

CITY OF ATLANTA



FISCAL YEAR 2020 FIVE YEAR FINANCIAL PLAN



**KEISHA LANCE BOTTOMS
MAYOR**

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FIVE YEAR PLAN

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PREFACE

CITY OFFICIALS

CITY ORGANIZATIONAL STRUCTURE

READER'S GUIDE

PURPOSE

FIVE YEAR PLAN



CITY OFFICIALS



Keisha Lance Bottoms
Mayor

Richard Cox
Chief Operating Officer

Marva Lewis
Chief of Staff

Roosevelt Council, Jr.
Chief Financial Officer

Nina Hickson
City Attorney

MEMBERS OF CITY COUNCIL

Felicia A. Moore
Council President

Carla Smith
District 1

Amir R. Farokhi
District 2

District 3
District 3

Cleta Winslow
District 4

Natalyn Mosby Archibong
District 5

Jennifer N. Ide
District 6

Howard Shook
District 7

J.P. Matzigkeit
District 8

Dustin Hillis
District 9

Andrea L. Boone
District 10

Marci Collier Overstreet
District 11

Joyce M. Sheperd
District 12

Michael Julian Bond
Post 1, At-Large

Matt Westmoreland
Post 2, At-Large

Andre Dickens
Post 3, At-Large

Foris Webb III
Municipal Clerk

JUDICIAL OFFICERS

COURT OPERATIONS

Christopher T. Portis
Chief Judge

PUBLIC DEFENDER

Kenneth Days, III
Public Defender

SOLICITOR

Raines F. Carter
City Solicitor

BOARD OFFICERS

ATLANTA CITIZENS REVIEW DIRECTOR

Samuel Lee Reid, III
Executive Director

ETHICS OFFICER

Jabu Sengova
Ethics Officer

CITY INTERNAL AUDITOR

Amanda Noble
City Auditor

DEPARTMENT OFFICERS

AVIATION

John Selden, Jr.
General Manager

CORRECTIONS

Patrick Labat
Corrections Chief

CUSTOMER SERVICE

Rocky Atkins
Commissioner

ENTERPRISE ASSETS MANAGEMENT

Jalal Slade
Senior Policy Advisor

FINANCE

Roosevelt Council, Jr.
Chief Financial Officer

FIRE & RESCUE SERVICES

Randall Slaughter
Fire Chief

HUMAN RESOURCES

Marian Y. Woods
Commissioner

ATLANTA INFORMATION MANAGEMENT

Gary Brantley
