



CITY OF ATLANTA, GA  
**KEISHA LANCE BOTTOMS**  
MAYOR



**2018**

**POPULAR ANNUAL  
FINANCIAL REPORT**

FOR YEAR ENDED JUNE 30, 2018

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Photo: The Atlanta Beltline Latern Parade, photo by Kevin Brown.

## 2018 POPULAR ANNUAL FINANCIAL REPORT

The City of Atlanta's Finance Department is proud to present this Popular Annual Financial Report (PAFR). This is a short form report that provides summarized information about the City's financial activities. It is intended to give readers an overview of the City and its finances. It is derived from, but does not provide all the detailed information required by accounting standards (Generally Accepted Accounting Principles or GAAP). It does not include information on all of the City's Funds or Component Units.

Detailed financial information, including the audited financial statements, is available in the City's Comprehensive Annual Financial Report, commonly called the CAFR. The CAFR provides full disclosure of all material events in the notes to the financial statements, as well as required supplementary information and historical statistical information.

The CAFR and PAFR are available online at:  
[www.atlantaga.gov/Government/Departments/Finance/Controller](http://www.atlantaga.gov/Government/Departments/Finance/Controller)



# ABOUT THE CITY



**OUR MISSION:**  
**EXCELLENCE IN MUNICIPAL FINANCIAL LEADERSHIP PERSONIFIED**

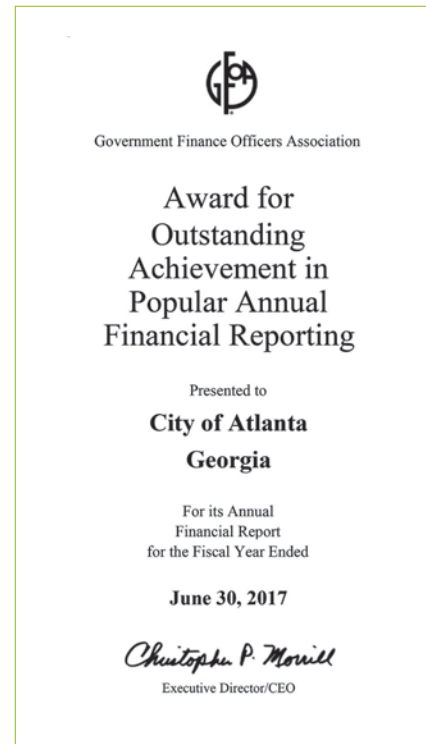
The Department of Finance serves as a strategic business partner to provide excellent service to internal and external customers, deliver a clear and concise picture of the City's current and future financial position and promote actions to achieve the City's priorities.

**OUTSTANDING ACHIEVEMENT  
IN PAFR REPORTING**

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) to the City of Atlanta for its Popular Annual Financial Report for the

fiscal year ended June 30, 2017. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award recognizing conformance with the highest national standards for preparation of state and local government popular reports.

The Comprehensive Annual Financial Report (CAFR), one of the supporting documents for this report, also represents award-winning work, having earned the GFOA's Certificate of Achievement for Excellence in Financial Reporting for 33 consecutive years.



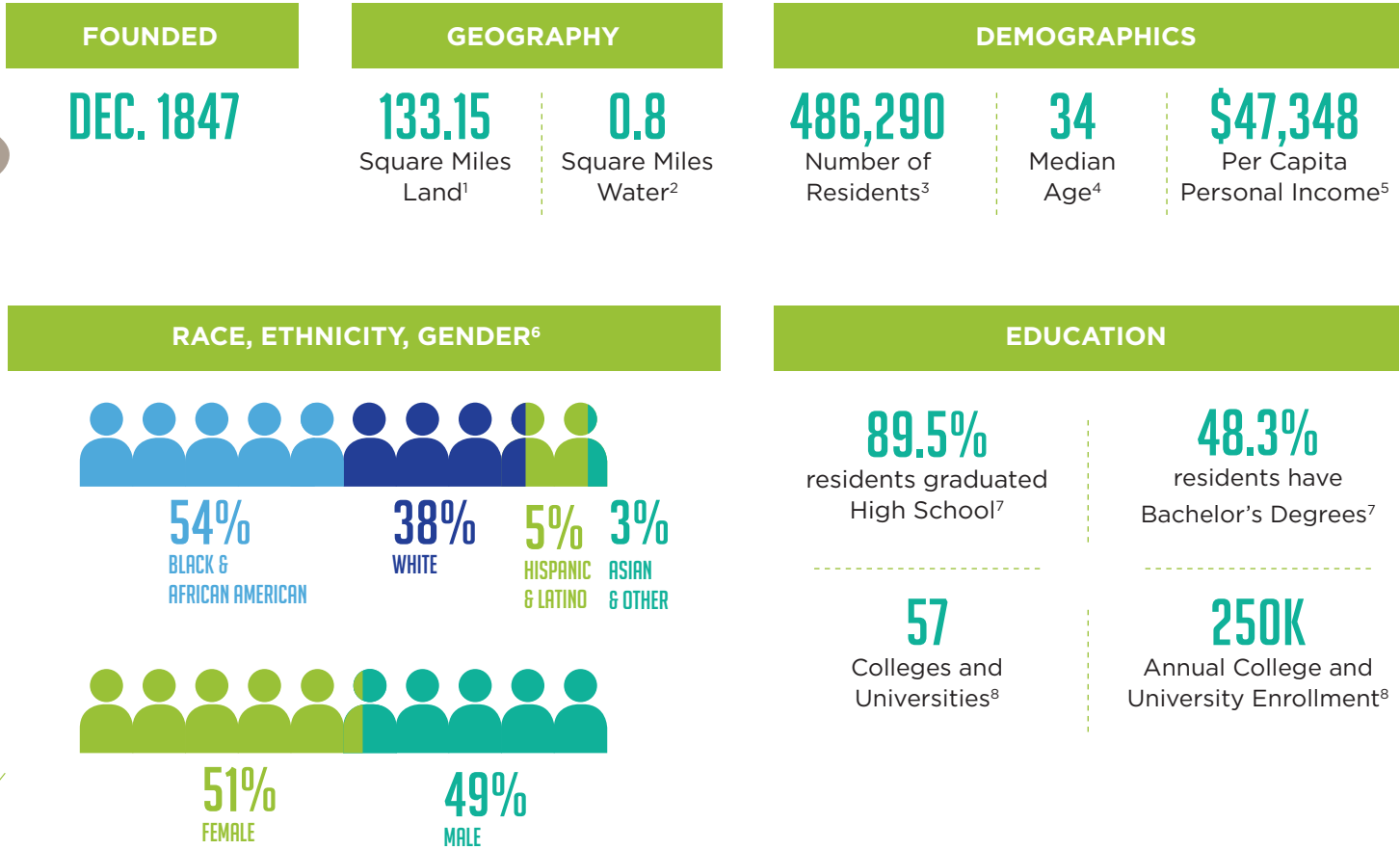
**Photos (opposite page left to right, clockwise):** Atlanta Opera's Sweeney Todd production, photo by Jeff Roffman; Atlanta Ballet performing at The Shops at Buckhead, photo by Kim Kenney; AJC Peachtree Road Race; Zoo Atlanta; Midtown Atlanta; Georgia Aquarium.

