 | \$133,259,955 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 15,193,367 | 12,832,968 | 13,533,161 | 14,254,359 | 14,997,193 | \$70,811,048 |
| Charges For Services | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | \$125,000 |
| Investment Income | 22,000 | 15,000 | 15,000 | 15,000 | 15,000 | \$82,000 |
| Miscellaneous Revenues | 59,859,254 | 965,584 | 840,826 | 345,765 | 230,478 | \$62,241,907 |
| Revenues | \$75,099,621 | \$13,838,552 | \$14,413,987 | \$14,640,124 | \$15,267,671 | \$133,259,955 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Finance | 3,739,302 | - | - | - | - | \$3,739,302 |
| Department Of Public Works | 202,100 | - | - | - | - | \$202,100 |
| Non-Departmental | 71,158,219 | 13,838,552 | 14,413,987 | 14,640,124 | 15,267,671 | \$129,318,553 |
| Total City Wide | \$75,099,621 | \$13,838,552 | \$14,413,987 | \$14,640,124 | \$15,267,671 | \$133,259,955 |



FY17 CAPITAL BUDGET STATUS Westside Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---------------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Finance | | | | | | |
| Westside Tad Cd 2008 Program - 210375 | 135,360 | - | - | - | - | \$135,360 |
| Westside Tad 2008 Prgm - 210622 | 3,603,942 | - | - | - | - | \$3,603,942 |
| Sub-Total | \$3,739,302 | - | - | - | - | \$3,739,302 |
| Department Of Public Works | | | | | | |
| 2007 Westside Tad - 110334 | 202,100 | - | - | - | - | \$202,100 |
| Sub-Total | \$202,100 | - | - | - | - | \$202,100 |
| Non-Departmental | | | | | | |
| Default - 000000 | 71,158,219 | 13,838,552 | 14,413,987 | 14,640,124 | 15,267,671 | \$129,318,553 |
| Sub-Total | \$71,158,219 | \$13,838,552 | \$14,413,987 | \$14,640,124 | \$15,267,671 | \$129,318,553 |
| Total City Wide | \$75,099,621 | \$13,838,552 | \$14,413,987 | \$14,640,124 | \$15,267,671 | \$133,259,955 |



FY17 CAPITAL BUDGET STATUS Nw Atlanta Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|-------------|-------------|-------------|-------------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 9,950,630 | 4,338,597 | 2,903,062 | 3,057,795 | 3,217,171 | \$23,467,255 |
| Expenses | 9,950,630 | 4,338,597 | 2,903,062 | 3,057,795 | 3,217,171 | \$23,467,255 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 2,833,807 | 2,745,625 | 2,895,636 | 3,050,146 | 3,209,292 | \$14,734,506 |
| Investment Income | 7,000 | 7,210 | 7,426 | 7,649 | 7,879 | \$37,164 |
| Miscellaneous Revenues | 7,109,823 | 1,585,762 | - | - | - | \$8,695,585 |
| Revenues | \$9,950,630 | \$4,338,597 | \$2,903,062 | \$3,057,795 | \$3,217,171 | \$23,467,255 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 137,741 | - | - | - | - | \$137,741 |
| Non-Departmental | 9,812,889 | 4,338,597 | 2,903,062 | 3,057,795 | 3,217,171 | \$23,329,514 |
| Total City Wide | \$9,950,630 | \$4,338,597 | \$2,903,062 | \$3,057,795 | \$3,217,171 | \$23,467,255 |



FY17 CAPITAL BUDGET STATUS Nw Atlanta Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|-------------|-------------|-------------|-------------|-------------|--------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Northwest Atlanta Fire Station - 110965 | 137,741 | - | - | - | - | \$137,741 |
| Sub-Total | \$137,741 | - | - | - | - | \$137,741 |
| Non-Departmental | | | | | | |
| Default - 000000 | 9,812,889 | 4,338,597 | 2,903,062 | 3,057,795 | 3,217,171 | \$23,329,514 |
| Sub-Total | \$9,812,889 | \$4,338,597 | \$2,903,062 | \$3,057,795 | \$3,217,171 | \$23,329,514 |
| Total City Wide | \$9,950,630 | \$4,338,597 | \$2,903,062 | \$3,057,795 | \$3,217,171 | \$23,467,255 |



FY17 CAPITAL BUDGET STATUS Princeton Lakes Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|-------------|-------------|-------------|-------------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 1,954,997 | 2,017,502 | 2,078,438 | 2,141,202 | 2,205,848 | \$10,397,987 |
| Expenses | 1,954,997 | 2,017,502 | 2,078,438 | 2,141,202 | 2,205,848 | \$10,397,987 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 1,953,597 | 2,016,102 | 2,077,038 | 2,139,802 | 2,204,448 | \$10,390,987 |
| Investment Income | 1,400 | 1,400 | 1,400 | 1,400 | 1,400 | \$7,000 |
| Revenues | \$1,954,997 | \$2,017,502 | \$2,078,438 | \$2,141,202 | \$2,205,848 | \$10,397,987 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 1,954,997 | 2,017,502 | 2,078,438 | 2,141,202 | 2,205,848 | \$10,397,987 |
| Total City Wide | \$1,954,997 | \$2,017,502 | \$2,078,438 | \$2,141,202 | \$2,205,848 | \$10,397,987 |



FY17 CAPITAL BUDGET STATUS Princeton Lakes Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|-------------|-------------|-------------|-------------|-------------|--------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Non-Departmental | | | | | | |
| Default - 000000 | 1,954,997 | 2,017,502 | 2,078,438 | 2,141,202 | 2,205,848 | \$10,397,987 |
| Sub-Total | \$1,954,997 | \$2,017,502 | \$2,078,438 | \$2,141,202 | \$2,205,848 | \$10,397,987 |
| Total City Wide | \$1,954,997 | \$2,017,502 | \$2,078,438 | \$2,141,202 | \$2,205,848 | \$10,397,987 |



FY17 CAPITAL BUDGET STATUS Eastside Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 35,865,962 | 11,833,818 | 12,517,074 | 13,220,828 | 13,945,695 | \$87,383,377 |
| Expenses | 35,865,962 | 11,833,818 | 12,517,074 | 13,220,828 | 13,945,695 | \$87,383,377 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 13,413,534 | 11,663,818 | 12,347,074 | 13,050,828 | 13,775,695 | \$64,250,949 |
| Investment Income | 170,000 | 170,000 | 170,000 | 170,000 | 170,000 | \$850,000 |
| Miscellaneous Revenues | 22,282,428 | - | - | - | - | \$22,282,428 |
| Revenues | \$35,865,962 | \$11,833,818 | \$12,517,074 | \$13,220,828 | \$13,945,695 | \$87,383,377 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Finance | 1,730,986 | - | - | - | - | \$1,730,986 |
| Non-Departmental | 34,134,976 | 11,833,818 | 12,517,074 | 13,220,828 | 13,945,695 | \$85,652,391 |
| Total City Wide | \$35,865,962 | \$11,833,818 | \$12,517,074 | \$13,220,828 | \$13,945,695 | \$87,383,377 |



FY17 CAPITAL BUDGET STATUS Eastside Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Finance | | | | | | |
| Eastside Tad 2005 - 202671 | 1,730,986 | - | - | - | - | \$1,730,986 |
| Sub-Total | \$1,730,986 | - | - | - | - | \$1,730,986 |
| Non-Departmental | | | | | | |
| Default - 000000 | 34,134,976 | 11,833,818 | 12,517,074 | 13,220,828 | 13,945,695 | \$85,652,391 |
| Sub-Total | \$34,134,976 | \$11,833,818 | \$12,517,074 | \$13,220,828 | \$13,945,695 | \$85,652,391 |
| Total City Wide | \$35,865,962 | \$11,833,818 | \$12,517,074 | \$13,220,828 | \$13,945,695 | \$87,383,377 |



FY17 CAPITAL BUDGET STATUS Atlanta Beltline Tad

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|--------------|--------------|--------------|--------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 32,827,254 | 23,114,105 | 23,621,018 | 24,621,018 | 26,180,674 | \$130,364,069 |
| Expenses | 32,827,254 | 23,114,105 | 23,621,018 | 24,621,018 | 26,180,674 | \$130,364,069 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 27,538,933 | 23,110,105 | 23,617,018 | 24,617,018 | 26,176,674 | \$125,059,748 |
| Investment Income | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | \$20,000 |
| Miscellaneous Revenues | 5,284,321 | - | - | - | - | \$5,284,321 |
| Revenues | \$32,827,254 | \$23,114,105 | \$23,621,018 | \$24,621,018 | \$26,180,674 | \$130,364,069 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Finance | 221 | - | - | - | - | \$221 |
| Non-Departmental | 32,827,033 | 23,114,105 | 23,621,018 | 24,621,018 | 26,180,674 | \$130,363,848 |
| Total City Wide | \$32,827,254 | \$23,114,105 | \$23,621,018 | \$24,621,018 | \$26,180,674 | \$130,364,069 |



FY17 CAPITAL BUDGET STATUS Atlanta Beltline Tad

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Finance | | | | | | |
| Atlanta Beltline Tad - 202883 | 221 | - | - | - | - | \$221 |
| Sub-Total | \$221 | - | - | - | - | \$221 |
| Non-Departmental | | | | | | |
| Default - 000000 | 32,827,033 | 23,114,105 | 23,621,018 | 24,621,018 | 26,180,674 | \$130,363,848 |
| Sub-Total | \$32,827,033 | \$23,114,105 | \$23,621,018 | \$24,621,018 | \$26,180,674 | \$130,363,848 |
| Total City Wide | \$32,827,254 | \$23,114,105 | \$23,621,018 | \$24,621,018 | \$26,180,674 | \$130,364,069 |



FY17 CAPITAL BUDGET STATUS Campbellton Road Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------------|-----------------|-----------------|-----------------|-----------------|--------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 1,780,588 | 20,150 | 10,305 | 21,464 | 67,072 | \$1,899,579 |
| Expenses | 1,780,588 | 20,150 | 10,305 | 21,464 | 67,072 | \$1,899,579 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 208,955 | - | - | 21,052 | 66,872 | \$296,879 |
| Investment Income | 800 | 200 | 200 | 200 | 200 | \$1,600 |
| Miscellaneous Revenues | 1,570,833 | 19,950 | 10,105 | 212 | - | \$1,601,100 |
| Revenues | \$1,780,588 | \$20,150 | \$10,305 | \$21,464 | \$67,072 | \$1,899,579 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 1,780,588 | 20,150 | 10,305 | 21,464 | 67,072 | \$1,899,579 |
| Total City Wide | \$1,780,588 | \$20,150 | \$10,305 | \$21,464 | \$67,072 | \$1,899,579 |



FY17 CAPITAL BUDGET STATUS Campbellton Road Tad Fund

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|------------------------------|-------------|----------|----------|----------|----------|-------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 1,780,588 | 20,150 | 10,305 | 21,464 | 67,072 | \$1,899,579 |
| Sub-Total | \$1,780,588 | \$20,150 | \$10,305 | \$21,464 | \$67,072 | \$1,899,579 |
| Total City Wide | \$1,780,588 | \$20,150 | \$10,305 | \$21,464 | \$67,072 | \$1,899,579 |



FY17 CAPITAL BUDGET STATUS Hollowell/M.L. King Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|-----------|-----------|-----------|-----------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 2,581,447 | 362,359 | 384,149 | 406,375 | 429,046 | \$4,163,376 |
| Expenses | 2,581,447 | 362,359 | 384,149 | 406,375 | 429,046 | \$4,163,376 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 321,067 | 361,759 | 383,549 | 405,775 | 428,446 | \$1,900,596 |
| Investment Income | 700 | 600 | 600 | 600 | 600 | \$3,100 |
| Miscellaneous Revenues | 2,259,680 | - | - | - | - | \$2,259,680 |
| Revenues | \$2,581,447 | \$362,359 | \$384,149 | \$406,375 | \$429,046 | \$4,163,376 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 2,581,447 | 362,359 | 384,149 | 406,375 | 429,046 | \$4,163,376 |
| Total City Wide | \$2,581,447 | \$362,359 | \$384,149 | \$406,375 | \$429,046 | \$4,163,376 |



FY17 CAPITAL BUDGET STATUS Hollowell/M.L. King Tad Fund

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|------------------------------|--------------------|------------------|------------------|------------------|------------------|--------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 2,581,447 | 362,359 | 384,149 | 406,375 | 429,046 | \$4,163,376 |
| Sub-Total | <u>\$2,581,447</u> | <u>\$362,359</u> | <u>\$384,149</u> | <u>\$406,375</u> | <u>\$429,046</u> | <u>\$4,163,376</u> |
| Total City Wide | <u>\$2,581,447</u> | <u>\$362,359</u> | <u>\$384,149</u> | <u>\$406,375</u> | <u>\$429,046</u> | <u>\$4,163,376</u> |



FY17 CAPITAL BUDGET STATUS Metropolitan Parkway Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|-----------|-----------|-----------|-----------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 1,512,800 | 162,950 | 175,574 | 196,535 | 218,018 | \$2,265,877 |
| Expenses | 1,512,800 | 162,950 | 175,574 | 196,535 | 218,018 | \$2,265,877 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 148,796 | 154,625 | 175,274 | 196,335 | 217,818 | \$892,848 |
| Investment Income | 400 | 300 | 300 | 200 | 200 | \$1,400 |
| Miscellaneous Revenues | 1,363,604 | 8,025 | - | - | - | \$1,371,629 |
| Revenues | \$1,512,800 | \$162,950 | \$175,574 | \$196,535 | \$218,018 | \$2,265,877 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 1,512,800 | 162,950 | 175,574 | 196,535 | 218,018 | \$2,265,877 |
| Total City Wide | \$1,512,800 | \$162,950 | \$175,574 | \$196,535 | \$218,018 | \$2,265,877 |



FY17 CAPITAL BUDGET STATUS Metropolitan Parkway Tad Fund

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|------------------------------|--------------------|------------------|------------------|------------------|------------------|--------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 1,512,800 | 162,950 | 175,574 | 196,535 | 218,018 | \$2,265,877 |
| Sub-Total | \$1,512,800 | \$162,950 | \$175,574 | \$196,535 | \$218,018 | \$2,265,877 |
| Total City Wide | \$1,512,800 | \$162,950 | \$175,574 | \$196,535 | \$218,018 | \$2,265,877 |



FY17 CAPITAL BUDGET STATUS Stadium Neighborhoods Tad Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|----------|---------|---------|---------|---------|----------|
| FUND SUMMARY | | | | | | |
| Revenues | 40,805 | 3,375 | 3,452 | 3,532 | 3,614 | \$54,778 |
| Expenses | 40,805 | 3,375 | 3,452 | 3,532 | 3,614 | \$54,778 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 6,968 | 3,375 | 3,452 | 3,532 | 3,614 | \$20,941 |
| Miscellaneous Revenues | 33,837 | - | - | - | - | \$33,837 |
| Revenues | \$40,805 | \$3,375 | \$3,452 | \$3,532 | \$3,614 | \$54,778 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 40,805 | 3,375 | 3,452 | 3,532 | 3,614 | \$54,778 |
| Total City Wide | \$40,805 | \$3,375 | \$3,452 | \$3,532 | \$3,614 | \$54,778 |



FY17 CAPITAL BUDGET STATUS Stadium Neighborhoods Tad Fund

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|------------------------------|----------|---------|---------|---------|---------|----------|
| Non-Departmental | | | | | | |
| Default - 000000 | 40,805 | 3,375 | 3,452 | 3,532 | 3,614 | \$54,778 |
| Sub-Total | \$40,805 | \$3,375 | \$3,452 | \$3,532 | \$3,614 | \$54,778 |
| Total City Wide | \$40,805 | \$3,375 | \$3,452 | \$3,532 | \$3,614 | \$54,778 |



FY17 CAPITAL BUDGET STATUS Annual Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-----------|------|------|------|------|-----------|
| FUND SUMMARY | | | | | | |
| Revenues | 331,750 | - | - | - | - | \$331,750 |
| Expenses | 331,750 | - | - | - | - | \$331,750 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 331,750 | - | - | - | - | \$331,750 |
| Revenues | \$331,750 | - | - | - | - | \$331,750 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 331,750 | - | - | - | - | \$331,750 |
| Total City Wide | \$331,750 | - | - | - | - | \$331,750 |



FY17 CAPITAL BUDGET STATUS Annual Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|------------------|------|------|------|------|------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Public Works | | | | | | |
| Campbellton Road Segmental Improvements - 100316 | 148,043 | - | - | - | - | \$148,043 |
| Roxboro Road Underpass - 100324 | 48,837 | - | - | - | - | \$48,837 |
| Cascade/Mays Streetscape, Cd-381 - 100818 | 59,870 | - | - | - | - | \$59,870 |
| Kirkwood Sidewalk Improvements - 101415 | 75,000 | - | - | - | - | \$75,000 |
| Sub-Total | <u>\$331,750</u> | - | - | - | - | <u>\$331,750</u> |
| Total City Wide | <u>\$331,750</u> | - | - | - | - | <u>\$331,750</u> |



FY17 CAPITAL BUDGET STATUS 1994 Referendum G.O. Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-----------|------|------|------|------|-----------|
| FUND SUMMARY | | | | | | |
| Revenues | 265,467 | - | - | - | - | \$265,467 |
| Expenses | 265,467 | - | - | - | - | \$265,467 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 265,467 | - | - | - | - | \$265,467 |
| Revenues | \$265,467 | - | - | - | - | \$265,467 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 265,467 | - | - | - | - | \$265,467 |
| Total City Wide | \$265,467 | - | - | - | - | \$265,467 |



FY17 CAPITAL BUDGET STATUS 1994 Referendum G.O. Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-----------|------|------|------|------|-----------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Public Works | | | | | | |
| Campbellton Road Widening (Phase I) - 101232 | 265,467 | - | - | - | - | \$265,467 |
| Sub-Total | \$265,467 | - | - | - | - | \$265,467 |
| Total City Wide | \$265,467 | - | - | - | - | \$265,467 |



FY17 CAPITAL BUDGET STATUS 1996 G.O. Public Improvement Bond Part B

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|----------|------|------|------|------|----------|
| FUND SUMMARY | | | | | | |
| Revenues | 31,927 | - | - | - | - | \$31,927 |
| Expenses | 31,927 | - | - | - | - | \$31,927 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 31,927 | - | - | - | - | \$31,927 |
| Revenues | \$31,927 | - | - | - | - | \$31,927 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 31,927 | - | - | - | - | \$31,927 |
| Total City Wide | \$31,927 | - | - | - | - | \$31,927 |



FY17 CAPITAL BUDGET STATUS 1996 G.O. Public Improvement Bond Part B

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



FY17 CAPITAL BUDGET STATUS 2001 Quality Of Life Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|----------|------|------|------|------|----------|
| FUND SUMMARY | | | | | | |
| Revenues | 21,689 | - | - | - | - | \$21,689 |
| Expenses | 21,689 | - | - | - | - | \$21,689 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 21,689 | - | - | - | - | \$21,689 |
| Revenues | \$21,689 | - | - | - | - | \$21,689 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 21,689 | - | - | - | - | \$21,689 |
| Total City Wide | \$21,689 | - | - | - | - | \$21,689 |



FY17 CAPITAL BUDGET STATUS 2001 Quality Of Life Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|-----------------|----------|----------|----------|----------|-----------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Public Works | | | | | | |
| Unpaved Street Pavings, District 4 - 102181 | 10,845 | - | - | - | - | \$10,845 |
| Speed Hump Installations, District 6 - 102219 | 10,845 | - | - | - | - | \$10,845 |
| Sub-Total | \$21,689 | - | - | - | - | \$21,689 |
| Total City Wide | \$21,689 | - | - | - | - | \$21,689 |



FY17 CAPITAL BUDGET STATUS 2004 Quality Of Life Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-----------|------|------|------|------|-----------|
| FUND SUMMARY | | | | | | |
| Revenues | 194,658 | - | - | - | - | \$194,658 |
| Expenses | 194,658 | - | - | - | - | \$194,658 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 194,658 | - | - | - | - | \$194,658 |
| Revenues | \$194,658 | - | - | - | - | \$194,658 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 194,658 | - | - | - | - | \$194,658 |
| Total City Wide | \$194,658 | - | - | - | - | \$194,658 |



FY17 CAPITAL BUDGET STATUS 2004 Quality Of Life Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|------------------|------|------|------|------|------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Public Works | | | | | | |
| Sidewalk Improvements, District 4 - 102090 | 102,884 | - | - | - | - | \$102,884 |
| Intersection Improvements, Dist 9 - 102525 | 16,212 | - | - | - | - | \$16,212 |
| Intersection Improvements, Dist 12 - 102528 | 10,761 | - | - | - | - | \$10,761 |
| Cascade/Mays Village Center - 102558 | 64,801 | - | - | - | - | \$64,801 |
| Sub-Total | <u>\$194,658</u> | - | - | - | - | <u>\$194,658</u> |
| Total City Wide | <u>\$194,658</u> | - | - | - | - | <u>\$194,658</u> |



FY17 CAPITAL BUDGET STATUS 2005A Park Improvement Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 5,384,385 | - | - | - | - | \$5,384,385 |
| Expenses | 5,384,385 | - | - | - | - | \$5,384,385 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 5,384,385 | - | - | - | - | \$5,384,385 |
| Revenues | \$5,384,385 | - | - | - | - | \$5,384,385 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Dept Of Parks & Recreation | 5,384,385 | - | - | - | - | \$5,384,385 |
| Total City Wide | \$5,384,385 | - | - | - | - | \$5,384,385 |



FY17 CAPITAL BUDGET STATUS 2005A Park Improvement Bond Fund

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|--------------------|------|------|------|------|--------------------|
| Dept Of Parks & Recreation | | | | | | |
| 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 |
| Sub-Total | <u>\$5,384,385</u> | - | - | - | - | <u>\$5,384,385</u> |
| Total City Wide | <u>\$5,384,385</u> | - | - | - | - | <u>\$5,384,385</u> |



FY17 CAPITAL BUDGET STATUS 2008A Quality Of Life Improvement Bond Fd

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 1,602,265 | - | - | - | - | \$1,602,265 |
| Expenses | 1,602,265 | - | - | - | - | \$1,602,265 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 1,602,265 | - | - | - | - | \$1,602,265 |
| Revenues | \$1,602,265 | - | - | - | - | \$1,602,265 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 1,602,265 | - | - | - | - | \$1,602,265 |
| Total City Wide | \$1,602,265 | - | - | - | - | \$1,602,265 |



FY17 CAPITAL BUDGET STATUS

2008A Quality Of Life Improvement Bond Fd

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|--------------------|----------|----------|----------|----------|--------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Public Works | | | | | | |
| Fairburn Rd Bridge Row Acquisition - 102151 | 188,449 | - | - | - | - | \$188,449 |
| Speed Hump Installations, District 5 - 102218 | 11,848 | - | - | - | - | \$11,848 |
| 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 |
| Crosswalk Installation - 110074 | 234,547 | - | - | - | - | \$234,547 |
| Undes Sdwk & Stscps (Cat. 1) - 110076 | 137,586 | - | - | - | - | \$137,586 |
| 2008 Qol Bond Sidewalk Crews - 110265 | 253,882 | - | - | - | - | \$253,882 |
| 2008 Qol Bond Administration - 110266 | 29,626 | - | - | - | - | \$29,626 |
| Sub-Total | \$1,602,265 | - | - | - | - | \$1,602,265 |
| Total City Wide | \$1,602,265 | - | - | - | - | \$1,602,265 |



FY17 CAPITAL BUDGET STATUS

2014a Park Improvement Revenue Refunding Bond

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 4,629,186 | - | - | - | - | \$4,629,186 |
| Expenses | 4,629,186 | - | - | - | - | \$4,629,186 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 4,629,186 | - | - | - | - | \$4,629,186 |
| Revenues | \$4,629,186 | - | - | - | - | \$4,629,186 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Dept Of Parks & Recreation | 4,629,186 | - | - | - | - | \$4,629,186 |
| Total City Wide | \$4,629,186 | - | - | - | - | \$4,629,186 |



FY17 CAPITAL BUDGET STATUS

2014a Park Improvement Revenue Refunding Bond

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|-------------|------|------|------|------|-------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Dept Of Parks & Recreation | | | | | | |
| Default - 000000 | 4,629,186 | - | - | - | - | \$4,629,186 |
| Sub-Total | \$4,629,186 | - | - | - | - | \$4,629,186 |
| Total City Wide | \$4,629,186 | - | - | - | - | \$4,629,186 |



FY17 CAPITAL BUDGET STATUS 2015 Infrastructure Bond

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|--------------|--------------|--------------|------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 67,898,888 | 58,444,772 | 25,534,713 | 19,656,364 | - | \$171,534,737 |
| Expenses | 67,898,888 | 58,444,772 | 25,534,713 | 19,656,364 | - | \$171,534,737 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 67,898,888 | 58,444,772 | 25,534,713 | 19,656,364 | - | \$171,534,737 |
| Revenues | \$67,898,888 | \$58,444,772 | \$25,534,713 | \$19,656,364 | - | \$171,534,737 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 649,282 | 649,282 | 649,282 | 649,282 | - | \$2,597,128 |
| Department Of Procurement | 253,294 | 253,294 | 253,294 | 253,294 | - | \$1,013,176 |
| Department Of Public Works | 66,903,812 | 57,449,696 | 24,539,637 | 18,661,288 | - | \$167,554,433 |
| Department Of Audit | 92,500 | 92,500 | 92,500 | 92,500 | - | \$370,000 |
| Total City Wide | \$67,898,888 | \$58,444,772 | \$25,534,713 | \$19,656,364 | - | \$171,534,737 |



FY17 CAPITAL BUDGET STATUS 2015 Infrastructure Bond

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------------------|---------------------|---------------------|---------------------|----------|----------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Default - 000000 | 649,282 | 649,282 | 649,282 | 649,282 | - | \$2,597,128 |
| Sub-Total | <u>\$649,282</u> | <u>\$649,282</u> | <u>\$649,282</u> | <u>\$649,282</u> | <u>-</u> | <u>\$2,597,128</u> |
| Department Of Procurement | | | | | | |
| Default - 000000 | 253,294 | 253,294 | 253,294 | 253,294 | - | \$1,013,176 |
| Sub-Total | <u>\$253,294</u> | <u>\$253,294</u> | <u>\$253,294</u> | <u>\$253,294</u> | <u>-</u> | <u>\$1,013,176</u> |
| Department Of Public Works | | | | | | |
| Default - 000000 | 739,637 | 739,637 | 739,637 | 739,637 | - | \$2,958,548 |
| Transportation Infrastructure - 112184 | 53,806,070 | 41,496,057 | 15,000,000 | 13,319,097 | - | \$123,621,224 |
| Council District 10 - 112212 | 1,000,000 | 221,310 | - | - | - | \$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 |
| Sub-Total | <u>\$66,903,812</u> | <u>\$57,449,696</u> | <u>\$24,539,637</u> | <u>\$18,661,288</u> | <u>-</u> | <u>\$167,554,433</u> |
| Department Of Audit | | | | | | |
| Default - 000000 | 92,500 | 92,500 | 92,500 | 92,500 | - | \$370,000 |
| Sub-Total | <u>\$92,500</u> | <u>\$92,500</u> | <u>\$92,500</u> | <u>\$92,500</u> | <u>-</u> | <u>\$370,000</u> |
| Total City Wide | <u>\$67,898,888</u> | <u>\$58,444,772</u> | <u>\$25,534,713</u> | <u>\$19,656,364</u> | <u>-</u> | <u>\$171,534,737</u> |



FY17 CAPITAL BUDGET STATUS 2015 Municipal Facilities Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------------------|---------------------|--------------------|--------------------|------|---------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 27,503,378 | 21,943,823 | 3,798,951 | 1,514,033 | - | \$54,760,185 |
| Expenses | 27,503,378 | 21,943,823 | 3,798,951 | 1,514,033 | - | \$54,760,185 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 27,503,378 | 21,943,823 | 3,798,951 | 1,514,033 | - | \$54,760,185 |
| Revenues | \$27,503,378 | \$21,943,823 | \$3,798,951 | \$1,514,033 | - | \$54,760,185 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 27,122,011 | 21,562,456 | 3,417,584 | 1,132,666 | - | \$53,234,717 |
| Department Of Procurement | 88,995 | 88,995 | 88,995 | 88,995 | - | \$355,980 |
| Department Of Public Works | 259,872 | 259,872 | 259,872 | 259,872 | - | \$1,039,488 |
| Department Of Audit | 32,500 | 32,500 | 32,500 | 32,500 | - | \$130,000 |
| Total City Wide | \$27,503,378 | \$21,943,823 | \$3,798,951 | \$1,514,033 | - | \$54,760,185 |



FY17 CAPITAL BUDGET STATUS 2015 Municipal Facilities Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|---------------------|---------------------|--------------------|--------------------|----------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Default - 000000 | 228,127 | 228,127 | 228,127 | 228,127 | - | \$912,508 |
| 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 | - | - | - | \$1,200,000 |
| Sub-Total | \$27,122,011 | \$21,562,456 | \$3,417,584 | \$1,132,666 | - | \$53,234,717 |
| Department Of Procurement | | | | | | |
| Default - 000000 | 88,995 | 88,995 | 88,995 | 88,995 | - | \$355,980 |
| Sub-Total | \$88,995 | \$88,995 | \$88,995 | \$88,995 | - | \$355,980 |
| Department Of Public Works | | | | | | |
| Default - 000000 | 259,872 | 259,872 | 259,872 | 259,872 | - | \$1,039,488 |
| Sub-Total | \$259,872 | \$259,872 | \$259,872 | \$259,872 | - | \$1,039,488 |
| Department Of Audit | | | | | | |
| Default - 000000 | 32,500 | 32,500 | 32,500 | 32,500 | - | \$130,000 |
| Sub-Total | \$32,500 | \$32,500 | \$32,500 | \$32,500 | - | \$130,000 |
| Total City Wide | \$27,503,378 | \$21,943,823 | \$3,798,951 | \$1,514,033 | - | \$54,760,185 |



FY17 CAPITAL BUDGET STATUS Park Improvement Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 12,636,377 | 12,548,664 | 12,548,664 | 12,548,664 | 12,548,664 | \$62,831,033 |
| Expenses | 12,636,377 | 12,548,664 | 12,548,664 | 12,548,664 | 12,548,664 | \$62,831,033 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 10,222,152 | 10,222,152 | 10,222,152 | 10,222,152 | 10,222,152 | \$51,110,760 |
| Miscellaneous Revenues | 2,414,225 | 2,326,512 | 2,326,512 | 2,326,512 | 2,326,512 | \$11,720,273 |
| Revenues | \$12,636,377 | \$12,548,664 | \$12,548,664 | \$12,548,664 | \$12,548,664 | \$62,831,033 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Procurement | 69,393 | 69,393 | 69,393 | 69,393 | 69,393 | \$346,965 |
| Dept Of Parks & Recreation | 6,114,319 | 6,026,606 | 6,026,606 | 6,026,606 | 6,026,606 | \$30,220,743 |
| Non-Departmental | 6,452,665 | 6,452,665 | 6,452,665 | 6,452,665 | 6,452,665 | \$32,263,325 |
| Total City Wide | \$12,636,377 | \$12,548,664 | \$12,548,664 | \$12,548,664 | \$12,548,664 | \$62,831,033 |



FY17 CAPITAL BUDGET STATUS Park Improvement Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Procurement | | | | | | |
| Default - 000000 | 69,393 | 69,393 | 69,393 | 69,393 | 69,393 | \$346,965 |
| Sub-Total | <u>\$69,393</u> | <u>\$69,393</u> | <u>\$69,393</u> | <u>\$69,393</u> | <u>\$69,393</u> | <u>\$346,965</u> |
| Dept Of Parks & Recreation | | | | | | |
| Default - 000000 | 6,104,117 | 6,026,606 | 6,026,606 | 6,026,606 | 6,026,606 | \$30,210,541 |
| 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 |
| Sub-Total | <u>\$6,114,319</u> | <u>\$6,026,606</u> | <u>\$6,026,606</u> | <u>\$6,026,606</u> | <u>\$6,026,606</u> | <u>\$30,220,743</u> |
| Non-Departmental | | | | | | |
| Default - 000000 | 6,452,665 | 6,452,665 | 6,452,665 | 6,452,665 | 6,452,665 | \$32,263,325 |
| Sub-Total | <u>\$6,452,665</u> | <u>\$6,452,665</u> | <u>\$6,452,665</u> | <u>\$6,452,665</u> | <u>\$6,452,665</u> | <u>\$32,263,325</u> |
| Total City Wide | <u>\$12,636,377</u> | <u>\$12,548,664</u> | <u>\$12,548,664</u> | <u>\$12,548,664</u> | <u>\$12,548,664</u> | <u>\$62,831,033</u> |



FY17 CAPITAL BUDGET STATUS

General Government Capital Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|--------------|--------------|--------------|--------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 37,335,521 | 30,652,980 | 31,479,554 | 31,878,575 | 32,286,920 | \$163,633,550 |
| Expenses | 37,335,521 | 30,652,980 | 31,479,554 | 31,878,575 | 32,286,920 | \$163,633,550 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 37,335,521 | 30,652,980 | 31,479,554 | 31,878,575 | 32,286,920 | \$163,633,550 |
| Revenues | \$37,335,521 | \$30,652,980 | \$31,479,554 | \$31,878,575 | \$32,286,920 | \$163,633,550 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Information Technology | 109,650 | - | - | - | - | \$109,650 |
| Department Of Corrections | 50,059 | - | - | - | - | \$50,059 |
| Department Of Finance | 7,688,338 | 7,570,193 | 7,823,543 | 8,006,746 | 8,115,091 | \$39,203,909 |
| Department Of Public Works | 20,737,840 | 18,580,179 | 19,760,179 | 20,444,997 | 21,444,997 | \$100,968,190 |
| Dept Of Parks & Recreation | 4,958,553 | 2,406,527 | 1,839,178 | 1,389,178 | 689,178 | \$11,282,612 |
| Department Of Fire Services | 2,078,427 | 2,058,427 | 2,019,000 | 2,000,000 | 2,000,000 | \$10,155,854 |
| Department Of Police Services | 1,400,000 | - | - | - | - | \$1,400,000 |
| Dept Of Planning & Community Development | 312,655 | 37,655 | 37,655 | 37,655 | 37,655 | \$463,276 |
| Total City Wide | \$37,335,521 | \$30,652,980 | \$31,479,554 | \$31,878,575 | \$32,286,920 | \$163,633,550 |