Chief Information Officer

LAW

Nina Hickson
City Attorney

PARKS & RECREATION

John Dargle, Jr.
Commissioner

CITY PLANNING

Tim Keane
Commissioner

POLICE SERVICES

Erika Shields
Police Chief

PROCUREMENT

David L. Wilson, II
Chief Procurement Officer

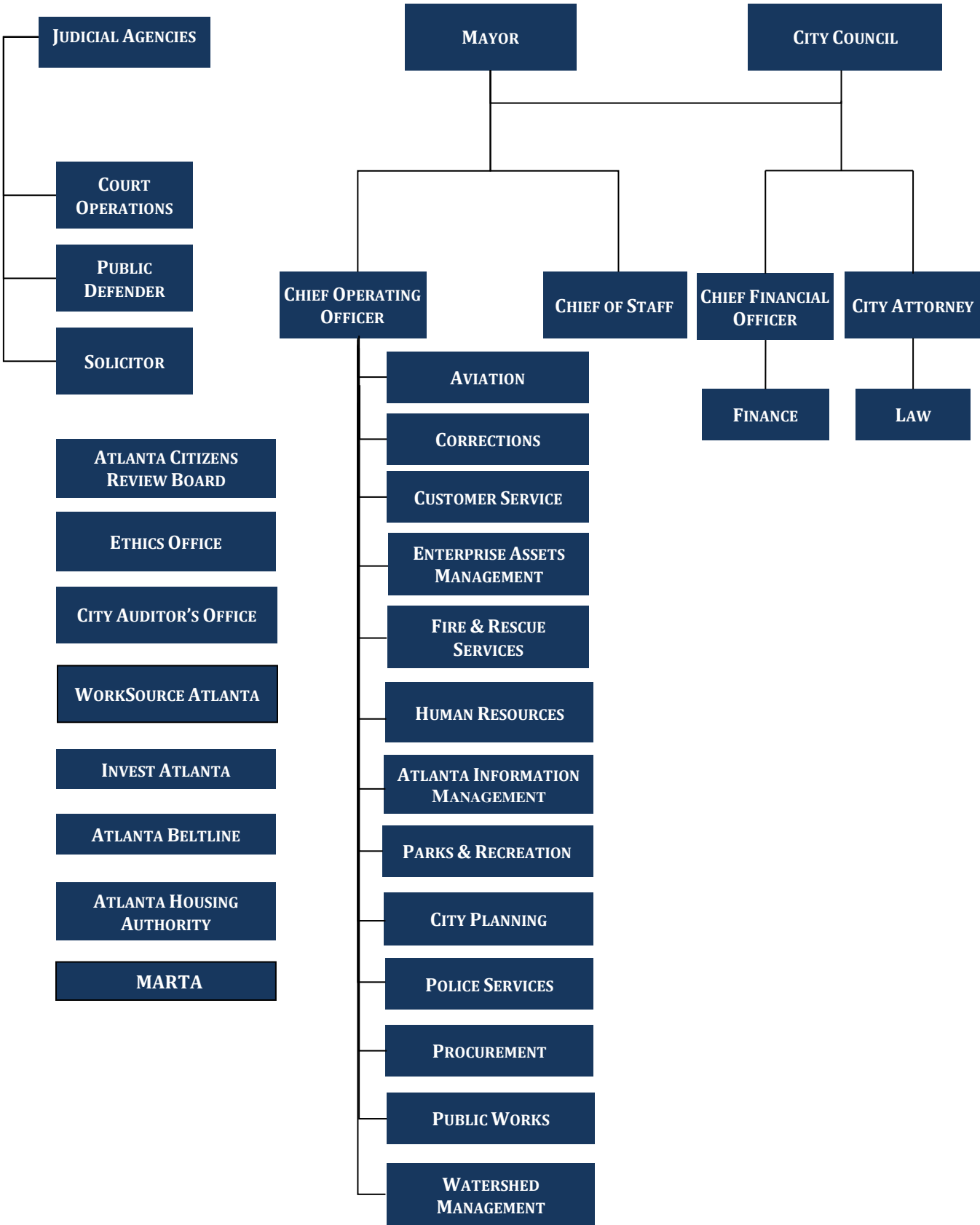
PUBLIC WORKS

James A. Jackson, Jr.
Interim Commissioner

WATERSHED MANAGEMENT

Kishia L. Powell
Commissioner

CITY ORGANIZATIONAL STRUCTURE





READER'S GUIDE

The City of Atlanta's Five Year Plan document is intended to provide information in such a manner that the lay reader can understand the operations of the City. The **Reader's Guide** describes the structure of the FY2020 City of Atlanta Five Year Plan and outlines its contents. The FY2020 Five Year Plan has overview sections and detail on the overall financial data of the City of Atlanta. The entire document will be posted on the City's website at www.atlantaga.gov after it is adopted by City Council.

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

PURPOSE

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

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

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

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

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

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

INTRODUCTION

MAYOR'S LETTER

CFO'S LETTER

STRATEGIC INITIATIVES

FIVE YEAR PLAN





CITY OF ATLANTA

KEISHA LANCE BOTTOMS
MAYOR

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

March 7, 2019

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

Dear President Moore and Members of the Atlanta City Council:

It is my honor to provide for your review and consideration the following *Five-Year Financial Plan for the City of Atlanta for Fiscal Years 2020 to 2024*.