**Photo (above):** Piedmont Park.

# ATLANTA QUICK FACTS



ATLANTA IS THE **9TH LARGEST** METRO AREA IN THE COUNTRY WITH A POPULATION OF 5.9M



Photos (top to bottom): Atlanta Jazz Festival; National Black Arts Festival, Atlanta; Atlantic Station.

<sup>1</sup>U.S. Census Bureau, 2010

<sup>2</sup>wikipedia.org/wiki/atlanta

<sup>3</sup>U.S. Census Bureau, QuickFacts Annual Estimates of the Resident Population: as of July 1, 2017; as of November 26, 2018.

<sup>4</sup>The Atlanta, GA demographics data displayed above is derived from the 2017 United States Census Bureau American Community Survey (ACS).

<sup>5</sup>U.S. Department of Commerce, Bureau of Economic Analysis - data reported annually, available through 2016 for Atlanta MSA; as of May 17, 2018.

<sup>6</sup>Data via US Census (2016 ACS 5-Year Survey): Table S0101.

<sup>7</sup>U.S. Census Bureau, QuickFacts as of 2016.

<sup>8</sup>Atlanta Regional Council for Higher Education.

# ATLANTA BY THE NUMBERS

CITY OF ATLANTA DEPARTMENT OF FINANCE | 2018 PAFR

		2015	2016	2017	2018
<b>Police</b>	Stations	17	15	15	11
	Zone Offices	6	6	6	6
	Patrol Units	377	396	359	365
<b>Fire</b>	Stations	35	36	36	36
<b>Public Works Refuse Collection</b>	Collection Trucks	94	88	88	87
<b>Parks and Recreation</b>	Acreage	4,781	4,810	4,816	4,970
	Playgrounds	111	113	115	135
	Baseball/Softball Diamonds	58	58	58	76
	Soccer/Football Fields	36	36	36	21
	Community Centers	44	42	43	43
<b>Water</b>	Water Mains (miles)	2,766	2,766	2,818	2,828
	Storage Capacity (millions of gallons)	247	247	247	247
<b>Waste Water</b>	Sanitary Sewers (miles)	2,259	2,259	1,871	1,865
	Treatment Capacity (millions of gallons per day)	202	188	188	188
<b>Aviation</b>	Number of Runways	5	5	5	5
	Passenger Traffic (millions)	98.3	103.7	104.3	105.2



**Photos (top to bottom):** Department of Public Works recycling collection; Atlanta Fire station; Parks and Recreation; City of Atlanta water facility; Hartsfield-Jackson Atlanta International Airport.

Sources: Various City Departments.

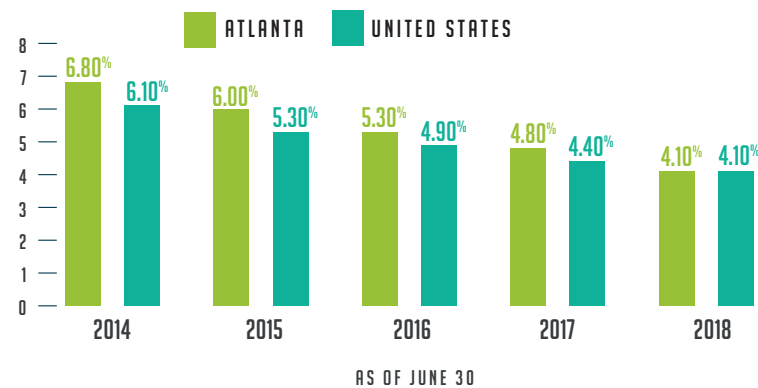
# STATISTICS

## EMPLOYMENT BY INDUSTRY

This table shows the estimated local employment percentages for the City as of 2017.

Industry	% of Total Employment
Trade, Transportation, and Utilities	22.4%
Professional and Business services	19.7%
Education and Health Services	12.6%
Government	12.5%
Leisure and Hospitality	11.1%
Manufacturing	6.4%
Other	15.3%
<b>TOTAL</b>	<b>100%</b>

Source: Georgia Department of Labor, Industry Mix Analysis.