FY17 CAPITAL BUDGET STATUS

General Government Capital Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Information Technology | | | | | | |
| Radio System - 101188 | 58,262 | - | - | - | - | \$58,262 |
| Cad System - 101190 | 21,459 | - | - | - | - | \$21,459 |
| Communication Integration - 101191 | 6,932 | - | - | - | - | \$6,932 |
| City Wide Information Systems Upgrade - 101793 | 22,996 | - | - | - | - | \$22,996 |
| Sub-Total | \$109,650 | - | - | - | - | \$109,650 |
| Department Of Corrections | | | | | | |
| New Pre-Trial Detention Facility - 100990 | 50,059 | - | - | - | - | \$50,059 |
| Sub-Total | \$50,059 | - | - | - | - | \$50,059 |
| Department Of Finance | | | | | | |
| Admin.Development Recoupment Fees - 201072 | 7,688,338 | 7,570,193 | 7,823,543 | 8,006,746 | 8,115,091 | \$39,203,909 |
| Sub-Total | \$7,688,338 | \$7,570,193 | \$7,823,543 | \$8,006,746 | \$8,115,091 | \$39,203,909 |
| Department Of Public Works | | | | | | |
| Bakers Ferry Sidewalk, Cd-443 - 101205 | 40,715 | 40,715 | 40,715 | 40,715 | 40,715 | \$203,575 |
| Greenbriar Parkway Reconstruction - 101231 | 161 | 161 | 161 | 161 | 161 | \$804 |
| Closure, Gun Club Road Landfill - 101335 | 62,781 | - | - | - | - | \$62,781 |
| Bicycle Rack Project - 101491 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | \$250,000 |
| Cleveland Ave Sidewalk (Phase I) - 101631 | 2,295 | 2,295 | 2,295 | 2,295 | 2,295 | \$11,473 |
| Custer Avenue Sidewalk - 101632 | 48,514 | 48,514 | 48,514 | 48,514 | 48,514 | \$242,570 |
| North Highland Avenue Sidewalk - 101633 | 575 | 575 | 575 | 575 | 575 | \$2,875 |
| Niskey Lake Road Sidewalk - 101634 | 13,638 | 13,638 | 13,638 | 13,638 | 13,638 | \$68,190 |
| Northside Drive Sidewalk - 101635 | 49,703 | 49,703 | 49,703 | 49,703 | 49,703 | \$248,515 |
| Stewart Ave (Metropolitan Pkwy) Sidewalk - 101640 | 12,333 | 12,333 | 12,333 | 12,333 | 12,333 | \$61,665 |
| Cleveland Avenue (Phase I) - 101657 | 12,553 | 12,553 | 12,553 | 12,553 | 12,553 | \$62,767 |
| Pryor Road Streetscape - 101659 | 50,469 | 50,469 | 50,469 | 50,469 | 50,469 | \$252,347 |
| Avon Avenue Sidewalk - 101660 | 499 | 499 | 499 | 499 | 499 | \$2,493 |
| Bolton Road Sidewalk (Phase I) - 101662 | 654 | 654 | 654 | 654 | 654 | \$3,269 |
| Bolton Road Sidewalk (Phase II) - 101663 | 42,088 | 42,088 | 42,088 | 42,088 | 42,088 | \$210,441 |
| Benjamin E. Mayes Drive Sidewalk - 101798 | 3,315 | 3,315 | 3,315 | 3,315 | 3,315 | \$16,573 |
| Forest Park Road Sidewalk - 101799 | 14,500 | 14,500 | 14,500 | 14,500 | 14,500 | \$72,500 |
| Gilbert Road Sidewalk - 101800 | 685 | 685 | 685 | 685 | 685 | \$3,424 |
| Glenwood Ave. Sidewalk - 101801 | 713 | 713 | 713 | 713 | 713 | \$3,565 |
| Hank Aaron Dr. Sidewalk - 101802 | 7,191 | 7,191 | 7,191 | 7,191 | 7,191 | \$35,955 |
| Jonesboro Rd. (Sr54) Sidewalk (Phase I) - 101803 | 1 | 1 | 1 | 1 | 1 | \$4 |
| Jonesboro Rd. (Sr54) Sidewalk (Phase II) - 101804 | 2,830 | 2,830 | 2,830 | 2,830 | 2,830 | \$14,150 |
| Morosgo Drive Sidewalk - 101805 | 2,596 | 2,596 | 2,596 | 2,596 | 2,596 | \$12,980 |
| Peyton Road Sidewalk - 101806 | 45,500 | 45,500 | 45,500 | 45,500 | 45,500 | \$227,500 |
| W. Paces Ferry/Paces Ferry Rd. Sidewalk - 101807 | 15,920 | 15,920 | 15,920 | 15,920 | 15,920 | \$79,600 |
| Traffic Calming - 101841 | 4,424 | 4,424 | 4,424 | 4,424 | 4,424 | \$22,120 |
| City Of Atl Schools Sidewalks Project B - 101844 | 12,845 | 12,845 | 12,845 | 12,845 | 12,845 | \$64,225 |
| Fairburn Road Sidewalk & Bike Lane - 101845 | 43,090 | 43,090 | 43,090 | 43,090 | 43,090 | \$215,448 |
| Ashby Street Sidewalk - 101850 | 2,355 | 2,355 | 2,355 | 2,355 | 2,355 | \$11,775 |
| Castlewood Drive Sidewalk - 101852 | 2,671 | 2,671 | 2,671 | 2,671 | 2,671 | \$13,354 |
| Defoors Avenue Sidewalk - 101854 | 37,403 | 37,403 | 37,403 | 37,403 | 37,403 | \$187,013 |



FY17 CAPITAL BUDGET STATUS

General Government Capital Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|-----------|---------|---------|---------|---------|-------------|
| Grant Way Sidewalk - 101858 | 3,968 | 3,968 | 3,968 | 3,968 | 3,968 | \$19,842 |
| Hank Aaron Avenue Sidewalk - 101859 | 3,867 | 3,867 | 3,867 | 3,867 | 3,867 | \$19,333 |
| Hatcher Avenue Sidewalk - 101860 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | \$50,000 |
| Hemphill School Road Sidewalk - 101861 | 1,766 | 1,766 | 1,766 | 1,766 | 1,766 | \$8,831 |
| Lakewood Trail - 101862 | 13,858 | 13,858 | 13,858 | 13,858 | 13,858 | \$69,289 |
| Mcdonough Boulevard Sidewalk - 101863 | 10,552 | 10,552 | 10,552 | 10,552 | 10,552 | \$52,758 |
| Monroe Drive Sidewalk - 101865 | 4,639 | 4,639 | 4,639 | 4,639 | 4,639 | \$23,196 |
| Pine Street Sidewalk - 101867 | 9,470 | 9,470 | 9,470 | 9,470 | 9,470 | \$47,350 |
| Violet Avenue Sidewalk - 101870 | 0 | 0 | 0 | 0 | 0 | \$1 |
| Woodland Avenue Sidewalk - 101871 | 129 | 129 | 129 | 129 | 129 | \$644 |
| Cheshire Bridge Road Streetscape - 101872 | 21,575 | 21,575 | 21,575 | 21,575 | 21,575 | \$107,875 |
| Cherokee Avenue Pedestrian Improvements - 101873 | 181 | 181 | 181 | 181 | 181 | \$907 |
| Westend Sidewalks, Cd-659 - 101955 | 6,177 | 6,177 | 6,177 | 6,177 | 6,177 | \$30,885 |
| Lindbergh/Lavista/Cheshire Br. Imprvs - 101982 | 200,584 | 200,584 | 584 | 584 | 584 | \$402,921 |
| Campbellton/Greenbriar/Langford Inter - 101983 | 5,793 | 5,793 | 5,793 | 5,793 | 5,793 | \$28,967 |
| Airline St. & Ezzard St. Reconstruct - 101984 | 11 | 11 | 11 | 11 | 11 | \$55 |
| Citywide Traffic Signal Improvement - 101985 | 1,453,352 | 953,352 | 953,352 | 433,170 | 33,170 | \$3,826,396 |
| Roxboro Road Widening - 102000 | 4,405 | 4,405 | 4,405 | 4,405 | 4,405 | \$22,026 |
| Villages Of East Lake - 102101 | 74,880 | - | - | - | - | \$74,880 |
| Perry Homes Sidewalks - 102102 | 20,004 | 20,004 | 20,004 | 20,004 | 20,004 | \$100,020 |
| Ashby Street Streetscape - 102105 | 34,723 | 34,723 | 34,723 | 34,723 | 34,723 | \$173,615 |
| Metropolitan Pkwy Streetscape - 102108 | 3,904 | 3,904 | 3,904 | 3,904 | 3,904 | \$19,519 |
| Midtown Streetscape - 102109 | 55,084 | 55,084 | 55,084 | 55,084 | 55,084 | \$275,419 |
| Moreland Avenue Streetscapes - 102110 | 328 | 328 | 328 | 328 | 328 | \$1,640 |
| North Highland Ave Streetscapes - 102111 | 186,636 | 186,636 | 186,636 | 186,636 | 186,636 | \$933,178 |
| Peachtree Road Streetscapes - 102112 | 250,554 | 250,554 | 250,554 | 250,554 | 250,554 | \$1,252,769 |
| Ponce De Leon Ave Streetscapes - 102113 | 34,078 | 34,078 | 34,078 | 34,078 | 34,078 | \$170,388 |
| Mlk, Jr., Dr. Corridor Improvements - 102281 | 6 | 6 | 6 | 6 | 6 | \$28 |
| Perry Blvd/Hollywood - 102319 | 23,592 | 23,592 | 23,592 | 23,592 | 23,592 | \$117,960 |
| Prior Road Streetscapes - 102321 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | \$75,000 |
| Lee Street Lci Grant - 102383 | 62,721 | 62,721 | 62,721 | 62,721 | 62,721 | \$313,607 |
| Ralph David Abernathy Lci Grant - 102384 | 25,564 | 25,564 | 25,564 | 25,564 | 25,564 | \$127,821 |
| Barge Rd./Campellton Lci Grant - 102385 | 50,250 | 50,250 | 50,250 | 50,250 | 50,250 | \$251,249 |
| Greenbriar Pkwy-Langford Lci Grant - 102386 | 81 | 81 | 81 | 81 | 81 | \$406 |
| Headland Dr. Streetscape Lci Grant - 102387 | 1,568 | 1,568 | 1,568 | 1,568 | 1,568 | \$7,841 |
| Morningside/Lenox Park - 102389 | 18 | 18 | 18 | 18 | 18 | \$88 |
| Highland Corridor - 102390 | 65,941 | 65,941 | 65,941 | 65,941 | 65,941 | \$329,705 |
| Landrum Drive Exit - 102391 | 175,000 | 175,000 | 175,000 | - | - | \$525,000 |
| Piedmont/Lindbergh Transportation Improv - 102438 | 98 | 98 | 98 | 98 | 98 | \$488 |
| Collier Rd Sidewalk Project - 102629 | 21 | 21 | 21 | 21 | 21 | \$105 |
| City Wide Intersection Timing Loop - Det - 102642 | 63,725 | 63,725 | 63,725 | 63,725 | 63,725 | \$318,625 |
| Hermi'S Bridge Project - 102730 | 23,309 | 23,309 | 23,309 | 23,309 | 23,309 | \$116,545 |
| Citywide Greenway Trail Projects - 102847 | 80,820 | 60,820 | 40,820 | 20,820 | 20,820 | \$224,099 |
| Memorial Dr Sidewalks - 110255 | 15,287 | 15,287 | 15,287 | 15,287 | 15,287 | \$76,437 |
| Windemere Dr Sidewalks - 110256 | 564 | 564 | 564 | 564 | 564 | \$2,820 |



FY17 CAPITAL BUDGET STATUS

General Government Capital Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Freemont Ave Rd Constr - 110257 | 99,472 | 99,472 | 99,472 | 99,472 | 99,472 | \$497,360 |
| City Hall Sidewalks - 110259 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | \$1,000,000 |
| Hollywood Road Impr - 110261 | 14,871 | 14,871 | 14,871 | 14,871 | 14,871 | \$74,357 |
| Ada Ramps & Ada Sidewalk Imp, Cityw - 110262 | 218,507 | 218,507 | 218,507 | 218,507 | 218,507 | \$1,092,535 |
| Buckhead Village Redevelopment - 110892 | 24,041 | 24,041 | 24,041 | 24,041 | 24,041 | \$120,206 |
| DI Hollowell/Westlake-Lci - 111105 | 141,390 | 141,390 | 141,390 | 141,390 | 141,390 | \$706,952 |
| Glenwood/Moreland-Lci - 111106 | 17,486 | 17,486 | 17,486 | 17,486 | 17,486 | \$87,430 |
| Atlanta University Center Pedestrian Streetscape - 112170 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | \$1,500,000 |
| Cycle Atlanta Phase 1.0 Bucycle Mobility - 112172 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | \$1,000,000 |
| 12th Street Two-Way Conversion - 112174 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | \$150,000 |
| Huff Road Complete Street - 112175 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | \$7,500,000 |
| Sr260/Sr42 Intersection Realignment - 112176 | 760,000 | 760,000 | 760,000 | 760,000 | 760,000 | \$3,800,000 |
| D.I.F.Admin-Transportation-City - 201053 | 13,634,974 | 12,134,974 | 13,534,974 | 14,934,974 | 16,334,974 | \$70,574,870 |
| Sub-Total | \$20,737,840 | \$18,580,179 | \$19,760,179 | \$20,444,997 | \$21,444,997 | \$100,968,190 |
| Dept Of Parks & Recreation | | | | | | |
| Centennial Park Trail - 101643 | 250,000 | 250,000 | - | - | - | \$500,000 |
| Green Space Pgm., Parks North - 201997 | 4,708,553 | 2,156,527 | 1,839,178 | 1,389,178 | 689,178 | \$10,782,612 |
| Sub-Total | \$4,958,553 | \$2,406,527 | \$1,839,178 | \$1,389,178 | \$689,178 | \$11,282,612 |
| Department Of Fire Services | | | | | | |
| Fire Station 22 Construction - 100170 | 58,427 | 58,427 | 19,000 | - | - | \$135,854 |
| Fire Station 28 Construction - 100172 | 20,000 | - | - | - | - | \$20,000 |
| Afr Facilities Repair & Maint. - 211200 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | \$10,000,000 |
| Sub-Total | \$2,078,427 | \$2,058,427 | \$2,019,000 | \$2,000,000 | \$2,000,000 | \$10,155,854 |
| Department Of Police Services | | | | | | |
| Police Academy Expansion - 101630 | 1,400,000 | - | - | - | - | \$1,400,000 |
| Sub-Total | \$1,400,000 | - | - | - | - | \$1,400,000 |
| Dept Of Planning & Community Development | | | | | | |
| Admin.Development Recoupment Fees - 201072 | 312,655 | 37,655 | 37,655 | 37,655 | 37,655 | \$463,276 |
| Sub-Total | \$312,655 | \$37,655 | \$37,655 | \$37,655 | \$37,655 | \$463,276 |
| Total City Wide | \$37,335,521 | \$30,652,980 | \$31,479,554 | \$31,878,575 | \$32,286,920 | \$163,633,550 |



FY17 CAPITAL BUDGET STATUS

Capital Finance Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|-------------|-------------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 15,920,845 | 5,246,408 | 1,380,727 | - | - | \$22,547,980 |
| Expenses | 15,920,845 | 5,246,408 | 1,380,727 | - | - | \$22,547,980 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 15,720,845 | 5,246,408 | 1,380,727 | - | - | \$22,347,980 |
| Other Financing Sources | 200,000 | - | - | - | - | \$200,000 |
| Revenues | \$15,920,845 | \$5,246,408 | \$1,380,727 | - | - | \$22,547,980 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 3,373,841 | 2,905,440 | - | - | - | \$6,279,281 |
| Department Of Information Technology | 1,880,727 | 2,340,968 | 1,380,727 | - | - | \$5,602,422 |
| Department Of Corrections | 84,151 | - | - | - | - | \$84,151 |
| Department Of Public Works | 1,562,247 | - | - | - | - | \$1,562,247 |
| Dept Of Parks & Recreation | 106,210 | - | - | - | - | \$106,210 |
| Judicial Agencies | 2,065,537 | - | - | - | - | \$2,065,537 |
| Department Of Fire Services | 4,145,436 | - | - | - | - | \$4,145,436 |
| Department Of Police Services | 2,502,696 | - | - | - | - | \$2,502,696 |
| Department Of Ethics | 200,000 | - | - | - | - | \$200,000 |
| Total City Wide | \$15,920,845 | \$5,246,408 | \$1,380,727 | - | - | \$22,547,980 |



FY17 CAPITAL BUDGET STATUS

Capital Finance Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|---------------------|--------------------|--------------------|----------|----------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Default - 000000 | 61,235 | - | - | - | - | \$61,235 |
| Oeam Repair & Maint Ada Comp - 111214 | 122,499 | - | - | - | - | \$122,499 |
| Oeam Ch Infrastructure Repairs - 111215 | 200,604 | - | - | - | - | \$200,604 |
| Citywide Restacking - 112288 | 2,905,440 | 2,905,440 | - | - | - | \$5,810,880 |
| Coa Citywide Re-Stacking Project - 211595 | 84,063 | - | - | - | - | \$84,063 |
| Sub-Total | \$3,373,841 | \$2,905,440 | - | - | - | \$6,279,281 |
| Department Of Information Technology | | | | | | |
| Oracle Upgrade - 111897 | 1,380,727 | 1,840,968 | 1,380,727 | - | - | \$4,602,422 |
| Hyperion Upgrade - 212323 | 500,000 | 500,000 | - | - | - | \$1,000,000 |
| Sub-Total | \$1,880,727 | \$2,340,968 | \$1,380,727 | - | - | \$5,602,422 |
| Department Of Corrections | | | | | | |
| Default - 000000 | 84,151 | - | - | - | - | \$84,151 |
| Sub-Total | \$84,151 | - | - | - | - | \$84,151 |
| Department Of Public Works | | | | | | |
| Default - 000000 | 76,000 | - | - | - | - | \$76,000 |
| East Atlanta Streetscapes - 100002 | 136,000 | - | - | - | - | \$136,000 |
| Ralph David Abernathy Streetscapes - 102114 | 292,371 | - | - | - | - | \$292,371 |
| Bicycle Route Sign & Marks - 110071 | 357,026 | - | - | - | - | \$357,026 |
| Sidewalks - Ada Ramps - 110820 | 700,850 | - | - | - | - | \$700,850 |
| Sub-Total | \$1,562,247 | - | - | - | - | \$1,562,247 |
| Dept Of Parks & Recreation | | | | | | |
| Dprca Repair & Maint Ada Comp - 211201 | 106,210 | - | - | - | - | \$106,210 |
| Sub-Total | \$106,210 | - | - | - | - | \$106,210 |
| Judicial Agencies | | | | | | |
| Default - 000000 | 2,065,537 | - | - | - | - | \$2,065,537 |
| Sub-Total | \$2,065,537 | - | - | - | - | \$2,065,537 |
| Department Of Fire Services | | | | | | |
| Default - 000000 | 4,036,574 | - | - | - | - | \$4,036,574 |
| Afr Facilities Repair & Maint. - 211200 | 108,862 | - | - | - | - | \$108,862 |
| Sub-Total | \$4,145,436 | - | - | - | - | \$4,145,436 |
| Department Of Police Services | | | | | | |
| Default - 000000 | 2,502,696 | - | - | - | - | \$2,502,696 |
| Sub-Total | \$2,502,696 | - | - | - | - | \$2,502,696 |
| Department Of Ethics | | | | | | |
| Default - 000000 | 200,000 | - | - | - | - | \$200,000 |
| Sub-Total | \$200,000 | - | - | - | - | \$200,000 |
| Total City Wide | \$15,920,845 | \$5,246,408 | \$1,380,727 | - | - | \$22,547,980 |



FY17 CAPITAL BUDGET STATUS Special Assessment Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-----------|------|------|------|------|-----------|
| FUND SUMMARY | | | | | | |
| Revenues | 111,914 | - | - | - | - | \$111,914 |
| Expenses | 111,914 | - | - | - | - | \$111,914 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 111,914 | - | - | - | - | \$111,914 |
| Revenues | \$111,914 | - | - | - | - | \$111,914 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 111,914 | - | - | - | - | \$111,914 |
| Total City Wide | \$111,914 | - | - | - | - | \$111,914 |



FY17 CAPITAL BUDGET STATUS Special Assessment Fund

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



FY17 CAPITAL BUDGET STATUS

Capital Asset - Finance Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|-------------|--------------|--------------|--------------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 6,855,687 | 8,649,173 | 10,711,835 | 11,393,776 | 11,346,744 | \$48,957,215 |
| Expenses | 6,855,687 | 8,649,173 | 10,711,835 | 11,393,776 | 11,346,744 | \$48,957,215 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Other Financing Sources | 6,855,687 | 8,649,173 | 10,711,835 | 11,393,776 | 11,346,744 | \$48,957,215 |
| Revenues | \$6,855,687 | \$8,649,173 | \$10,711,835 | \$11,393,776 | \$11,346,744 | \$48,957,215 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 6,855,687 | 8,649,173 | 10,711,835 | 11,393,776 | 11,346,744 | \$48,957,215 |
| Total City Wide | \$6,855,687 | \$8,649,173 | \$10,711,835 | \$11,393,776 | \$11,346,744 | \$48,957,215 |



FY17 CAPITAL BUDGET STATUS

Capital Asset - Finance Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|-------------|-------------|--------------|--------------|--------------|--------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Non-Departmental | | | | | | |
| Default - 000000 | 6,855,687 | 8,649,173 | 10,711,835 | 11,393,776 | 11,346,744 | \$48,957,215 |
| Sub-Total | \$6,855,687 | \$8,649,173 | \$10,711,835 | \$11,393,776 | \$11,346,744 | \$48,957,215 |
| Total City Wide | \$6,855,687 | \$8,649,173 | \$10,711,835 | \$11,393,776 | \$11,346,744 | \$48,957,215 |



FY17 CAPITAL BUDGET STATUS 2002 Traffic Court Facility Bond

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|----------|----------|----------|------|------|-----------|
| FUND SUMMARY | | | | | | |
| Revenues | 50,000 | 50,000 | 47,524 | - | - | \$147,524 |
| Expenses | 50,000 | 50,000 | 47,524 | - | - | \$147,524 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 50,000 | 50,000 | 47,524 | - | - | \$147,524 |
| Revenues | \$50,000 | \$50,000 | \$47,524 | - | - | \$147,524 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 50,000 | 50,000 | 47,524 | - | - | \$147,524 |
| Total City Wide | \$50,000 | \$50,000 | \$47,524 | - | - | \$147,524 |



FY17 CAPITAL BUDGET STATUS 2002 Traffic Court Facility Bond

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|----------|----------|----------|------|------|-----------|
| Executive Offices | | | | | | |
| Lease/Pur-New Traffic Court Facility - 101681 | 50,000 | 50,000 | 47,524 | - | - | \$147,524 |
| Sub-Total | \$50,000 | \$50,000 | \$47,524 | - | - | \$147,524 |
| Total City Wide | \$50,000 | \$50,000 | \$47,524 | - | - | \$147,524 |



FY17 CAPITAL BUDGET STATUS Bond Sinking Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|--------------|--------------|--------------|--------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 41,935,450 | 43,180,912 | 44,463,436 | 45,784,128 | 47,144,124 | \$222,508,050 |
| Expenses | 41,935,450 | 43,180,912 | 44,463,436 | 45,784,128 | 47,144,124 | \$222,508,051 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 41,930,530 | 43,175,869 | 44,458,267 | 45,778,830 | 47,138,693 | \$222,482,189 |
| Investment Income | 4,920 | 5,043 | 5,169 | 5,298 | 5,431 | \$25,861 |
| Revenues | \$41,935,450 | \$43,180,912 | \$44,463,436 | \$45,784,128 | \$47,144,124 | \$222,508,050 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 41,935,450 | 43,180,912 | 44,463,436 | 45,784,128 | 47,144,124 | \$222,508,051 |
| Total City Wide | \$41,935,450 | \$43,180,912 | \$44,463,436 | \$45,784,128 | \$47,144,124 | \$222,508,051 |



FY17 CAPITAL BUDGET STATUS Bond Sinking Fund

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 41,935,450 | 43,180,912 | 44,463,436 | 45,784,128 | 47,144,124 | \$222,508,051 |
| Sub-Total | \$41,935,450 | \$43,180,912 | \$44,463,436 | \$45,784,128 | \$47,144,124 | \$222,508,051 |
| Total City Wide | \$41,935,450 | \$43,180,912 | \$44,463,436 | \$45,784,128 | \$47,144,124 | \$222,508,051 |



FY17 CAPITAL BUDGET STATUS

Water & Wastewater Renewal & Extension Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 295,985,649 | 105,806,109 | 100,896,109 | 100,896,109 | 104,001,722 | \$707,585,698 |
| Expenses | 295,985,649 | 105,806,109 | 100,896,109 | 100,896,109 | 104,001,722 | \$707,585,697 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Intergovernmental Revenues | 20,000,000 | - | - | - | - | \$20,000,000 |
| Charges For Services | 5,000,000 | - | - | - | - | \$5,000,000 |
| Investment Income | 3,398,099 | - | - | - | - | \$3,398,099 |
| Miscellaneous Revenues | 105,087,550 | 105,806,109 | 100,896,109 | 100,896,109 | 104,001,722 | \$516,687,599 |
| Other Financing Sources | 162,500,000 | - | - | - | - | \$162,500,000 |
| Revenues | \$295,985,649 | \$105,806,109 | \$100,896,109 | \$100,896,109 | \$104,001,722 | \$707,585,698 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 1,777,217 | - | - | - | - | \$1,777,217 |
| Department Of Watershed Management | 150,648,545 | 102,356,109 | 97,446,109 | 97,446,109 | 100,551,722 | \$548,448,593 |
| Non-Departmental | 143,559,887 | 3,450,000 | 3,450,000 | 3,450,000 | 3,450,000 | \$157,359,887 |
| Total City Wide | \$295,985,649 | \$105,806,109 | \$100,896,109 | \$100,896,109 | \$104,001,722 | \$707,585,697 |



FY17 CAPITAL BUDGET STATUS

Water & Wastewater Renewal & Extension Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|--------------------|------------|------------|------------|------------|--------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Default - 000000 | 1,777,217 | - | - | - | - | \$1,777,217 |
| Sub-Total | <u>\$1,777,217</u> | - | - | - | - | <u>\$1,777,217</u> |
| Department Of Watershed Management | | | | | | |
| Default - 000000 | 48,292,436 | - | - | - | - | \$48,292,436 |
| Water Mains, Various Locations - 100395 | 1,606,768 | 1,606,768 | 1,606,768 | 1,606,768 | 909,257 | \$7,336,330 |
| Cathodic Protection System - 100583 | 3,814 | 3,814 | 3,814 | 3,814 | 3,814 | \$19,070 |
| 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 | 3,594 | \$17,964 |
| Program Management-Year 3 - 102335 | 5,452,092 | 5,452,092 | 542,092 | 542,092 | 5,452,091 | \$17,440,459 |
| 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 | 461,029 | \$2,408,408 |
| Raw Water Transmission Mains - 102474 | 1,624,110 | 1,624,110 | 1,624,110 | 1,624,110 | 1,624,109 | \$8,120,548 |
| Sanitary Sewer-Annual Contract - 102506 | 300,000 | 300,000 | 300,000 | 300,000 | 177,630 | \$1,377,630 |
| South River Basin Relief Projects - 102648 | 767,014 | 767,014 | 767,014 | 767,014 | 767,013 | \$3,835,068 |
| Sses Sewer Groups - 102652 | 652,084 | 652,084 | 652,084 | 652,084 | 596,246 | \$3,204,583 |
| Intrenchment Creek Wrc Capacity Expansio - 102655 | 3,368 | 3,368 | 3,368 | 3,368 | 3,368 | \$16,842 |
| 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 | 242,178 | \$1,210,884 |
| Peachtree Basin Cap Relief - 110846 | 6,456,213 | 6,456,213 | 6,456,213 | 6,456,213 | 6,447,470 | \$32,272,323 |
| Dwm Hazard Mitigation - 110874 | 632,267 | 632,267 | 632,267 | 632,267 | 632,266 | \$3,161,333 |
| Utilities Gdot & Municipal - 110893 | 287,064 | 287,064 | 287,064 | 287,064 | 207,218 | \$1,355,474 |
| Small Meter Audit - 111136 | 21,083 | 21,083 | 21,083 | 21,083 | 21,084 | \$105,417 |
| 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 | 611,975 | \$4,829,133 |
| East Atl Water Main Rpmt - 111193 | 203,713 | 203,713 | 203,713 | 203,713 | 140,841 | \$955,691 |
| Land Support Services Project - 111194 | 26,346 | 26,346 | 26,346 | 26,346 | 26,344 | \$131,728 |
| Custer Ave Cso Cap Relief - 111415 | 10,384,291 | 10,384,291 | 10,384,291 | 10,384,291 | 10,384,288 | \$51,921,451 |
| Clear Creek Cso-Improvements - 111432 | 75,071 | 75,071 | 75,071 | 75,071 | 75,071 | \$375,356 |
| Nw Quadrant Water System Imp. - 111441 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | \$8,000,000 |
| Ne Quadrant Water System Imp. - 111443 | 1,640,000 | 1,640,000 | 1,640,000 | 1,640,000 | 1,640,000 | \$8,200,000 |
| Intrenchment Creek Wrc Dec S/S - 111468 | 9,079,943 | 9,079,943 | 9,079,943 | 9,079,943 | 8,781,271 | \$45,101,042 |
| 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 |



FY17 CAPITAL BUDGET STATUS

Water & Wastewater Renewal & Extension Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 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 | 1,114,554 | 1,114,554 | 1,114,554 | 1,114,554 | 1,114,556 | \$5,572,772 |
| Aeration Basin Equip - 111651 | 386,774 | 386,774 | 386,774 | 386,774 | 386,776 | \$1,933,872 |
| Treatment Fac Various Projects - 111652 | 1,033,183 | 1,033,183 | 1,033,183 | 1,033,183 | 1,033,182 | \$5,165,914 |
| Rmc Compliance Upgrades 3 - 111674 | 13,874,573 | 13,874,573 | 13,874,573 | 13,874,573 | 13,874,574 | \$69,372,866 |
| 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 | 252,620 | \$1,263,097 |
| Cso Various Projects - 111697 | 37,411 | 37,411 | 37,411 | 37,411 | 37,410 | \$187,054 |
| Cmms A & Amips - 111733 | 99,558 | 99,558 | 99,558 | 99,558 | 99,558 | \$497,790 |
| Raw Water Delivery Program - 111736 | 4,039,002 | 4,039,002 | 4,039,002 | 4,039,002 | 4,039,000 | \$20,195,008 |
| 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 Cpcacity - 111959 | 251,205 | 251,205 | 251,205 | 251,205 | 251,203 | \$1,256,021 |
| Rmc/Cwtp Plant Entrance - 111987 | 605,015 | 605,015 | 605,015 | 605,015 | 605,013 | \$3,025,073 |
| 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 | 128,321 | \$683,197 |
| 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 |
| Sub-Total | \$150,648,545 | \$102,356,109 | \$97,446,109 | \$97,446,109 | \$100,551,722 | \$548,448,593 |
| Non-Departmental | | | | | | |
| Default - 000000 | 143,559,887 | 3,450,000 | 3,450,000 | 3,450,000 | 3,450,000 | \$157,359,887 |
| Sub-Total | \$143,559,887 | \$3,450,000 | \$3,450,000 | \$3,450,000 | \$3,450,000 | \$157,359,887 |
| Total City Wide | \$295,985,649 | \$105,806,109 | \$100,896,109 | \$100,896,109 | \$104,001,722 | \$707,585,697 |



FY17 CAPITAL BUDGET STATUS 2001 Water & Wastewater Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|-------------|-------------|-------------|-------------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 2,651,728 | 2,651,728 | 2,651,728 | 2,651,728 | 2,651,727 | \$13,258,641 |
| Expenses | 2,651,728 | 2,651,728 | 2,651,728 | 2,651,728 | 2,651,727 | \$13,258,641 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 2,651,728 | 2,651,728 | 2,651,728 | 2,651,728 | 2,651,727 | \$13,258,641 |
| Revenues | \$2,651,728 | \$2,651,728 | \$2,651,728 | \$2,651,728 | \$2,651,727 | \$13,258,641 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Watershed Management | 2,651,728 | 2,651,728 | 2,651,728 | 2,651,728 | 2,651,727 | \$13,258,641 |
| Total City Wide | \$2,651,728 | \$2,651,728 | \$2,651,728 | \$2,651,728 | \$2,651,727 | \$13,258,641 |



FY17 CAPITAL BUDGET STATUS 2001 Water & Wastewater Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|-------------|-------------|-------------|-------------|-------------|--------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Watershed Management | | | | | | |
| Water Mains, Various Locations - 100395 | 650,511 | 650,511 | 650,511 | 650,511 | 650,511 | \$3,252,555 |
| Sanitary Sewer-Annual Contract - 102506 | 478,502 | 478,502 | 478,502 | 478,502 | 478,501 | \$2,392,509 |
| Rmc Compliance Upgrades 3 - 111674 | 1,522,715 | 1,522,715 | 1,522,715 | 1,522,715 | 1,522,715 | \$7,613,577 |
| Sub-Total | \$2,651,728 | \$2,651,728 | \$2,651,728 | \$2,651,728 | \$2,651,727 | \$13,258,641 |
| Total City Wide | \$2,651,728 | \$2,651,728 | \$2,651,728 | \$2,651,728 | \$2,651,727 | \$13,258,641 |



FY17 CAPITAL BUDGET STATUS 2004 Water & Wastewater Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-----------|-----------|-----------|-----------|-----------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 573,842 | 573,842 | 573,842 | 573,842 | 573,841 | \$2,869,209 |
| Expenses | 573,842 | 573,842 | 573,842 | 573,842 | 573,841 | \$2,869,209 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 573,842 | 573,842 | 573,842 | 573,842 | 573,841 | \$2,869,209 |
| Revenues | \$573,842 | \$573,842 | \$573,842 | \$573,842 | \$573,841 | \$2,869,209 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Watershed Management | 573,842 | 573,842 | 573,842 | 573,842 | 573,841 | \$2,869,209 |
| Total City Wide | \$573,842 | \$573,842 | \$573,842 | \$573,842 | \$573,841 | \$2,869,209 |



FY17 CAPITAL BUDGET STATUS 2004 Water & Wastewater Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|------------------|------------------|------------------|------------------|------------------|--------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Watershed Management | | | | | | |
| Sewer Group 2 Rehabilitation - 102445 | 96,009 | 96,009 | 96,009 | 96,009 | 96,010 | \$480,046 |
| Rm Clayton- Compliance Upgrades - 102462 | 39,495 | 39,495 | 39,495 | 39,495 | 39,494 | \$197,474 |
| South River Basin Relief Projects - 102648 | 19,048 | 19,048 | 19,048 | 19,048 | 19,048 | \$95,240 |
| Sses Sewer Groups - 102652 | 1,558 | 1,558 | 1,558 | 1,558 | 1,558 | \$7,790 |
| South River Upgrade-Headworks - 102867 | 11,955 | 11,955 | 11,955 | 11,955 | 11,957 | \$59,778 |
| Hemphill & Chatt. Wtp Phase Ii - 110276 | 5 | 5 | 5 | 5 | 5 | \$25 |
| Water Resources Mgt Plan - 111192 | 24,719 | 24,719 | 24,719 | 24,719 | 24,718 | \$123,593 |
| Land Support Services Project - 111194 | 1,814 | 1,814 | 1,814 | 1,814 | 1,812 | \$9,066 |
| Rmc Compliance Upgrades 3 - 111674 | 379,239 | 379,239 | 379,239 | 379,239 | 379,239 | \$1,896,197 |
| Sub-Total | <u>\$573,842</u> | <u>\$573,842</u> | <u>\$573,842</u> | <u>\$573,842</u> | <u>\$573,841</u> | <u>\$2,869,209</u> |
| Total City Wide | <u>\$573,842</u> | <u>\$573,842</u> | <u>\$573,842</u> | <u>\$573,842</u> | <u>\$573,841</u> | <u>\$2,869,209</u> |



FY17 CAPITAL BUDGET STATUS Special 1% Sales And Use Tax Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------------|------|------|------|------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 125,000,000 | - | - | - | - | \$125,000,000 |
| Expenses | 125,000,000 | - | - | - | - | \$125,000,000 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Intergovernmental Revenues | 125,000,000 | - | - | - | - | \$125,000,000 |
| Revenues | \$125,000,000 | - | - | - | - | \$125,000,000 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 125,000,000 | - | - | - | - | \$125,000,000 |
| Total City Wide | \$125,000,000 | - | - | - | - | \$125,000,000 |



FY17 CAPITAL BUDGET STATUS Special 1% Sales And Use Tax Fund

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|------------------------------|---------------|------|------|------|------|---------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 125,000,000 | - | - | - | - | \$125,000,000 |
| Sub-Total | \$125,000,000 | - | - | - | - | \$125,000,000 |
| Total City Wide | \$125,000,000 | - | - | - | - | \$125,000,000 |



FY17 CAPITAL BUDGET STATUS Water & Wastewater Sinking Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------------|---------------|---------------|---------------|---------------|-----------------|
| FUND SUMMARY | | | | | | |
| Revenues | 420,283,083 | 416,107,819 | 415,811,366 | 415,058,748 | 414,692,837 | \$2,081,953,853 |
| Expenses | 420,283,083 | 416,107,819 | 415,811,366 | 415,058,748 | 414,692,837 | \$2,081,953,853 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Investment Income | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | \$15,000,000 |
| Miscellaneous Revenues | 192,056,609 | 188,968,028 | 189,020,835 | 188,954,650 | 188,628,326 | \$947,628,448 |
| Other Financing Sources | 225,226,474 | 224,139,791 | 223,790,531 | 223,104,098 | 223,064,511 | \$1,119,325,405 |
| Revenues | \$420,283,083 | \$416,107,819 | \$415,811,366 | \$415,058,748 | \$414,692,837 | \$2,081,953,853 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 420,283,083 | 416,107,819 | 415,811,366 | 415,058,748 | 414,692,837 | \$2,081,953,853 |
| Total City Wide | \$420,283,083 | \$416,107,819 | \$415,811,366 | \$415,058,748 | \$414,692,837 | \$2,081,953,853 |