While we have made broad, positive strides in public safety, transparency, equity, and affordability over the past year, there is still much work to do. As our economic growth unfolds, my Administration and I remain committed to deliver exemplary municipal services to meet the needs of our citizens, while upholding our responsibility of fiscal stewardship.

The *Fiscal Year 2020 Five-Year Plan* advances key initiatives and charters our course of direction on future investments for the City of Atlanta. Several of the more significant items addressed in this plan include:

- Compensation funding for the Atlanta Police Department;
- Increase in the City's minimum wage to \$15 per hour;
- Ongoing funding for the City's Infrastructure Maintenance Program;
- Continued support for the City's investment in the Arts; and
- Maintain funding provided for the Atlanta/Fulton County Pre-Arrest Diversion Initiative

We have worked hard to position ourselves as a world class city. Our financial position is strong, which is evident in our credit rating and investments in upgrading our aging infrastructure. We have instituted an open and inclusive culture to ensure equitable practices across all city departments and functions. Now is the time for us to remain diligent and continue to move Atlanta forward and into the future.

I am confident that the plan before you strikes an appropriate balance, securing and improving the financial health of our city while making smart investments to elevate the quality of life for our employees and residents.

As always, I am honored to work with you as we continue to make the necessary investments in our residents and community, ensuring Atlanta is an effective and efficient city that works for everyone.

Sincerely,

Keisha Lance Bottoms





CITY OF ATLANTA

KEISHA LANCE BOTTOMS
MAYOR

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

TEL (404) 330-6453 · FAX (404) 546-2062

ROOSEVELT COUNCIL, JR.
CHIEF FINANCIAL OFFICER
roccouncil@atlantaga.gov

March 7, 2019

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

Dear President Moore and Members of the Atlanta City Council:

It is my pleasure to submit to you the City of Atlanta's *FY2020 Five-Year Financial Plan for Fiscal Years 2020 to 2024*. This year's plan assesses the City's ability over the next five years to effectively provide services to our residents, meet established goals, and to ensure the City's future vitality and economic stability.

The five-year financial plan should be viewed as a component of a comprehensive effort to improve the City's long-range financial management and planning. The FY2020 Five Year Plan takes aim at building the framework necessary through which to manage financial decisions. This includes efforts in forecasting and analyzing revenues and expenses for the next five years on a citywide basis, including changes in major service areas, departmental operations, facilities, debt management, capital and technology.

The City's financial position remains strong. Significant progress has occurred over the past year to deliver on initiatives that address public safety, transparency and economic opportunity. However, sustaining this momentum and our financial position will not occur without fiscal discipline and a long-term strategy requiring proactive decisions and actions over multiple years.

The *FY2020 Five Year Plan* assumes modest revenue growth which is consistent with current trends in our more economically sensitive revenue sources. Property Tax, Sales Tax, and Hotel/Motel Tax revenues are expected to continue the favorable gains exhibited in the ongoing real estate rebound and burgeoning economic recovery. Property Tax revenues are projected to increase by an average of three percent annually over the next five years. Sales Tax revenues are projected to average two and a half percent growth annually over the five-year horizon. Hotel/Motel Tax revenues are projected to remain relatively stable over the next five-years due to a robust tourism and hospitality industry in the Atlanta area. Overall, the City's economic outlook is promising.

Expenditure projections over the forecast period reflect critical expenses that will impact future plan years. Critical expenses are those that are contractually obligated, legislatively mandated, or considered as high priority funding needs.

As depicted in the chart below, the cost of city services in the General Fund is projected to outpace revenues over the five-year forecast period. Although it is not uncommon to see budgetary shortfalls in a five-year plan, the imbalance must be addressed. Bridging the gap is part of the budget development process and every effort will be made to develop a well-aligned portfolio of revenue growth and expense reduction initiatives.