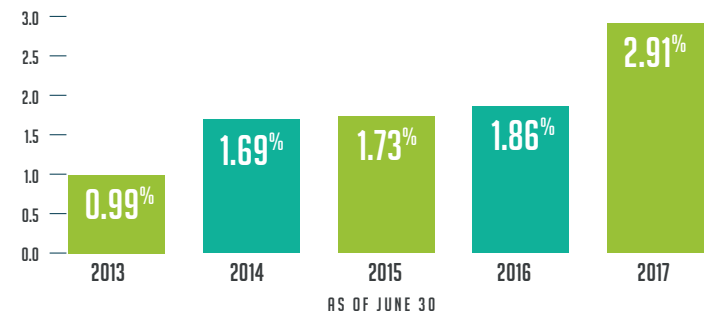
## UNEMPLOYMENT RATES

City of Atlanta unemployment rate has seen steady decline since 2014. The Unemployment rate in Atlanta in 2014 was 6.8% and is now 2.7 % points lower at 4.1% as of June 2018.

Source: U.S. Department of Labor, Bureau of Labor Statistics; City of Atlanta data for fiscal year 2018 is July 2017 through June 2018. This figure is inclusive of Atlanta-Sandy Springs-Marietta.

## POPULATION/GROWTH RATES

Atlanta City population continues to steadily increase and remains the 9th largest metropolitan area in the country growing by approximately 2.91% between 2016 and 2017. The Atlanta area has gained a reputation as an ever-changing international city with much more urban revitalization and growth in central metro counties. Drawn by job opportunities, a reasonable cost of living and warm weather, hundreds of thousands of people moved to metro Atlanta in the last five years, increasing the region's population to 5.9M, according to U.S. Census estimates.



Source: US Census Bureau, Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2017. Retrieved April 7, 2018.



# STATISTICS

CITY OF ATLANTA DEPARTMENT OF FINANCE | 2018 PAFR

## TOP 10 EMPLOYERS — 2017

Employer	Type Of Business	Employees	% of Total City Employment
Delta Air Lines, Inc.	Transportation	5,306	2.23%
The Coca-Cola Company One Coca Cola	Marketing & Manufacturing	4,445	1.87%
Air Service Corp	Transportation	2,824	1.19%
Accenture LLP	Consulting	2,223	0.94%
Universal Protection	Security Services	1,596	0.67%
Allied Universal Security Service	Security Services	1,594	0.01%
Turner Broadcasting System, Inc.	Media & Entertainment	1,517	0.64%
Cable News Network	Media	1,507	0.63%
The Coca-Cola Company	Marketing & Manufacturing	1,300	0.55%
Deloitte Consulting	Consulting	1,236	0.52%
<b>TOTAL</b>		<b>23,548</b>	<b>9.25%</b>



Photos (top to bottom):  
Delta Air Lines; One Coca-Cola Plaza  
building; Air Service Corporation.

# ATLANTA CITY GOVERNMENT



**MAYOR**  
**KEISHA LANCE BOTTOMS**



**THE MISSION OF THE CITY COUNCIL: TO ENSURE THAT ATLANTA IS LED BY A GROUNDBREAKING, STRONG, AND CAPABLE GROUP OF LEADERS THAT WORK FOR THE GOOD OF ALL CITIZENS ACROSS THE CITY.**

## THE CITY COUNCIL

The City's policy-making and legislative authority are vested in a governing council (City Council) consisting of fifteen members and an elected City Council President who serves as presiding officer. The City Council's primary responsibilities are adopting ordinances, adopting the budget, and setting policy for the City. Working hand in hand with Atlanta's Mayor and the members of the executive branch, the Council plays a key role in the budget process and financial well-being of Atlanta.

## BUDGET PROCESS

Annual budgets are adopted for the General Fund, Special Revenue Funds, and Debt Service Funds, with the level of legal budgetary control established at the office 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 approved by the City Council principally on an individual basis, when the project is initially approved.

## CONSTITUTION

The fifteen-member City Council is elected on a non-partisan basis. Twelve of the Council Members are elected by district. The Mayor, the remaining Council Members and the Council President are elected at large. Council Members serve four-year terms, as does the Mayor. The Mayor is limited to two consecutive terms. There are no term limits for Council Members or the Council President.

The Atlanta City Council prides itself on being responsive to its citizens.

If you have a comment or concern and would like to speak to a Council Member, please call (404) 330-6030.