FY17 CAPITAL BUDGET STATUS Water & Wastewater Sinking Fund

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 420,283,083 | 416,107,819 | 415,811,366 | 415,058,748 | 414,692,837 | \$2,081,953,853 |
| Sub-Total | <u>\$420,283,083</u> | <u>\$416,107,819</u> | <u>\$415,811,366</u> | <u>\$415,058,748</u> | <u>\$414,692,837</u> | <u>\$2,081,953,853</u> |
| Total City Wide | <u>\$420,283,083</u> | <u>\$416,107,819</u> | <u>\$415,811,366</u> | <u>\$415,058,748</u> | <u>\$414,692,837</u> | <u>\$2,081,953,853</u> |



FY17 CAPITAL BUDGET STATUS

Ser. 2009A Water & Wastewater Rev Bd Fd

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|--------------|--------------|--------------|--------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 45,517,772 | 13,681,364 | 13,681,364 | 13,681,364 | 13,681,376 | \$100,243,240 |
| Expenses | 45,517,772 | 13,681,364 | 13,681,364 | 13,681,364 | 13,681,377 | \$100,243,240 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 45,517,772 | 13,681,364 | 13,681,364 | 13,681,364 | 13,681,376 | \$100,243,240 |
| Revenues | \$45,517,772 | \$13,681,364 | \$13,681,364 | \$13,681,364 | \$13,681,376 | \$100,243,240 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Watershed Management | 13,681,367 | 13,681,364 | 13,681,364 | 13,681,364 | 13,681,377 | \$68,406,835 |
| Non-Departmental | 31,836,405 | - | - | - | - | \$31,836,405 |
| Total City Wide | \$45,517,772 | \$13,681,364 | \$13,681,364 | \$13,681,364 | \$13,681,377 | \$100,243,240 |



FY17 CAPITAL BUDGET STATUS

Ser. 2009A Water & Wastewater Rev Bd Fd

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Watershed Management | | | | | | |
| General Improvements, C.T.P. - 100392 | 4,597 | 4,597 | 4,597 | 4,597 | 4,595 | \$22,981 |
| Water Mains, Various Locations - 100395 | 2,416,705 | 2,416,705 | 2,416,705 | 2,416,705 | 2,416,705 | \$12,083,525 |
| Cathodic Protection System - 100583 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | \$100,000 |
| Development, North Area Treatment Plant - 100599 | 237,760 | 237,760 | 237,760 | 237,760 | 237,760 | \$1,188,798 |
| H.T.P., Reservoir Expansion - 100897 | 44,423 | 44,423 | 44,423 | 44,423 | 44,423 | \$222,115 |
| Proctor Creek Basin - 101262 | 810,432 | 810,432 | 810,432 | 810,432 | 810,432 | \$4,052,160 |
| Cso-West Tunnels - 102066 | 9,103 | 9,103 | 9,103 | 9,103 | 9,102 | \$45,513 |
| Small Diameter Sewer Rehab - 102350 | 414,616 | 414,616 | 414,616 | 414,616 | 414,615 | \$2,073,078 |
| Sewer Group 2 Rehabilitation - 102445 | 1,477,385 | 1,477,382 | 1,477,382 | 1,477,382 | 1,477,393 | \$7,386,924 |
| Rm Clayton- Compliance Upgrades - 102462 | 42,000 | 42,000 | 42,000 | 42,000 | 41,998 | \$209,998 |
| Electrical Switchgear Replacement - 102482 | 402,556 | 402,556 | 402,556 | 402,556 | 402,557 | \$2,012,781 |
| Sandy Creek Basin Relief Projects - 102646 | 53,059 | 53,059 | 53,059 | 53,059 | 53,060 | \$265,297 |
| Sewer Group 1 - Rehabilitation - 102650 | 46,194 | 46,194 | 46,194 | 46,194 | 46,195 | \$230,971 |
| Sses Sewer Groups - 102652 | 2,046 | 2,046 | 2,046 | 2,046 | 2,046 | \$10,230 |
| Soil Remediation & Site Closure - 102656 | 38,739 | 38,739 | 38,739 | 38,739 | 38,741 | \$193,697 |
| Small Meter Installation (New Meters) - 102658 | 951,395 | 951,395 | 951,395 | 951,395 | 951,395 | \$4,756,975 |
| North Area Main Improvements - 102663 | 1,084,462 | 1,084,462 | 1,084,462 | 1,084,462 | 1,084,464 | \$5,422,312 |
| Repair & Replace Large Water Meters - 102664 | 375,909 | 375,909 | 375,909 | 375,909 | 375,911 | \$1,879,547 |
| South River Tunnel & Ps - 110345 | 469,203 | 469,203 | 469,203 | 469,203 | 469,203 | \$2,346,016 |
| Peachtree Basin Cap Relief - 110846 | 807,186 | 807,186 | 807,186 | 807,186 | 807,186 | \$4,035,930 |
| Utilities Gdot & Municipal - 110893 | 116,240 | 116,240 | 116,240 | 116,240 | 116,238 | \$581,197 |
| Water Proj- Se Quadrant - 111093 | 495,504 | 495,504 | 495,504 | 495,504 | 495,504 | \$2,477,520 |
| Custer Ave Cso Cap Relief - 111415 | 806,429 | 806,429 | 806,429 | 806,429 | 806,429 | \$4,032,144 |
| Rmc Compliance Upgrades 3 - 111674 | 2,555,425 | 2,555,425 | 2,555,425 | 2,555,425 | 2,555,425 | \$12,777,125 |
| Sub-Total | \$13,681,367 | \$13,681,364 | \$13,681,364 | \$13,681,364 | \$13,681,377 | \$68,406,835 |
| Non-Departmental | | | | | | |
| Default - 000000 | 31,836,405 | - | - | - | - | \$31,836,405 |
| Sub-Total | \$31,836,405 | - | - | - | - | \$31,836,405 |
| Total City Wide | \$45,517,772 | \$13,681,364 | \$13,681,364 | \$13,681,364 | \$13,681,377 | \$100,243,240 |



FY17 CAPITAL BUDGET STATUS 2015b Water Commercial Paper Program

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|--------------|--------------|--------------|--------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 26,000,000 | 26,000,000 | 26,000,000 | 26,000,000 | 26,000,000 | \$130,000,000 |
| Expenses | 26,000,000 | 26,000,000 | 26,000,000 | 26,000,000 | 26,000,000 | \$130,000,000 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Other Financing Sources | 26,000,000 | 26,000,000 | 26,000,000 | 26,000,000 | 26,000,000 | \$130,000,000 |
| Revenues | \$26,000,000 | \$26,000,000 | \$26,000,000 | \$26,000,000 | \$26,000,000 | \$130,000,000 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Watershed Management | 26,000,000 | 26,000,000 | 26,000,000 | 26,000,000 | 26,000,000 | \$130,000,000 |
| Total City Wide | \$26,000,000 | \$26,000,000 | \$26,000,000 | \$26,000,000 | \$26,000,000 | \$130,000,000 |



FY17 CAPITAL BUDGET STATUS 2015b Water Commercial Paper Program

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Watershed Management | | | | | | |
| Raw Water Delivery Program - 111736 | 26,000,000 | 26,000,000 | 26,000,000 | 26,000,000 | 26,000,000 | \$130,000,000 |
| Sub-Total | \$26,000,000 | \$26,000,000 | \$26,000,000 | \$26,000,000 | \$26,000,000 | \$130,000,000 |
| Total City Wide | \$26,000,000 | \$26,000,000 | \$26,000,000 | \$26,000,000 | \$26,000,000 | \$130,000,000 |



FY17 CAPITAL BUDGET STATUS Solid Waste R&E Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|---------|---------|---------|---------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 2,122,105 | 4,733 | 4,733 | 4,733 | 4,733 | \$2,141,037 |
| Expenses | 2,122,105 | 4,733 | 4,733 | 4,733 | 4,733 | \$2,141,037 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 2,122,105 | 4,733 | 4,733 | 4,733 | 4,733 | \$2,141,037 |
| Revenues | \$2,122,105 | \$4,733 | \$4,733 | \$4,733 | \$4,733 | \$2,141,037 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 4,680 | 4,733 | 4,733 | 4,733 | 4,733 | \$23,612 |
| Non-Departmental | 2,117,425 | - | - | - | - | \$2,117,425 |
| Total City Wide | \$2,122,105 | \$4,733 | \$4,733 | \$4,733 | \$4,733 | \$2,141,037 |



FY17 CAPITAL BUDGET STATUS

Solid Waste R&E Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|-------------|---------|---------|---------|---------|-------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Public Works | | | | | | |
| Default - 000000 | 4,680 | 4,733 | 4,733 | 4,733 | 4,733 | \$23,612 |
| Sub-Total | \$4,680 | \$4,733 | \$4,733 | \$4,733 | \$4,733 | \$23,612 |
| Non-Departmental | | | | | | |
| Default - 000000 | 2,117,425 | - | - | - | - | \$2,117,425 |
| Sub-Total | \$2,117,425 | - | - | - | - | \$2,117,425 |
| Total City Wide | \$2,122,105 | \$4,733 | \$4,733 | \$4,733 | \$4,733 | \$2,141,037 |



FY17 CAPITAL BUDGET STATUS

Airport Renewal And Extension Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|------------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 1,001,217,963 | 801,650,561 | 739,178,432 | 745,069,421 | 756,158,787 | \$4,043,275,164 |
| Expenses | 1,001,217,963 | 801,650,561 | 739,178,432 | 745,069,421 | 756,158,787 | \$4,043,275,164 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
| Intergovernmental Revenues | 92,474,756 | - | - | - | - | \$92,474,756 |
| Miscellaneous Revenues | 818,743,207 | 711,650,561 | 649,178,432 | 655,069,421 | 666,158,787 | \$3,500,800,408 |
| Other Financing Sources | 90,000,000 | 90,000,000 | 90,000,000 | 90,000,000 | 90,000,000 | \$450,000,000 |
| Revenues | \$1,001,217,963 | \$801,650,561 | \$739,178,432 | \$745,069,421 | \$756,158,787 | \$4,043,275,164 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
| Department Of Law | 3,611,641 | - | - | - | - | \$3,611,641 |
| Department Of Aviation | 306,124,621 | 153,395,382 | 84,109,011 | 79,095,565 | - | \$622,724,579 |
| Non-Departmental | 683,032,717 | 648,255,179 | 655,069,421 | 665,973,856 | 756,158,787 | \$3,408,489,960 |
| Department Of Fire Services | 6,893,984 | - | - | - | - | \$6,893,984 |
| Department Of Police Services | 1,555,000 | - | - | - | - | \$1,555,000 |
| Total City Wide | \$1,001,217,963 | \$801,650,561 | \$739,178,432 | \$745,069,421 | \$756,158,787 | \$4,043,275,164 |



FY17 CAPITAL BUDGET STATUS

Airport Renewal And Extension Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|------------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Law | | | | | | |
| Default - 000000 | 3,611,641 | - | - | - | - | \$3,611,641 |
| Sub-Total | <u>\$3,611,641</u> | - | - | - | - | <u>\$3,611,641</u> |
| Department Of Aviation | | | | | | |
| Default - 000000 | 83,822,937 | - | - | - | - | \$83,822,937 |
| Hapeville Easement Program - 100312 | 6,376,092 | 6,376,092 | - | - | - | \$12,752,184 |
| Terminal Improvements - 101352 | 4,563,426 | 3,188,770 | 3,032,907 | - | - | \$10,785,103 |
| Concourse D-Midpoint Expansion - 102793 | 202,502 | 202,502 | 202,502 | - | - | \$607,506 |
| Central Administration - 102843 | 761,681 | 761,681 | - | - | - | \$1,523,362 |
| Airfield Projects - 111300 | 4,673,758 | 201,974 | - | - | - | \$4,875,732 |
| Terminal & Atrium Projects - 111301 | 37,579,431 | 18,959,222 | 14,584,898 | 14,584,898 | - | \$85,708,449 |
| Concourse Projects - 111302 | 1,500,000 | 1,500,000 | 1,500,000 | - | - | \$4,500,000 |
| Agts System Projects - 111303 | 5,940,846 | 5,940,846 | - | - | - | \$11,881,692 |
| Other Facility Projects - 111304 | 95,447,049 | 59,370,409 | 38,500,000 | 38,500,000 | - | \$231,817,458 |
| Parking And Ground Transportation - 111306 | 24,212,544 | 20,614,592 | - | - | - | \$44,827,136 |
| Airport Wide Projects - 111307 | 1,204,826 | 278,037 | 278,037 | - | - | \$1,760,900 |
| Other Direct Costs Project - 111310 | 26,010,667 | 26,010,667 | 26,010,667 | 26,010,667 | - | \$104,042,668 |
| Noise Insulation Program - 210816 | 9,435,034 | 9,435,034 | - | - | - | \$18,870,068 |
| Non-Capital Projects - 211312 | 4,393,828 | 555,556 | - | - | - | \$4,949,384 |
| Sub-Total | <u>\$306,124,621</u> | <u>\$153,395,382</u> | <u>\$84,109,011</u> | <u>\$79,095,565</u> | - | <u>\$622,724,579</u> |
| Non-Departmental | | | | | | |
| Default - 000000 | 683,032,717 | 648,255,179 | 655,069,421 | 665,973,856 | 756,158,787 | \$3,408,489,960 |
| Sub-Total | <u>\$683,032,717</u> | <u>\$648,255,179</u> | <u>\$655,069,421</u> | <u>\$665,973,856</u> | <u>\$756,158,787</u> | <u>\$3,408,489,960</u> |
| Department Of Fire Services | | | | | | |
| Default - 000000 | 6,893,984 | - | - | - | - | \$6,893,984 |
| Sub-Total | <u>\$6,893,984</u> | - | - | - | - | <u>\$6,893,984</u> |
| Department Of Police Services | | | | | | |
| Default - 000000 | 1,555,000 | - | - | - | - | \$1,555,000 |
| Sub-Total | <u>\$1,555,000</u> | - | - | - | - | <u>\$1,555,000</u> |
| Total City Wide | <u>\$1,001,217,963</u> | <u>\$801,650,561</u> | <u>\$739,178,432</u> | <u>\$745,069,421</u> | <u>\$756,158,787</u> | <u>\$4,043,275,164</u> |



FY17 CAPITAL BUDGET STATUS

Airport Passenger Facility Charge Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 923,429,754 | 1,042,982,867 | 1,209,668,501 | 1,375,634,136 | 1,552,645,005 | \$6,104,360,263 |
| Expenses | 923,429,754 | 1,042,982,867 | 1,209,668,501 | 1,375,634,136 | 1,552,645,005 | \$6,104,360,263 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Charges For Services | 193,000,000 | 195,000,000 | 197,000,000 | 190,000,000 | 201,000,000 | \$976,000,000 |
| Investment Income | 3,865,702 | 3,904,359 | 3,943,403 | 3,982,837 | 4,022,665 | \$19,718,966 |
| Miscellaneous Revenues | 626,633,702 | 774,147,405 | 938,791,245 | 1,111,721,571 | 1,277,691,331 | \$4,728,985,254 |
| Other Financing Sources | 99,930,350 | 69,931,103 | 69,933,853 | 69,929,728 | 69,931,009 | \$379,656,043 |
| Revenues | \$923,429,754 | \$1,042,982,867 | \$1,209,668,501 | \$1,375,634,136 | \$1,552,645,005 | \$6,104,360,263 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 49,351,996 | 34,260,519 | 28,013,077 | 28,013,077 | 90,000 | \$139,728,669 |
| Non-Departmental | 874,077,758 | 1,008,722,348 | 1,181,655,424 | 1,347,621,059 | 1,552,555,005 | \$5,964,631,594 |
| Total City Wide | \$923,429,754 | \$1,042,982,867 | \$1,209,668,501 | \$1,375,634,136 | \$1,552,645,005 | \$6,104,360,263 |



FY17 CAPITAL BUDGET STATUS

Airport Passenger Facility Charge Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Default - 000000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | \$450,000 |
| N. Term Dev Area Roads - 100304 | 2,549,467 | - | - | - | - | \$2,549,467 |
| Terminal Improvements - 101352 | 2,598,681 | - | - | - | - | \$2,598,681 |
| Airfield Projects - 111300 | 7,121,077 | - | - | - | - | \$7,121,077 |
| Terminal & Atrium Projects - 111301 | 27,923,077 | 27,923,077 | 27,923,077 | 27,923,077 | - | \$111,692,308 |
| Other Facility Projects - 111304 | 3,749,000 | 3,749,000 | - | - | - | \$7,498,000 |
| Airport Wide Projects - 111307 | 2,822,252 | - | - | - | - | \$2,822,252 |
| Noise Insulation Program - 210816 | 2,498,442 | 2,498,442 | - | - | - | \$4,996,884 |
| Sub-Total | \$49,351,996 | \$34,260,519 | \$28,013,077 | \$28,013,077 | \$90,000 | \$139,728,669 |
| Non-Departmental | | | | | | |
| Default - 000000 | 874,077,758 | 1,008,722,348 | 1,181,655,424 | 1,347,621,059 | 1,552,555,005 | \$5,964,631,594 |
| Sub-Total | \$874,077,758 | \$1,008,722,348 | \$1,181,655,424 | \$1,347,621,059 | \$1,552,555,005 | \$5,964,631,594 |
| Total City Wide | \$923,429,754 | \$1,042,982,867 | \$1,209,668,501 | \$1,375,634,136 | \$1,552,645,005 | \$6,104,360,263 |



FY17 CAPITAL BUDGET STATUS 2000 Airport Revenue Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|-------------|-----------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 2,432,106 | 1,469,148 | 987,669 | - | - | \$4,888,923 |
| Expenses | 2,432,106 | 1,469,148 | 987,669 | - | - | \$4,888,923 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 2,432,106 | 1,469,148 | 987,669 | - | - | \$4,888,923 |
| Revenues | \$2,432,106 | \$1,469,148 | \$987,669 | - | - | \$4,888,923 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 962,958 | 481,479 | - | - | - | \$1,444,437 |
| Non-Departmental | 1,469,148 | 987,669 | 987,669 | - | - | \$3,444,486 |
| Total City Wide | \$2,432,106 | \$1,469,148 | \$987,669 | - | - | \$4,888,923 |



FY17 CAPITAL BUDGET STATUS 2000 Airport Revenue Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|-------------|-------------|-----------|------|------|-------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Eip-Gp Substation Relocation & Nwk - 102802 | 962,958 | 481,479 | - | - | - | \$1,444,437 |
| Sub-Total | \$962,958 | \$481,479 | - | - | - | \$1,444,437 |
| Non-Departmental | | | | | | |
| Default - 000000 | 1,469,148 | 987,669 | 987,669 | - | - | \$3,444,486 |
| Sub-Total | \$1,469,148 | \$987,669 | \$987,669 | - | - | \$3,444,486 |
| Total City Wide | \$2,432,106 | \$1,469,148 | \$987,669 | - | - | \$4,888,923 |



FY17 CAPITAL BUDGET STATUS 2004 Airport Revenue Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------|------|------|------|------|---------|
| FUND SUMMARY | | | | | | |
| Revenues | 1,439 | - | - | - | - | \$1,439 |
| Expenses | 1,439 | - | - | - | - | \$1,439 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 1,439 | - | - | - | - | \$1,439 |
| Revenues | \$1,439 | - | - | - | - | \$1,439 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 1,439 | - | - | - | - | \$1,439 |
| Total City Wide | \$1,439 | - | - | - | - | \$1,439 |



FY17 CAPITAL BUDGET STATUS 2004 Airport Revenue Bond Fund

| | <u>FY17</u> | <u>FY18</u> | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Total</u> |
|------------------------------|----------------|-------------|-------------|-------------|-------------|----------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Non-Departmental | | | | | | |
| Default - 000000 | 1,439 | - | - | - | - | \$1,439 |
| Sub-Total | \$1,439 | - | - | - | - | \$1,439 |
| Total City Wide | \$1,439 | - | - | - | - | \$1,439 |



FY17 CAPITAL BUDGET STATUS 2004 Airport Pfc Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------|------|------|------|------|---------|
| FUND SUMMARY | | | | | | |
| Revenues | 1,261 | - | - | - | - | \$1,261 |
| Expenses | 1,261 | - | - | - | - | \$1,261 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 1,261 | - | - | - | - | \$1,261 |
| Revenues | \$1,261 | - | - | - | - | \$1,261 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 1,261 | - | - | - | - | \$1,261 |
| Total City Wide | \$1,261 | - | - | - | - | \$1,261 |



FY17 CAPITAL BUDGET STATUS 2004 Airport Pfc Bond Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|------------------------------|---------|------|------|------|------|---------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Non-Departmental | | | | | | |
| Default - 000000 | 1,261 | - | - | - | - | \$1,261 |
| Sub-Total | \$1,261 | - | - | - | - | \$1,261 |
| Total City Wide | \$1,261 | - | - | - | - | \$1,261 |



FY17 CAPITAL BUDGET STATUS 2004 Airport Revenue Bond Fund F-K

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 1,029,175 | - | - | - | - | \$1,029,175 |
| Expenses | 1,029,175 | - | - | - | - | \$1,029,175 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 1,029,175 | - | - | - | - | \$1,029,175 |
| Revenues | \$1,029,175 | - | - | - | - | \$1,029,175 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 1,029,175 | - | - | - | - | \$1,029,175 |
| Total City Wide | \$1,029,175 | - | - | - | - | \$1,029,175 |



FY17 CAPITAL BUDGET STATUS 2004 Airport Revenue Bond Fund F-K

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|-------------|------|------|------|------|-------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Non-Departmental | | | | | | |
| Default - 000000 | 1,029,175 | - | - | - | - | \$1,029,175 |
| Sub-Total | \$1,029,175 | - | - | - | - | \$1,029,175 |
| Total City Wide | \$1,029,175 | - | - | - | - | \$1,029,175 |



FY17 CAPITAL BUDGET STATUS Conrac Customer Service Fac Ch

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 103,486,785 | 134,880,061 | 172,003,716 | 209,852,119 | 248,446,779 | \$868,669,460 |
| Expenses | 103,486,785 | 134,880,061 | 172,003,716 | 209,852,119 | 248,446,779 | \$868,669,460 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Charges For Services | 35,609,000 | 36,319,000 | 37,052,000 | 37,784,000 | 38,539,000 | \$185,303,000 |
| Investment Income | 105,000 | 97,000 | 91,000 | 87,000 | 83,000 | \$463,000 |
| Miscellaneous Revenues | 49,744,510 | 80,458,510 | 116,874,510 | 154,017,510 | 191,888,510 | \$592,983,550 |
| Other Financing Sources | 18,028,275 | 18,005,551 | 17,986,206 | 17,963,609 | 17,936,269 | \$89,919,910 |
| Revenues | \$103,486,785 | \$134,880,061 | \$172,003,716 | \$209,852,119 | \$248,446,779 | \$868,669,460 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 5,010,000 | 10,000 | 10,000 | 10,000 | 10,000 | \$5,050,000 |
| Non-Departmental | 98,476,785 | 134,870,061 | 171,993,716 | 209,842,119 | 248,436,779 | \$863,619,460 |
| Total City Wide | \$103,486,785 | \$134,880,061 | \$172,003,716 | \$209,852,119 | \$248,446,779 | \$868,669,460 |



FY17 CAPITAL BUDGET STATUS Conrac Customer Service Fac Ch

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Default - 000000 | 5,010,000 | 10,000 | 10,000 | 10,000 | 10,000 | \$5,050,000 |
| Sub-Total | \$5,010,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$5,050,000 |
| Non-Departmental | | | | | | |
| Default - 000000 | 98,476,785 | 134,870,061 | 171,993,716 | 209,842,119 | 248,436,779 | \$863,619,460 |
| Sub-Total | \$98,476,785 | \$134,870,061 | \$171,993,716 | \$209,842,119 | \$248,436,779 | \$863,619,460 |
| Total City Wide | \$103,486,785 | \$134,880,061 | \$172,003,716 | \$209,852,119 | \$248,446,779 | \$868,669,460 |



FY17 CAPITAL BUDGET STATUS

Airport Fac Revenue Bond Sinking Fd

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------------|---------------|---------------|---------------|---------------|-----------------|
| FUND SUMMARY | | | | | | |
| Revenues | 496,101,052 | 550,483,211 | 501,245,057 | 496,139,348 | 496,071,590 | \$2,540,040,258 |
| Expenses | 496,101,052 | 550,483,211 | 501,245,057 | 496,139,348 | 496,071,590 | \$2,540,040,258 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Other Financing Sources | 496,101,052 | 550,483,211 | 501,245,057 | 496,139,348 | 496,071,590 | \$2,540,040,258 |
| Revenues | \$496,101,052 | \$550,483,211 | \$501,245,057 | \$496,139,348 | \$496,071,590 | \$2,540,040,258 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 496,101,052 | 550,483,211 | 501,245,057 | 496,139,348 | 496,071,590 | \$2,540,040,258 |
| Total City Wide | \$496,101,052 | \$550,483,211 | \$501,245,057 | \$496,139,348 | \$496,071,590 | \$2,540,040,258 |



FY17 CAPITAL BUDGET STATUS

Airport Fac Revenue Bond Sinking Fd

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|------------------------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 496,101,052 | 550,483,211 | 501,245,057 | 496,139,348 | 496,071,590 | \$2,540,040,258 |
| Sub-Total | \$496,101,052 | \$550,483,211 | \$501,245,057 | \$496,139,348 | \$496,071,590 | \$2,540,040,258 |
| Total City Wide | \$496,101,052 | \$550,483,211 | \$501,245,057 | \$496,139,348 | \$496,071,590 | \$2,540,040,258 |



FY17 CAPITAL BUDGET STATUS 2010A Bond General Airport Revenue

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 2,900,738 | - | - | - | - | \$2,900,738 |
| Expenses | 2,900,738 | - | - | - | - | \$2,900,738 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 2,900,738 | - | - | - | - | \$2,900,738 |
| Revenues | \$2,900,738 | - | - | - | - | \$2,900,738 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 2,900,738 | - | - | - | - | \$2,900,738 |
| Total City Wide | \$2,900,738 | - | - | - | - | \$2,900,738 |



FY17 CAPITAL BUDGET STATUS 2010A Bond General Airport Revenue

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|-------------|------|------|------|------|-------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Non-Departmental | | | | | | |
| Default - 000000 | 2,900,738 | - | - | - | - | \$2,900,738 |
| Sub-Total | \$2,900,738 | - | - | - | - | \$2,900,738 |
| Total City Wide | \$2,900,738 | - | - | - | - | \$2,900,738 |



FY17 CAPITAL BUDGET STATUS 2010B Bd Pfc & Sub Lien Gen Rev

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-----------|------|------|------|------|-----------|
| FUND SUMMARY | | | | | | |
| Revenues | 628,159 | - | - | - | - | \$628,159 |
| Expenses | 628,159 | - | - | - | - | \$628,159 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 628,159 | - | - | - | - | \$628,159 |
| Revenues | \$628,159 | - | - | - | - | \$628,159 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 628,159 | - | - | - | - | \$628,159 |
| Total City Wide | \$628,159 | - | - | - | - | \$628,159 |



FY17 CAPITAL BUDGET STATUS 2010B Bd Pfc & Sub Lien Gen Rev

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|-----------|------|------|------|------|-----------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Non-Departmental | | | | | | |
| Default - 000000 | 628,159 | - | - | - | - | \$628,159 |
| Sub-Total | \$628,159 | - | - | - | - | \$628,159 |
| Total City Wide | \$628,159 | - | - | - | - | \$628,159 |



FY17 CAPITAL BUDGET STATUS

Airport Commercial Paper Series 2010A/B

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|--------------|-------------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 20,419,887 | 10,967,867 | 5,175,774 | - | - | \$36,563,528 |
| Expenses | 20,419,887 | 10,967,867 | 5,175,774 | - | - | \$36,563,528 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 20,419,887 | 10,967,867 | 5,175,774 | - | - | \$36,563,528 |
| Revenues | \$20,419,887 | \$10,967,867 | \$5,175,774 | - | - | \$36,563,528 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 9,452,020 | 5,792,093 | 2,240,564 | - | - | \$17,484,677 |
| Non-Departmental | 10,967,867 | 5,175,774 | 2,935,210 | - | - | \$19,078,851 |
| Total City Wide | \$20,419,887 | \$10,967,867 | \$5,175,774 | - | - | \$36,563,528 |



FY17 CAPITAL BUDGET STATUS

Airport Commercial Paper Series 2010A/B

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|--------------|--------------|-------------|------|------|--------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Terminal Improvements - 101352 | 9,452,020 | 5,792,093 | 2,240,564 | - | - | \$17,484,677 |
| Sub-Total | \$9,452,020 | \$5,792,093 | \$2,240,564 | - | - | \$17,484,677 |
| Non-Departmental | | | | | | |
| Default - 000000 | 10,967,867 | 5,175,774 | 2,935,210 | - | - | \$19,078,851 |
| Sub-Total | \$10,967,867 | \$5,175,774 | \$2,935,210 | - | - | \$19,078,851 |
| Total City Wide | \$20,419,887 | \$10,967,867 | \$5,175,774 | - | - | \$36,563,528 |



FY17 CAPITAL BUDGET STATUS 2012A Bond General Airport Revenue

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|-------------|-------------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 18,008,835 | 8,786,791 | 2,520,150 | - | - | \$29,315,776 |
| Expenses | 18,008,835 | 8,786,791 | 2,520,150 | - | - | \$29,315,776 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 18,008,835 | 8,786,791 | 2,520,150 | - | - | \$29,315,776 |
| Revenues | \$18,008,835 | \$8,786,791 | \$2,520,150 | - | - | \$29,315,776 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 4,931,999 | 3,133,321 | - | - | - | \$8,065,320 |
| Non-Departmental | 13,076,836 | 5,653,470 | 2,520,150 | - | - | \$21,250,456 |
| Total City Wide | \$18,008,835 | \$8,786,791 | \$2,520,150 | - | - | \$29,315,776 |



FY17 CAPITAL BUDGET STATUS 2012A Bond General Airport Revenue

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|---------------------|--------------------|--------------------|----------|----------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Concourse Projects - 111302 | 4,865,550 | 3,133,321 | - | - | - | \$7,998,871 |
| Other Direct Costs Project - 111310 | 66,449 | - | - | - | - | \$66,449 |
| Sub-Total | \$4,931,999 | \$3,133,321 | - | - | - | \$8,065,320 |
| Non-Departmental | | | | | | |
| Default - 000000 | 13,076,836 | 5,653,470 | 2,520,150 | - | - | \$21,250,456 |
| Sub-Total | \$13,076,836 | \$5,653,470 | \$2,520,150 | - | - | \$21,250,456 |
| Total City Wide | \$18,008,835 | \$8,786,791 | \$2,520,150 | - | - | \$29,315,776 |



FY17 CAPITAL BUDGET STATUS 2012B Bond General Airport Revenue

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 8,134,872 | - | - | - | - | \$8,134,872 |
| Expenses | 8,134,872 | - | - | - | - | \$8,134,872 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 8,134,872 | - | - | - | - | \$8,134,872 |
| Revenues | \$8,134,872 | - | - | - | - | \$8,134,872 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 8,134,872 | - | - | - | - | \$8,134,872 |
| Total City Wide | \$8,134,872 | - | - | - | - | \$8,134,872 |



FY17 CAPITAL BUDGET STATUS 2012B Bond General Airport Revenue

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|------------------------------|-------------|------|------|------|------|-------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 8,134,872 | - | - | - | - | \$8,134,872 |
| Sub-Total | \$8,134,872 | - | - | - | - | \$8,134,872 |
| Total City Wide | \$8,134,872 | - | - | - | - | \$8,134,872 |



FY17 CAPITAL BUDGET STATUS 2012C Bond General Airport Revenue

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|--------------|-------------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 40,723,962 | 20,714,275 | 9,716,699 | - | - | \$71,154,936 |
| Expenses | 40,723,962 | 20,714,275 | 9,716,699 | - | - | \$71,154,936 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 40,723,962 | 20,714,275 | 9,716,699 | - | - | \$71,154,936 |
| Revenues | \$40,723,962 | \$20,714,275 | \$9,716,699 | - | - | \$71,154,936 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 20,009,687 | 10,997,576 | - | - | - | \$31,007,263 |
| Non-Departmental | 20,714,275 | 9,716,699 | 9,716,699 | - | - | \$40,147,673 |
| Total City Wide | \$40,723,962 | \$20,714,275 | \$9,716,699 | - | - | \$71,154,936 |



FY17 CAPITAL BUDGET STATUS 2012C Bond General Airport Revenue

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|--------------|--------------|-------------|------|------|--------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Concourse Projects - 111302 | 19,602,014 | 10,997,576 | - | - | - | \$30,599,590 |
| Other Direct Costs Project - 111310 | 407,673 | - | - | - | - | \$407,673 |
| Sub-Total | \$20,009,687 | \$10,997,576 | - | - | - | \$31,007,263 |
| Non-Departmental | | | | | | |
| Default - 000000 | 20,714,275 | 9,716,699 | 9,716,699 | - | - | \$40,147,673 |
| Sub-Total | \$20,714,275 | \$9,716,699 | \$9,716,699 | - | - | \$40,147,673 |
| Total City Wide | \$40,723,962 | \$20,714,275 | \$9,716,699 | - | - | \$71,154,936 |



FY17 CAPITAL BUDGET STATUS

Doa Series 2015 Commercial Paper Program

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------------|---------------|---------------|---------------|---------------|-----------------|
| FUND SUMMARY | | | | | | |
| Revenues | 450,000,000 | 450,000,000 | 350,000,000 | 260,000,000 | 150,000,000 | \$1,660,000,000 |
| Expenses | 450,000,000 | 450,000,000 | 350,000,000 | 260,000,000 | 150,000,000 | \$1,660,000,000 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Other Financing Sources | 450,000,000 | 450,000,000 | 350,000,000 | 260,000,000 | 150,000,000 | \$1,660,000,000 |
| Revenues | \$450,000,000 | \$450,000,000 | \$350,000,000 | \$260,000,000 | \$150,000,000 | \$1,660,000,000 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 100,000,000 | 100,000,000 | 100,000,000 | 100,000,000 | - | \$400,000,000 |
| Non-Departmental | 350,000,000 | 350,000,000 | 250,000,000 | 160,000,000 | 150,000,000 | \$1,260,000,000 |
| Total City Wide | \$450,000,000 | \$450,000,000 | \$350,000,000 | \$260,000,000 | \$150,000,000 | \$1,660,000,000 |



FY17 CAPITAL BUDGET STATUS

Doa Series 2015 Commercial Paper Program

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Terminal & Atrium Projects - 111301 | 100,000,000 | 100,000,000 | 100,000,000 | 100,000,000 | - | \$400,000,000 |
| Sub-Total | \$100,000,000 | \$100,000,000 | \$100,000,000 | \$100,000,000 | - | \$400,000,000 |
| Non-Departmental | | | | | | |
| Default - 000000 | 350,000,000 | 350,000,000 | 250,000,000 | 160,000,000 | 150,000,000 | \$1,260,000,000 |
| Sub-Total | \$350,000,000 | \$350,000,000 | \$250,000,000 | \$160,000,000 | \$150,000,000 | \$1,260,000,000 |
| Total City Wide | \$450,000,000 | \$450,000,000 | \$350,000,000 | \$260,000,000 | \$150,000,000 | \$1,660,000,000 |



FY17 CAPITAL BUDGET STATUS

Buildings Renewal & Extension Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|------|------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 41,559,957 | - | - | - | - | \$41,559,957 |
| Expenses | 41,559,957 | - | - | - | - | \$41,559,957 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 41,559,957 | - | - | - | - | \$41,559,957 |
| Revenues | \$41,559,957 | - | - | - | - | \$41,559,957 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Dept Of Planning & Community Development | 41,559,957 | - | - | - | - | \$41,559,957 |
| Total City Wide | \$41,559,957 | - | - | - | - | \$41,559,957 |



FY17 CAPITAL BUDGET STATUS

Buildings Renewal & Extension Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|------|------|------|------|--------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Dept Of Planning & Community Development | | | | | | |
| Default - 000000 | 41,559,957 | - | - | - | - | \$41,559,957 |
| Sub-Total | \$41,559,957 | - | - | - | - | \$41,559,957 |
| Total City Wide | \$41,559,957 | - | - | - | - | \$41,559,957 |



GRANT FUNDS

GRANT FUNDS

Atlanta Empowerment Zone Corporation was established to account for the revenue and expenditures related to funding provided under Title XX Empowerment Zone of the Empowerment Zone Social Security Act as amended by Part VI of Omnibus Budget reconciliation of 1993. Title XX Empowerment Zone provides for the fulfillment of a strategic plan to create economic opportunities, create sustainable community development, build broad participation among community-based partners, develop a strategic vision for change in the community and improve the quality of life for residents of the designated area.