**Fiscal Year 2020 Five-Year Financial Plan
General Fund**

	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
Projected Revenues	\$673.3	\$688.7	\$706.7	\$725.1	\$744.7
Projected Expenses	\$710.5	\$723.8	\$736.2	\$748.9	\$760.9
Net General Fund Impact	(\$37.2)	(\$35.1)	(\$29.5)	(\$23.8)	(\$16.2)

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

This Five-Year plan promotes a focus on the long-term health of the City, allowing us to better predict financial challenges and opportunities. We will continue to make every effort possible to provide a budgetary framework for the City to plan the management of its resources, revenues and expenditures, while upholding our responsibility of fiscal stewardship.

Sincerely,

Roosevelt Council, Jr.

STRATEGIC INITIATIVES AND FINANCIAL PLANNING

In collaboration with the City Council and support from community, civic, and corporate leaders, Mayor Keisha Lance Bottoms will implement several initiatives that will target affordability and equity, ethics and transparency, education, transportation and mobility, public safety, criminal justice reform, job growth, and economic development. Some of the key initiatives are outlined below:

MAJOR INITIATIVES AND FINANCIAL PLANNING

Priorities and Investments

- **A Safe, Welcoming, and Inclusive City**
 - Cash Bail Reform Implemented
 - Human Trafficking Fellow Onboarded
 - APD officers to receive significant pay increases
- **World Class Employees, Infrastructure, and Services**
 - Mayor launches Operation Fix-It
 - Atlanta Beltline, Inc. 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



FIVE-YEAR
REVENUE
NARRATIVE AND
ESTIMATES

REVENUE FORECAST SUMMARY

FIVE YEAR PLAN



REVENUE FORECAST SUMMARY

FORECAST METHODOLOGY

The City's Department of Finance-Office of Revenue continues a solid partnership with various academic entities including the Selig Center for Economic Growth and the Carl Vinson Institute of Government at the University of Georgia and with the Economic Forecasting Center and the Andrew Young School of Public Policy at Georgia State University. These partnerships have enabled City management to gain important independent economic analyses, metrics, and training which are integrated into our multi-year revenue model. Key metrics are S&P Case-Shiller Index, Atlanta Gross Metro Product, Atlanta Unemployment rate, Building Permits, Construction Activity, Jones, Lang, LaSalle Office Vacancy Rates, CBRE Hotel Occupancy Rates and Revenue Per Available Rooms, Atlanta Personal Income, U.S. & Atlanta Consumer Price Index (% Annualized), and Georgia State Product by Sector. The City Office of Revenue uses the Municast Financial modeling software by inputting the aforementioned key metrics into the tool as further enhancement in our multi-year forecasting.

CITY CHARTER REQUIREMENT

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

REVENUE ANTICIPATIONS

The FY 2019 General Fund Revenue forecast, as of the date of this Five-Year Plan, is \$662.9 million and is pace to meet or

exceed the revenue amount adopted by the Budget Commission in June of 2018. The estimated FY 2020 General Fund Revenue Anticipation that is forecasted in the Five-Year Plan is \$673.3 million.

The City Finance team expects that the overall 2019 property tax revenues will continue to grow at a rate of 3.0% with the growth being attributed to new construction. As of publication of the Five-Year Plan, there is no available estimate from the Tax Assessor's office on the 2019 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 approximately thirty one percent of General Fund revenues. Property tax revenues have continued to increase, which began in 2014 due to an improved housing market. The City continues to demonstrate a measured response by continuing to estimate property tax revenue growth conservatively.