# ORGANIZATIONAL STRUCTURE

CITY OF ATLANTA DEPARTMENT OF FINANCE | 2018 PAFR



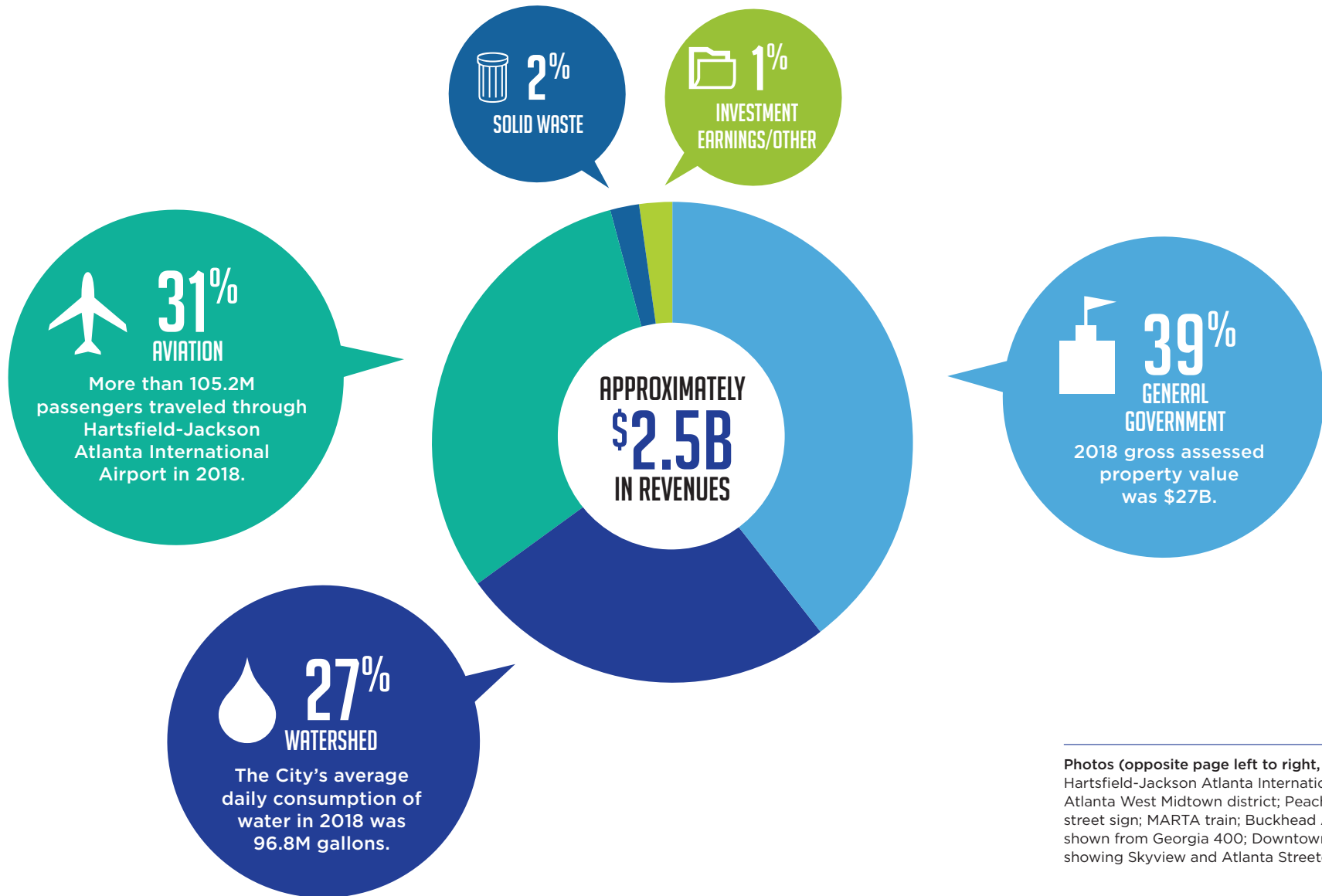
Photos (top to bottom): Atlanta City Hall; Municipal Court of Atlanta; City of Atlanta Public Safety Headquarters.

# CITY FINANCES



# REVENUES

CITY OF ATLANTA DEPARTMENT OF FINANCE | 2018 PAFR



Photos (opposite page left to right, clockwise): Hartsfield-Jackson Atlanta International Airport; Atlanta West Midtown district; Peachtree Road street sign; MARTA train; Buckhead Atlanta shown from Georgia 400; Downtown Atlanta showing Skyview and Atlanta Streetcar.

# REVENUES AND EXPENSES

The City's financial activities in total are made up of two broad classifications: governmental and business-type activities. Additionally, there are two main sources of Revenue for the City: Program Revenues and General Revenues. Program Revenues include charges for services and General Revenues include property and sales taxes. Revenue for the City in FY2018 totaled \$2.52B, an increase of \$152.8M or 6.5% compared to FY2017. Total expenses for the City totaled \$2.2B in FY2018, a decrease of \$29.5M or 1.32% compared to FY2017.

**Photo:** Ariel view of downtown Atlanta and the proposed Gulch development project location (shown in the parking lot area, center of photo).

## STATEMENT OF CHANGES IN NET POSITION as of June 30, 2018 (in thousands)

	Governmental Activities	Business-type Activities	Total 2018	Total 2017
<b>Revenues</b>				
Program Revenues	\$ 280,196	\$ 1,323,716	\$ 1,603,912	\$ 1,593,452
General Revenues	721,618	198,232	919,850	777,479
<b>Total Revenues</b>	<b>1,001,814</b>	<b>1,521,948</b>	<b>2,523,762</b>	<b>2,370,931</b>
<b>Expenses</b>				
General Government	392,479	-	392,479	464,517
Public Safety	314,387	-	314,387	348,577
Water and Wastewater System	-	479,911	479,911	471,536
Department of Aviation	-	667,442	667,442	673,027
Sanitation	-	54,955	54,955	40,148
Other	296,555	3,203	299,758	240,675
<b>Total Expenses</b>	<b>1,003,421</b>	<b>1,205,511</b>	<b>2,208,932</b>	<b>2,238,480</b>
Increase in Net Position Before Transfers	(1,607)	316,437	314,830	132,451
Transfers In (Out)	60,784	(60,784)	-	-
Increase (Decrease) in Net Position	59,177	255,653	314,830	132,451
Net Position, Beginning of Period	(1,142,778)	7,412,783	6,270,005	6,973,651
<b>Net Position, End of Period</b>	<b>\$ (1,083,601)</b>	<b>\$ 7,668,436</b>	<b>\$ 6,584,835</b>	<b>\$ 7,106,102</b>