Atlanta Workforce Development Authority (AWDA) enables each locality to develop a unified training system that will increase the employment, retention, and earnings by participants and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.

Community Development Fund was established to account for the revenue and expenditure provided under the Title I of the Housing and Community Development Act of 1974 which provides for development of viable urban communities, including decent housing and suitable living environments and expansion of economic opportunities, principally for persons of low and moderate incomes.

Home Investment Trust Fund (HOME) provides formula grants to States and localities that communities used often in partnership with local nonprofit groups, to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

Intergovernmental Grant Fund was established to account for the revenues and expenditures for miscellaneous grants except for those recorded in the Department of Aviation, Watershed and Community Development Funds.

Section 108 Loan Guarantee Program is a source of financing allotted for the economic development, housing rehabilitation, public facilities rehab, construction or installation for the benefit of low- to moderate-income persons, or to aid in the prevention of slums.

Atlanta Streetcar Project is to provide an integrated multi-modal, high-quality transit network that links communities, improves mobility by enhancing transit access and options, supports projected growth, promotes economic development and encourages strategies for livable communities.

On October 15, 2010 the City of Atlanta received notice of a pending federal funding award of approximately \$47.6 million to fund the East-West route of the Atlanta Streetcar. The total cost of the project is \$69.2 million with capital match contributions from the City of Atlanta of \$15.6 million. The Atlanta Downtown Improvement District (ADID) will contribute \$6 million as part of a total contribution of \$20 million over 20 years.





FY17 CAPITAL BUDGET STATUS

Community Development Block Grant Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|-----------|-----------|-----------|-----------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 8,685,777 | 837,977 | 148,949 | 148,949 | 144,949 | \$9,966,601 |
| Expenses | 8,685,777 | 837,977 | 148,949 | 148,949 | 144,949 | \$9,966,601 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Intergovernmental Revenues | 8,685,777 | 837,977 | 148,949 | 148,949 | 144,949 | \$9,966,601 |
| Revenues | \$8,685,777 | \$837,977 | \$148,949 | \$148,949 | \$144,949 | \$9,966,601 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 1,778,563 | - | - | - | - | \$1,778,563 |
| Department Of Finance | 627,580 | - | - | - | - | \$627,580 |
| Department Of Public Works | 171,496 | - | - | - | - | \$171,496 |
| Dept Of Parks & Recreation | 2,154,896 | - | - | - | - | \$2,154,896 |
| Judicial Agencies | 37,167 | - | - | - | - | \$37,167 |
| Department Of Police Services | 231,835 | - | - | - | - | \$231,835 |
| Dept Of Planning & Community Development | 3,684,240 | 837,977 | 148,949 | 148,949 | 144,949 | \$4,965,064 |
| Total City Wide | \$8,685,777 | \$837,977 | \$148,949 | \$148,949 | \$144,949 | \$9,966,601 |



FY17 CAPITAL BUDGET STATUS

Community Development Block Grant Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------|------|------|------|------|-----------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Proj Seraphim, 2013 Cd - 211506 | 27,552 | - | - | - | - | \$27,552 |
| Nicholas House Stable, 2013 Cd - 211550 | 3,262 | - | - | - | - | \$3,262 |
| St. Jude'S Rec Center 2013 Cd - 211579 | 89,340 | - | - | - | - | \$89,340 |
| Caring Works 2014 Cd - 211776 | 11,748 | - | - | - | - | \$11,748 |
| Pathways Homeless Census Survey 2014 Cd - 211779 | 13,142 | - | - | - | - | \$13,142 |
| Feed The Hungry 2014 Cd - 211791 | 4,730 | - | - | - | - | \$4,730 |
| The Law Center 2014 Cd/Es - 211792 | 1,739 | - | - | - | - | \$1,739 |
| Nicholas House-Stabilization 2014 Cd - 211818 | 10,570 | - | - | - | - | \$10,570 |
| St Jude'S Recovery Center 2014 Cd - 211823 | 7,020 | - | - | - | - | \$7,020 |
| Westcare Bldg Renv, 2014 Cd - 211840 | 35,790 | - | - | - | - | \$35,790 |
| Hope Hse Accessibility 2014 Cd - 211843 | 25,525 | - | - | - | - | \$25,525 |
| Cdbg/Ohs Grant Admin 2014 Cd - 211844 | 110,913 | - | - | - | - | \$110,913 |
| Vets Care Blanket Atl 2015 Cd - 212058 | 50,000 | - | - | - | - | \$50,000 |
| Hosea Feed The Hungry - 212063 | 180,000 | - | - | - | - | \$180,000 |
| Damascus Inn, 2015 Cd - 212066 | 19,005 | - | - | - | - | \$19,005 |
| First Step Homeless 2015 Cd - 212067 | 20,000 | - | - | - | - | \$20,000 |
| Homeless Prevention 2015 - 212068 | 18,000 | - | - | - | - | \$18,000 |
| Boulevard House, 2015 Cd - 212070 | 16,422 | - | - | - | - | \$16,422 |
| Nicholas House-Stablize 2015 - 212072 | 17,685 | - | - | - | - | \$17,685 |
| Emergency Shelter-Hmless 2015 - 212074 | 25,000 | - | - | - | - | \$25,000 |
| Problem Solvers, 2015 Cd - 212075 | 6,705 | - | - | - | - | \$6,705 |
| Shelter A Family 2015 Cd - 212076 | 12,502 | - | - | - | - | \$12,502 |
| St Jude'S Recovery-Lt 2015 Cd - 212077 | 17,359 | - | - | - | - | \$17,359 |
| Transitional Housing/Empl 2015 - 212078 | 10,000 | - | - | - | - | \$10,000 |
| West Care Ga-Operations, 2015 - 212081 | 20,000 | - | - | - | - | \$20,000 |
| Legal Clinic 2015 Cd - 212084 | 40,000 | - | - | - | - | \$40,000 |
| Community Based 2015 Cd - 212085 | 15,000 | - | - | - | - | \$15,000 |
| Crisis Shelter, 2015 Cd - 212086 | 38,923 | - | - | - | - | \$38,923 |
| Acf Housing 2015 Cd - 212089 | 13,000 | - | - | - | - | \$13,000 |
| Meals On Wheels 2015 Cd - 212090 | 23,476 | - | - | - | - | \$23,476 |
| Adult Daycare 2015 Cd - 212091 | 5,000 | - | - | - | - | \$5,000 |
| Another Chance 2015 Cd - 212092 | 10,000 | - | - | - | - | \$10,000 |
| Pathways 2015 Cd - 212093 | 17,520 | - | - | - | - | \$17,520 |
| Pathways Hms 2015 Es - 212094 | 17,301 | - | - | - | - | \$17,301 |
| Feed The Hungry 2015 Cd - 212095 | 15,000 | - | - | - | - | \$15,000 |
| Family Suppor 2015 Cd - 212096 | 18,000 | - | - | - | - | \$18,000 |
| Project Connect 2015 Cd - 212097 | 20,000 | - | - | - | - | \$20,000 |
| Career Works 2015 Cd - 212098 | 20,000 | - | - | - | - | \$20,000 |
| Senior Citizens 2015 Cd - 212101 | 5,000 | - | - | - | - | \$5,000 |
| Journey 2015 Cd - 212102 | 10,000 | - | - | - | - | \$10,000 |
| Feed The Hungry Budget 2015 Cd - 212103 | 20,000 | - | - | - | - | \$20,000 |
| Acss Rapid Re-Housing 2015 - 212104 | 109,990 | - | - | - | - | \$109,990 |
| Caring Works Rise, 2015 Cd - 212106 | 20,000 | - | - | - | - | \$20,000 |



FY17 CAPITAL BUDGET STATUS

Community Development Block Grant Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------------|----------|----------|----------|----------|--------------------|
| Shearith Isreal, 2015 Cd - 212107 | 10,000 | - | - | - | - | \$10,000 |
| Community Advanced Nurses 2015 - 212108 | 48,269 | - | - | - | - | \$48,269 |
| Covenant Community, 2015 Cd - 212109 | 10,279 | - | - | - | - | \$10,279 |
| Early Childhood, 2015 Cd - 212110 | 10,000 | - | - | - | - | \$10,000 |
| Furniture Bank, 2015 Cd - 212111 | 20,000 | - | - | - | - | \$20,000 |
| Hope Atlanta Outreach 2015 Es - 212112 | 35,000 | - | - | - | - | \$35,000 |
| Night Hospitality, 2015 Cd - 212113 | 22,790 | - | - | - | - | \$22,790 |
| Odyssey Iii, 2015 Cd - 212114 | 22,315 | - | - | - | - | \$22,315 |
| Permanent Replacement, 2015 - 212115 | 100,000 | - | - | - | - | \$100,000 |
| Project Intercnx-Bridge 2015 - 212116 | 5,653 | - | - | - | - | \$5,653 |
| Resettlement, 2015 Cd/Es - 212117 | 124,000 | - | - | - | - | \$124,000 |
| Life Exchange Ctr, 2015 Cd - 212118 | 10,000 | - | - | - | - | \$10,000 |
| The Renewal Project, 2015 Cd - 212119 | 28,000 | - | - | - | - | \$28,000 |
| Trinity Hall, 2015 Cd - 212120 | 28,000 | - | - | - | - | \$28,000 |
| Trinity House, 2015 Cd - 212121 | 10,040 | - | - | - | - | \$10,040 |
| Caring Works Supportive, 2015 Cd - 212122 | 20,000 | - | - | - | - | \$20,000 |
| Caring Works, 2015 Es - 212123 | 102,000 | - | - | - | - | \$102,000 |
| Sub-Total | \$1,778,563 | - | - | - | - | \$1,778,563 |
| Department Of Finance | | | | | | |
| English Avenue Campus, 2012 Cd - 211290 | 95,263 | - | - | - | - | \$95,263 |
| Esg Program Admin, 2012 Es - 211294 | 15,213 | - | - | - | - | \$15,213 |
| Grant Admin 2013 Cd/Es - 211465 | 143 | - | - | - | - | \$143 |
| Cdbg Grant Admin 2013, Cd - 211587 | 3,755 | - | - | - | - | \$3,755 |
| CDBG Grant Acct Admin 2014 - 211845 | 1,317 | - | - | - | - | \$1,317 |
| Esg Admin 2014 - 211786 | 21,873 | - | - | - | - | \$21,873 |
| Municipal Market 2015 Cd - 212007 | 61 | - | - | - | - | \$61 |
| 2015 Cdbg Grant Admin - 212034 | 46,872 | - | - | - | - | \$46,872 |
| Cdbg Adm Grant Services 2015 - 212035 | 443,083 | - | - | - | - | \$443,083 |
| Sub-Total | \$627,580 | - | - | - | - | \$627,580 |
| Department Of Public Works | | | | | | |
| Barge Road Sidewalk 2015 Cd - 112166 | 171,496 | - | - | - | - | \$171,496 |
| Sub-Total | \$171,496 | - | - | - | - | \$171,496 |
| Dept Of Parks & Recreation | | | | | | |
| Project Civic Access 2011 Cdbg - 111003 | 14,275 | - | - | - | - | \$14,275 |
| Project Civic Access 2012 - 111337 | 43,581 | - | - | - | - | \$43,581 |
| Westlake & Boone Park 2014 Cd - 111809 | 275,000 | - | - | - | - | \$275,000 |
| Pk Fairburn & Mays, 2015 Cd - 112167 | 391,712 | - | - | - | - | \$391,712 |
| James Orange Park Cd-868 - 211148 | 1,872 | - | - | - | - | \$1,872 |
| Ada H.A.I., 2013 Cdbg - 211517 | 11,514 | - | - | - | - | \$11,514 |
| Playground Replace, 2013 Cdbg - 211582 | 124,992 | - | - | - | - | \$124,992 |
| Playground Replacement 2014 Cd - 211838 | 325,844 | - | - | - | - | \$325,844 |
| Ada Handicap Access Improvments 2014 Cd - 211841 | 215,802 | - | - | - | - | \$215,802 |
| Ada Handicapped Access 2015 Cd - 212053 | 375,304 | - | - | - | - | \$375,304 |
| Tullwater Park Improv 2015 - 212054 | 75,000 | - | - | - | - | \$75,000 |
| Playground Replacement 2015 - 212056 | 300,000 | - | - | - | - | \$300,000 |



FY17 CAPITAL BUDGET STATUS

Community Development Block Grant Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|-------------|---------|--------|--------|--------|-------------|
| Sub-Total | \$2,154,896 | - | - | - | - | \$2,154,896 |
| Judicial Agencies | | | | | | |
| Ex-Offenders Housing 2014 Cd - 211882 | 14,167 | - | - | - | - | \$14,167 |
| Ex-Offenders Housing, 2015 Cd - 212079 | 23,000 | - | - | - | - | \$23,000 |
| Sub-Total | \$37,167 | - | - | - | - | \$37,167 |
| Department Of Police Services | | | | | | |
| Housing Code Inspection - 211328 | 1,565 | - | - | - | - | \$1,565 |
| Code Enforcement, 2014 Cd - 211861 | 82,937 | - | - | - | - | \$82,937 |
| Code Enf. Hsing Code Insp 2015 - 212038 | 147,333 | - | - | - | - | \$147,333 |
| Sub-Total | \$231,835 | - | - | - | - | \$231,835 |
| Dept Of Planning & Community Development | | | | | | |
| Nsp Project Funds 2008 Nsp - 210408 | 23,636 | - | - | - | - | \$23,636 |
| Nsp Admin Housing 2008 Nsp - 210409 | 20,774 | - | - | - | - | \$20,774 |
| Housing Rehab Admin 10 Cd - 210700 | 3,128 | - | - | - | - | \$3,128 |
| Housing Rehab Admin 2011 Cd - 210931 | 19,292 | - | - | - | - | \$19,292 |
| Admin 2011 Cd Housing - 210932 | 34,085 | - | - | - | - | \$34,085 |
| Housing Code Inspec 2011, Cd - 210933 | 159,064 | - | - | - | - | \$159,064 |
| Hud Nsp 3 2010 Rental B - 211059 | 1,676 | - | - | - | - | \$1,676 |
| Hud Nsp 3 2010 Rental E - 211061 | 7,689 | - | - | - | - | \$7,689 |
| Hud Nsp 3 2010 Rental B 25 - 211062 | 5,485 | - | - | - | - | \$5,485 |
| Hud Nsp 3 2010 Rental E 25 - 211063 | 263 | - | - | - | - | \$263 |
| Hud Nsp 3 2010 Homeownership B - 211064 | 2,374 | - | - | - | - | \$2,374 |
| Hud Nsp 3 2010 Homeownership E - 211065 | 8,445 | - | - | - | - | \$8,445 |
| Hud Nsp 3 2010 Homeownrshp B25 - 211066 | 16,607 | - | - | - | - | \$16,607 |
| Hud Nsp 3 2010 Admin - 211068 | 7,059 | - | - | - | - | \$7,059 |
| Multi-Family Loan Pool Fund - 211209 | 12,932 | - | - | - | - | \$12,932 |
| Housing Admin 2012 Cd/Hm - 211264 | 37,000 | 54,833 | - | - | - | \$91,833 |
| Housing Rehab Admin, 2012 Cd - 211265 | 26,918 | - | - | - | - | \$26,918 |
| Housing Rehab Admin 2013 CD/HM - 211466 | 41,548 | - | - | - | - | \$41,548 |
| Housing Grant Admin 2013 Cd/Hm - 211467 | 57,000 | 74,949 | - | - | - | \$131,949 |
| Atlanta Home Owner 2013 Cd - 211540 | 13,500 | - | - | - | - | \$13,500 |
| Atlanta Home Owner, 2014 Cd - 211833 | 38,379 | - | - | - | - | \$38,379 |
| Emergency Home Repairs, 2014 Cd - 211835 | 129,850 | - | - | - | - | \$129,850 |
| Business Improvement Loan Fund 2014 Cd - 211855 | 190,278 | - | - | - | - | \$190,278 |
| Green Healthy Hm Init 2014 Cd - 211857 | 11,962 | - | - | - | - | \$11,962 |
| Cdbg Housing Rehad. Admin 2014 Cd - 211859 | 38,000 | 74,000 | 24,000 | - | - | \$136,000 |
| Cdbg/Hsing Admin 2014 Cd - 211846 | - | - | 74,949 | 74,949 | 60,949 | \$210,847 |
| 2014 Lead Based Paint Hc - 211947 | 1,364,571 | 634,195 | - | - | - | \$1,998,766 |
| Cdbg Administration-Housing - 212036 | - | - | - | - | 10,000 | \$10,000 |
| Bus Imprv Loan Admin 2015 - 212041 | 59,748 | - | - | - | - | \$59,748 |
| Bus Improvement Loan 2015 - 212042 | 250,000 | - | - | - | - | \$250,000 |
| House Proud Hm Rep For Sr. 2015 - 212043 | 50,000 | - | - | - | - | \$50,000 |
| Wmn'S Econ Slf-Suff Prg, 2015 - 212044 | 53,000 | - | - | - | - | \$53,000 |
| 2015 Hsing Rehab Project Admin - 212045 | - | - | 50,000 | 74,000 | 74,000 | \$198,000 |
| Qls Gardens Energy, 2015 Cd - 212050 | 83,650 | - | - | - | - | \$83,650 |



FY17 CAPITAL BUDGET STATUS

Community Development Block Grant Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------------|------------------|------------------|------------------|------------------|--------------------|
| Rebuilding Together Atl 2015 - 212055 | 250,950 | - | - | - | - | \$250,950 |
| Home 2015 Cd - 212057 | 65,000 | - | - | - | - | \$65,000 |
| Ful County/Atl Land Bank 2015 - 212059 | 242,688 | - | - | - | - | \$242,688 |
| Emergency Home Repairs 2015 - 212062 | 250,950 | - | - | - | - | \$250,950 |
| Joint Venture Fair Housing 2015 - 212064 | 56,740 | - | - | - | - | \$56,740 |
| 2015 Strategic Comm Invest Rep - 212049 | 50,000 | - | - | - | - | \$50,000 |
| Sub-Total | <u>\$3,684,240</u> | <u>\$837,977</u> | <u>\$148,949</u> | <u>\$148,949</u> | <u>\$144,949</u> | <u>\$4,965,064</u> |
| Total City Wide | <u>\$8,685,777</u> | <u>\$837,977</u> | <u>\$148,949</u> | <u>\$148,949</u> | <u>\$144,949</u> | <u>\$9,966,601</u> |



FY17 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 75,024,435 | 5,066,472 | 5,076,491 | 5,088,090 | 5,099,748 | \$95,355,236 |
| Expenses | 75,024,435 | 5,066,472 | 5,076,491 | 5,088,090 | 5,099,748 | \$95,355,236 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 47,122 | - | - | - | - | \$47,122 |
| Intergovernmental Revenues | 66,799,360 | 4,816,472 | 4,826,491 | 4,838,090 | 4,849,748 | \$86,130,161 |
| Contributions And Donations From Private Sources | 8,177,953 | 250,000 | 250,000 | 250,000 | 250,000 | \$9,177,953 |
| Revenues | \$75,024,435 | \$5,066,472 | \$5,076,491 | \$5,088,090 | \$5,099,748 | \$95,355,236 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 25,545,959 | - | - | - | - | \$25,545,959 |
| Department Of Corrections | 240,241 | - | - | - | - | \$240,241 |
| Department Of Finance | 829,903 | - | - | - | - | \$829,903 |
| Department Of Public Works | 33,702,574 | 5,066,472 | 5,076,491 | 5,088,090 | 5,099,748 | \$54,033,375 |
| Dept Of Parks & Recreation | 483,374 | - | - | - | - | \$483,374 |
| Department Of Watershed Management | 2,946,597 | - | - | - | - | \$2,946,597 |
| Judicial Agencies | 91,772 | - | - | - | - | \$91,772 |
| Department Of Fire Services | 217,173 | - | - | - | - | \$217,173 |
| Department Of Police Services | 6,540,259 | - | - | - | - | \$6,540,259 |
| Dept Of Planning & Community Development | 4,426,583 | - | - | - | - | \$4,426,583 |
| Total City Wide | \$75,024,435 | \$5,066,472 | \$5,076,491 | \$5,088,090 | \$5,099,748 | \$95,355,236 |



FY17 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

| PROJECT TOTALS BY DEPARTMENT | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-----------|------|------|------|------|-------------|
| Executive Offices | | | | | | |
| Street Car Phase 1 - 111097 | 2,271,742 | - | - | - | - | \$2,271,742 |
| Streetcar 3 & 4 - 111367 | 207,097 | - | - | - | - | \$207,097 |
| Streetcar Traffic Enhancements - 111377 | 126,685 | - | - | - | - | \$126,685 |
| Luckie Street Conversion - 111421 | 125,273 | - | - | - | - | \$125,273 |
| Clean Cities - Dpw Cng - 111639 | 93,500 | - | - | - | - | \$93,500 |
| Hopwa Admin, 2011 Hopwa - 211014 | 2,576 | - | - | - | - | \$2,576 |
| Strat. Econ. Stab., 2011 Hopwa - 211016 | 65,105 | - | - | - | - | \$65,105 |
| Jerusalem House Wc, 2011 Hopwa - 211017 | 18 | - | - | - | - | \$18 |
| Jerusa. Hou. Audit, 2011 Hopwa - 211018 | 7 | - | - | - | - | \$7 |
| Jeru. House Ss I, 2011 Hopwa - 211019 | 0 | - | - | - | - | \$0 |
| Jeru. Hse. @ Ft. Mac, 11 Hopwa - 211020 | 147,000 | - | - | - | - | \$147,000 |
| Hope House, 2011 Hopwa - 211021 | 17,661 | - | - | - | - | \$17,661 |
| Southside Lv, 2011 Hopwa - 211026 | 47,364 | - | - | - | - | \$47,364 |
| Aids Athens, 2011 Hopwa - 211029 | 130,802 | - | - | - | - | \$130,802 |
| Edge Sup. Svcs., 2011 Hopwa - 211030 | 32,139 | - | - | - | - | \$32,139 |
| Matthew'S Place, 2011 Hopwa - 211031 | 1,682 | - | - | - | - | \$1,682 |
| Making A Way, 2011 Hopwa - 211034 | 3,072 | - | - | - | - | \$3,072 |
| Ya Guidance C, 2011 Hopwa - 211035 | 7,474 | - | - | - | - | \$7,474 |
| Aid Atlanta, 2012 Hopwa - 211145 | 174,106 | - | - | - | - | \$174,106 |
| Living Room, 2012 Hopwa - 211149 | 63,398 | - | - | - | - | \$63,398 |
| Aid Gwinnett, 2012 Hopwa - 211150 | 490 | - | - | - | - | \$490 |
| Cobb County Boh, 2012 Hp - 211262 | 51,900 | - | - | - | - | \$51,900 |
| Young Adult Guid C, 2012 Hopwa - 211272 | 95,778 | - | - | - | - | \$95,778 |
| Travelers Aid, 2012 Hopwa - 211274 | 43,679 | - | - | - | - | \$43,679 |
| Dekalb County Boh, 2012 Hp - 211282 | 33,310 | - | - | - | - | \$33,310 |
| Strat. Econ. Stab., 2012 Hopwa - 211285 | 34,067 | - | - | - | - | \$34,067 |
| Ohs Grant Admin, Cd/Hopwa 2012 - 211327 | 1,949 | - | - | - | - | \$1,949 |
| Aids Athens, 2013 Hopwa - 211518 | 3,409 | - | - | - | - | \$3,409 |
| Hope House, 2013 Hopwa - 211531 | 37,061 | - | - | - | - | \$37,061 |
| Jerusalem House Ssii 2013 Hopwa - 211539 | 967 | - | - | - | - | \$967 |
| Positive Impact, 2013 Hopwa - 211552 | 5,401 | - | - | - | - | \$5,401 |
| Edgewood Sup Svcs, 2013 Hopwa - 211556 | 24,796 | - | - | - | - | \$24,796 |
| Open Hand, 2013 Hopwa - 211572 | 7,750 | - | - | - | - | \$7,750 |
| Cte Atlfuel Markets - 211616 | 6,543 | - | - | - | - | \$6,543 |
| Cep Project 2014 - 211725 | 193,415 | - | - | - | - | \$193,415 |
| Ohs Grant Admin 2014 Hopwa - 211862 | 90,000 | - | - | - | - | \$90,000 |
| Dklb Co. Bd Of Hlth 2014 Hopwa - 211863 | 158,153 | - | - | - | - | \$158,153 |
| Cobb County Boh, 2014 Hopwa - 211864 | 160,873 | - | - | - | - | \$160,873 |
| Narina Housing 2014 Hp - 211866 | 49,652 | - | - | - | - | \$49,652 |
| Travelers Aid, 2014 Hopwa - 211868 | 501,623 | - | - | - | - | \$501,623 |
| Aid Atlanta, 2014 Hopwa - 211869 | 2,877,805 | - | - | - | - | \$2,877,805 |
| Aid Gwinnett, 2014 Hopwa - 211870 | 203,909 | - | - | - | - | \$203,909 |
| Matthews Place 2014 Hopwa - 211871 | 226,666 | - | - | - | - | \$226,666 |



FY17 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|---------------------|----------|----------|-----------|-----------|---------------------|
| Living Room, 2014 Hopwa - 211872 | 1,385,547 | - | - | - | - | \$1,385,547 |
| Covenant House Ga 2014 Hopwa - 211873 | 47,750 | - | - | - | - | \$47,750 |
| Atlanta Homeless Coc - 211964 | 47,122 | - | - | - | - | \$47,122 |
| Hopwa Admin, Human Ser 2015 - 212130 | 110,039 | - | - | - | - | \$110,039 |
| Aids Athens, 2015 Hopwa - 212124 | 703,746 | - | - | - | - | \$703,746 |
| Aids Legal Project 2015 - 212125 | 280,000 | - | - | - | - | \$280,000 |
| Covenantant House Ga, 2015 - 212126 | 100,000 | - | - | - | - | \$100,000 |
| Furniture Bank, 2015 Hopwa - 212127 | 83,160 | - | - | - | - | \$83,160 |
| Jerusalem House Wc, 2015 Hopwa - 212131 | 886,824 | - | - | - | - | \$886,824 |
| Jerusalem House Adult, 2015 Hopwa - 212132 | 1,042,526 | - | - | - | - | \$1,042,526 |
| Jerusalem House Ss I, 2015 Hopwa - 212133 | 526,125 | - | - | - | - | \$526,125 |
| Jerusalem House Ss Ii, 2015 - 212134 | 7,259,621 | - | - | - | - | \$7,259,621 |
| Legacy House 2015 Hopwa - 212135 | 804,926 | - | - | - | - | \$804,926 |
| Legacy Village, 2015 Hopwa - 212136 | 875,868 | - | - | - | - | \$875,868 |
| Making A Way 2015 Hopwa - 212137 | 826,681 | - | - | - | - | \$826,681 |
| Naesm Housing 2015 Hopwa - 212138 | 50,000 | - | - | - | - | \$50,000 |
| Open Hand 2015 Hopwa - 212139 | 398,798 | - | - | - | - | \$398,798 |
| Positive Impact 2015 Hopwa - 212140 | 529,734 | - | - | - | - | \$529,734 |
| Hope House, 2015 Hopwa - 212141 | 120,000 | - | - | - | - | \$120,000 |
| The Edgewood Center 2015 Hopwa - 212143 | 653,626 | - | - | - | - | \$653,626 |
| The Edgewood Supt. Serv. 2015 - 212144 | 366,808 | - | - | - | - | \$366,808 |
| Yagc House 2015 Hopwa - 212145 | 100,000 | - | - | - | - | \$100,000 |
| 2014 Hud Continuum Of Care - 212178 | 21,161 | - | - | - | - | \$21,161 |
| Sub-Total | \$25,545,959 | - | - | - | - | \$25,545,959 |
| Department Of Corrections | | | | | | |
| Mental Health Collaboration - 211648 | 240,241 | - | - | - | - | \$240,241 |
| Sub-Total | \$240,241 | - | - | - | - | \$240,241 |
| Department Of Finance | | | | | | |
| Hopwa Admin, Hopwa 2011 - 210948 | 1,033 | - | - | - | - | \$1,033 |
| Hopwa Admin.- G.A., 2011 - 211055 | 256 | - | - | - | - | \$256 |
| Hidta Administration - 211079 | 119,058 | - | - | - | - | \$119,058 |
| Resource Ident, 2012 Hopwa - 211278 | 1,145 | - | - | - | - | \$1,145 |
| Ogs Grant Admin, Hopwa 2012 - 211388 | 14,572 | - | - | - | - | \$14,572 |
| Hopwa Admin, 2013 Hopwa - 211569 | 4,563 | - | - | - | - | \$4,563 |
| Hopwa Admin-Ga, 2013 Hopwa - 211586 | 31 | - | - | - | - | \$31 |
| Ogs Grant Admin, Hopwa 2014 - 211865 | 55,527 | - | - | - | - | \$55,527 |
| Res Identification 2014 Hopwa - 211867 | 21,627 | - | - | - | - | \$21,627 |
| Hopwa Adm, G Acc.2015 - 212128 | 26,819 | - | - | - | - | \$26,819 |
| Hopwa Adm, G Ser.2015 - 212129 | 385,273 | - | - | - | - | \$385,273 |
| Resource Id 2015 Hopwa - 212142 | 200,000 | - | - | - | - | \$200,000 |
| Sub-Total | \$829,903 | - | - | - | - | \$829,903 |
| Department Of Public Works | | | | | | |
| Default - 000000 | - | - | - | 2,461,439 | 3,211,501 | \$5,672,940 |
| Barge Rd./Campellton Lci Grant - 102385 | 164,337 | - | - | - | - | \$164,337 |
| Sidewalk Pjt Metropolitan Pkwy - 110238 | 25,000 | - | - | - | - | \$25,000 |



FY17 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|---------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Memorial Dr Sidewalks - 110255 | 655,895 | - | - | - | - | \$655,895 |
| Lowery Blvd - 110836 | 133,306 | - | - | - | - | \$133,306 |
| Glenwood East Atlanta - 110837 | 365,697 | - | - | - | - | \$365,697 |
| Ralph David Abernathy Blvd - 110840 | 516,917 | - | - | - | - | \$516,917 |
| Southwest Atlanta - 110842 | 524,175 | - | - | - | - | \$524,175 |
| Marta Trans Imp - 110871 | 2,044,256 | - | - | - | - | \$2,044,256 |
| DI Hollowell/Westlake-Lci - 111105 | 129,639 | - | - | - | - | \$129,639 |
| Glenwood/Moreland-Lci - 111106 | 68,170 | - | - | - | - | \$68,170 |
| Habersham/Piedmont Project - 111159 | 374,800 | - | - | - | - | \$374,800 |
| Midtown Reg Traffic Ops - 111221 | 3,815 | - | - | - | - | \$3,815 |
| Memorial Drive Corridor - 111322 | 223,136 | - | - | - | - | \$223,136 |
| Traffic Signals - 111937 | 704,648 | - | - | - | - | \$704,648 |
| Govt Center Improvements-Srta - 112025 | 3,140,000 | - | - | - | - | \$3,140,000 |
| Fy 2015 Local Mig - 112027 | 618,562 | - | - | - | - | \$618,562 |
| Fy 15 Mtop - 112029 | 813,547 | - | - | - | - | \$813,547 |
| Inman Park Middle School Road - 112267 | 38,500 | - | - | - | - | \$38,500 |
| Lmig-Resurfacing - 211486 | 242,330 | - | - | - | - | \$242,330 |
| Fhwa Fy 2013 Tiger Grant #16 - 211899 | 17,634,730 | - | - | - | - | \$17,634,730 |
| Streetcar O&M - 211934 | 5,281,115 | 5,066,472 | 5,076,491 | 2,626,651 | 1,888,247 | \$19,938,976 |
| Sub-Total | \$33,702,574 | \$5,066,472 | \$5,076,491 | \$5,088,090 | \$5,099,748 | \$54,033,375 |
| Dept Of Parks & Recreation | | | | | | |
| Adair I Park - 101018 | 976 | - | - | - | - | \$976 |
| Daniel Stanton Park - 101791 | 15,284 | - | - | - | - | \$15,284 |
| Feb 2014 Winter Storm - 211924 | 6,779 | - | - | - | - | \$6,779 |
| Coca-Cola & Nrpa Fy15 - 211949 | 50,000 | - | - | - | - | \$50,000 |
| Fy 15 Hot Meal Program - 212244 | 410,335 | - | - | - | - | \$410,335 |
| Sub-Total | \$483,374 | - | - | - | - | \$483,374 |
| Department Of Watershed Management | | | | | | |
| Dwm Hazard Mitigation - 110874 | 2,946,597 | - | - | - | - | \$2,946,597 |
| Sub-Total | \$2,946,597 | - | - | - | - | \$2,946,597 |
| Judicial Agencies | | | | | | |
| Teen Stop And Think Safe - 212023 | 8,042 | - | - | - | - | \$8,042 |
| Fy16 Dbhdd - 212200 | 83,730 | - | - | - | - | \$83,730 |
| Sub-Total | \$91,772 | - | - | - | - | \$91,772 |
| Department Of Fire Services | | | | | | |
| Operations and Safety Program - 211703 | 168,266 | - | - | - | - | \$168,266 |
| Child Safety Seats - 212303 | 48,907 | - | - | - | - | \$48,907 |
| Sub-Total | \$217,173 | - | - | - | - | \$217,173 |
| Department Of Police Services | | | | | | |
| Hidta Administration - 211079 | 105,294 | - | - | - | - | \$105,294 |
| Jag Program FY2012 - 211406 | 30,703 | - | - | - | - | \$30,703 |
| 2012 Cops Hiring - 211409 | 35,080 | - | - | - | - | \$35,080 |
| 2013 Jag - 211672 | 43,549 | - | - | - | - | \$43,549 |
| 2014 Hidta - 211742 | 156,302 | - | - | - | - | \$156,302 |
| 2014 Jag - 211974 | 100,601 | - | - | - | - | \$100,601 |



FY17 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|---------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| 2014 Cops - 211985 | 1,424,706 | - | - | - | - | \$1,424,706 |
| Hidta 2015 - 212012 | 3,844,742 | - | - | - | - | \$3,844,742 |
| Fy2014-Psn - 212287 | 62 | - | - | - | - | \$62 |
| 2015 Cops Hiring - 212313 | 375,000 | - | - | - | - | \$375,000 |
| 2015-Jag - 212339 | 424,219 | - | - | - | - | \$424,219 |
| Sub-Total | <u>\$6,540,259</u> | - | - | - | - | <u>\$6,540,259</u> |
| Dept Of Planning & Community Development | | | | | | |
| Section 8 Annual Contributions - 200668 | 488,029 | - | - | - | - | \$488,029 |
| Dca - Nsp 2009 - 210568 | 50,405 | - | - | - | - | \$50,405 |
| Dca - Nsp - Admin 2009 - 210569 | 13,720 | - | - | - | - | \$13,720 |
| Us-Epa - 210641 | 473,881 | - | - | - | - | \$473,881 |
| 2011 Community Rlf - 211139 | 86,367 | - | - | - | - | \$86,367 |
| EZ Administration - 211680 | 890,334 | - | - | - | - | \$890,334 |
| Assessment Grant - 211728 | 213,369 | - | - | - | - | \$213,369 |
| Po215 Section 8-Ac - 211772 | 222,461 | - | - | - | - | \$222,461 |
| Fy 15 Turner Field Task Force - 211920 | 205,682 | - | - | - | - | \$205,682 |
| Section 8 2015 - 211951 | 1,193,903 | - | - | - | - | \$1,193,903 |
| 2016 Section 8 Budget Santa Fe - 212330 | 588,432 | - | - | - | - | \$588,432 |
| Sub-Total | <u>\$4,426,583</u> | - | - | - | - | <u>\$4,426,583</u> |
| Total City Wide | <u>\$75,024,435</u> | <u>\$5,066,472</u> | <u>\$5,076,491</u> | <u>\$5,088,090</u> | <u>\$5,099,748</u> | <u>\$95,355,236</u> |