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

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

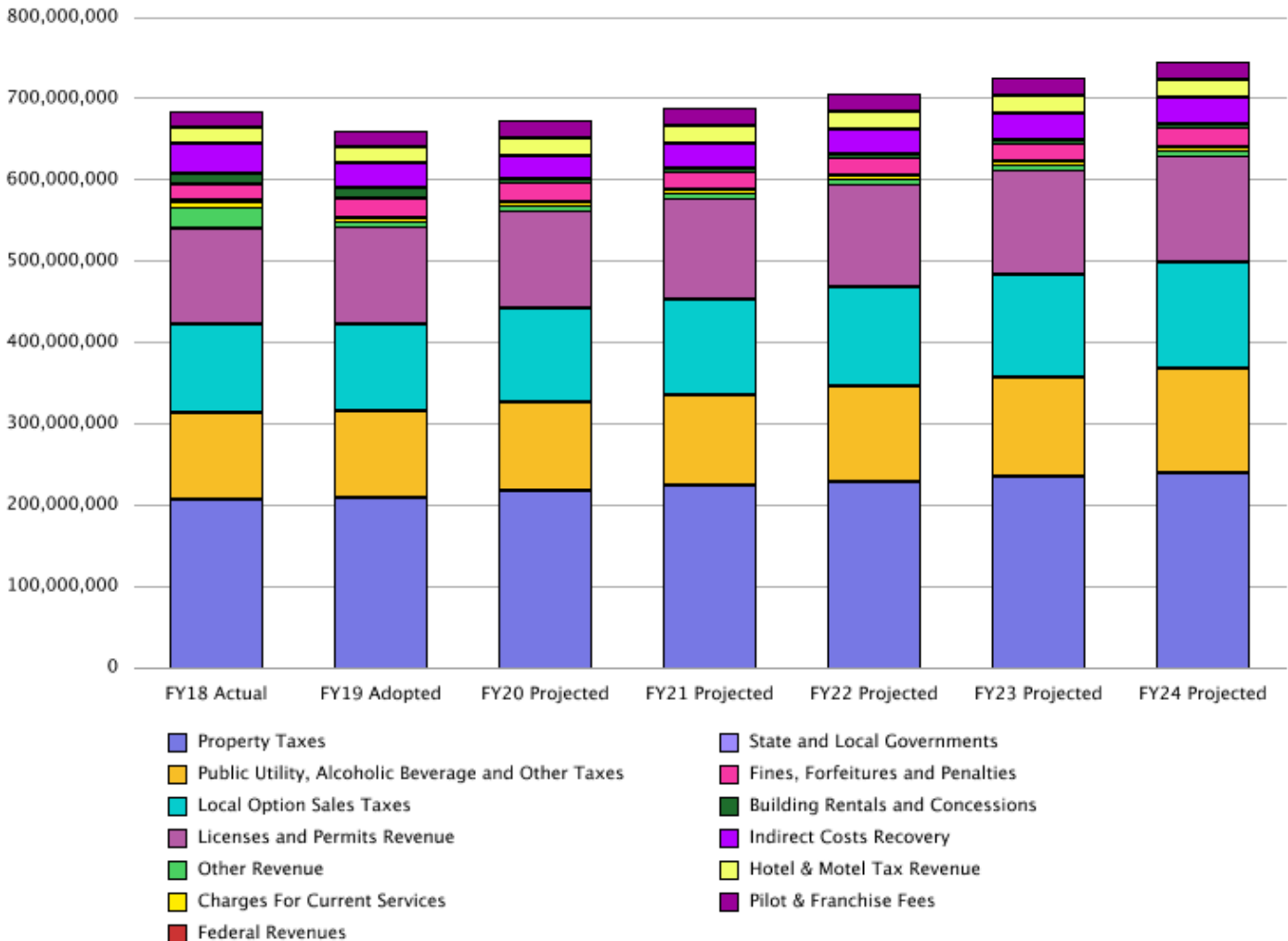
The FY 2020 General Fund Revenue anticipations are consistent with the City Charter requirements and the City Finance team continues to exercise fiscal discipline in the preparation of the revenue forecast.