# NET POSITION

CITY OF ATLANTA DEPARTMENT OF FINANCE | 2018 PAFR

## STATEMENT OF NET POSITION as of June 30, 2018 (in thousands)

	Governmental Activities	Business-type Activities	Total 2018	Total 2017
Current Assets	\$ 1,110,607	\$ 3,941,573	\$ 5,052,180	\$ 4,856,792
Capital Assets, Net of Depreciation	1,119,056	11,509,636	12,628,692	12,254,872
Deferred Outflows of Resources	187,098	282,975	470,073	567,079
<b>Total Assets and Deferred Outflows</b>	<b>2,416,761</b>	<b>15,734,184</b>	<b>18,150,945</b>	<b>17,678,743</b>
Current Liabilities	233,505	1,047,849	1,281,354	1,007,153
Non-Current Liabilities	3,087,130	6,930,282	10,017,412	9,458,998
Deferred Inflows of Resources	179,726	87,617	267,343	106,490
<b>Total Liabilities and Deferred Inflows</b>	<b>3,500,361</b>	<b>8,065,748</b>	<b>11,566,109</b>	<b>10,572,641</b>
Net Investment in Capital Assets	156,421	5,921,310	6,077,731	5,773,348
Restricted Net Position	785,519	1,094,488	1,880,007	1,814,452
Unrestricted Net Position	(2,025,541)	652,638	(1,372,903)	(481,698)
<b>Total Net Position</b>	<b>\$ (1,083,601)</b>	<b>\$ 7,668,436</b>	<b>\$ 6,584,835</b>	<b>\$ 7,106,102</b>

The Statement of Net Position presents information on all of the City's assets and liabilities, deferred outflows, and deferred inflows with the difference between the above reported as Net Position. Net Position is the difference between what the City owns and what the City owes. Positive net position balances indicate a measure of financial stability. The City's net position decreased from \$7.1B in FY2017 to \$6.6B in FY2018.

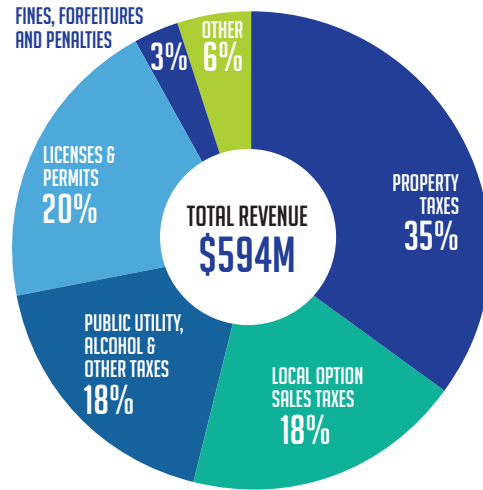
The City's financial activities also include Component Units which are legally separate organizations for which the City is financially accountable. Financial information for these component units is reported separately from the financial information presented for the primary government.

**Rendering and Photo (left to right):** Rendering of the Grant Park Gateway project — a \$48M facility featuring a semi-underground parking garage with a greenspace roof and path leading to Zoo Atlanta, rendering by Smith Dalia; Photo of current construction.

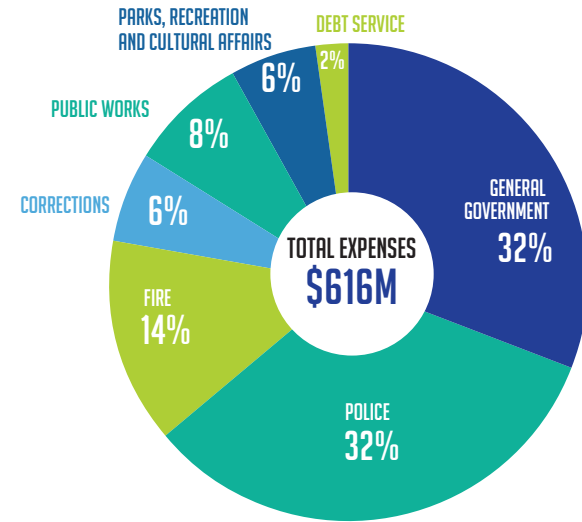
# GENERAL FUND



## WHERE THE MONEY COMES FROM

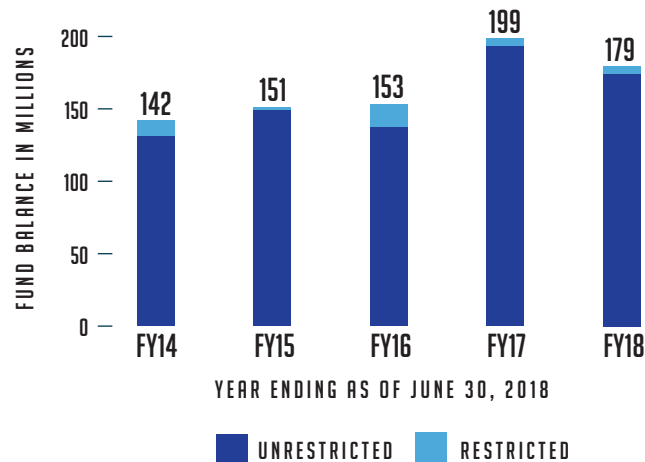


## WHERE THE MONEY GOES



### GENERAL FUND – FUND BALANCE

The FY18 Total Fund Balance was \$179M. This includes \$174M in Unrestricted and \$5M in Restricted Fund Balance.



The \$16M decrease in Unrestricted Net position is due to the unanticipated expenditures related to the ransomware cyber attack and overtime for public safety and additional permitting expenses utilized from the committed fund balance.

Photos (top to bottom): Atlanta Beltline Eastside Trail extension near Irwin Street, photo by The Sintoses; City of Atlanta Police Officers.