FY17 CAPITAL BUDGET STATUS Job Training Grant Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|-------------|-------------|-------------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 4,561,250 | 4,385,218 | 4,492,186 | 4,551,935 | - | \$17,990,589 |
| Expenses | 4,561,250 | 4,385,218 | 4,492,186 | 4,551,935 | - | \$17,990,589 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Intergovernmental Revenues | 4,561,250 | 4,385,218 | 4,492,186 | 4,551,935 | - | \$17,990,589 |
| Revenues | \$4,561,250 | \$4,385,218 | \$4,492,186 | \$4,551,935 | - | \$17,990,589 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Dept Of Planning & Community Development | 4,561,250 | 4,385,218 | 4,492,186 | 4,551,935 | - | \$17,990,589 |
| Total City Wide | \$4,561,250 | \$4,385,218 | \$4,492,186 | \$4,551,935 | - | \$17,990,589 |



FY17 CAPITAL BUDGET STATUS Job Training Grant Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------------|--------------------|--------------------|--------------------|----------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Dept Of Planning & Community Development | | | | | | |
| Usdol Eta Youthbuild - 211968 | 265,000 | 265,000 | 360,000 | 360,000 | - | \$1,250,000 |
| Wia Rr Fy2015 - 211978 | 101,775 | 106,864 | 112,207 | 117,817 | - | \$438,663 |
| Youthbuild 2014-15 Americorp - 211982 | 68,000 | 68,000 | 68,000 | 68,000 | - | \$272,000 |
| Youth Program Py15 - 212242 | 1,500,000 | 1,365,000 | 1,242,150 | 1,130,357 | - | \$5,237,507 |
| Wioa Rr Py 2015 - 212291 | 41,000 | 65,600 | 104,960 | 167,936 | - | \$379,496 |
| Wioa Dw Py 2015 - 212295 | 244,000 | 292,800 | 351,360 | 421,632 | - | \$1,309,792 |
| Wioa Adult Py 2015 - 212296 | 133,000 | 142,310 | 152,272 | 162,931 | - | \$590,512 |
| Wioa Adult Fy2016 - 212315 | 1,150,000 | 1,000,000 | 1,000,000 | 1,000,000 | - | \$4,150,000 |
| Wioa Dw Fy2016 - 212317 | 1,058,475 | 1,079,645 | 1,101,237 | 1,123,262 | - | \$4,362,619 |
| Sub-Total | \$4,561,250 | \$4,385,218 | \$4,492,186 | \$4,551,935 | - | \$17,990,589 |
| Total City Wide | \$4,561,250 | \$4,385,218 | \$4,492,186 | \$4,551,935 | - | \$17,990,589 |



FY17 CAPITAL BUDGET STATUS

Home Investment Partnerships Program Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------------|----------|-----------|----------|---------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 2,380,930 | 73,215 | 527,345 | 47,857 | 5,665 | \$3,035,012 |
| Expenses | 2,380,930 | 73,215 | 527,345 | 47,857 | 5,665 | \$3,035,012 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Intergovernmental Revenues | 2,380,930 | 73,215 | 527,345 | 47,857 | 5,665 | \$3,035,012 |
| Revenues | \$2,380,930 | \$73,215 | \$527,345 | \$47,857 | \$5,665 | \$3,035,012 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 483,050 | - | - | - | - | \$483,050 |
| Dept Of Planning & Community Development | 1,897,880 | 73,215 | 527,345 | 47,857 | 5,665 | \$2,551,962 |
| Total City Wide | \$2,380,930 | \$73,215 | \$527,345 | \$47,857 | \$5,665 | \$3,035,012 |



FY17 CAPITAL BUDGET STATUS

Home Investment Partnerships Program Fund

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|--------------------|-----------------|------------------|-----------------|----------------|--------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Housing First Tbra 2011 Hm - 211010 | 43,121 | - | - | - | - | \$43,121 |
| Nicholas House Tbra 2012 Hm - 211325 | 36,771 | - | - | - | - | \$36,771 |
| Nicholas House Tbra 2014 Hm - 211820 | 201,508 | - | - | - | - | \$201,508 |
| Nicholas House Tbra 2015 Hm - 212071 | 201,650 | - | - | - | - | \$201,650 |
| Sub-Total | \$483,050 | - | - | - | - | \$483,050 |
| Dept Of Planning & Community Development | | | | | | |
| Admin, 2010 Cd/Hm Hous. - 210722 | 8,453 | - | - | - | - | \$8,453 |
| Chdo Capital Hm 2011 - 210974 | - | 5,910 | - | - | - | \$5,910 |
| Housing Admin 2012 Cd/Hm - 211264 | 48,306 | - | - | - | - | \$48,306 |
| Chdo Capital 2012 Hm - 211275 | 334 | - | - | - | - | \$334 |
| Housing Grant Admin 2013 Cd/Hm - 211467 | 5,665 | 5,665 | 5,665 | 5,665 | 5,665 | \$28,325 |
| Commons At Nelms 2014 Home - 211848 | 500,000 | - | - | - | - | \$500,000 |
| Home Admin, 2014 Hm - 211850 | 53,380 | - | - | - | - | \$53,380 |
| Chdo Operating Assistance 2014 Home - 211877 | 9,236 | 8,260 | - | - | - | \$17,496 |
| Aahop, 2015 Hm - 212039 | 106,539 | - | - | - | - | \$106,539 |
| Habitat Down Payment 2015 Hm - 212040 | 200,000 | - | - | - | - | \$200,000 |
| Home Administration 2015 - 212046 | - | 53,380 | 53,380 | 42,192 | - | \$148,952 |
| 2015 Cap Proj Predev Loan Fund - 212047 | 412,380 | - | - | - | - | \$412,380 |
| Single Family Scattered 2015 - 212060 | 280,000 | - | - | - | - | \$280,000 |
| Quest Community Dev - 212185 | 273,588 | - | 468,300 | - | - | \$741,888 |
| Sub-Total | \$1,897,880 | \$73,215 | \$527,345 | \$47,857 | \$5,665 | \$2,551,962 |
| Total City Wide | \$2,380,930 | \$73,215 | \$527,345 | \$47,857 | \$5,665 | \$3,035,012 |

TRUST FUNDS

Trust Fund is a fiduciary fund comprised of a variety of assets intended to provide benefits to an individual or organization. The trust fund is established to account for assets held by a government unit in a trustee capacity. A portion of the trust funds listed were established by trust agreements and are held for a specific purpose.





FY17 CAPITAL BUDGET STATUS Trust

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------|------|------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 48,877,733 | - | - | - | - | \$48,877,733 |
| Expenses | 48,877,733 | - | - | - | - | \$48,877,733 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 48,877,733 | - | - | - | - | \$48,877,733 |
| Revenues | \$48,877,733 | - | - | - | - | \$48,877,733 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Default | 383,419 | - | - | - | - | \$383,419 |
| City Council | 179,764 | - | - | - | - | \$179,764 |
| Executive Offices | 7,447,476 | - | - | - | - | \$7,447,476 |
| Department Of Information Technology | 43,149 | - | - | - | - | \$43,149 |
| Department Of Corrections | 2,107,602 | - | - | - | - | \$2,107,602 |
| Department Of Finance | 9,350,099 | - | - | - | - | \$9,350,099 |
| Department Of Procurement | 41,460 | - | - | - | - | \$41,460 |
| Department Of Public Works | 1,396,255 | - | - | - | - | \$1,396,255 |
| Dept Of Parks & Recreation | 3,778,282 | - | - | - | - | \$3,778,282 |
| Department Of Watershed Management | 1,756,427 | - | - | - | - | \$1,756,427 |
| Judicial Agencies | 417,871 | - | - | - | - | \$417,871 |
| Department Of Human Resources | 43,319 | - | - | - | - | \$43,319 |
| Department Of Fire Services | 50,070 | - | - | - | - | \$50,070 |
| Department Of Police Services | 7,865,266 | - | - | - | - | \$7,865,266 |
| Dept Of Planning & Community Development | 14,017,274 | - | - | - | - | \$14,017,274 |
| Total City Wide | \$48,877,733 | - | - | - | - | \$48,877,733 |

* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.



FY17 CAPITAL BUDGET STATUS Trust

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|------------------|------|------|------|------|------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Default | | | | | | |
| Default - 000000 | 383,419 | - | - | - | - | \$383,419 |
| Sub-Total | <u>\$383,419</u> | - | - | - | - | <u>\$383,419</u> |
| City Council | | | | | | |
| District 3 Holiday Family Asst Initiativ - 600060 | 5,667 | - | - | - | - | \$5,667 |
| Atlanta Commission On Women - 600069 | 29,488 | - | - | - | - | \$29,488 |
| Elected Official Compensation Commission - 600100 | 13,844 | - | - | - | - | \$13,844 |
| District 3 Senior Citizens Picnic - 600130 | 7,699 | - | - | - | - | \$7,699 |
| 94 Flood Victims Relief Fund - 600272 | 3,549 | - | - | - | - | \$3,549 |
| Electronic Legislative Management System - 600387 | 115,017 | - | - | - | - | \$115,017 |
| Community Events & Projects--District 12 - 600402 | 4,500 | - | - | - | - | \$4,500 |
| Sub-Total | <u>\$179,764</u> | - | - | - | - | <u>\$179,764</u> |
| Executive Offices | | | | | | |
| Underground Atlanta - 100003 | 95,386 | - | - | - | - | \$95,386 |
| Mayor'S Task Force-Sr. Citizens - 200461 | (2,862) | - | - | - | - | (\$2,862) |
| Atl Relig Mobil Against Crime (Armac) - 200861 | 447 | - | - | - | - | \$447 |
| 1992-1994 Weed And Seed Program - 200980 | 53,709 | - | - | - | - | \$53,709 |
| Dunbar Reading Center - 201201 | 284 | - | - | - | - | \$284 |
| Charter Review Commission - 201399 | 18,853 | - | - | - | - | \$18,853 |
| M-Net - 600004 | 12,113 | - | - | - | - | \$12,113 |
| Comm. Tech. Initiative - 600005 | (289) | - | - | - | - | (\$289) |
| Atlanta-Caribbean Trade Conf. - 600021 | 973 | - | - | - | - | \$973 |
| Bigsby Family Donations - 600038 | 2,318 | - | - | - | - | \$2,318 |
| Human Services Resource Bank - 600042 | 14,171 | - | - | - | - | \$14,171 |
| Mayor'S Scholar Program - 600057 | 883 | - | - | - | - | \$883 |
| Community Relations Commission - 600059 | 616 | - | - | - | - | \$616 |
| Older Atlantan'S Month (02-O-0846) - 600062 | (270,283) | - | - | - | - | (\$270,283) |
| Chastain Arts Center - 600071 | 642,261 | - | - | - | - | \$642,261 |
| Atlanta Arts Alliance, Inc. - 600079 | 7,462 | - | - | - | - | \$7,462 |
| Special Events - 600081 | 271,198 | - | - | - | - | \$271,198 |
| Mktg & Comm.,Special Events & Ceremonies - 600083 | 4,257 | - | - | - | - | \$4,257 |
| Maintenance And Conservation Public Art - 600086 | 46,593 | - | - | - | - | \$46,593 |
| International Events - 600091 | 5,300 | - | - | - | - | \$5,300 |
| City Of Atlanta Process, Review & Design - 600092 | 110,544 | - | - | - | - | \$110,544 |
| Dunbar Neighborhood Center - 600224 | 529,363 | - | - | - | - | \$529,363 |
| Legislative Reception - 600227 | 589 | - | - | - | - | \$589 |
| Atlanta Sesquicentennial - 600236 | 5,445 | - | - | - | - | \$5,445 |
| Georgia Power Ad Valorem Tax Lawsuit - 600262 | 203 | - | - | - | - | \$203 |
| Atlanta Sisters Cities Commission-2001 - 600287 | 1,644 | - | - | - | - | \$1,644 |
| Hurricane Katrina Relief Fund - 600290 | 15,293 | - | - | - | - | \$15,293 |
| Georgia Hill Neighborhood Center - 600291 | 644,826 | - | - | - | - | \$644,826 |
| J.C. Birdine Neighborhood Center - 600292 | 379,843 | - | - | - | - | \$379,843 |
| Summer Youth Employment, Prgm Operations - 600294 | 107 | - | - | - | - | \$107 |
| Friendship Club Escrow - 600301 | 3,465 | - | - | - | - | \$3,465 |

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FY17 CAPITAL BUDGET STATUS Trust

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|--------------------|----------|----------|----------|----------|--------------------|
| Donation Meters For Homeless Initiatives - 600310 | 4,944 | - | - | - | - | \$4,944 |
| Jazz Festival - 600346 | 697,820 | - | - | - | - | \$697,820 |
| Cultural Affairs-General - 600349 | 110,647 | - | - | - | - | \$110,647 |
| Chastain Amphitheater Sound - 600367 | 325,013 | - | - | - | - | \$325,013 |
| Chastain Amphitheater Park Improv - 600372 | 865,370 | - | - | - | - | \$865,370 |
| Marta/Tiger Discretionary Grant Applicat - 600379 | (33,320) | - | - | - | - | (\$33,320) |
| Census Outreach Efforts - 600381 | 6,876 | - | - | - | - | \$6,876 |
| Sustainability Project(Reserved) - 600388 | 2,829,907 | - | - | - | - | \$2,829,907 |
| Apd Sos Special Event Trust Account - 600393 | 45,508 | - | - | - | - | \$45,508 |
| Sub-Total | \$7,447,476 | - | - | - | - | \$7,447,476 |
| Department Of Information Technology | | | | | | |
| Gov'T & Public Cable Access - 101398 | 43,149 | - | - | - | - | \$43,149 |
| Sub-Total | \$43,149 | - | - | - | - | \$43,149 |
| Department Of Corrections | | | | | | |
| Jail Fund Administration & Construction - 200769 | 1,973,364 | - | - | - | - | \$1,973,364 |
| Inmate Welfare Program - 201501 | (293,482) | - | - | - | - | (\$293,482) |
| Employee Awards Program - 600266 | 5,509 | - | - | - | - | \$5,509 |
| Inmate Deposits - 600270 | 422,211 | - | - | - | - | \$422,211 |
| Sub-Total | \$2,107,602 | - | - | - | - | \$2,107,602 |
| Department Of Finance | | | | | | |
| Car Rental Tax- Philips Arena Imp. - 600115 | 6,130,482 | - | - | - | - | \$6,130,482 |
| Murdered And Missing Children Fd. - 600296 | 15,000 | - | - | - | - | \$15,000 |
| Atlanta Housing Authority Envir - 600383 | (54,081) | - | - | - | - | (\$54,081) |
| Street Car O&M - 600401 | 3,258,698 | - | - | - | - | \$3,258,698 |
| Sub-Total | \$9,350,099 | - | - | - | - | \$9,350,099 |
| Department Of Procurement | | | | | | |
| Vendor Outreach Seminar/Expos - 600027 | 41,460 | - | - | - | - | \$41,460 |
| Sub-Total | \$41,460 | - | - | - | - | \$41,460 |
| Department Of Public Works | | | | | | |
| Municipal Market Parking, Cd-75 - 100153 | 26,064 | - | - | - | - | \$26,064 |
| Margaret Mitchell Square - 100318 | 32,802 | - | - | - | - | \$32,802 |
| Roxboro Road Underpass - 100324 | 79,371 | - | - | - | - | \$79,371 |
| Traffic Signal Installation - 100335 | 4,926 | - | - | - | - | \$4,926 |
| Howell Mill/Northside Pkwy Signalization - 100901 | 6,939 | - | - | - | - | \$6,939 |
| Citywide Sidewalk Program, Cd-588 - 101619 | 243,726 | - | - | - | - | \$243,726 |
| Speed Hump And Other Sidewalk Project - 101668 | (586) | - | - | - | - | (\$586) |
| Sidewalk Improvements, District 5 - 102091 | 1,212 | - | - | - | - | \$1,212 |
| Howell Mill Rd-Chattahoochee - 102630 | 1,817 | - | - | - | - | \$1,817 |
| Howell Mill Rd-Huff Rd To Forrest - 102631 | 113,475 | - | - | - | - | \$113,475 |
| Howell Mill Rd-Forrest St To Holmes - 102632 | (1,465) | - | - | - | - | (\$1,465) |
| D.I.F.Admin-Transportation-City - 201053 | 490 | - | - | - | - | \$490 |
| Housing Rehab/Seniors & Low Income Indiv - 201591 | 1,934 | - | - | - | - | \$1,934 |
| City Of Atlanta/Dekalb Co. Capital Proj. - 600006 | 16,172 | - | - | - | - | \$16,172 |
| Pedestrian Safety Campaign - 600011 | 2,800 | - | - | - | - | \$2,800 |
| Red Light Camera Enforcement Program - 600098 | 490,145 | - | - | - | - | \$490,145 |

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FY17 CAPITAL BUDGET STATUS Trust

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|--------------------|------|------|------|------|--------------------|
| Solid Waste Mgmt Pgm - User Fee - 600099 | 324,204 | - | - | - | - | \$324,204 |
| Chester Avenue - 600103 | 3,778 | - | - | - | - | \$3,778 |
| Clair Drive - 600104 | 3,694 | - | - | - | - | \$3,694 |
| Maddox Park - 600106 | 2,288 | - | - | - | - | \$2,288 |
| Liddell-Vending Machines - 600111 | 5,061 | - | - | - | - | \$5,061 |
| Madox Park/North Avenue - 600113 | 2,097 | - | - | - | - | \$2,097 |
| Banner Deposits - 600114 | 35,311 | - | - | - | - | \$35,311 |
| Sub-Total | <u>\$1,396,255</u> | - | - | - | - | <u>\$1,396,255</u> |
| Dept Of Parks & Recreation | | | | | | |
| Ground & Site Imprvs., City-Wide - 100247 | 300 | - | - | - | - | \$300 |
| Summer Program - 200463 | (389,450) | - | - | - | - | (\$389,450) |
| Piedmont Park Restaurant - 600023 | 40,192 | - | - | - | - | \$40,192 |
| Swim Accoutrements - 600067 | 17,190 | - | - | - | - | \$17,190 |
| Donation For Parks,Rec. & Cultural Aff. - 600080 | 89,768 | - | - | - | - | \$89,768 |
| Alexander, J. M. - 600132 | 417 | - | - | - | - | \$417 |
| Ansley, H. C. - 600133 | 11,757 | - | - | - | - | \$11,757 |
| Archer, Lavonia A. - 600134 | 186 | - | - | - | - | \$186 |
| Arnold, R. - 600135 | 1,226 | - | - | - | - | \$1,226 |
| Banks, J. F., Mrs. - 600136 | 382 | - | - | - | - | \$382 |
| Beasley, C. C. - 600137 | 1,052 | - | - | - | - | \$1,052 |
| Bell, James A. - 600138 | 753 | - | - | - | - | \$753 |
| Benjamin, Amelia Joan - 600139 | 176 | - | - | - | - | \$176 |
| Benjamin, Carrie - 600140 | 360 | - | - | - | - | \$360 |
| Betterton, Fred P. - 600141 | 674 | - | - | - | - | \$674 |
| Boulogny, John Fickett - 600142 | 4,573 | - | - | - | - | \$4,573 |
| Boyd, E. S. - 600143 | 2,708 | - | - | - | - | \$2,708 |
| Boylston, John H. - 600144 | 3,259 | - | - | - | - | \$3,259 |
| Brady, Albert I. - 600145 | 1,337 | - | - | - | - | \$1,337 |
| Brogan, Daniel - 600146 | 189 | - | - | - | - | \$189 |
| Brown, Joseph E. - 600147 | 2,143 | - | - | - | - | \$2,143 |
| Brown, Mary Ruth - 600148 | 750 | - | - | - | - | \$750 |
| Broyles, Arnold - 600149 | 340 | - | - | - | - | \$340 |
| Bunce, Allen H.,Dr. & Isabella Arnold - 600150 | 1,124 | - | - | - | - | \$1,124 |
| Chisolm, W. P. - 600151 | 2,176 | - | - | - | - | \$2,176 |
| Draper, Emma Moore - 600152 | 4,740 | - | - | - | - | \$4,740 |
| Dunlap, Caroline Fain - 600153 | 280 | - | - | - | - | \$280 |
| Ellis, W. D., Judge - 600154 | 1,969 | - | - | - | - | \$1,969 |
| Foreacre, G. J. - 600155 | 1,007 | - | - | - | - | \$1,007 |
| Fuld, Joseph - 600156 | 543 | - | - | - | - | \$543 |
| Gartrell, L. J. - 600157 | 8,648 | - | - | - | - | \$8,648 |
| Gay, Sallie E. - 600158 | 1,008 | - | - | - | - | \$1,008 |
| Glenn, John T. - 600159 | 1,081 | - | - | - | - | \$1,081 |
| Goldin, Benjamin - 600160 | 2,782 | - | - | - | - | \$2,782 |
| Guthman, Issac - 600161 | 1,143 | - | - | - | - | \$1,143 |
| Haas, Aaron - 600162 | 648 | - | - | - | - | \$648 |

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FY17 CAPITAL BUDGET STATUS Trust

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-------|------|------|------|------|---------|
| Hansell, Granger - 600163 | 1,248 | - | - | - | - | \$1,248 |
| Hape, Samuel - 600164 | 1,389 | - | - | - | - | \$1,389 |
| Harris, C. G. - 600165 | 992 | - | - | - | - | \$992 |
| Hayden, Harriet E. - 600166 | 564 | - | - | - | - | \$564 |
| Hayes, Eula Ketner - 600167 | 236 | - | - | - | - | \$236 |
| Hetzel, Ola C. - 600168 | 723 | - | - | - | - | \$723 |
| Heyman, Helen Joel - 600169 | 108 | - | - | - | - | \$108 |
| Hill, Delos L., Mrs. - 600170 | 1,229 | - | - | - | - | \$1,229 |
| Hirsch, Edward H. & Sally W. - 600171 | 404 | - | - | - | - | \$404 |
| Hirsch, Maurice R. - 600172 | 534 | - | - | - | - | \$534 |
| Hirsch, Morris - 600173 | 917 | - | - | - | - | \$917 |
| Hirschfield, Emma H. - 600174 | 520 | - | - | - | - | \$520 |
| Hoyt, Louise Lallande - 600175 | 709 | - | - | - | - | \$709 |
| Inman, Hugh T. & Jennie - 600176 | 906 | - | - | - | - | \$906 |
| Jones, John, Reverend - 600177 | 1,064 | - | - | - | - | \$1,064 |
| Kaplan, N. A. - 600178 | 441 | - | - | - | - | \$441 |
| Karwisch, Henry & J. S. & Mims, Abi - 600179 | 1,187 | - | - | - | - | \$1,187 |
| Kaufmann, Albert & Edith - 600180 | 1,400 | - | - | - | - | \$1,400 |
| Killian, Julia - 600181 | 1,270 | - | - | - | - | \$1,270 |
| Kingsberry, Lula L. - 600182 | 527 | - | - | - | - | \$527 |
| Lang, Frank L. - 600183 | 884 | - | - | - | - | \$884 |
| Lawshe, Margaret - 600184 | 432 | - | - | - | - | \$432 |
| Lewman, Idolene Edwards - 600185 | 336 | - | - | - | - | \$336 |
| Lilienthal, B. L. - 600186 | 394 | - | - | - | - | \$394 |
| Long, Sallie Griggs - 600187 | 595 | - | - | - | - | \$595 |
| Macdougald, Louise Black - 600188 | 1,404 | - | - | - | - | \$1,404 |
| Manassee, Julian - 600189 | 1,930 | - | - | - | - | \$1,930 |
| Marsh, Achsah F. - 600190 | 3,706 | - | - | - | - | \$3,706 |
| Mcdonell, Annie - 600191 | 930 | - | - | - | - | \$930 |
| Mcdowell, Thomas - 600192 | 729 | - | - | - | - | \$729 |
| Mckemie, W. S. - 600193 | 723 | - | - | - | - | \$723 |
| Menko, Martin & Joel, D. F. - 600194 | 776 | - | - | - | - | \$776 |
| Mitchell, Eugene M. - 600195 | 903 | - | - | - | - | \$903 |
| Mitchell, Stephen & Anita - 600196 | 2,169 | - | - | - | - | \$2,169 |
| Moore, Mary Courtney - 600197 | 2,632 | - | - | - | - | \$2,632 |
| Morrison, Mary Margaret Knapp - 600198 | 1,117 | - | - | - | - | \$1,117 |
| Parrott, Mary R. - 600199 | 1,466 | - | - | - | - | \$1,466 |
| Picard, Lipman E. - 600200 | 899 | - | - | - | - | \$899 |
| Powers, Cora V. - 600201 | 774 | - | - | - | - | \$774 |
| Rich, David R. - 600202 | 686 | - | - | - | - | \$686 |
| Roy, Dunbar - 600203 | 1,191 | - | - | - | - | \$1,191 |
| Saltzman, Edna B. - 600204 | 2,131 | - | - | - | - | \$2,131 |
| Schiff, Junius Fred - 600205 | 554 | - | - | - | - | \$554 |
| Schindler, Eva - 600206 | 1,224 | - | - | - | - | \$1,224 |
| Schoenthal, Bertha, Mrs. - 600207 | 396 | - | - | - | - | \$396 |

* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.



FY17 CAPITAL BUDGET STATUS Trust

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|--|-----------|------|------|------|------|-------------|
| Scoville, L. W., Mrs. - 600208 | 407 | - | - | - | - | \$407 |
| Selig, Jacob & Sophie - 600209 | 865 | - | - | - | - | \$865 |
| Smillie, Harriet A. - 600210 | 1,671 | - | - | - | - | \$1,671 |
| Smith, Rubie Hill - 600211 | 1,357 | - | - | - | - | \$1,357 |
| Speer, Clara S. - 600212 | 288 | - | - | - | - | \$288 |
| Starry, Fannie B. - 600213 | 1,392 | - | - | - | - | \$1,392 |
| Strauss, Gabriel & Karlsruher, G. - 600214 | 1,004 | - | - | - | - | \$1,004 |
| Weiss, William - 600215 | 557 | - | - | - | - | \$557 |
| Werner, Sr., E. A. - 600216 | 691 | - | - | - | - | \$691 |
| West, A. J. - 600217 | 1,048 | - | - | - | - | \$1,048 |
| Wilson, Ada Bell - 600218 | 477 | - | - | - | - | \$477 |
| Wiseberg, Clara H. & Morris - 600219 | (26) | - | - | - | - | (\$26) |
| Wooley, Dora V. - 600220 | 748 | - | - | - | - | \$748 |
| Wootten, Katherine H. - 600221 | 748 | - | - | - | - | \$748 |
| Undist. Perp. Care Receipts - 600222 | 2,669 | - | - | - | - | \$2,669 |
| Athletics Operations - 600228 | 7,295 | - | - | - | - | \$7,295 |
| Piedmont Tennis Court Operations - 600229 | 7,935 | - | - | - | - | \$7,935 |
| Recreation Camps Operations - 600230 | 5,172 | - | - | - | - | \$5,172 |
| Summer User Fees - 600231 | 508,424 | - | - | - | - | \$508,424 |
| Youth Athletics Program - 600239 | 1,538,765 | - | - | - | - | \$1,538,765 |
| Chastain Park Tennis Center Operations - 600240 | 35,717 | - | - | - | - | \$35,717 |
| Bitsy Grant Tennis Center Pro - 600249 | 53,435 | - | - | - | - | \$53,435 |
| Mcghee Tennis Center Pro - 600250 | 1,991 | - | - | - | - | \$1,991 |
| 1991 U.S. Youth Games - 600256 | 142 | - | - | - | - | \$142 |
| Washington Park Tennis Center - 600261 | 1,250 | - | - | - | - | \$1,250 |
| Recreation Program Activities - 600282 | 2,108 | - | - | - | - | \$2,108 |
| Employee Incentive Program - 600299 | 24,196 | - | - | - | - | \$24,196 |
| Prc Adams Park Recreation Center - 600312 | (10,709) | - | - | - | - | (\$10,709) |
| Prc Adamsville Recreation Center - 600313 | (32,215) | - | - | - | - | (\$32,215) |
| Prc Ben Hill Recreation Center - 600316 | (3,915) | - | - | - | - | (\$3,915) |
| Prc Bessie Branham Recreation Center - 600317 | (10,942) | - | - | - | - | (\$10,942) |
| Prc Central Park Recreation Center - 600321 | (68,270) | - | - | - | - | (\$68,270) |
| Prc Coan Recreation Center - 600324 | (17,305) | - | - | - | - | (\$17,305) |
| Prc Collier Recreation Center - 600325 | (7,037) | - | - | - | - | (\$7,037) |
| Prc Ml King Recreation Center - 600334 | (25,059) | - | - | - | - | (\$25,059) |
| Prc Morningside Recreation Center - 600335 | (2,498) | - | - | - | - | (\$2,498) |
| Prc Perkerson Recreation Center - 600337 | (8,857) | - | - | - | - | (\$8,857) |
| Prc Peachtree Hills Recreation Center - 600338 | (13,854) | - | - | - | - | (\$13,854) |
| Prc Pittman Recreation Center - 600339 | (26,203) | - | - | - | - | (\$26,203) |
| Prc Rosel Fann Recreation Center - 600341 | (51,894) | - | - | - | - | (\$51,894) |
| Dunbar Rec Center Afterschool Prog 2009 - 600344 | 77,170 | - | - | - | - | \$77,170 |
| Non Res. Golfers- Summer Programs - 600354 | 21,543 | - | - | - | - | \$21,543 |
| Summer Program - 600355 | 5,478 | - | - | - | - | \$5,478 |
| Ground & Site Improvements - 600359 | 617,544 | - | - | - | - | \$617,544 |
| Citywide Park Furniture - 600363 | 118,221 | - | - | - | - | \$118,221 |

* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.



FY17 CAPITAL BUDGET STATUS Trust

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|--------------------|------|------|------|------|--------------------|
| Oakland Cemetery - 600365 | 161,600 | - | - | - | - | \$161,600 |
| Snowmobile - 600376 | (3,616) | - | - | - | - | (\$3,616) |
| Centers Of Hope - 600384 | 927,412 | - | - | - | - | \$927,412 |
| Salary Surcharge & Security - 600394 | 68,587 | - | - | - | - | \$68,587 |
| Sub-Total | <u>\$3,778,282</u> | - | - | - | - | <u>\$3,778,282</u> |
| Department Of Watershed Management | | | | | | |
| Greenway Acquisition Project - 101760 | 5,419 | - | - | - | - | \$5,419 |
| Sewer Collections, De Kalb - 200510 | 540 | - | - | - | - | \$540 |
| Care & Conserve Fund - 201333 | 9,199 | - | - | - | - | \$9,199 |
| Bedford Place Housing Legal Cost - 600029 | 122 | - | - | - | - | \$122 |
| Englewood - 600105 | 6,498 | - | - | - | - | \$6,498 |
| R.M. Clayton W.P.C. - 600107 | 8,035 | - | - | - | - | \$8,035 |
| Utoy Creek - 600109 | 3,315 | - | - | - | - | \$3,315 |
| Drinking Water-Vending Machines - 600112 | 25,601 | - | - | - | - | \$25,601 |
| Erosion & Sedimentation Control Fee - 600271 | 131,214 | - | - | - | - | \$131,214 |
| Care & Conserve Trust Fund - 600308 | 1,565,446 | - | - | - | - | \$1,565,446 |
| 72 Marietta St-Vending Machines - 600398 | 1,039 | - | - | - | - | \$1,039 |
| Sub-Total | <u>\$1,756,427</u> | - | - | - | - | <u>\$1,756,427</u> |
| Judicial Agencies | | | | | | |
| Victim And Witness Program - 200768 | 625 | - | - | - | - | \$625 |
| Atlanta Community Court Foundation - 600124 | 4,249 | - | - | - | - | \$4,249 |
| Victim & Witness Penalty, Tc - 600302 | 363,063 | - | - | - | - | \$363,063 |
| Victim & Witness Penalty, Mc - 600303 | 55,650 | - | - | - | - | \$55,650 |
| State Of Ga-Brain And Spinal Injury - 600304 | (18,236) | - | - | - | - | (\$18,236) |
| Victim & Witness Penalty, County (5%) - 600305 | 12,520 | - | - | - | - | \$12,520 |
| Sub-Total | <u>\$417,871</u> | - | - | - | - | <u>\$417,871</u> |
| Department Of Human Resources | | | | | | |
| Women'S History Month - 600126 | (139) | - | - | - | - | (\$139) |
| City-Wide Training Program - 600232 | 43,459 | - | - | - | - | \$43,459 |
| Sub-Total | <u>\$43,319</u> | - | - | - | - | <u>\$43,319</u> |
| Department Of Fire Services | | | | | | |
| Improving Fire Station #8 Work Environ. - 102507 | 971 | - | - | - | - | \$971 |
| City'S Health And Wellness Center - 202397 | 4,368 | - | - | - | - | \$4,368 |
| Fire Safety Education Program - 202845 | 1,353 | - | - | - | - | \$1,353 |
| Atlanta Smoke Alarm Program (Asap) - 600007 | 1,487 | - | - | - | - | \$1,487 |
| Emergency Response - 600096 | (30,445) | - | - | - | - | (\$30,445) |
| Fire Headquarters Vending Machines - 600110 | 10,826 | - | - | - | - | \$10,826 |
| Fire Fighters' Banquet - 600258 | 1,130 | - | - | - | - | \$1,130 |
| Training & Gen Operating Enhancements - 600263 | 2,718 | - | - | - | - | \$2,718 |
| Fire Dept Facility Relocation - 600274 | 1,768 | - | - | - | - | \$1,768 |
| Donations-Recognition Fire Pers/Citizens - 600275 | 23,122 | - | - | - | - | \$23,122 |
| Fire Prevention Week '95 - 600277 | 402 | - | - | - | - | \$402 |
| Fire Dept. Costs Recovery Training Pgms - 600281 | 12,091 | - | - | - | - | \$12,091 |
| Firefighting Equipment - 600392 | 20,279 | - | - | - | - | \$20,279 |
| Sub-Total | <u>\$50,070</u> | - | - | - | - | <u>\$50,070</u> |

* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.