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

PROJECTED REVENUES BY MAJOR CATEGORY

General Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Property Taxes	206,522,773	208,451,068	218,499,154	224,164,795	229,791,368	235,004,999	240,634,397
Public Utility, Alcoholic Beverage and Other Taxes	106,442,797	106,923,683	107,712,019	111,966,359	116,659,508	121,855,681	127,630,290
Local Option Sales Taxes	110,183,776	108,730,000	115,427,417	117,787,084	122,311,414	127,006,627	131,879,178
Licenses and Permits Revenue	117,251,072	118,275,544	121,770,548	123,758,629	125,801,552	127,900,846	130,058,083
Other Revenue	26,664,277	7,332,494	6,287,573	6,322,138	6,357,236	6,392,955	6,429,408
Charges For Current Services	6,884,755	4,582,826	4,562,206	4,680,665	4,815,277	4,967,856	5,140,474
Federal Revenues	348,370	-	-	-	-	-	-
State and Local Governments	354,711	-	-	-	-	-	-
Fines, Forfeitures and Penalties	20,629,181	23,472,056	22,211,707	22,229,084	22,246,512	22,263,993	22,281,525
Building Rentals and Concessions	13,864,504	13,990,662	4,369,614	4,433,103	4,498,422	4,565,626	4,634,768
Indirect Costs Recovery	36,209,060	30,000,000	30,000,000	30,660,000	31,334,520	32,023,879	32,728,405
Hotel & Motel Tax Revenue	19,593,067	19,151,183	21,800,045	21,821,413	21,842,802	21,864,213	21,885,645
Pilot & Franchise Fees	20,483,276	20,483,276	20,677,178	20,872,918	21,070,510	21,269,973	21,471,324
Total	\$685,431,620	\$661,392,792	\$673,317,462	\$688,696,189	\$706,729,121	\$725,116,649	\$744,773,499



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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Property Tax	\$218,499,154	\$224,164,795	\$229,791,368	\$235,004,999	\$240,634,397

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 2020-24 Forecast:

FY2020	FY2021	FY2022	FY2023	FY2024
\$207,913,200	\$213,217,142	\$218,464,529	\$223,280,223	\$228,491,539

The City of Atlanta imposes a tax on real and personal property. Revenues are derived from the millage rate and the tax digest assessed values. The first year of tax digest growth in five years following the Great Recession was in 2013. The 2014 through 2018 net tax digests have continued to grow at an average of about 7.4% over the period. The 2018 net tax digest increased by 17.2% with a net tax digest of \$31.3 billion compared to \$26.7 billion in 2017. However, this growth was inflated due to a ruling in 2017 to artificially roll-back the residential digest to 2016 levels by the Fulton County Commission, who concluded that the residential assessments were “erroneous”. The 2018 City’s tax digest is comprised as follows: 52% residential and 48% non-residential. The 2019 net tax digest is expected to grow at a normal pace and continue the positive trend reflective of the real estate rebound witness throughout the city of Atlanta.

The City’s current year five-year property tax forecast assumes a rollback of property taxes due to positive reassessment. The projected current year property tax revenue growth from new construction is estimated at 3.0% over the five-year forecast horizon. The 1999 Taxpayers Bill of Rights allows municipalities to retain new construction growth without any additional public hearing and tax notice requirements. The collection rate assumption is 99% and is consistent with historical collection rates. According to the Selig Center Economic Outlook, “Home prices have recovered relatively quickly in the Atlanta market. As of the third quarter of 2018, Atlanta’s home prices were 21 percent above their pre-recession peak levels. In terms of new single-family home construction, Atlanta’s housing recovery began in 2010 and gained traction in 2012-2018. The 2019 prospects for Atlanta’s single-family homebuilding outlook are good.”