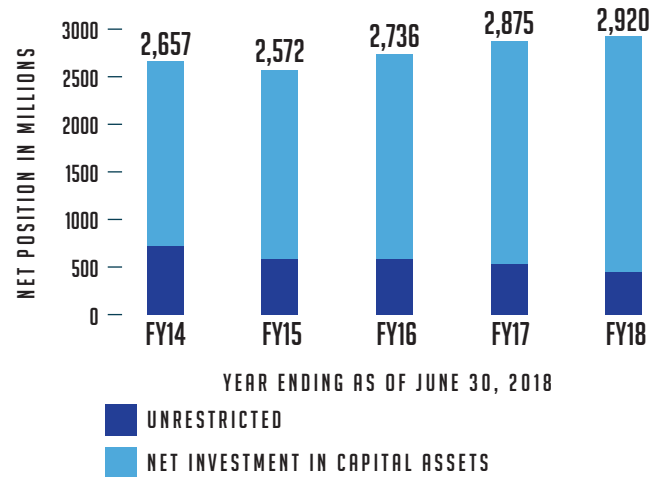


# ENTERPRISE FUNDS

CITY OF ATLANTA DEPARTMENT OF FINANCE | 2018 PAFR

## DEPARTMENT OF WATERSHED MANAGEMENT — NET POSITION

FY18 Net Position for Watershed includes 85% in Net Investments in Capital Assets while 15% is Unrestricted.

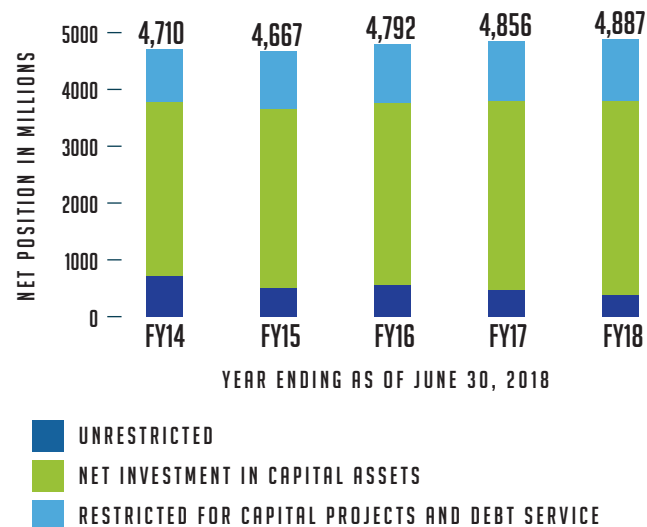


YEAR ENDING AS OF JUNE 30, 2018

UNRESTRICTED  
NET INVESTMENT IN CAPITAL ASSETS

## DEPARTMENT OF AVIATION — NET POSITION

FY18 Net Position for Aviation includes 70% Net Investments in Capital Assets, 22% Restricted, and 8% Unrestricted.



YEAR ENDING AS OF JUNE 30, 2018

UNRESTRICTED  
NET INVESTMENT IN CAPITAL ASSETS  
RESTRICTED FOR CAPITAL PROJECTS AND DEBT SERVICE



Photos (top to bottom): Department of Watershed Management waste water collection; Hartsfield-Jackson Atlanta International Airport.

# DEBT

The City's long-term debt, including capital leases, reflected a net increase of \$29.6 million or 0.4% during the current twelve-month period. General and limited obligation debt decreased by \$90.2 million in fiscal year 2018. The Department of Aviation debt decreased by \$133.3 million and Department of Watershed Management debt, including GEFA notes payable, increased by \$5.2 million. Government-wide capital lease obligations increased by \$137.4 million during the current fiscal year.

Long-Term Debt (in thousands)	Governmental Activities as of 30-Jun-18	Business-type Activities as of 30-Jun-18	Total as of 30-Jun-18	Total as of 30-Jun-17
General obligation and annual bonds	\$ 325,430	\$ -	\$ 325,430	\$ 350,285
Premium on bonds	30,052	-	30,052	33,773
Certificate of participation	70,685	-	70,685	29,780
Premiums	9,353	-	9,353	3,924
APSJFA revenue bonds	24,850	-	24,850	27,150
Premiums	3,382	-	3,382	4,130
SWMA revenue refunding bonds	7,665	-	7,665	9,360
Limited obligation bonds	431,900	-	431,900	499,385
Premium on bonds	22,000	-	22,000	16,137
Section 108 loans	440	-	440	660
Other General Long-term Obligations	42,469	-	42,469	47,774
Intergovernmental agreements	452,845	-	452,845	376,552
Notes Payable	-	-	-	2,054
Water and Wastewater Revenue Bonds	-	2,727,860	2,727,860	2,740,300
Bond issuance discounts	-	(4,391)	(4,391)	(2,229)
Bond issuance premiums	-	231,722	231,722	236,720
GEFA notes payable	-	201,680	201,680	176,874
Airport Facilities Revenue Bonds	-	2,452,970	2,452,970	2,580,645
Issuance premiums	-	112,536	112,536	127,479
Issuance discounts	-	(123)	(124)	(140)
Bond Anticipation Notes	-	300,000	300,000	300,000
City Plaza	-	8,915	8,915	9,230
Premiums	-	988	988	1,086
Parking Deck	-	14,850	14,850	15,605
Premiums	-	1,917	1,917	2,191
Capital Leases	37,406	141,582	178,988	30,687
<b>Total</b>	<b>\$ 1,458,477</b>	<b>\$ 6,190,506</b>	<b>\$ 7,648,983</b>	<b>\$ 7,619,412</b>

Photo: Downtown Atlanta.