FY17 CAPITAL BUDGET STATUS Trust

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total |
|---|---------------------|------|------|------|------|---------------------|
| Department Of Police Services | | | | | | |
| R.I.C.O. - State - 101414 | 560 | - | - | - | - | \$560 |
| Federal-Rico - 600234 | 3,693,791 | - | - | - | - | \$3,693,791 |
| Drug Reward Program - 600235 | 8,111 | - | - | - | - | \$8,111 |
| Purchase Of Protective Items - 600237 | 273 | - | - | - | - | \$273 |
| Zone 3 Mini Precinct - 600238 | 5,427 | - | - | - | - | \$5,427 |
| Poor & Homeless Assistance Program - 600243 | 2,374 | - | - | - | - | \$2,374 |
| Bricola W. Coleman Reward Fund - 600247 | 1,506 | - | - | - | - | \$1,506 |
| Reward Fd-Murdered Clark College Student - 600252 | 971 | - | - | - | - | \$971 |
| Police Department Capital Acquisitions - 600253 | 2,636 | - | - | - | - | \$2,636 |
| Police Department Management Retreat - 600254 | 4,589 | - | - | - | - | \$4,589 |
| Youth Advisory Council - 600265 | 291 | - | - | - | - | \$291 |
| Bicycle Patrol Program - 600267 | 8,746 | - | - | - | - | \$8,746 |
| Atlanta Police Athletic League - 600269 | 102,483 | - | - | - | - | \$102,483 |
| Attack On America: 09/11/2001 - 600289 | 5,824 | - | - | - | - | \$5,824 |
| R.I.C.O.-State - 600369 | 1,475,667 | - | - | - | - | \$1,475,667 |
| Federal-Rico-Treasury - 600373 | 2,552,167 | - | - | - | - | \$2,552,167 |
| Council Dist.6 Sidewalk Waivers - 600396 | (150) | - | - | - | - | (\$150) |
| Sub-Total | \$7,865,266 | - | - | - | - | \$7,865,266 |
| Dept Of Planning & Community Development | | | | | | |
| Coca-Cola Street Purchase - 100974 | 2,427 | - | - | - | - | \$2,427 |
| Edgewood Greenspace Acquisition - 102393 | 101,724 | - | - | - | - | \$101,724 |
| Recovering Substance Abusers' Program - 200952 | 2,424 | - | - | - | - | \$2,424 |
| Atlantic Station Wkforce Dev Partnership - 202877 | 18,502 | - | - | - | - | \$18,502 |
| User Fee - 600001 | (33,782) | - | - | - | - | (\$33,782) |
| Tree Removal Protection - 600013 | 10,439,510 | - | - | - | - | \$10,439,510 |
| Streetscape Improv. & Maintenance Prog. - 600031 | 697,373 | - | - | - | - | \$697,373 |
| Liveable Communities Initiative (Lci) - 600034 | 3,389 | - | - | - | - | \$3,389 |
| Awda'S Cyber Center - 600094 | 21,859 | - | - | - | - | \$21,859 |
| Council District 9 Sidewalk Waiver - 600116 | 96,276 | - | - | - | - | \$96,276 |
| Council District 7 Sidewalk Waiver - 600117 | 132,599 | - | - | - | - | \$132,599 |
| Council District 1 Sidewalk Waiver - 600118 | 34,743 | - | - | - | - | \$34,743 |
| Council District 5 Sidewalk Waiver - 600119 | 26,084 | - | - | - | - | \$26,084 |
| Council District 11 Sidewalk Waiver - 600120 | 49,174 | - | - | - | - | \$49,174 |
| Council District 10 Sidewalk Waiver - 600121 | 3,689 | - | - | - | - | \$3,689 |
| Council District 8 Sidewalk Waiver - 600122 | 238,357 | - | - | - | - | \$238,357 |
| Improvement Building Permit Project - 600123 | 668 | - | - | - | - | \$668 |
| Neighborhood Deputies Program - 600286 | 355 | - | - | - | - | \$355 |
| Mayor'S Youth Program - 600306 | 7,236 | - | - | - | - | \$7,236 |
| Edu. Outreach/Tree Removal - 600307 | 442,763 | - | - | - | - | \$442,763 |
| Bus Shelter - 600374 | (124,468) | - | - | - | - | (\$124,468) |
| Technology Surcharge - 600375 | 1,856,372 | - | - | - | - | \$1,856,372 |
| Sub-Total | \$14,017,274 | - | - | - | - | \$14,017,274 |
| Total City Wide | \$48,877,733 | - | - | - | - | \$48,877,733 |

* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.

DEBT
MANAGEMENT

DEBT OVERVIEW

MUNICIPAL BOND RATINGS

TOTAL OUTSTANDING DEBT PORTFOLIO

GENERAL FUND & OTHER

DEPARTMENT OF AVIATION

DEPARTMENT OF WATERSHED MANAGEMENT

GENERAL OBLIGATION

TAX ALLOCATION DISTRICTS

LEGAL DEBT LIMITS

ADOPTED BUDGET
FY 2017



DEBT OVERVIEW

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

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

This document provides an overview of the City's debt management program under the purview of the Office of Debt 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.
- Achieve and maintain the highest possible credit ratings within the context of the City's capital needs and financing capabilities.

MUNICIPAL BOND RATINGS

CITY OF ATLANTA

| BOND TYPE | CREDIT RATING | | |
|--|---------------|-------------------|-------|
| | Moody's | Standard & Poor's | Fitch |
| General Obligation Bonds <i>Underlying Rating</i> | Aa1 | AA+ | AA+ |
| Water and Wastewater Revenue Bonds <i>Underlying Rating</i> | Aa3 | AA- | A+ |
| Hartsfield - Jackson Atlanta International Airport Revenue Bonds Senior Lien /GARBS <i>Underlying Rating</i> | Aa3 | AA- | A+ |
| Hartsfield - Jackson Atlanta International Airport Revenue Bonds Sub-ordinate Lien PFC <i>Underlying Rating</i> | Aa3 | AA- | A+ |
| Hartsfield - Jackson Atlanta International Airport Revenue Bonds Senior Lien CFC <i>Underlying Rating</i> | A3 | A- | A- |
| Atlanta Development Authority <i>Underlying Rating</i> | A2 | AA | NR |
| Downtown Development Authority <i>Underlying Rating</i> | Aa2 | AA | NR |
| Solid Waste Management Authority <i>Underlying Rating</i> | Aa2 | AA | AA |
| Atlanta Fulton County Recreational Authority <i>Underlying Rating</i> | Aa2 | AA | NR |
| Atlanta Urban Residential Finance Authority <i>Underlying Rating</i> | Aa2 | AA | NR |
| Tax Allocation Districts <i>Underlying Rating</i> | Baa3 | BBB | NR |

CITY OF ATLANTA – TOTAL OUTSTANDING DEBT PORTFOLIO

The City of Atlanta's outstanding debt portfolio consists of five (5) categories of pledged revenues, namely General Fund, Aviation Fund, Water & Wastewater Fund, General Obligation Fund and Tax Allocation District Fund.

GENERAL FUND & OTHER:

The City has issued various bonds that are supported by the General Fund. The General Fund supports various capital improvement projects, leasing of equipment (i.e. police cars, dump trucks, garbage trucks and fire trucks). The General Fund also supports the debt payments for the public safety and traffic court buildings. The total outstanding debt for the General Fund Bonds is \$309.1 million as of July 1, 2016.

AVIATION FUND:

The Department of Aviation is responsible for operating Hartsfield-Jackson Atlanta International Airport for the City of Atlanta. This department is a self-sustaining enterprise fund which derives its operating revenue from landing fees, concession revenues, parking fees, building and land rentals, and passenger facility charges (PFC) which are approved by the Federal Aviation Authority (FAA). To finance capital improvements, the department uses excess operating revenues, submits Capital Improvement Projects (CIP) applications to the FAA for grant funding, and or issues revenue bonds that are pledged against the various revenue generating sources. The total outstanding debt for the Department of Aviation is \$3.0 billion as of July 1, 2016.

WATER & WASTEWATER FUND:

The Department of Watershed Management (the "Department" or "DWM") was created in 2002. It is dedicated to the provision and management of clean water, wastewater and storm water systems, and water pollution control services. These services are used by individuals, organizations, and other governmental units within and around the City of Atlanta, in compliance with federal and state regulations. DWM has issued long-term bonds and utilized state revolving loans administered by the Georgia Environmental Facilities Authority ("GEFA") to provide funding for its capital improvement projects. The bonds and loans issued are pledged against the revenues generated by the water and wastewater system. The total outstanding debt for the Department of Watershed Management is \$2.98 billion as of July 1, 2016.

GENERAL OBLIGATION FUND:

The City is authorized by the State of Georgia to issue annual General Obligation Bonds in the amount of \$8 million without a voter referendum for various public purpose capital improvements. Proceeds from these bonds, whenever issued, are shared equally between the City and the Atlanta Public Schools. The debt obligation on these bonds is secured by a pledge of the full faith and credit and general property taxing power of the City. Furthermore, the City is permitted by O.C.G.A. §36-82-1 to issue Public Improvement Bonds by a voter referendum. The Referendum Bonds, when issued, cannot bear an interest rate that exceeds 8.5% per annum. The City is required by law to levy an ad valorem tax on all taxable property within the City in an amount sufficient to make the principal and interest payments that become due. The total outstanding debt for the General Obligation Bonds is \$357.9 million as of July 1, 2016.

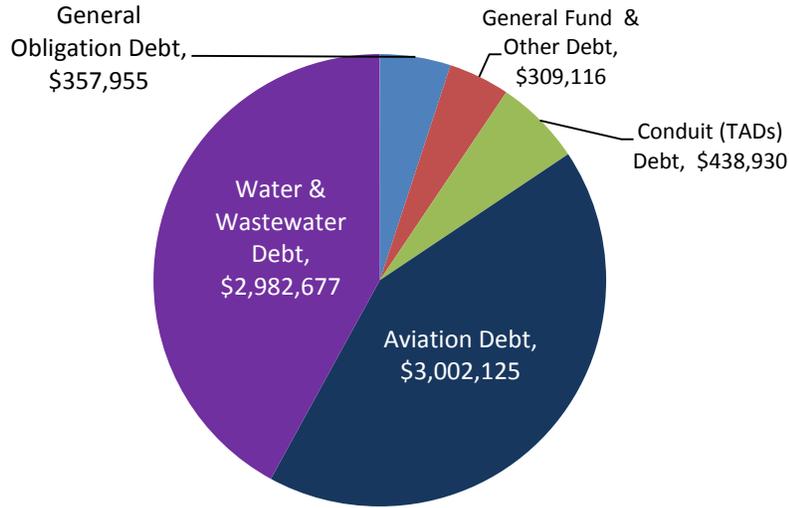
TAX ALLOCATION DISTRICT FUND:

The City has issued Tax Allocation District (TAD) bonds in accordance with Federal Tax Law which allows for state and local governments to issue tax-exempt securities on behalf of nonprofit corporations exempt from taxes under Section 501 (c)(3) of the Internal Revenue Service Code.

Specifically, the Redevelopment Powers Law, O.C.G.A. §36-44-1, *et seq.*, of the State of Georgia Constitution authorizes municipalities to create Tax Allocation Districts. The City has created ten (10) tax districts however, only six (6) (Atlantic Station, Beltline, Eastside, Perry Bolton, Princeton Lakes and Westside) are active. The tax revenues from each active TAD district is pledged against the bonds that the district issues. For fiscal year 2017, the City will have fifteen (15) TAD bonds outstanding with a total value of \$438.9 million.

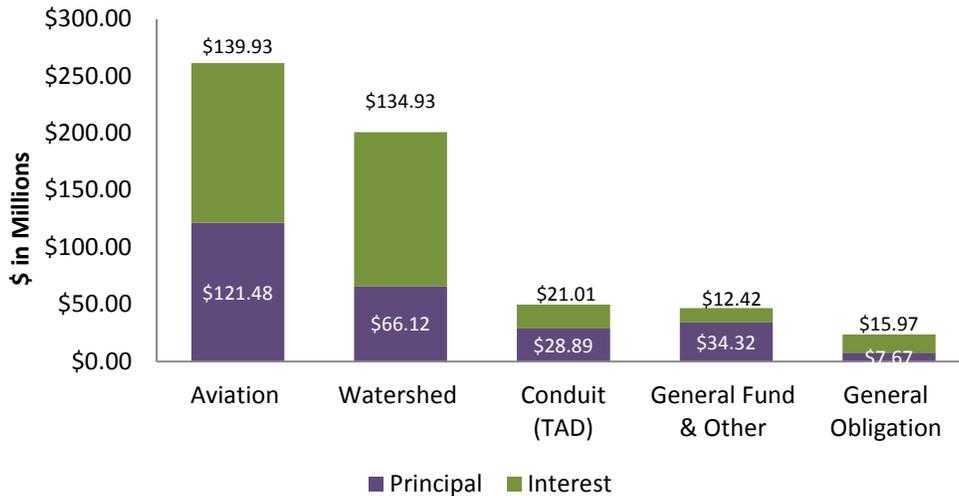
FY 2017 TOTAL OUTSTANDING DEBT

At the start of FY 2017 (July 1, 2016) the City of Atlanta’s debt outstanding will be \$7.0 billion. Total debt will consist of \$1.11 billion in General Obligation and other debt (General Fund, Loans, leases, Inter-governmental agreements, TADs); \$3.0 billion in Aviation Revenue Bonds; and \$2.98 billion in Water and Wastewater Revenue Bonds and other obligations.



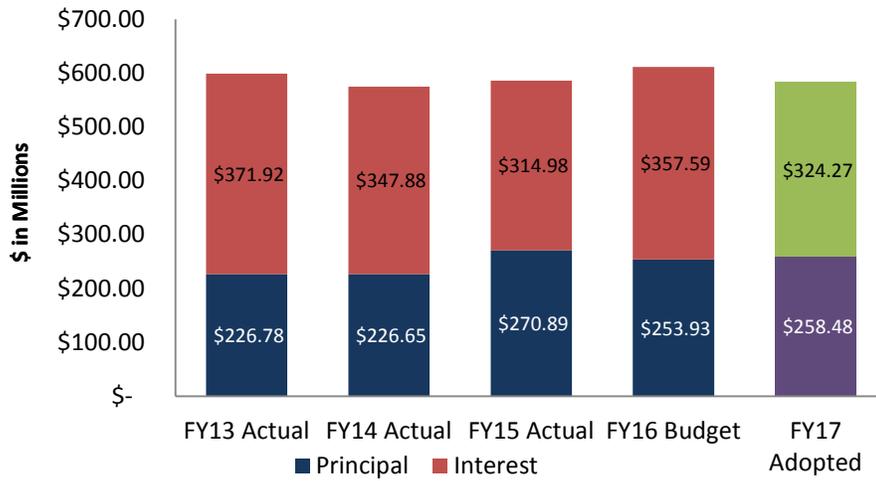
FY 2017 PRINCIPAL & INTEREST PAYMENTS (BY CATEGORY)

It is expected that in FY 2017, \$46.7 million of General and Other Fund, \$261.4 million of Aviation Fund, \$201.1 million of Water and Wastewater Fund, \$23.6 million of General Obligation Fund, and \$49.9 million of TAD Fund receipts will be used to make debt service payments.



HISTORICAL EXPENSES & FY 2017 OUTLOOK

Between FY 2013 and FY 2016 ending June 30, 2016, the City will have made \$2.33 billion in payments to service its debt obligations. \$924.16 million of this total was for principal and \$1.40 billion for interest payments. During FY 2017, the City will make approximately \$583 million in debt service payments; \$258.5 million for principal and \$324.3 million in interest payments, respectively.

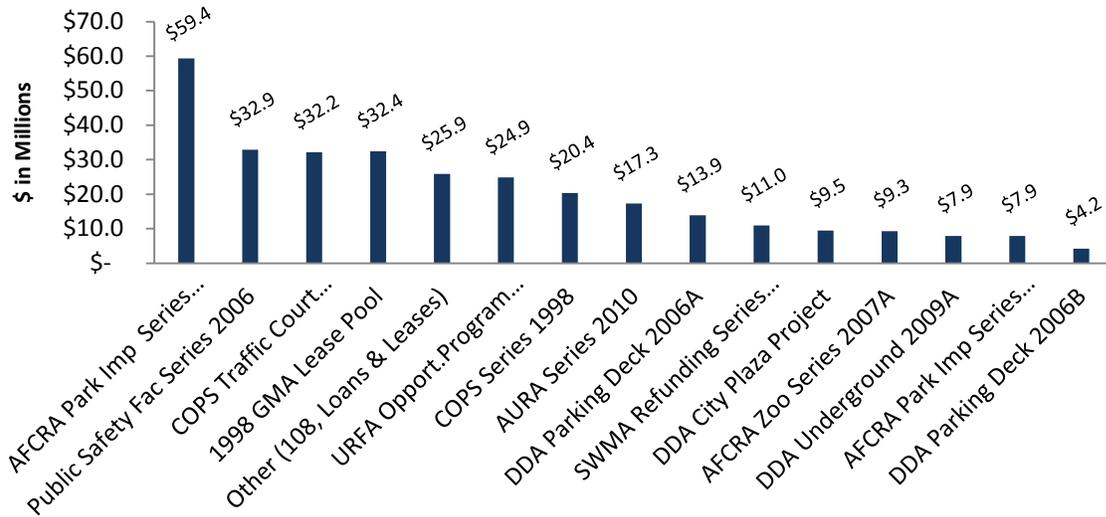


**Footnote: FY13 and FY14 actuals restated to capture other debt obligations*

GENERAL FUND & OTHER

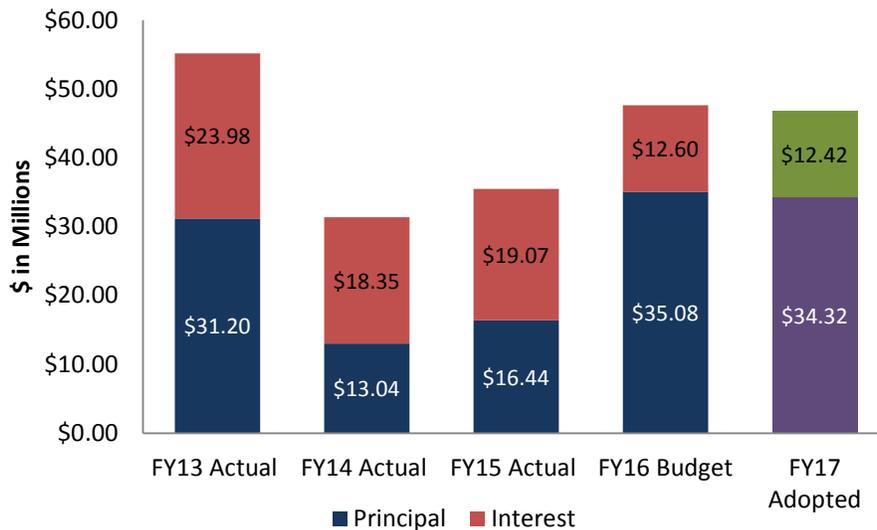
GENERAL FUND—TOTAL OUTSTANDING DEBT (JULY 1, 2016)

The General Fund debt obligation of the City consists of various bonds issued for various purposes. For FY 2017, \$309.1 million will be outstanding.



PRINCIPAL AND INTEREST PAYMENTS (FY2013–FY2017)

During FY 2017 it is expected that the City will make approximately \$46.74 million in payments to service outstanding General Fund and Other obligations. \$34.32 million will be spent on principal and \$12.42 million on interest payments.



*Footnote: FY13 and FY14 actuals restated to capture other debt obligations

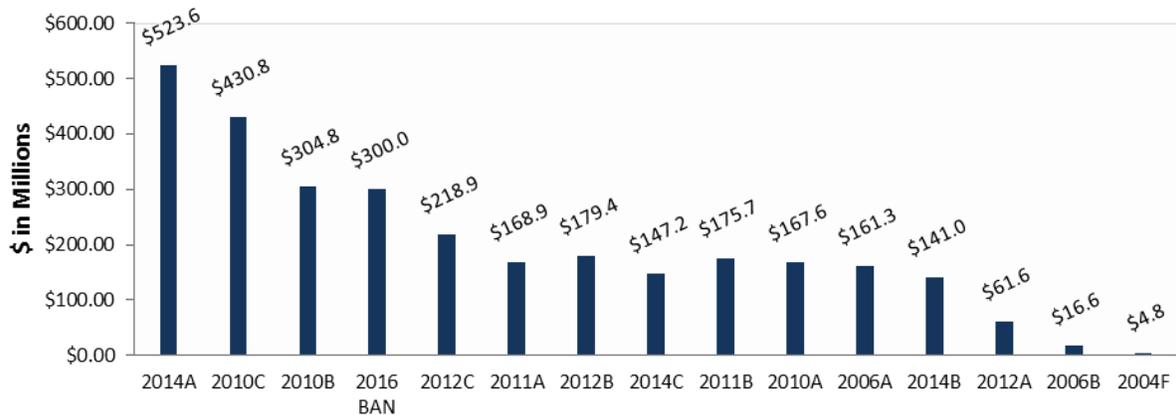
GENERAL FUND & OTHER DEBT AMORTIZATION SCHEDULE

| PERIOD ENDING | PRINCIPAL | INTEREST | DEBT SERVICE |
|---------------|--------------------|-------------------|--------------------|
| 6/30/2017 | 34,318,631 | 12,420,064 | 46,738,695 |
| 6/30/2018 | 27,438,792 | 11,105,561 | 38,544,353 |
| 6/30/2019 | 21,675,674 | 10,063,956 | 31,739,629 |
| 6/30/2020 | 22,568,786 | 9,134,133 | 31,702,918 |
| 6/30/2021 | 19,182,228 | 8,163,778 | 27,346,006 |
| 6/30/2022 | 17,525,420 | 7,272,320 | 24,797,740 |
| 6/30/2023 | 18,353,811 | 6,393,396 | 24,747,206 |
| 6/30/2024 | 17,637,115 | 5,512,735 | 23,149,850 |
| 6/30/2025 | 14,992,933 | 4,705,584 | 19,698,517 |
| 6/30/2026 | 15,725,125 | 3,929,041 | 19,654,166 |
| 6/30/2027 | 16,448,520 | 3,097,081 | 19,545,601 |
| 6/30/2028 | 41,759,000 | 2,360,658 | 44,119,658 |
| 6/30/2029 | 5,100,000 | 1,893,870 | 6,993,870 |
| 6/30/2030 | 5,355,000 | 1,633,478 | 6,988,478 |
| 6/30/2031 | 5,625,000 | 1,360,005 | 6,985,005 |
| 6/30/2032 | 5,910,000 | 1,072,703 | 6,982,703 |
| 6/30/2033 | 4,545,000 | 817,781 | 5,362,781 |
| 6/30/2034 | 4,755,000 | 597,281 | 5,352,281 |
| 6/30/2035 | 4,980,000 | 366,281 | 5,346,281 |
| 6/30/2036 | 5,220,000 | 124,031 | 5,344,031 |
| | 309,116,034 | 92,023,736 | 401,139,770 |

DEPARTMENT OF AVIATION

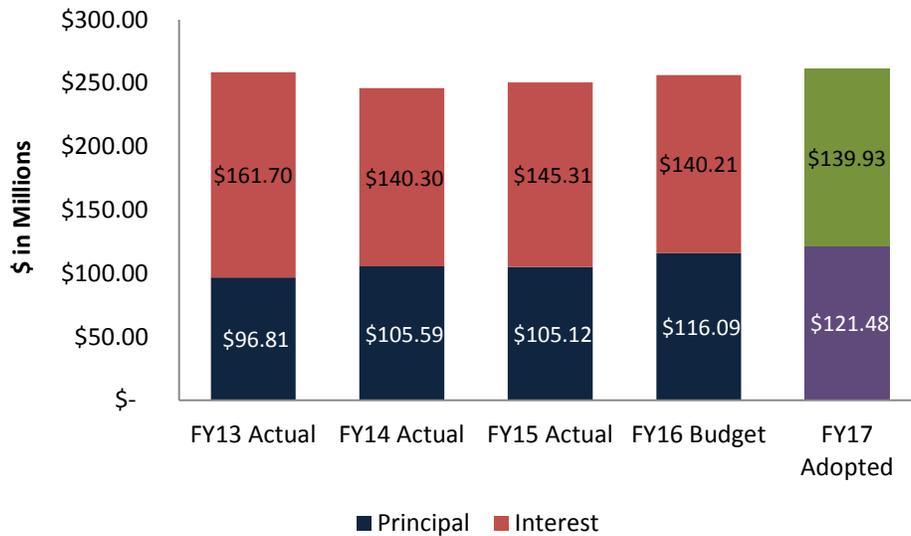
DEPARTMENT OF AVIATION – TOTAL OUTSTANDING DEBT (JULY 1, 2016)

For FY 2017, the Department of Aviation is expected to have \$3.0 billion in outstanding long term debt that consists of General Airport Revenue Bonds (GARB), Passenger Facility Charge Revenue Bonds (PFC) and Customer Facility Charge Revenue Bonds (CFC). These bonds were issued as Senior Lien or Subordinate Lien Debt with Alternative Minimum Tax (AMT) and or Non-Alternative Minimum Tax (Non-AMT) treatment.



PRINCIPAL AND INTEREST PAYMENTS (FY2013 – FY2017)

During FY 2017 it is expected that \$261.4 million in GARB, PFC, and CFC revenues will be used to service the outstanding debt; \$121.5 for principal and \$139.9 in interest.



*Footnote: FY14 interest payment restated

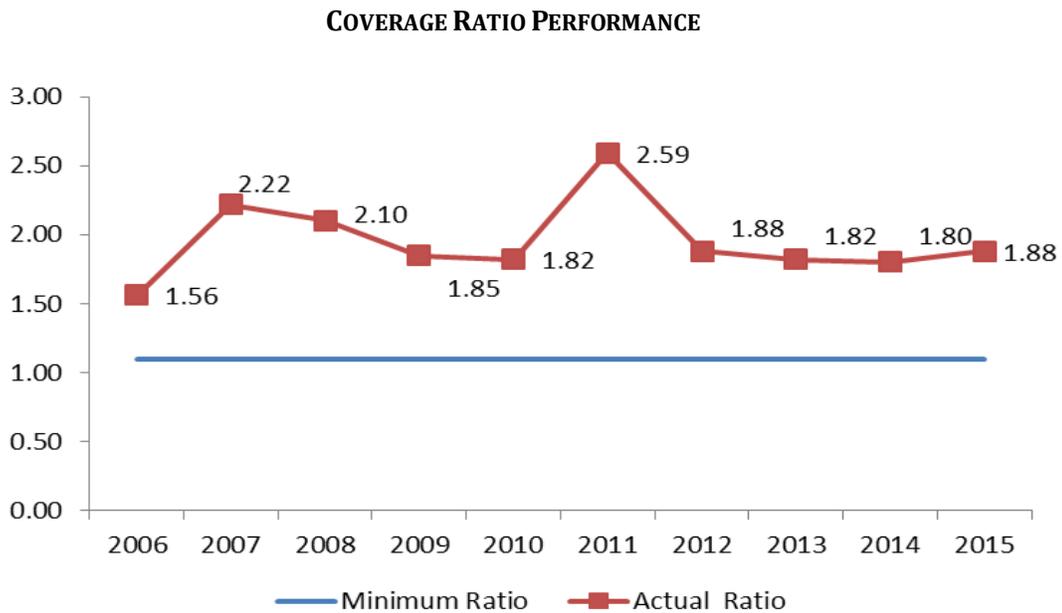
DEPARTMENT OF AVIATION DEBT AMORTIZATION SCHEDULE

| PERIOD ENDING | PRINCIPAL | INTEREST | DEBT SERVICE |
|---------------|----------------------|----------------------|----------------------|
| 6/30/2017 | 121,480,000 | 139,928,378 | 261,408,378 |
| 6/30/2018 | 127,675,000 | 133,902,302 | 261,577,302 |
| 6/30/2019 | 434,710,000 | 127,521,192 | 562,231,192 |
| 6/30/2020 | 136,490,000 | 118,243,963 | 254,733,963 |
| 6/30/2021 | 143,485,000 | 111,385,872 | 254,870,872 |
| 6/30/2022 | 121,110,000 | 104,172,446 | 225,282,446 |
| 6/30/2023 | 127,550,000 | 97,844,485 | 225,394,485 |
| 6/30/2024 | 133,755,000 | 91,187,855 | 224,942,855 |
| 6/30/2025 | 140,785,000 | 84,141,661 | 224,926,661 |
| 6/30/2026 | 148,130,000 | 77,004,802 | 225,134,802 |
| 6/30/2027 | 161,225,000 | 69,315,088 | 230,540,088 |
| 6/30/2028 | 169,695,000 | 60,949,397 | 230,644,397 |
| 6/30/2029 | 178,045,000 | 52,146,516 | 230,191,516 |
| 6/30/2030 | 180,940,000 | 42,898,985 | 223,838,985 |
| 6/30/2031 | 120,020,000 | 33,581,669 | 153,601,669 |
| 6/30/2032 | 108,115,000 | 27,438,496 | 135,553,496 |
| 6/30/2033 | 114,715,000 | 22,140,328 | 136,855,328 |
| 6/30/2034 | 64,200,000 | 16,689,356 | 80,889,356 |
| 6/30/2035 | 30,785,000 | 13,481,044 | 44,266,044 |
| 6/30/2036 | 32,350,000 | 11,949,100 | 44,299,100 |
| 6/30/2037 | 34,005,000 | 10,337,300 | 44,342,300 |
| 6/30/2038 | 35,745,000 | 8,643,000 | 44,388,000 |
| 6/30/2039 | 37,575,000 | 6,855,750 | 44,430,750 |
| 6/30/2040 | 39,510,000 | 4,977,000 | 44,487,000 |
| 6/30/2041 | 29,265,000 | 3,001,500 | 32,266,500 |
| 6/30/2042 | 30,765,000 | 1,538,250 | 32,303,250 |
| | 3,002,125,000 | 1,471,275,731 | 4,473,400,731 |

DEPARTMENT OF AVIATION REVENUE BOND COVERAGE

| Ending Period | Operating Revenue | Operating Expenses | Net Revenue | Principal Payments | Interest Payments | SWAP/LOC Payments | Total Payments | Coverage Ratio |
|---------------|-------------------|--------------------|-------------|--------------------|-------------------|-------------------|----------------|----------------|
| 2006 | 152,601 | 74,353 | 78,248 | 26,253 | 23,727 | 334 | 50,314 | 1.56 |
| 2007 | 339,164 | 133,440 | 205,724 | 37,487 | 56,186 | (1,186) | 92,487 | 2.22 |
| 2008 | 405,868 | 166,274 | 239,594 | 40,906 | 70,131 | 3,275 | 114,312 | 2.10 |
| 2009 | 404,724 | 165,995 | 238,729 | 42,502 | 67,392 | 19,187 | 129,081 | 1.85 |
| 2010 | 414,898 | 184,275 | 230,623 | 53,061 | 70,104 | 3,670 | 126,835 | 1.82 |
| 2011 | 416,748 | 169,799 | 246,949 | 38,395 | 52,665 | 4,293 | 95,353 | 2.59 |
| 2012 | 407,094 | 186,808 | 220,286 | 55,310 | 57,206 | 4,549 | 117,065 | 1.88 |
| 2013 | 497,165 | 211,196 | 285,969 | 66,215 | 86,268 | 4,754 | 157,237 | 1.82 |
| 2014 | 509,891 | 224,276 | 285,615 | 73,465 | 85,470 | - | 158,935 | 1.80 |
| 2015 | 512,952 | 225,189 | 287,763 | 71,385 | 81,913 | - | 153,298 | 1.88 |

**Data Source – FY15 City of Atlanta Comprehensive Annual Financial Report (CAFR) in thousands.*

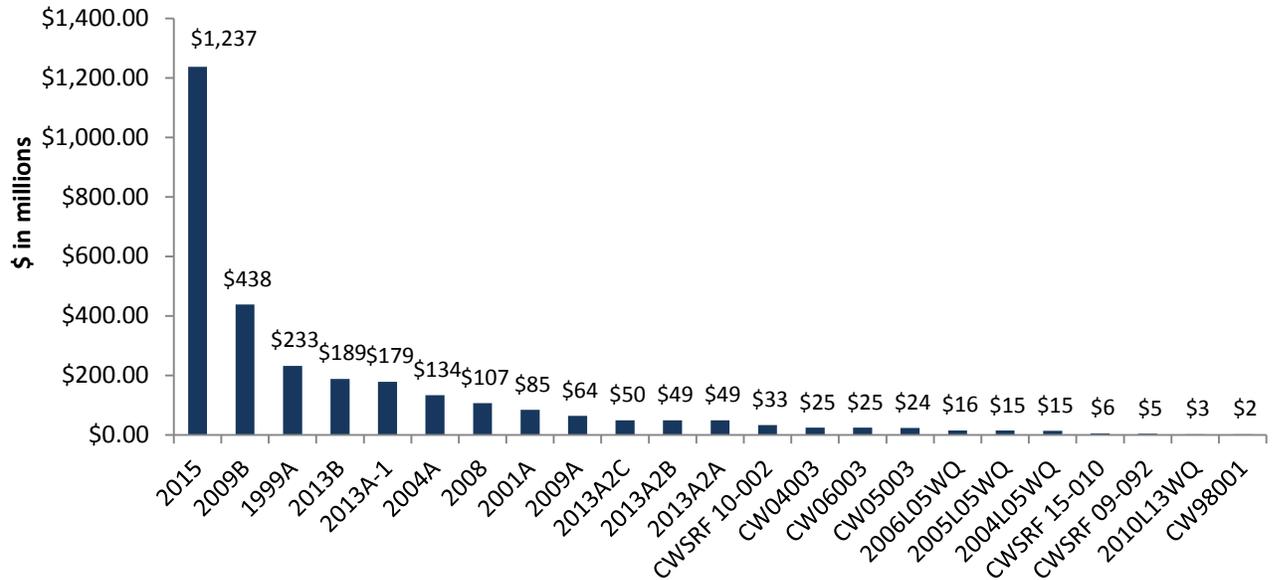


**Minimum coverage ratio permitted under DOA Master Bond Ordinance is 1.10*

DEPARTMENT OF WATERSHED MANAGEMENT

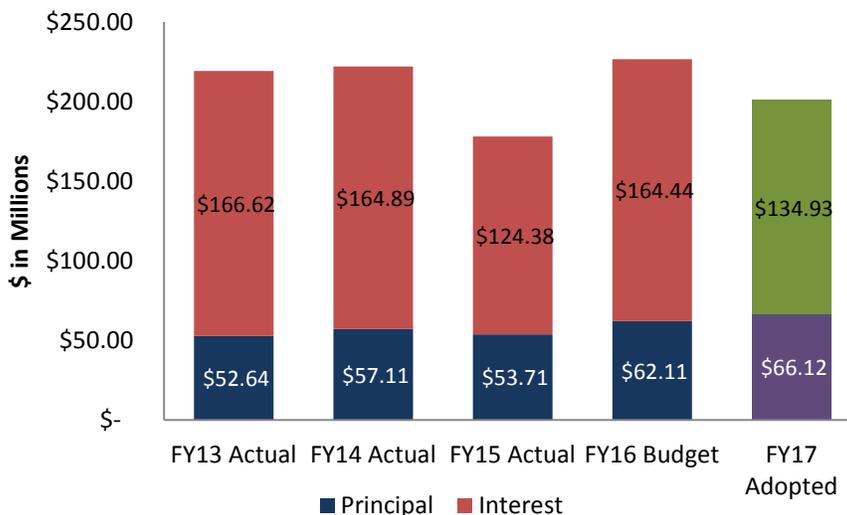
DEPARTMENT OF WATERSHED MANAGEMENT - TOTAL OUTSTANDING DEBT (JULY 1, 2016)

For FY 2017, the Department of Watershed Management's outstanding debt will be \$2.98 billion of long-term debt outstanding which consists of \$2.8 billion of senior lien debt and \$168.2 million of subordinate lien debt (GEFA).



PRINCIPAL AND INTEREST PAYMENTS (FY2013 - FY2017)

During FY 2017, it is expected that the City will pay approximately \$201.1 million to service the Department's current outstanding debt. \$66.12 million will be spent on principal and \$134.93 million on interest payments.