Intangible Recording Taxes: FY 2020-24 Forecast:

FY2020	FY2021	FY2022	FY2023	FY2024
\$4,635,535	\$ 4,793,921	\$ 4,959,965	\$ 5,134,220	\$ 5,317,295

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

Real Estate Transfer Tax: FY 2020-24 Forecast:

FY2020	FY2021	FY2022	FY2023	FY2024
\$ 2,781,822	\$ 2,876,871	\$ 2,976,515	\$ 3,081,087	\$ 3,190,952

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

These two revenue sources are impacted by trends in the housing market. According to the GSU Economic Forecasting Center report dated November 2018, "Following an 8.4% drop in 2017, total housing permits in the Atlanta metro region are expected to grow by 10.8%, as multifamily permits rebound. Going forward, we expect moderate growth as the industry battles rising financing costs." The projected Real Estate Transfer and Intangible Recording Tax revenue growth is estimated at 3.0%.

Other Taxes: FY 2020-24 Forecast:

FY2020	FY2021	FY2022	FY2023	FY2024
\$3,168,597	\$3,276,861	\$3,390,359	\$3,509,469	\$3,634,611

This category consists of Prior Year Property Taxes, Penalties & Interest, and Payments In Lieu of Taxes (PILOT). The projected Other Taxes revenue growth is estimated to remain relatively stable and reflects current collection trends.

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Public Utility, Alcohol Beverage & Other Taxes	\$107,712,019	\$111,966,359	\$116,659,508	\$121,855,681	\$127,630,290

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 2020-24 Forecast:

FY2020	FY2021	FY2022	FY2023	FY2024
\$43,121,943	\$ 44,825,146	\$ 46,704,024	\$ 48,784,284	\$ 51,096,119

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.

This revenue source correlates with Atlanta unemployment and real estate development trends and is projected to grow at an average annual growth rate of 4.0% over the five-year forecast horizon. The growth rate is minimal due to negotiated changes to the collection amounts for fiscal years 2018 to 2020. Under normal conditions, as unemployment declines and real estate development increases, the demand for public utility services increases which generates additional franchise revenue.

Alcohol Tax: FY 2020-24 Forecast:

FY2020	FY2021	FY2022	FY2023	FY2024
\$19,130,653	\$19,886,264	\$20,719,810	\$21,642,700	\$22,668,324

Alcohol taxes are levied on wholesale distributors at the rate of .22 cents per liter. A 3% tax-by-the-drink is also assessed on patrons of eating and drinking alcohol establishments within the City limits. The forecast horizon reflects an average annual 4% growth estimate for current year accounts, which is tied to trends in taxable sales from food and drinking establishments. Alcohol consumption has tended to be inelastic or not sensitive to changes in price or income.

Insurance Premium Tax: FY 2020-24 Forecast:

FY2020	FY2021	FY2022	FY2023	FY2024
\$ 31,257,076	\$ 32,491,648	\$ 33,853,559	\$ 35,361,442	\$ 37,037,183

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. The forecast horizon reflects an average annual 4.0% growth estimate and is based on historical trends and correlation to population growth.

Other Taxes: FY 2020-24 Forecast:

FY2020	FY2021	FY2022	FY2023	FY2024
\$14,202,347	\$14,763,301	\$15,382,115	\$16,067,255	\$16,828,664

This category consists of various revenue sources including the motor vehicle tax, other public utility taxes, and title ad valorem taxes. The modest growth in the forecast for this category in FY2020 through FY2024 reflects revenues related to the state railroad ad valorem taxes which are dispersed in alternating years. Also, declining revenue from the "birthday" motor vehicle tax is estimated from vehicles rolling off the phased-out motor vehicle tax.

LOCAL OPTION SALES TAX (LOST)

Local option sales tax is a major revenue source for the City and is imposed on the purchase, sale, rental, storage, use, or consumption 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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Local Option Sales Tax	\$115,427,417	\$117,787,084	\$122,311,414	\$127,006,627	\$131,879,178

FY 2020-24 Forecast:

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 five-year period is projected at an average of 4.0% annually and has seen significant increases over the last several years due to favorable employment and personal income statistics. According to the GSU Economic Forecasting Center report dated November 2018, “In Georgia, that spending evidence is in the states gross sales tax revenues, which have grown by 7.3% so far in calendar year 2018. We can also see evidence of this spending in our job figures. Retail trade job gains posted a better gain of 8,300 new jobs in the first nine months of this year, a complete turnaround from the 400 job losses in 2017.”