# ASSETS

CITY OF ATLANTA DEPARTMENT OF FINANCE | 2018 PAFR

Capital Assets (in thousands)	Governmental Activities as of 30-Jun-18	Business-type Activities as of 30-Jun-18	Total as of 30-Jun-18	Total as of 30-Jun-17
Land	\$ 228,020	\$ 994,102	\$ 1,222,122	\$ 1,201,772
Land Improvements	20,064	1,815,119	1,835,183	1,842,836
Buildings & Building Improvements	303,274	7,195,398	7,498,672	7,108,022
Other Property and Equipment	73,658	318,271	391,929	363,649
Infrastructure	338,610	-	338,610	354,667
Construction In Progress	155,430	1,186,746	1,342,176	1,383,926
<b>Total</b>	<b>\$ 1,119,056</b>	<b>\$ 11,509,636</b>	<b>\$ 12,628,692</b>	<b>\$ 12,254,872</b>

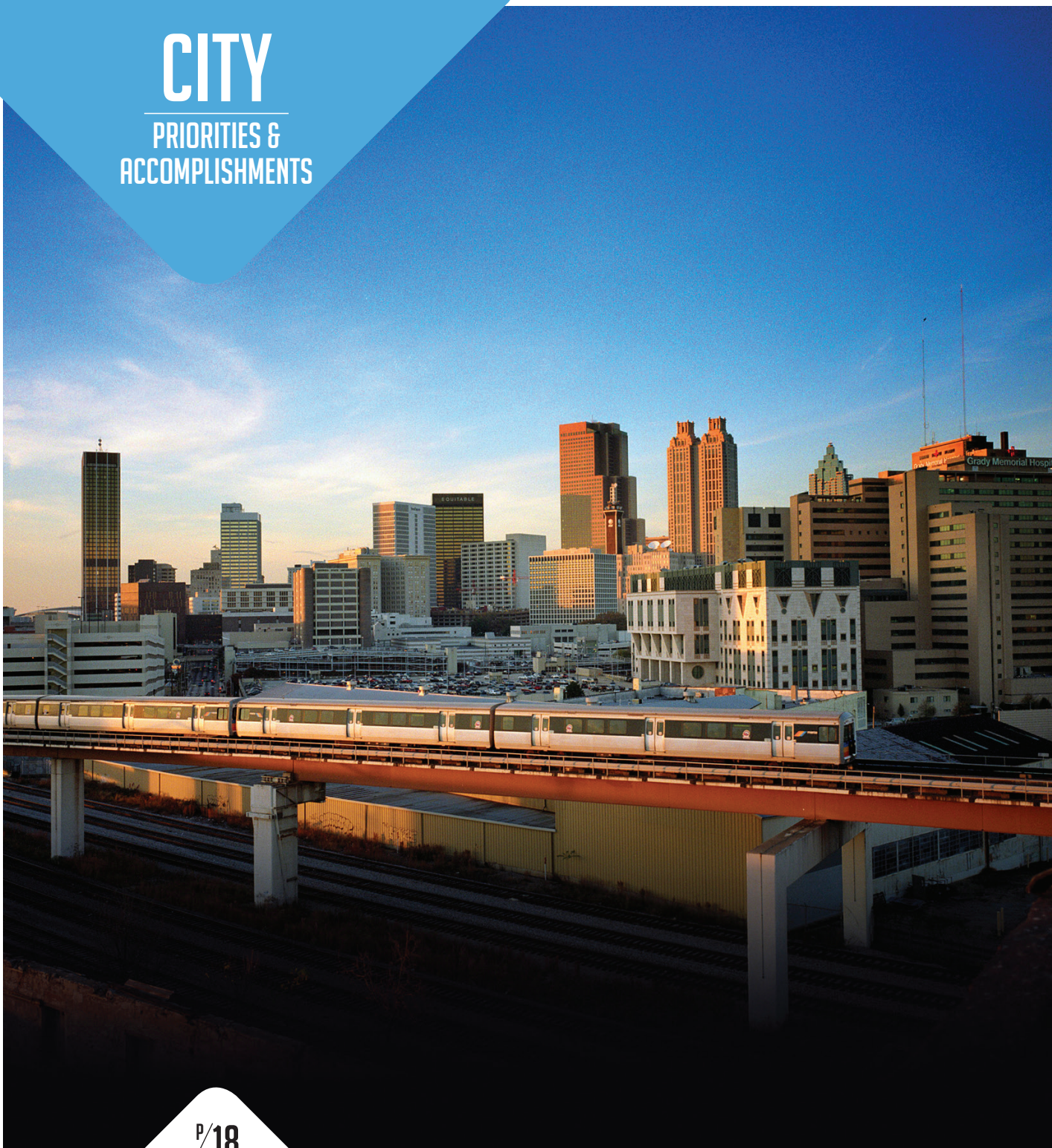
City of Atlanta Municipal Bond Ratings	Moody's Investor Services	Standard & Poor's	Fitch
General Obligation Bonds	Aa1	AA+	AA+
Water and Wastewater Revenue Bonds	Aa2	AA-	A+
Hartsfield-Jackson Atlanta International Airport Revenue Bonds	Aa3	AA-	AA-

The Standard & Poor's rating service, Moody's Investors service and Fitch ratings have all upgraded the City of Atlanta's general obligation debt over the last 8 years. In FY18, Fitch Ratings upgraded to 'A' from 'A-' the rating on College Park, Georgia's series 2006A and 2006B revenue bonds related to the consolidated rental car facility (CONRAC), an automated people mover with a stable outlook. The continued upgraded credit ratings are a sign of confidence in the strong financial position of the City and can impact the bottom line by reducing the cost of borrowing for new infrastructure. The upgrades represent the highest credit rating the City of Atlanta has had in more than two decades.

**Photos (top to bottom):**  
New construction and business development on Memorial Drive that links the Atlanta communities of East Lake, Kirkwood, Edgewood, Grant Park, Cabbagetown and Reynoldstown.