*Footnote: FY13 and FY14 actuals restated to capture other debt obligations

WATERSHED MANAGEMENT DEBT AMORTIZATION SCHEDULE

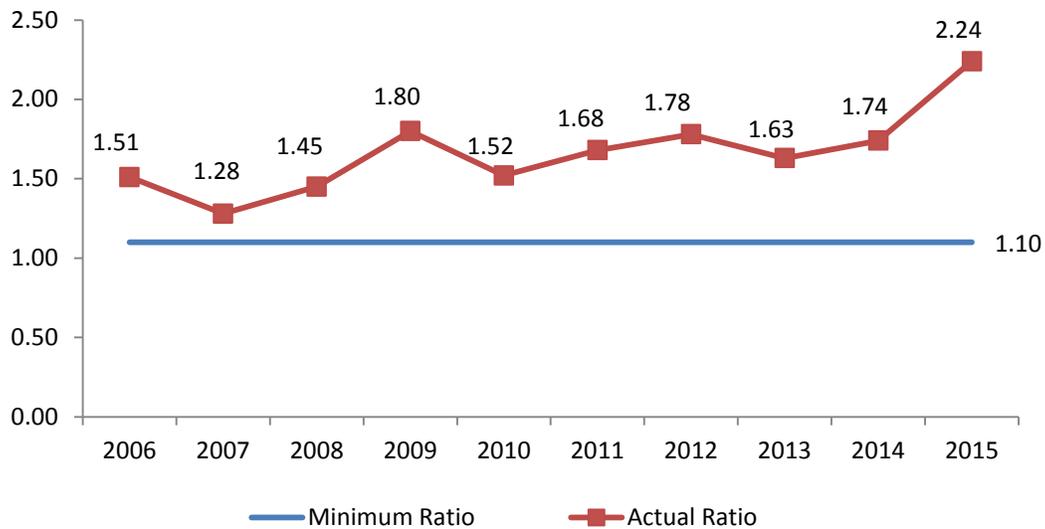
| PERIOD ENDING | PRINCIPAL | INTEREST | DEBT SERVICE |
|----------------------|----------------------|----------------------|----------------------|
| 6/30/2017 | 66,121,880 | 134,933,541 | 201,055,421 |
| 6/30/2018 | 69,849,814 | 131,534,143 | 201,383,957 |
| 6/30/2019 | 73,254,388 | 127,853,476 | 201,107,864 |
| 6/30/2020 | 77,505,828 | 123,916,950 | 201,422,778 |
| 6/30/2021 | 81,304,371 | 119,808,535 | 201,112,906 |
| 6/30/2022 | 85,545,257 | 115,613,511 | 201,158,768 |
| 6/30/2023 | 90,228,741 | 111,199,241 | 201,427,982 |
| 6/30/2024 | 92,053,133 | 106,883,925 | 198,937,058 |
| 6/30/2025 | 96,958,396 | 102,629,883 | 199,588,279 |
| 6/30/2026 | 103,186,220 | 98,097,879 | 201,284,099 |
| 6/30/2027 | 108,822,433 | 93,234,898 | 202,057,331 |
| 6/30/2028 | 114,757,323 | 88,113,599 | 202,870,922 |
| 6/30/2029 | 120,046,192 | 82,715,020 | 202,761,212 |
| 6/30/2030 | 126,519,348 | 77,110,558 | 203,629,906 |
| 6/30/2031 | 121,032,114 | 71,507,785 | 192,539,899 |
| 6/30/2032 | 123,574,821 | 66,117,937 | 189,692,758 |
| 6/30/2033 | 129,610,881 | 60,613,558 | 190,224,439 |
| 6/30/2034 | 147,666,423 | 54,588,085 | 202,254,508 |
| 6/30/2035 | 141,574,225 | 48,292,745 | 189,866,970 |
| 6/30/2036 | 146,694,345 | 42,024,736 | 188,719,081 |
| 6/30/2037 | 152,628,031 | 35,433,085 | 188,061,116 |
| 6/30/2038 | 156,658,273 | 28,600,371 | 185,258,644 |
| 6/30/2039 | 162,385,000 | 21,501,677 | 183,886,677 |
| 6/30/2040 | 173,755,000 | 13,704,999 | 187,459,999 |
| 6/30/2041 | 68,085,000 | 8,150,617 | 76,235,617 |
| 6/30/2042 | 79,205,000 | 5,151,264 | 84,356,264 |
| 6/30/2043 | 35,935,000 | 2,784,375 | 38,719,375 |
| 6/30/2044 | 37,720,000 | 943,000 | 38,663,000 |
| | 2,982,677,435 | 1,973,059,392 | 4,955,736,827 |

WATERSHED MANAGEMENT REVENUE BOND COVERAGE

| Ending Period | Operating Revenue | Operating Expenses | Net Revenue | Principal Payments | Interest Payments | Total Payments | Coverage Ratio |
|---------------|-------------------|--------------------|-------------|--------------------|-------------------|----------------|----------------|
| 2006 | 189,844 | 96,345 | 93,499 | - | 61,842 | 61,842 | 1.51 |
| 2007 | 435,715 | 240,848 | 194,867 | 24,210 | 128,435 | 152,645 | 1.28 |
| 2008 | 460,285 | 236,316 | 223,969 | 27,647 | 126,285 | 153,932 | 1.45 |
| 2009 | 498,216 | 220,962 | 277,254 | 26,300 | 127,452 | 153,752 | 1.80 |
| 2010 | 511,667 | 206,186 | 305,481 | 28,980 | 172,074 | 201,054 | 1.52 |
| 2011 | 561,485 | 191,816 | 369,669 | 38,370 | 182,157 | 220,527 | 1.68 |
| 2012 | 596,680 | 192,177 | 404,503 | 46,085 | 180,893 | 226,978 | 1.78 |
| 2013 | 576,474 | 205,520 | 370,954 | 48,425 | 178,763 | 227,188 | 1.63 |
| 2014 | 575,656 | 210,265 | 365,391 | 51,370 | 158,893 | 210,263 | 1.74 |
| 2015 | 601,210 | 202,633 | 398,577 | 53,710 | 124,383 | 178,093 | 2.24 |

**Data Source – FY15 City of Atlanta Comprehensive Annual Financial Report (CAFR) in thousands.*

Coverage Ratio Performance



**Minimum coverage ratio permitted under the DWM Master Bond Ordinance is 1.10*

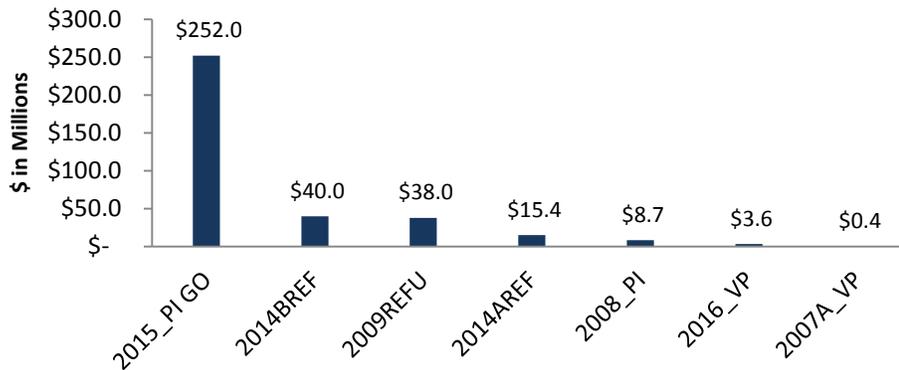
GENERAL OBLIGATION

GENERAL OBLIGATION – TOTAL OUTSTANDING DEBT (JULY 1, 2016)

The City’s General Obligation (G.O.) Public Improvement bonds are issued to finance capital improvement projects throughout the City for the benefit of residents. Projects financed with G.O. issued bonds include sidewalk installations, facility improvements, bridges, roads, streets improvements, and streetscape.

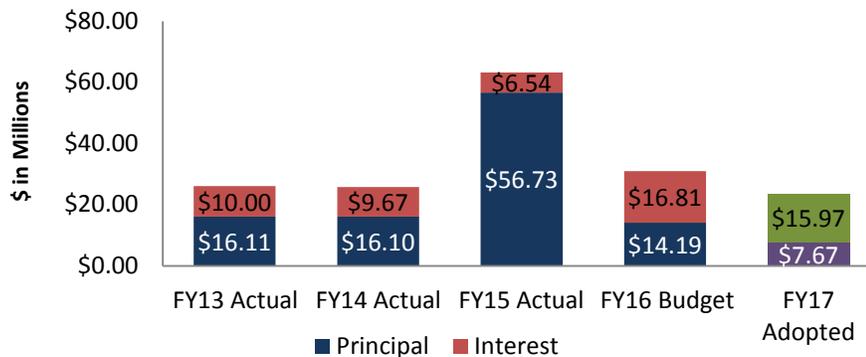
Under State of Georgia Law, the City is permitted to issue \$8.0 million in annual General Obligation bonds without a voter referendum. As a requirement, the proceeds from any annual GO bond issuance are to be evenly distributed between the City and Atlanta Public Schools. Since 2007, the City has not exercised this state option to issue G.O. bonds. During the FY2016 the City exercised the option to issue \$3.8 million as the City portion of the annual debt.

At the beginning of FY 2017, the City is budgeted to have seven General Obligation bonds outstanding totaling \$357.9 million.



PRINCIPAL AND INTEREST PAYMENTS (FY2013 – FY2017)

During FY 2017, the City will pay approximately \$23.6 million to service outstanding General Obligation debt. \$7.67 million will be spent on principal and \$16.0 million on interest payments.



*Footnote: The City defeased \$40.8 million of outstanding bonds in FY2014, and \$27.3 million in FY2016

GENERAL OBLIGATION DEBT AMORTIZATION SCHEDULE

| Period Ending | Principal | Interest | Debt Service |
|----------------------|--------------------|--------------------|---------------------|
| 6/30/2017 | 7,670,000 | 15,973,441 | 23,643,441 |
| 6/30/2018 | 24,855,000 | 15,367,315 | 40,222,315 |
| 6/30/2019 | 26,335,000 | 14,388,082 | 40,723,082 |
| 6/30/2020 | 28,030,000 | 13,300,925 | 41,330,925 |
| 6/30/2021 | 29,565,000 | 12,088,764 | 41,653,764 |
| 6/30/2022 | 26,830,000 | 10,853,199 | 37,683,199 |
| 6/30/2023 | 16,315,000 | 9,875,542 | 26,190,542 |
| 6/30/2024 | 13,970,000 | 9,158,939 | 23,128,939 |
| 6/30/2025 | 14,685,000 | 8,479,423 | 23,164,423 |
| 6/30/2026 | 15,140,000 | 7,775,416 | 22,915,416 |
| 6/30/2027 | 14,560,000 | 7,061,397 | 21,621,397 |
| 6/30/2028 | 14,595,000 | 6,341,200 | 20,936,200 |
| 6/30/2029 | 15,345,000 | 5,631,063 | 20,976,063 |
| 6/30/2030 | 16,130,000 | 4,922,875 | 21,052,875 |
| 6/30/2031 | 16,955,000 | 4,178,463 | 21,133,463 |
| 6/30/2032 | 17,825,000 | 3,351,350 | 21,176,350 |
| 6/30/2033 | 18,740,000 | 2,437,225 | 21,177,225 |
| 6/30/2034 | 19,700,000 | 1,476,225 | 21,176,225 |
| 6/30/2035 | 20,710,000 | 491,863 | 21,201,863 |
| | 357,955,000 | 153,152,706 | 511,107,706 |

TAX ALLOCATION DISTRICTS (TADs)

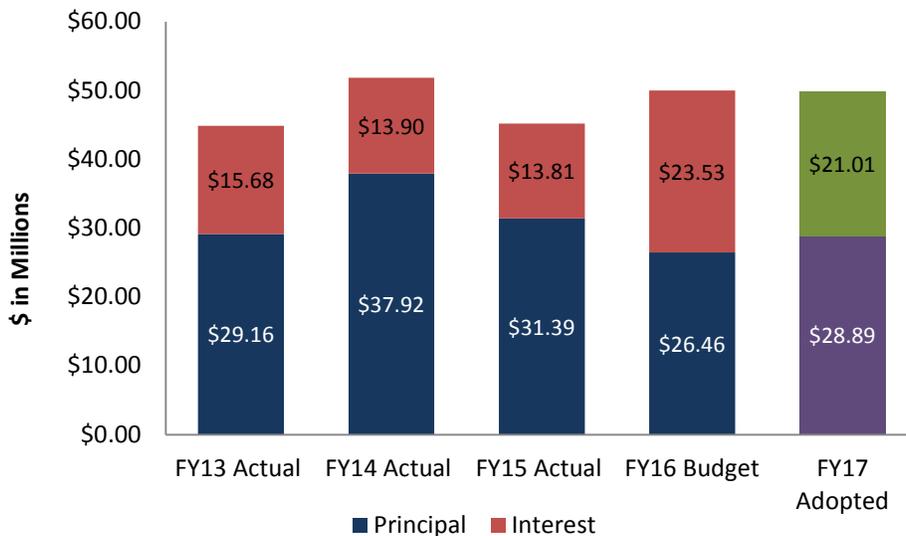
TADS - TOTAL OUTSTANDING DEBT (JULY 1, 2016)

The City has issued bonds to fund various Capital Improvement Projects (CIP) specially designated tax districts. There are ten (10) tax districts and six (6) of the ten (10) districts are active which include Atlantic Station, Beltline, Eastside, Perry Bolton, Princeton Lakes and Westside. These bond issuances are deemed as conduit debt obligations of the City. Tax receipts from the designated districts are used to make annual debt service payments when due. For FY 2017, the City will have fifteen (15) TAD bonds outstanding with a total value of \$438.9 million.



PRINCIPAL AND INTEREST PAYMENTS (FY2013 - FY2017)

During FY 2017, the City will pay approximately \$49.9 million to service the TAD obligations of the City. \$28.9 million will be spent on principal and \$21 million on interest payments.



TAX ALLOCATION DISTRICTS (TADs) DEBT AMORTIZATION SCHEDULE

| Period Ending | Principal | Interest | Debt Service |
|----------------------|--------------------|--------------------|---------------------|
| 6/30/2017 | 28,890,000 | 21,008,801 | 49,898,801 |
| 6/30/2018 | 30,145,000 | 20,262,767 | 50,407,767 |
| 6/30/2019 | 31,525,000 | 18,804,612 | 50,329,612 |
| 6/30/2020 | 32,945,000 | 17,272,763 | 50,217,763 |
| 6/30/2021 | 33,515,000 | 15,607,937 | 49,122,937 |
| 6/30/2022 | 34,170,000 | 13,894,500 | 48,064,500 |
| 6/30/2023 | 36,555,000 | 12,101,605 | 48,656,605 |
| 6/30/2024 | 40,920,000 | 10,114,272 | 51,034,272 |
| 6/30/2025 | 77,450,000 | 7,107,025 | 84,557,025 |
| 6/30/2026 | 11,785,000 | 4,846,839 | 16,631,839 |
| 6/30/2027 | 12,030,000 | 4,198,315 | 16,228,315 |
| 6/30/2028 | 12,240,000 | 3,521,222 | 15,761,222 |
| 6/30/2029 | 12,975,000 | 2,815,861 | 15,790,861 |
| 6/30/2030 | 12,270,000 | 2,093,943 | 14,363,943 |
| 6/30/2031 | 8,885,000 | 1,355,173 | 10,240,173 |
| 6/30/2032 | 2,585,000 | 799,735 | 3,384,735 |
| 6/30/2033 | 2,670,000 | 714,974 | 3,384,974 |
| 6/30/2034 | 2,760,000 | 627,420 | 3,387,420 |
| 6/30/2035 | 4,335,000 | 499,797 | 4,834,797 |
| 6/30/2036 | 2,945,000 | 369,218 | 3,314,218 |
| 6/30/2037 | 3,035,000 | 272,672 | 3,307,672 |
| 6/30/2038 | 1,925,000 | 176,452 | 2,101,452 |
| 6/30/2039 | - | 118,750 | 118,750 |
| 6/30/2040 | - | 118,750 | 118,750 |
| 6/30/2041 | - | 118,750 | 118,750 |
| 6/30/2042 | 2,375,000 | 59,375 | 2,434,375 |
| | 438,930,000 | 158,881,529 | 597,811,529 |

LEGAL DEBT LIMIT

LEGAL DEBT LIMIT

According to the State Constitution: Article IX, Section V, Paragraph 1

The debt incurred by any county, municipality, or other political subdivision of this state, including debt incurred on behalf of any special district, shall never exceed 10 percent of the assessed value of all taxable property within such county, municipality, or political subdivision; and no such county, municipality, or other political subdivision shall incur any new debt without the assent of a majority of the qualified voters of such county, municipality, or political subdivision voting in an election held for that purpose as provided by law.

As of June 30th 2016 the City's assessed value is \$27,073,969,053. As of July 1, 2016 the City has a legal debt margin in the amount of **\$2,349,231,905**.

| | |
|-----------------------|-------------------------|
| Assessed Value | \$27,073,969,053 |
|-----------------------|-------------------------|

Debt Limit Calculation:

| | |
|--|------------------------|
| Legal Limit (10% of Assessed Value) | \$2,707,396,905 |
|--|------------------------|

| | |
|--|----------------------|
| Less Outstanding General Obligation Bonded Debt | \$358,165,000 |
|--|----------------------|

| | |
|--------------------------|------------------------|
| Legal Debt Margin | \$2,349,231,905 |
|--------------------------|------------------------|

Note: Assessed values are established by the Fulton & DeKalb Counties Board of Tax Assessors on January 1 of each year at 40% of the property's market value as required by State Law.



APPENDIX

BUDGET CALENDAR & BUDGET PROCESS

FINANCIAL POLICIES

MAYORAL STRATEGIC INITIATIVES & PRIORITIES

FIVE YEAR PLAN

GLOSSARY

ACKNOWLEDGMENTS

ADOPTED BUDGET
FY2017



FY 2017 ADOPTED BUDGET CALENDAR AND BUDGET PROCESS

The Mayor

- Prepares and submits the proposed annual budget ordinance to the governing body no later than its first regular meeting in May, preceding the commencement of the fiscal year.
- Considers the resolution submitted by City Council's Finance/Executive Committee, based on council members' suggestions for budget priorities.
- Mayor and Chief Financial Officer (CFO) may choose to consider the resolution in preparing the budget.

City Council

- Holds one or more public hearings on the proposed budget; advertises said meeting(s) in a general-circulation newspaper at least seven (7) days before the date of the hearing.
- Amends the proposed annual budget as many times as necessary, so long as the final version allows for all legal and Charter-Mandated expenditures.
- City Council has until June to adopt the annual budget for the upcoming fiscal year.

Budget Commission

- Works alongside City Council to submit an anticipated revenue report to the mayor for use in preparing the budget.
- Filing revenue anticipations needs no approval or disapproval, as they are binding upon the City Council.

Chief Financial Officer

- Five days before the meeting at which the final budget will be submitted to the City Council, the CFO must provide a complete detailed written copy of the final version of the budget.

| DESCRIPTION | DATE | RESPONSIBILITY |
|---|------------------------|---------------------|
| 1. Five Year Plan due to City Council | February 12 | Finance |
| 2. Enter/Verify Variables (i.e. health rate, pension rate, workers' comp) | February 22 -26 | OBFP |
| 3. City Council submits Budget Priorities for FY2017 | March 1 | City Council |
| 4. Budget Kickoff, Training/Instructions, Templates and Timeline Provided | March 9 | DOF/DHR/ERP |
| 5. Department meetings with Executive Office/DHR | March 14 – 24 | OBFP |
| 6. Departments Develop Proposed FY2017 Budget in Hyperion/Reallocation/HCP Updates | March 17 - 21 | DHR |
| 7. Budget Office to Review Hyperion & Prepare Proposed Budget Book | March 22 – 25 | OBFP |

| | | |
|---|---------------------------|--------------------------|
| 8. FINANCE/EXECUTIVE COMMITTEE MEETING <ul style="list-style-type: none"> • FY2017 Budget Ordinance Introduced as 1st Read • FY2017 Personnel Ordinance Introduced as 1st Read • Revenue Package Items Legislation Introduced as 1st Read • Departments to submit legislation to transfer funds from reserves to projects (if applicable) | March 30 | City Council |
| 9. Budget Office Reviews Budget Book | March 28 - April 1 | OBFP |
| 10. Draft of Proposed Budget Book to Mayor, COO, CFO | April 6 | DOF |
| 11. Mayor, COO and CFO Review of Proposed Budget Book Complete/Actions to Finalize Budget Defined | April 7 -11 | Executive Offices |
| 12. Print Budget Book | April 12 - 15 | OBFP |
| 13. Proposed Book Finalized/Delivered | April 26 | DOF |
| 14. FINANCE/EXECUTIVE COMMITTEE MEETING - <ul style="list-style-type: none"> • FY2017 Budget Ordinance Discussed and Amended 2nd Read • Revenue Package Items Legislation 2nd Read • Public Hearing for Revenue Legislation (if needed) | April 27 | City Council |
| 15. CITY COUNCIL MEETING - COMMITTEE ROOM <ul style="list-style-type: none"> • Adoption of Resolution to Appoint Budget Commission Member • FY2017 Budget Ordinance Discussed and Amended 2nd Read-Held • Revenue Package Items Legislation 2nd Read Held | May 2 | DOF |

| | | |
|---|---------------|---|
| <p>16. BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</p> <ul style="list-style-type: none"> • Fiscal Condition of the City • Budget Development Process • Non-Departmental • Capital, Grants, and Trust Funds; Debt Service; Cash Pool; Investments | May 3 | City Council |
| <p>17. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</p> <ul style="list-style-type: none"> • Department of Public Works • Solid Waste Services • Fleet Services • Department Parks and Recreation • Internal Auditor | May 4 | Executive Offices Chiefs/Commissioners |
| <p>18. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</p> <ul style="list-style-type: none"> • Department of Police • Department of Fire/Rescue • Department of Corrections • Citizen Review Board • Unions (AFSCME, PACE, IAFF, IBPO) | May 5 | Executive Offices Chiefs/Commissioners |
| <p>19. FINANCE/EXECUTIVE COMMITTEE MEETING-</p> <ul style="list-style-type: none"> • FY 2017 Personnel Ordinance Discussed and amended by FEC Committee (HR) • Other HR related legislation if applicable • Property Tax Rate Ordinance discussed and adopted by Finance/Executive Committee • Public Hearing for Revenue Fee Legislation <i>(if needed)</i> | May 11 | City Council |

| | | |
|---|----------------------|--|
| <p>20. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</p> <ul style="list-style-type: none"> • Department of Human Resources-Personnel Paper Discussion • Board of Ethics • Executive Offices • City Council • Invest Atlanta • BUDGET PUBLIC HEARING – City Council Chambers (Interactive Community Budget Session) | <p>May 12</p> | <p>Executive Offices Chiefs/Commissioners</p> |
| <p>21. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</p> <ul style="list-style-type: none"> • Department of Watershed Management • Department of Law • Municipal Court • Office of the Public Defender • Office of the Solicitor • Department of Atlanta Information Management • First Public Hearing for Tax Millage Rate-Per Published Notice (6 pm) | <p>May 17</p> | <p>Executive Offices Chiefs/Commissioners</p> |
| <p>22. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</p> <ul style="list-style-type: none"> • Department of Planning and Community Development • Building Permits • Department of Procurement • Department of Aviation • Department of Finance | <p>May 18</p> | <p>Executive Offices Chiefs/Commissioners</p> |

| | | |
|--|-----------------------|--|
| <p>23. CITY COUNCIL MEETING – COMMITTEE ROOM</p> <ul style="list-style-type: none"> • Second & Third Public Hearing for Tax Millage Rate-per Published Notice (11:30 am & 6:00 pm) | <p>May 25</p> | <p>City Council</p> |
| <p>24. FINANCE/EXECUTIVE COMMITTEE MEETING -</p> <ul style="list-style-type: none"> • FY2017 Personnel Ordinance discussed and adopted by Finance/Executive Committee – forwarded to City Council • Other HR related legislation, if applicable forwarded to City Council. • Property Tax Rate ordinance discussed and adopted and forwarded to City Council • FY2017 Budget Ordinance discussed, adopted and forwarded to City Council | <p>June 15</p> | <p>City Council</p> |
| <p>25. Budget Commission Meets to Approve FY2017 Anticipations - Full Council Meeting</p> <ul style="list-style-type: none"> • FY2017 Budget Adopted by Council • Adoption of Revenue/Fee/Budget legislation • Adoption of FY2017 Personnel Ordinance • Adoption of other HR related legislation, if applicable | <p>June 20</p> | <p>Budget Commission/City Council</p> |
| <p>26. Mayor Reed Approves/Vetoes Adopted Ordinances</p> <ul style="list-style-type: none"> • Property Tax Rate Ordinance • FY2017 Budget Ordinance • Personnel Ordinance • HR-related legislation • Millage Rate Adoption | <p>June 30</p> | <p>Mayor Reed Executive Offices</p> |



FINANCIAL POLICIES

The City of Atlanta is a municipal corporation governed by the Mayor and the City Council. The accounting principles of the City of Atlanta, Georgia (the "City"), conform to Generally Accepted Accounting Principles ("GAAP") applicable to governmental entities. The Government Accounting Standards Board ("GASB") is the accepted standards setting body for establishing governmental accounting and financial reporting principles. The significant financial policies of the City are described below.

Accounting, Auditing and Financial Reporting Policies

An annual audit shall be performed by an independent public accounting firm with the subsequent issue of a Comprehensive Annual Financial Report (CAFR). The report shall include audited general purpose financial statements and audited individual fund statements with both introductory and statistical sections, by the end of the sixth month after the close of the fiscal year. The Report shall be prepared in conformity with GAAP for governments.

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. The government-wide, proprietary funds and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. Agency funds, as part of fiduciary funds, while on the accrual basis do not have a measurement focus since they do not report net position.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis

of accounting. Revenues are recognized as soon as they are both measurable and available.

Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, principal and interest on general long-term debt, compensated absences, claims and judgments, and worker's compensation are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

Property taxes, franchise taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual and have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the City.

Revenue Recognition - Accrual Basis of Accounting

The accrual basis of accounting is used by all proprietary fund and fiduciary fund types. Under the accrual basis, revenue recognition occurs when the transactions are earned and measurable irrespective of when cash is received. Measurable means the amount can be determined accurately. (Note: a transaction cannot be reported unless the amount of the transaction can be determined. In order to record the transaction, either the actual amount of a transaction or an estimate must be known in order to record the transaction). For a government to earn revenue, it must have provided the goods or services.

Revenue Recognition – Modified Accrual Basis of Accounting

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers revenues as available if they are collected within 60 days after year-end. All revenues are considered susceptible to accrual except revenues from licenses and permits, fines, forfeitures and penalties because they are generally not measurable until cash is received.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include: (a) principal and interest on general long-term debt, which is recognized when due or when amounts have been accumulated in the debt service fund for payments to be made early in the following year, and (b) accumulated unpaid vacation pay, compensatory pay, accrued workers' compensation, and arbitrage rebate which are recognized in the governmental funds only to the extent they will be paid from available expendable financial resources. Those liabilities that are not to be paid from current resources are recorded in the General Long-Term Obligations Account Group.

The City adopted GASB Statement No. 20, "Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities that use Proprietary Fund Accounting," in 1994 and elected to follow GASB standards.

Financial Management Policies

Cash & Investments

The City considers all highly liquid debt securities with an original maturity of three months or less to be cash equivalents. The Georgia Fund 1 (Georgia Fund) is a stable net asset value investment pool managed by the State of Georgia (Office of State Treasurer) and is not registered with the SEC. The Georgia Fund 1 operates in a

manner consistent with SEC Rule 2a-7 of the Investment Company Act of 1940 and is considered a SEC Rule 2a-7- like pool. The fair value of the participant shares is computed weekly with pool earnings distributed on a monthly basis based on equivalent shares owned by participants based on \$1.00 per share.

The O.C.G.A. 36-83-4 authorizes the City to invest in U.S. Government obligations, U.S. Government agency obligations, State of Georgia obligations, and obligations of a corporation of the U.S. Government. The City's investment policy authorizes portfolios that consist of U.S. Treasuries, U.S. Agencies/Instrumentalities, Obligations of Other Political in the State of Georgia, Municipal Securities, Bankers Acceptances, Local Government Investment Pools and Certificate of Deposit. According to City Policy up to 75% may consist of U.S. corporate equity securities. The City invests in repurchase agreements only when collateralized by U.S. Government or Agency Obligations. By statute, up to 55% of the cost basis of the investment portfolio for the General Employees' Pension Plan, the Firefighters' Pension Plan and the Police Officers' Pension Plan (The Plans) may consist of U.S. corporate equity securities. Additionally, in accordance with authorized investment laws, The Plans can invest in various mortgage-backed securities, such as collateralized mortgage obligations ("CMOs") and government backed mortgage securities. These are separately identified in the disclosure of custodial credit risk (see Note III. A.). In 2014, the General Employees' Pension Board, the Firefighters' Pension Board, and the Police Officers' Pension Board (The Pension Boards) authorized The Plans to invest in alternative investments, not to exceed 5% of the total investments.

Investments, other than repurchase agreements, are reported at fair value, based on quoted market prices, and include any accrued interest. Repurchase agreements are reported at amortized cost.

The City maintains a cash management pool whereby operating cash is held. This pool is not considered a separate accounting entity for financial reporting purposes; instead, each participating fund's equity in the cash

management pool is recorded as such on its statement of net position. Related interest income is allocated to each participating fund based on each fund's recorded equity in the pool.

Restricted Assets

Restricted assets represent amounts which are required to be maintained pursuant to City ordinances relating to the passenger and customer facility charges (Department of Aviation only); construction, renewal and extension and sinking funds; funds received for specific purposes pursuant to U. S. Government grants; and municipal option sales tax (Department of Watershed Management only).

Capital Assets

Capital assets, which include property, easements, plant, equipment and infrastructure (e.g. roads, bridges, sidewalks, and similar items) used in governmental and business-type activities of the City, are recorded in the statement of net position at historical cost (or estimated historical cost). Capital assets are defined by the City as assets with an initial, individual cost of \$5,000 and an estimated useful life in excess of one year. Donated capital assets are recorded at their estimated fair value at the date of donation. Expenses for replacements, maintenance, repairs, and betterments which do not materially prolong the life of the related asset are charged to expenditures/expenses when incurred. All reported capital assets, except land and construction in progress, are depreciated.

Compensated Absences

City employees are awarded sick and vacation time as determined by personnel policies. A maximum accrual of 25 to 45 days of vacation leave is authorized, depending upon length of service. The liability for compensated absences reported in the government-wide and proprietary fund statements consists of unpaid, accumulated vacation leave balance. The liability has been calculated using the vesting method, in which vacation amounts for employees who currently are eligible to receive termination payments and other employees who are expected to become eligible in the future to receive such payments upon termination are included. The liability for compensated absences is only reported in governmental funds if they have matured.

Employees can accrue unlimited amounts of sick leave. Sick leave can be taken only due to personal illness or, in certain cases, illness of family members. Sick leave is not intended to be paid out except under special circumstances where the City Council has given approval and the necessary funds are available. Consequently, the City does not record an accrued liability for accumulated sick pay.

Fund Balance

City of Atlanta Code of Ordinances Section 6-315 provides authority pertaining to fund balances. Fund balances are classified as: (1) Nonspendable, (2) Restricted, (3) Committed, (4) Assigned, and (5) Unassigned. *Nonspendable fund balance* refers to amounts that are not in spendable form or are legally required to remain intact. *Restricted fund balance* refers to amounts that are subject to externally enforceable legal restrictions by either debt covenants, or laws or regulations of other governments. *Committed fund balance* refers to amounts that can only be used for specific purposes pursuant to constraints imposed by ordinance of the City Council prior to the end of the fiscal year. The same formal action is required to remove the limitation. *Assigned fund balance* refers to amounts that are intended to be used for specific purposes. The Chief Financial Officer of the City may recommend assignment of fund balances subject to approval of the City Council. *Unassigned fund balances* refer to the residual net resources and are the excess of nonspendable, restricted, committed, and assigned. Fund expenditures can be paid from restricted fund balance to the extent of the restricted fund revenue, followed by committed, assigned, and then unassigned fund balance. The general fund is the only fund that reports a positive unassigned fund balance amount.

Spending Prioritization Policy

When an expenditure is incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, restricted amounts shall be considered to have been reduced first. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, committed amounts are reduced first, followed by assigned amounts and then unassigned amounts.

Authority to Commit or Assign Funds Policy

Commitments or assignments of funds will only be used for specific purposes. Committed balances or assigned balances will only be established pursuant to formal action by the City Council, upon recommendation from the Chief Financial Officer. Such commitments or assignments cannot exceed the available fund balance in any particular fund.

Minimum Unrestricted Balance in the General Fund Policy

The City maintains a minimum unrestricted fund balance in the General Fund ranging from no less than 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers. At any time the unrestricted fund balance is within the range of 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers. Upon recommendation by the Chief Financial Officer, the City Council may authorize additional transfers to a fund at its discretion, up to a maximum of 5% per year of the subsequent year's budgeted revenues in preparation for adoption of the upcoming year's budget. If the unrestricted fund balance falls below the minimum 15% of the subsequent year's budgeted expenditures and outgoing transfers, replenishment of shortages/deficiencies will be made within specified time periods and upon the recommendation of the Chief Financial Officer. Should the unrestricted fund balance of the General Fund exceed the maximum of 20%, such surplus fund balance may be considered for transfer to deficit balances in other funds and for one-time expenditures that are nonrecurring. At least 50% of surplus fund balance must be used to reduce any deficit fund balance prior to allocation for any one-time expenditure.

Net Position

Net position is classified and displayed in three components, as applicable:

Net investment in capital assets – Consists of capital assets including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, notes, or other borrowings that are attributable to the acquisition, construction or improvement of those assets. If there are significant unspent related debt proceeds at year-end, the portion of the debt attributable to the unspent proceeds is excluded

from the calculation of net investment in capital assets.

Restricted – Consists of assets with constraints placed on the use either by (1) external groups, such as creditors, grantors, contributors, or laws or regulations of other governments; or (2) law through constitutional provisions or enabling legislation. When an expense is incurred for purposes for which there are both restricted and unrestricted assets available, it is the City's policy to apply those expenses to restricted assets, to the extent such are available, and then to unrestricted assets.

Unrestricted – All other assets that constitute the components of net position that do not meet the definition of "restricted" or "investment in capital assets."

Deferred Outflows of Resources

Deferred outflows of resources represent a consumption of net position that applies to a future period and will not be recognized as an outflow of resource (expense) until then. The deferred charge on refunding results from the difference in the carrying value of refunded debt and reacquisition price. The amount is deferred and amortized over the shorter of the life of the refunded or refunding debt.

Deferred Inflows of Resources

In addition to liabilities, the Balance Sheets and Statements of Net Position report a separate section for deferred inflows of resources. Deferred inflows of resources represent an acquisition of net position that applies to a future period and so will not be recognized as an inflow of resource (revenue) until that time. The unavailable revenue reported in the Balance Sheet, which arises under a modified accrual basis of accounting, represents amounts that are deferred and recognized as an inflow of resources in the periods that the amounts become available.

Grants from Other Governments

Federal and state governmental units represent an important source of supplementary funding used to finance housing, employment, construction programs, and other activities beneficial to the

community. This funding, primarily in the form of grants, is recorded in the governmental and proprietary funds. All grant contributions in the proprietary funds are for the purpose of construction activities, principal debt service reimbursements, or land or easement acquisitions. They are recorded in the statement of revenues, expenses, and changes in net position on a separate line as capital contributions after non-operating revenues and expenses. For all funds, a grant receivable is recorded when all applicable eligibility requirements have been met.

General Services Costs

The City allocates a portion of general services costs (such as purchasing, accounting, budgeting, personnel administration, and certain other costs based on allocation methods determined by an independent study) to the Aviation, Watershed, Solid Waste, Building Permits and Internal Service Funds in order to more fully reflect the actual cost of providing these services.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, expenditures/expenses and disclosures. Actual results could differ from those estimates.





Mayoral Strategic Initiatives and Priorities

Fiscal Year Outlook

| Priorities and Investments | |
|---|---|
| Public Safety | <ul style="list-style-type: none"> • Continue reduction in crime rate, with a goal of a 25% reduction in crimes over Mayor Reed's two terms in office • Achieve Fire Rescue reaccreditation and upgrade in City's Public Protection Classification (PPC) rating to Class 1 |
| City Infrastructure | <ul style="list-style-type: none"> • Continue implementation of \$250 bond dedicated to addressing the City's \$1B backlog of needed infrastructure repairs • Meet July 2014 EPA sewer rehabilitation deadlines and initiate a \$250M capital program within the Department of Watershed Management to increase water reliability |
| Human Capital and Youth Development | <ul style="list-style-type: none"> • Increase youth enrollment and attendance in afterschool, recreation center programs, and Centers of Hope, as well as meet established quality and safety standards • Focus on increasing graduate retention rates from local institutions of higher education |
| Economic Development | <ul style="list-style-type: none"> • Maintain #1 global passenger ranking and deliver positive passenger volume growth • Westside and downtown redevelopment (Civic Center, Underground) and Ft McPherson • Increase venture capital and startup activity in and around the City |
| Government Efficiency & Excellence | <ul style="list-style-type: none"> • Implement reforms recommended by Blue Ribbon Efficiency Commission to achieve savings necessary to finance infrastructure bond without raising property taxes • Continue improving service delivery with integrated 311 call center • Deliver balanced budget with no property tax increases and achieve upgrades in bond ratings |





CITY OF ATLANTA, DEPARTMENT OF FINANCE FIVE YEAR FINANCIAL PLAN

FEBRUARY 24, 2016

| J. ANTHONY BEARD, CFO | JOHN GAFFNEY, DEPUTY CFO |
YOULANDA CARR JERMAINE MCCLAIN MATT MALAMENT

AGENDA

Introduction
Revenue Overview
Expense Overview
Blue Ribbon Savings
Recommendations



INTRODUCTION



FIVE YEAR PLAN ENHANCEMENTS



New this year ...



**New General
Fund Summary
Reports**

Pages 96-98



**New Layout
of the
Revenue
Section**

Pages 47-87



**Included
Capital Section
for the first
time**

Pages 209-238

REVENUE OVERVIEW

REVENUE ASSUMPTIONS



Econometric indices

For all revenue streams including

— property, sales, hotel/motel and business occupation tax.



1.2%-1.3%

Property tax digest increase on new construction

after roll-back for reassessments projected from

FY2017-FY2021 and correlating with the real estate rebound.



\$20M

Dollar value of one mill for budgetary purposes.

REVENUE ASSUMPTIONS



\$5M

Millage rate rollback in foregone property tax revenue from positive reassessment growth.



1.1%

Per annum sales tax revenue growth closely correlating with gross metro product and personal income trends.



\$7.4M

Proposed revenue initiatives with \$4.8 million attributed to the Mayor's Blue Ribbon Commission and \$2.7 million from the Comprehensive Fee and Fine Study.

MAYOR'S BLUE RIBBON COMMISSION



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

The result ...

\$7.4M
in additional
General Fund
Revenue



| | |
|--------------------------------------|--------|
| Commercial Parking Permit | \$1.8M |
| Municipal Asset Activation | \$3.7M |
| Towing/Wrecker Fee Increase | \$500K |
| Parking Lots and Garage Fees | \$350K |
| Property Tax from sale of COA Assets | \$300K |
| Municipal Court E-Citation Program | \$750K |
| Total | \$7.4M |

MUNICIPAL COURT E-CITATION PROGRAM



The Municipal Court is implementing an E-Citation Program which will allow for the electronic processing of traffic citations to the traffic court system.

The result ...

\$750K

In additional revenue from City fines and penalties, when aligned with Municipal Court Citation system.

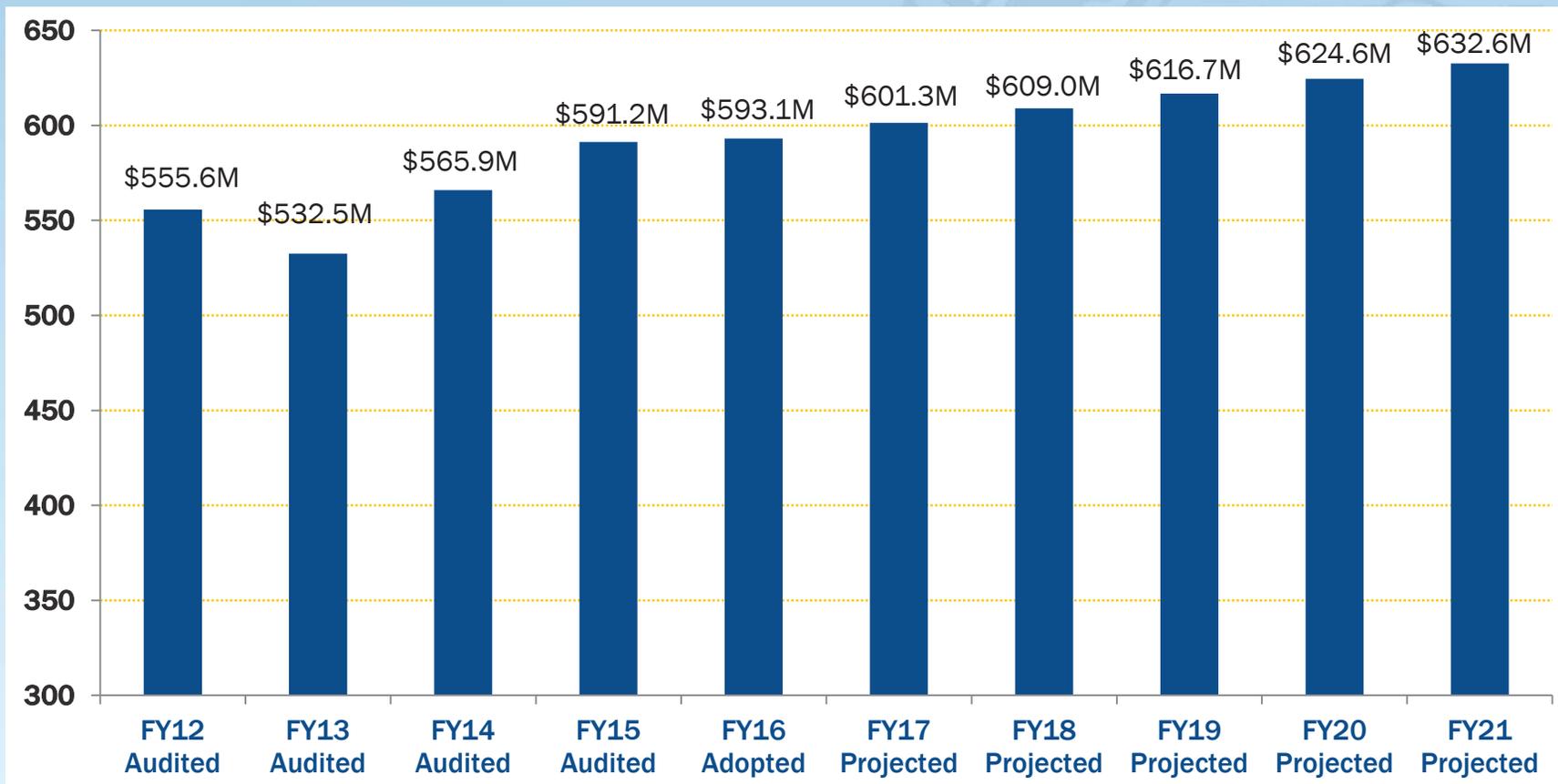


REVENUE ROUNDTABLE



The City Revenue team will continue to hold Revenue Roundtable meetings with departments to ensure that these revenue objectives are met.

GENERAL FUND REVENUE FORECAST OVERVIEW



NOTE: FY2010-FY2012 Includes Permit Revenue which beginning in FY13 is now accounted for in Building Permit Fund.

REVENUE COMPARISON BY CATEGORY



| | FY2015 ACTUALS | FY2016 REVENUE BUDGET | FY2017 PROPOSED BUDGET | BUDGET FY16 vs. FY17 |
|------------------------------------|-------------------|-----------------------------|------------------------------|----------------------------|
| PROPERTY TAXES | \$179.44 | \$184.62 | \$185.04 | \$0.42 |
| LOCAL OPTION SALES TAX | \$102.22 | \$101.52 | \$103.25 | \$1.73 |
| HOTEL/MOTEL | \$16.08 | \$14.93 | \$16.20 | \$1.27 |
| PUBLIC UTILITY FRANCHISE | \$43.19 | \$43.40 | \$45.02 | \$1.62 |
| BUSINESS LICENSE | \$50.45 | \$49.05 | \$51.24 | \$2.19 |
| INSURANCE PREMIUM | \$22.67 | \$22.89 | \$24.48 | \$1.59 |
| LICENSES AND PERMITS | \$19.22 | \$22.61 | \$23.40 | \$0.79 |
| ALCOHOL | \$17.79 | \$16.78 | \$17.52 | \$0.74 |
| FINES/FORFEITURES | \$26.67 | \$30.09 | \$25.48 | (\$4.61) |
| REAL ESTATE & INTANGIBLE RECORDING | \$7.19 | \$6.30 | \$6.98 | \$0.68 |
| LAND & BUILDING RENTALS | \$7.82 | \$8.17 | \$6.79 | (\$1.38) |
| OTHER REVENUE | \$65.58 | \$62.66 | \$61.17 | (\$1.49) |
| INDIRECT COSTS | \$32.94 | \$30.09 | \$34.79 | \$4.70 |
| GRAND TOTAL | \$591.26 | \$593.11 | \$601.36 | \$8.25 |

EXPENSE OVERVIEW



EXPENSE ASSUMPTIONS



- Citywide, the pension rates were adjusted for all Defined Benefit plans to account for the Annual Required Contribution (ARC):

| Plan | FY15 ARC | FY16 ARC | FY17 ARC | YOY INCR |
|---------------------------|-----------------|----------------|----------------|-----------------|
| 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 |
| Total | \$100.2M | \$97.3M | \$96.6M | \$ -0.7M |

- Citywide, the workers' compensation requirement is projected to decrease in FY2017 due to efforts initiated under the Blue Ribbon Commission. The City will continue its effort in safety programs and other citywide initiatives.

EXPENSE ASSUMPTIONS



2.0%

increase in citywide **utilities** (electricity and natural gas), electricity increased by 2.0% based on the total FY2015 utilization.



10%

Fleet increase in maintenance in FY17; Fuel increased 3%; There are no increases for FY2018–FY2021 as the Department determines how to gain efficiencies.



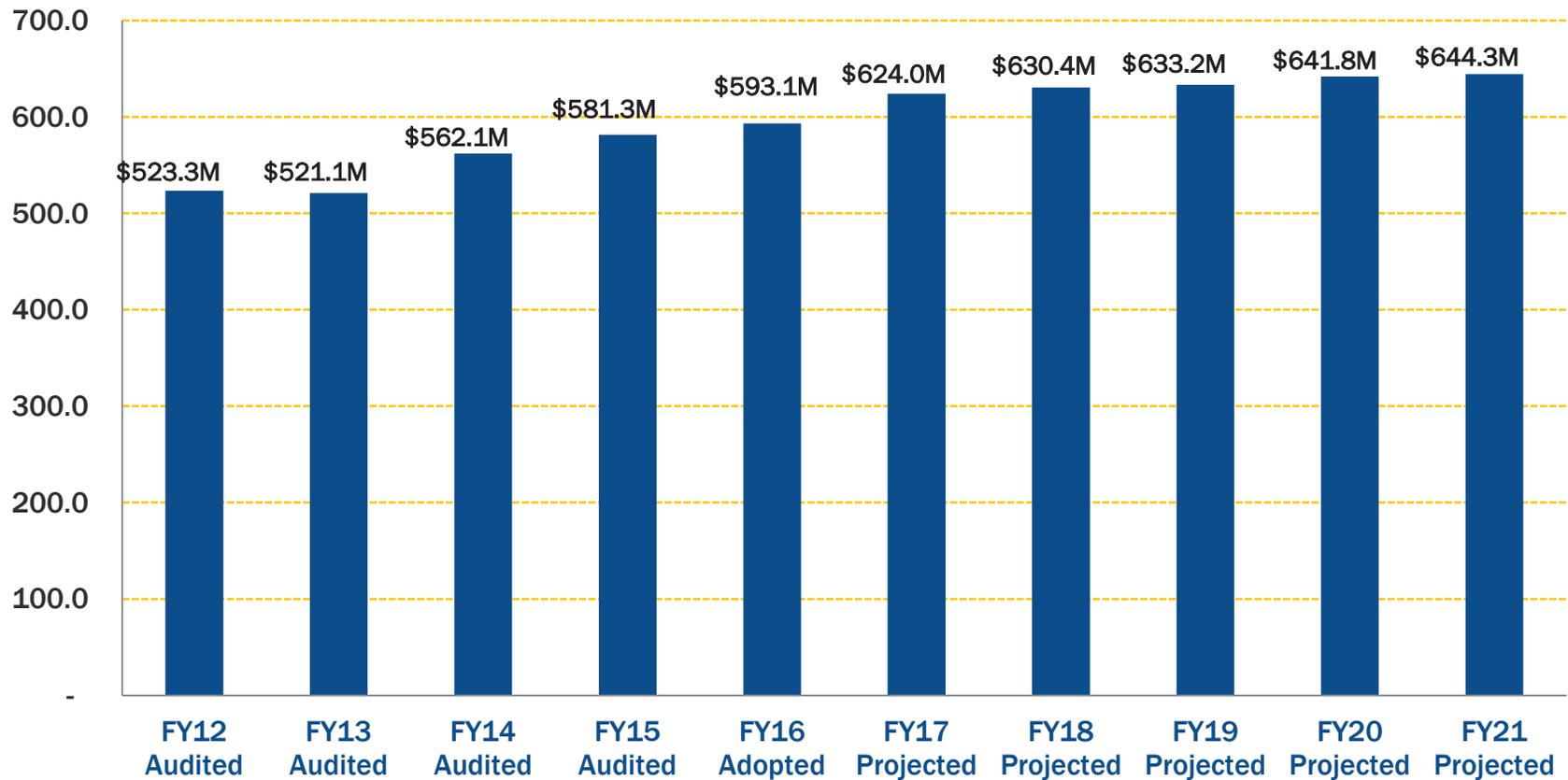
2.0%

increase in traffic signals and street lights budgets for FY2018–FY2021.



The Water and Sewer budget is projected to remain the same based on utilization from the prior year (no rate increase).

GENERAL FUND EXPENDITURE FORECAST



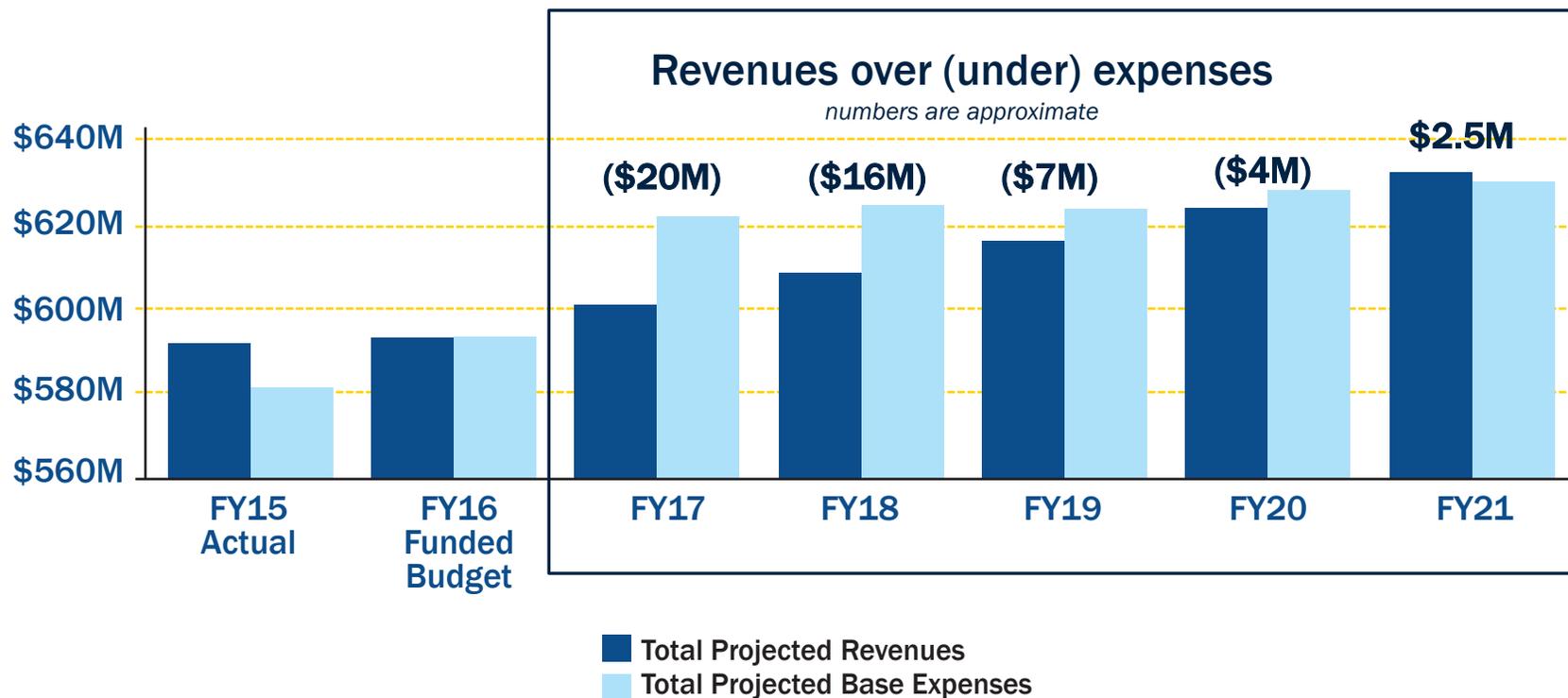
GENERAL FUND WITH INITIATIVES



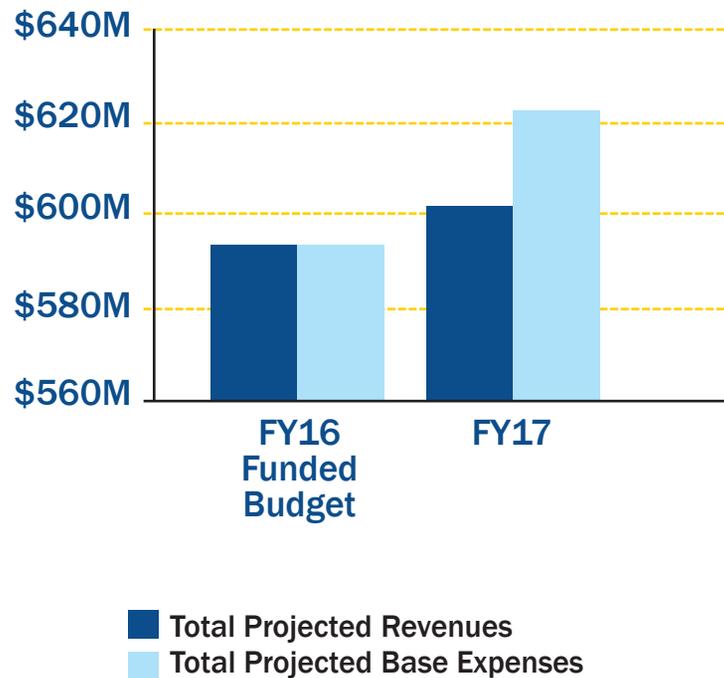
■ Total Projected Revenues
■ Total Projected Base Expenses

| | FY17 |
|--|----------------------|
| Property Tax Revenue | \$185,035,667 |
| All Other Revenues | \$416,320,554 |
| Total Projected Revenues | \$601,356,221 |
| Baseline | \$608,959,244 |
| Incremental | \$12,871,189 |
| Total Projected Base Expenses | \$621,830,433 |
| Revenues Over (Under) Expenses | (\$20,474,212) |
| Capital Impact | \$6,122,144 |
| Blue Ribbon Commission | (\$11,471,749) |
| Capital Impact & BRC Expenses | \$616,480,828 |
| Initiative Costs | |
| Public Safety Initiative | \$5,038,919 |
| Cust. Svc and Excellence Initiative | \$2,450,452 |
| Total Initiative Costs | \$7,489,370 |
| Total Projected Expenses | \$623,970,198 |
| Revenues Over(Under) Expenses | (22,613,977) |

GENERAL FUND BASE REVENUES VS. EXPENSES



GENERAL FUND BASE EXPENSES BY MAJOR DEPARTMENT



| | FY16 Funded Budget | FY17 |
|---|-----------------------|----------------------|
| Property Tax Revenue | \$184,619,115 | \$185,035,667 |
| All Other Revenues | \$408,491,522 | \$416,320,554 |
| Total Projected Revenues | \$593,110,637 | \$601,356,221 |
| Baseline Expenses | | |
| Public Safety | \$290,302,032 | \$295,229,550 |
| Department Of Public Works | \$34,197,927 | \$39,151,278 |
| Dept Of Parks & Recreation | \$35,017,572 | \$38,689,648 |
| Non-Departmental | \$85,644,123 | \$95,570,497 |
| General Government | \$147,948,983 | \$140,318,271 |
| Total Baseline Expenses | \$593,110,637 | \$608,959,244 |
| Incremental Expenses | | |
| Public Safety | - | \$2,045,814 |
| Dept Of Parks & Recreation | - | \$262,997 |
| Non-Departmental | - | \$9,871,151 |
| General Government | - | \$691,227 |
| Total Incremental Expenses | | \$12,871,189 |
| Total Projected Base & Incremental | \$593,110,637 | \$621,830,433 |
| Revenues Over (Under) Expenses | \$0 | (\$20,474,212) |
| Variance % | 0% | (3%) |
| Full Time Equivalent | 4,871 | 4,951 |

FY16 represents Adopted FTE count

FIVE YEAR COMPARISONS



2017 Five Year Plan

| | FY17 | FY18 | FY19 | FY20 | FY21 | Total Plan Years |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|---------------------|
| Total Projected Revenues | \$601,356,221 | \$609,023,871 | \$616,771,823 | \$624,636,841 | \$632,620,927 | \$3,084,409,683 |
| Expenses | \$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 |
| Initiative Costs | \$7,489,370 | \$7,911,726 | \$8,335,180 | \$8,761,194 | \$9,176,781 | \$41,674,251 |
| 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) |
| Total Projected Expenses | \$623,970,198 | \$630,360,518 | \$633,160,575 | \$641,828,837 | \$644,265,611 | \$3,173,585,739 |
| Revenues Over(Under) Expenses | (\$22,613,977) | (\$21,336,648) | (\$16,388,752) | (\$17,191,996) | (\$11,644,684) | (\$89,176,057) |
| Variance % | (4%) | (4%) | (3%) | (3%) | (2%) | (3%) |

2016 Five Year Plan

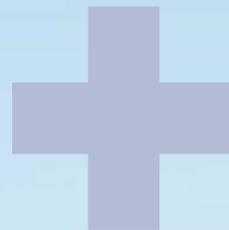
| | FY16 | FY17 | FY18 | FY19 | FY20 | Total Plan Years |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|---------------------|
| Total Projected Revenues | \$588,421,381 | \$597,047,441 | \$604,074,427 | \$611,189,497 | \$618,393,828 | \$3,019,126,575 |
| Expenses | \$601,240,274 | \$609,325,985 | \$605,235,806 | \$593,614,107 | \$595,071,799 | \$3,004,487,971 |
| Incremental | \$19,541,720 | \$26,140,168 | \$32,735,888 | \$39,432,610 | \$49,303,583 | \$167,153,968 |
| Initiative Costs | \$15,374,471 | \$13,884,294 | \$13,884,294 | \$12,197,628 | \$11,897,628 | \$67,238,317 |
| Capital Impact | \$0 | \$0 | \$4,895,965 | \$9,600,000 | \$11,450,000 | \$25,945,965 |
| Blue Ribbon Commission | (\$12,471,497) | (\$22,663,689) | (\$14,513,747) | (\$14,513,658) | (\$14,513,658) | (\$78,676,248) |
| Total Projected Expenses | \$623,684,969 | \$626,686,758 | \$642,238,206 | \$640,330,688 | \$653,209,352 | \$3,186,149,972 |
| Revenues Over(Under) Expenses | (\$35,263,587) | (\$29,639,317) | (\$38,163,779) | (\$29,141,190) | (\$34,815,524) | (\$167,023,397) |
| Variance % | (6%) | (5%) | (6%) | (5%) | (6%) | (6%) |

GOAL AND SCALE OF BLUE RIBBON EFFICIENCY COMMISSION CHALLENGE



- The Mayor's Blue Ribbon Commission on Waste and Efficiency in Government was charged with making recommendations to the Mayor that provide the City with necessary funds to support investment in the infrastructure backlog and ongoing operating & maintenance expenditures.

\$1 Billion
infrastructure
maintenance
backlog



\$95M annual
spend required
for ongoing
infrastructure
maintenance
and repair

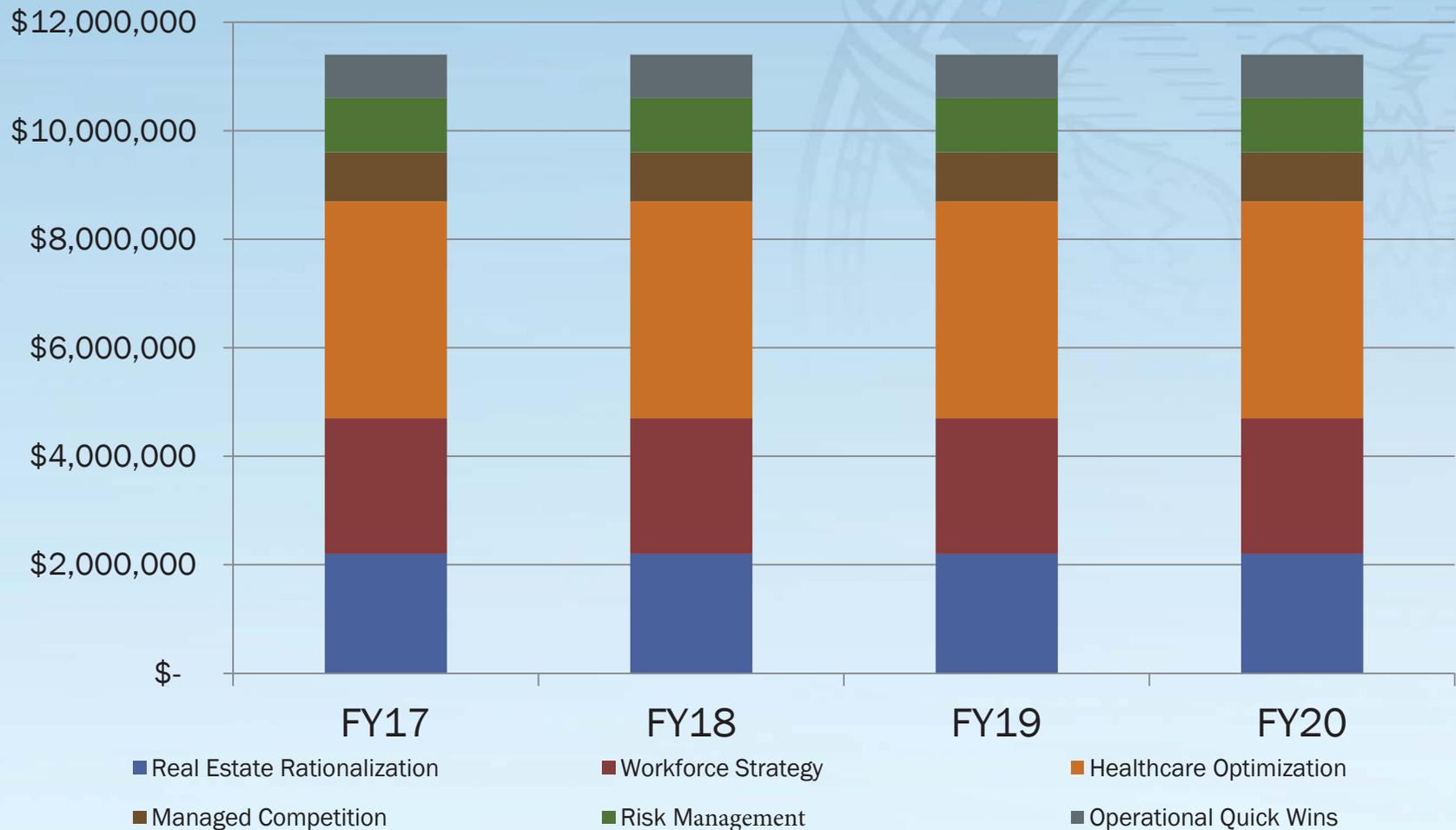
Accounting for debt service to address backlog, existing spend and future spend for Council legislation, the total remaining steady state infrastructure spend gap is \$50-\$65M

BLUE RIBBON COMMISSION RECOMMENDED INITIATIVES



| Initiative | Description |
|---|--|
| Real Estate Portfolio Rationalization | Analyze the City's real estate portfolio for opportunities to generate savings and redeploy capital across the enterprise |
| Fees & Fines Assessment | Analyze the City's fee and fine structures to ensure they are set appropriately, managed effectively and fit for purpose |
| Municipal Court Efficiency | Develop and implement processes that increase the efficiency of the Municipal Court's revenue collection |
| Workforce Strategy | Develop an approach to managing City staffing, headcount and workforce management policies that is driven by operational and constituent needs |
| Asset Activation & Marketing Strategy | Analyze opportunities for public-private partnerships that leverage specific city assets to generate revenue. |
| Healthcare Optimization | Focus resources to optimize the City's current healthcare system in a thoughtful manner , ensuring the city gets the best value for expense and overall costs are reduced |
| Managed Competition for Select Services | Develop and deploy a standardized process to identify whether a city service should be run in-house or in partnership with a third-party provider to minimize costs, maximize service and deliver best value to tax payers |
| Operational Quick Wins | Implement multiple smaller scale, Department-level efficiency projects to deliver savings in a variety of areas |
| Risk Management | Develop a comprehensive approach to risk management that proactively manages risk to minimize workers compensation and liability costs, maximizes on-the-job time, and reduces costs to taxpayers |

BLUE RIBBON COMMISSION PROJECTED SAVINGS (VS. FY15) BY INITIATIVE



QUESTIONS & ANSWERS



THANK YOU



GLOSSARY

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| AATC | Atlanta Airport Terminal Corporation |
| ACTIVITY | An action or set of actions directed at a specific purpose or purposes |
| ADID | Atlanta Downtown Improvement District |
| ADA | Americans with Disabilities Act |
| AEDs | Automated External Defibrillators |
| ANNUAL BUDGET | A budget developed and enacted to apply to a single fiscal year |
| ANTICIPATION | See “Estimated Receipts” |
| AMWA | Association of Metropolitan Water Agencies |
| APD | Atlanta Police Department |
| APEX | Atlanta Proactive Enforcement Interdiction |
| APIN | Atlanta Police Intelligence Network |
| APPROPRIATION | The legal authorization given by the City Council to make expenditures and incur obligations using city funds |
| APS | Atlanta Public Schools |
| ARFF | Aircraft Rescue Fire Fighting |
| ASQ | Airport Service Quality |
| ATS | Automatic Transfer Switches |
| AWDA | Atlanta Workforce Development Authority |
| BASE BUDGET | The budget required to maintain the current level of service in the succeeding fiscal year. During budget development, a distinction is made between the base budget required to fund a continuation of existing service levels and program change requests for additional resources for new activities or change to services levels. |
| BALANCED BUDGET | A budget in which estimated revenues equal estimated expenditures |
| BUDGET COMMISSION | Established in the Charter of the City of Atlanta, the Budget Commission is composed of the Mayor, Chairman of the Finance Executive Committee, the Chief Financial Officer, and two members of Council, and sets the levels of estimated revenue for budget purposes. |
| CAP | Central Atlanta Progress |

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| CDBG | Community Development Block Grant |
| CID | Community Improvement District |
| CMAR | Construction Manager At Risk |
| COP | Community Oriented Policing |
| COST CENTER | A segregated set of expenditure accounts within a fund, separated for the purpose of identifying specific resources that will be applied toward a specific goal. |
| CSB | Civil Service Board |
| CSO | Combined Sewer Overflow |
| CY | Calendar Year |
| DB | Defined Benefit |
| D/B | Design Build |
| DC | Defined Contribution |
| DEBT SERVICE | Payment of interest and principal on an obligation resulting from the issuance of bonds |
| DOA | Department Of Aviation |
| DPW | Department of Public Works |
| DUI | Driving Under the Influence |
| DWM | Department of Watershed Management |
| EFFECTIVENESS | The extent to which the outcome of an action or set of actions produces the desired results or impact |
| EFFICIENCY | A ratio between input (resources) and output (production) |
| EMT | Emergency Medical Technician |
| ENTERPRISE FUND | A fund which pays for its costs of operations from user fees and does not generally receive property tax support |
| EPD | Environmental Protection Division (State Agency) |
| ERP | Enterprise Resource Planning |
| ESTIMATED RECEIPTS | The legally authorized level of revenue expected to be received from individual revenue sources, as set by the Budget Commission. Generally, estimated revenues from any source for any given budget year cannot exceed ninety-nine percent (99%) of the actual prior year receipts. Estimated receipts are also referred to as "Anticipations". |

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| FISCAL YEAR | A twelve month period (July 1 through June 30) at the beginning of which the city implements a new budget based on expected revenues and expenditures, and at the end of which the city determines its financial position and the results of its operations. |
| FTA | Failure To Appear/Abide |
| FUND | A self-balancing set of accounts set aside and accounted for separately for the purpose of restricting specific revenues that are then spent for a specific set of activities. |
| FUND BALANCE | The excess of an entity's assets over its liabilities also known as excess revenues over expenditures |
| GAAP | Generally Accepted Accounting Principles |
| GASB | Governmental Accounting Standards Board |
| GAWP | Georgia Association of Water Professionals |
| GDOT | Georgia Department Of Transportation |
| GDP | Gross Domestic Product |
| GEFA | Georgia Environmental Facilities Authority |
| GFOA | Government Finance Officers Association |
| GO BOND | General Obligation Bond |
| HCM | Human Capital Management |
| HIDTA | High Intensity Drug Trafficking Area |
| HHS | Health and Human Services |
| HJAIA | Hartsfield-Jackson Atlanta International Airport |
| INTERNAL SERVICES FUND | A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies, on a cost-reimbursement basis. |
| IGA | Intergovernmental Agreement |
| ISO | Insurance Service Office |
| IVR | Interactive Voice Response |
| LGBT | Lesbian Gay Bisexual Transgender |
| LOST | Fulton County imposes a 1% Local Option Sales Tax (LOST) which is shared between the county and the municipalities within the county based on population. |

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| MAJOR FUND | Funds are classified as major if the following conditions are met: Total assets, liabilities, revenues or expenditures/expenses of the individual governmental or enterprise fund are at least 10% of the corresponding total of all funds of that category; and are at least 5% of the total for all governmental and enterprise funds combined. |
| MANAGEMENT OBJECTIVE | A specific, measurable things to be accomplished which have the characteristic of being able to be controlled or affected by management decisions and direction. |
| MARTA | Metropolitan Atlanta Rapid Transit Authority |
| MEASURE | An absolute indicator of the attainment of an objective. May be simply a determinable result, or may consist of statistical data. |
| MILL | A measure of the rate of ad valorem (property taxation, representing one (\$1) dollar of tax per one thousand (\$1,000) dollars of assessed property value) |
| MSA | Metropolitan Statistical Area |
| MOST | A 1% City of Atlanta Municipal Option Sales Tax (MOST) is collected for retail sales and use occurring within the incorporated city limits of Atlanta. The purpose of this tax is to assist with funding renovations to the water and sewer system. |
| MOU | Memorandum of Understanding |
| NPU | Neighborhood Planning Unit |
| OBJECTIVE | Specific, measurable thing to be accomplished |
| OEAM | Office of Enterprise Asset Management |
| OOB | Office Of Buildings |
| OPEB | Other Post-Employment Benefits |
| OPERATING BUDGET | The annual budget for the routine, ongoing activities and work program of an organized unit, as opposed to budgets which may also be established for capital projects, grant funded projects, and other activities of a non-permanent nature. |
| PILOT | Payment In Lieu Of Taxes |
| PROGRAM | A set of activities under a specific organization |
| PROGRAM CHANGE | A proposed activity which is not presently in an organization's work program, nor funded in its budget |

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| PROPRIETARY FUND | A set of segregated revenue and expenditure accounts, set up for the purpose of showing net income, financial position, and changes in financial position. Enterprise Fund and the Internal Service Fund are Proprietary Funds. |
| QUASI-CRIMINAL | Civil proceeding that may result in a penalty akin to a criminal penalty |
| RA | Retirement Account |
| RESERVE | An account used to set aside and earmark monies for future use. Monies must be appropriated from the reserve account to an expenditure account for a specific purpose before they can be spent. |
| REVENUE | The taxes, fees, charges, special assessments, grants, and other funds collected and received by the city in order to support the services provided |
| RFP | Request For Proposal |
| RMC | R. M. Clayton |
| SBA | Small Business Administration |
| SORBA | Southern Off Road Bike Association |
| SRTA | State Road and Toll-way Authority |
| STEAM | Science, Technology, Engineering, Arts, Math |
| TAD | Tax Allocation District |
| TAN | Tax Allocation Notes |
| UPS | Uninterruptible Power Supply |
| USER FEES | The payment of a fee for direct receipt of a public service by the person benefiting from the service |
| VDI | Virtual Desktop Infrastructure |
| VPN | Virtual Private Network |
| WC | Worker's Compensation |
| WORKLOAD | A measure of quantity produced, processed, handled, or otherwise acted upon or with by an organizational unit. Workload is preferably indicated with respect to a specific, identifiable period of time. |
| WORK PROGRAM | The detailed set of things to be accomplished, within specified time periods, for an organizational unit |
| WRC | Water Reclamation Center |



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