# CITY

PRIORITIES &  
ACCOMPLISHMENTS



## MAYOR BOTTOMS' ONE ATLANTA VISION

A SAFE, WELCOMING,  
AND INCLUSIVE CITY

WORLD CLASS  
EMPLOYEES, INFRASTRUCTURE,  
AND SERVICES

RESIDENTS WHO ARE  
EQUIPPED FOR SUCCESS

THRIVING NEIGHBORHOODS,  
COMMUNITIES, AND  
BUSINESSES

AN ETHICAL, TRANSPARENT,  
AND FISCALLY RESPONSIBLE  
GOVERNMENT

# CITY PRIORITIES AND ACCOMPLISHMENTS

CITY OF ATLANTA DEPARTMENT OF FINANCE | 2018 PAFR

## A SAFE, WELCOMING, AND INCLUSIVE CITY

- Cash Bail Reform Implemented
- Human Trafficking Fellow Onboarded
- APD officers to receive significant pay increases

## WORLD CLASS EMPLOYEES, INFRASTRUCTURE, AND SERVICES

- Mayor launches Fix-It ATL and ATL311 phone app
- Atlanta Beltline, Inc. acquires 2.5 acre site at Murphy Crossing for development of housing, employment and transit connectivity opportunities

## RESIDENTS WHO ARE EQUIPPED FOR SUCCESS

- Expansion of Bank On Initiative
- A number of deeds have been signed over to APS
- Students2Startups program launched

## THRIVING NEIGHBORHOODS, COMMUNITIES, AND BUSINESSES

- First ever Chief Housing Officer named
- \$5M Partnership with Wells Fargo for Neighborhood LIFT Program
- Gulch development plan approved by City Council

## AN ETHICAL, TRANSPARENT, AND FISCALLY RESPONSIBLE GOVERNMENT

- Open Checkbook website launched
- Procurement Transformation
- Transparency Officer position created



Photo (opposite page): MARTA train and City of Atlanta at sunset.

Photos (top to bottom): Students2Startups program; Atlanta Beltline Murphy Crossing; Fix-It ATL; Gulch development rendering.

# GLOSSARY OF TERMS

**AHOI**

Atlanta Housing Opportunity, Inc.

**APSJFA**

Atlanta Public Safety and Judicial Facilities Authority

**ASSETS**

What the City owns.

**BUSINESS-TYPE ACTIVITIES**

Activities financed through fees charged to external parties. Includes Hartsfield-Jackson Atlanta International Airport, the Department of Watershed Management, Sanitation, and other non-major business-type activities, including Underground Atlanta.

**CIP**

Construction-In-Progress

**COMPONENT UNITS**

Legally separate organizations for which the City is financially accountable. Includes the Atlanta Development Authority (Invest Atlanta), Atlanta Housing Opportunity Inc., The Atlanta Fulton County Recreation Authority and the Atlanta Urban Redevelopment Agency (AURA).

**DEFERRED INFLOW OF RESOURCES**

An acquisition of net position by the government that is applicable to a future reporting period.

**DEFERRED OUTFLOW OF RESOURCES**

A consumption of net position by the government that is applicable to a future reporting period.

**DOA**

Department of Aviation

**DWM**

Department of Watershed Management

**GEFA**

Georgia Environmental Finance Authority

**GENERAL REVENUES**

General Revenues includes property and sales taxes. This is the primary form of funding for governmental funds.

**GOVERNMENTAL ACTIVITIES**

Activities generally financed through taxes and intergovernmental revenues. Includes primary governmental functions like public safety, public works, parks and recreation, and general government.

**LIABILITIES**

What the City owes.

**NET POSITION**

Difference between assets and liabilities.

**PROGRAM REVENUES**

Program Revenues represents the City's main source of funding (inflow of assets) and is made up mostly of charges for services (both governmental and business-type activities), but also includes operating and capital grants (state or federal).

**SWMA**

Solid Waste Management Authority

**Photos (top to bottom):**

National Black Arts Festival, Atlanta; Zoo Atlanta's Treetop Trail, Atlanta Botanical Garden, Fernbank Museum of Natural History; High Museum of Art, Atlanta; The Civil Rights Movement Exhibit Opening on the Atlanta Beltline, photo by The Sintoses.

**Photo (opposite page):**

The Atlanta Ballet's AileyCamp.



## COMMENTS AND **QUESTIONS**

The Department of Finance is committed to accomplishing the Mayor's priorities and providing clear and transparent reporting of the City's financial activities. We hope this report has been helpful in providing a brief overview of the City and its finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

**City of Atlanta Department of Finance**  
Attention: Chief Financial Officer  
11100 City Hall Tower  
68 Mitchell St., SW  
Atlanta, Georgia 30303

The City of Atlanta Department of Finance thanks all City departments and organizations who contributed photos for use in the 2018 PAFR.



**Keisha Lance Bottoms**  
Mayor

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

**Richard Cox**  
Chief Operating Officer

**Nina Hickson**  
City Attorney

**Marva Lewis**  
Chief of Staff

**Jennifer N. Ide**  
District 6

**Howard Shook**  
District 7

**J. P. Matzigkeit**  
District 8

**Dustin Hillis**  
District 9

**MEMBERS OF CITY COUNCIL**

**Felicia A. Moore**  
Atlanta City Council,  
President

**Carla Smith**  
District 1

**Amir R. Farokhi**  
District 2

**Ivory Lee Young Jr.**  
District 3

**Cleta Winslow**  
District 4

**Natalyn Mosby Archibong**  
District 5

**Andrea L. Boone**  
District 10

**Marci Collier Overstreet**  
District 11

**Joyce M. Sheperd**  
District 12

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

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

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

**Foris Webb**  
Municipal Clerk