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 & building permits, and occupancy certificates.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Licenses and Permits	\$121,770,548	\$123,758,629	\$125,801,552	\$127,900,846	\$130,058,083

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 2020-24 Forecast:

FY2020	FY2021	FY2022	FY2023	FY2024
\$64,308,195	\$65,358,192	\$66,437,157	\$67,545,896	\$68,685,242

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

The forecast for current year general business/license tax revenue is based on an average annual growth of 2.0% and is closely correlated with employment levels and consumer demand. The Selig report indicates that, “In 2019, new jobs will be plentiful, but the pace of job growth will slow.”

Building Permits: FY 2020-24 Forecast:

FY2020	FY2021	FY2022	FY2023	FY2024
\$35,761,115	\$36,345,008	\$36,945,008	\$37,561,567	\$38,195,145

Building Permits accounts for the collection of income and disbursement of funds associated with the operation of all building permitting activity. The Building Permits Fund which was established in November 2011 as an enterprise fund was closed in FY2017. The revenues from the Building Permits fund are now a part of the General Fund. Building Permit growth is projected to remain relatively constant at an average annual growth rate of 2.0% over the forecast horizon. Based on the information provided by the GSU Economic Forecasting Center report dated November 2018, “Going forward, total permitting activity is expected to grow by 10.8% in 2018, as single-family permits grow by 6.7% and multifamily permits increase by 23.1%. Our forecast calls for total permits to decline by 3.8% in 2019, followed by a rebound of 0.4% in 2020.”

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

Other Licenses/Permits: FY 2020-24 Forecast:

FY2020	FY2021	FY2022	FY2023	FY2024
\$21,701,238	\$22,055,429	\$22,419,387	\$22,793,383	\$23,177,696

This category contains all remaining revenues in the License/Permits major revenue category with the exception of business licenses. These revenue sources include alcohol related licenses and permits for Public Safety and Public Works (right-of-way, sidewalk closure, parking, and driveway aprons).

This projection is tied to residential and commercial development and reflects an average annual increase of 2.0% over the forecast horizon. Revenues within this category also correlate to infrastructure investments and the hospitality related sectors.

OTHER REVENUES

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

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Revenues	\$6,287,573	\$6,322,138	\$6,357,236	\$6,392,955	\$6,429,408

FY 2020-24 Forecast:

The historical trends in the revenues within this category, display a lot of variability due to the non-recurring nature of the revenues within this category. As a result, the non-recurring revenues have been omitted when determining the forecast resulting in a conservative growth rate over the five-year horizon.

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Charges For Current Services	\$4,562,206	\$4,680,665	\$4,815,277	\$4,967,856	\$5,140,474

FY 2020-24 Forecast:

Revenues in this category are projected to have an average annual growth rate of 3.0% and were derived using historical trend analysis and correlation techniques. The revenues in this category were found to be correlated to residential and commercial development.

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 ATL Plus Atlanta contract guarantee. Case filing histories and trends are 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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fines/Forfeitures /Penalties	\$22,211,707	\$22,229,084	\$22,246,512	\$22,263,993	\$22,281,525

FY 2020-24 Forecast:

The FY 2020-2024 forecast reflects recent historical performance. Most major fine revenues within this category have declined and relate to Traffic, General, DUI, Drug, Housing, School Bus Safety Camera, and Failure to Appear. The FY 2020-2024 forecast also holds relatively constant the current guaranteed revenue assumption from outsourced parking received through the contract with the current vendor ATL Plus.

BUILDING RENTALS AND CONCESSIONS

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

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Building Rentals & Concessions	\$4,369,614	\$4,433,103	\$4,498,422	\$4,565,626	\$4,634,768

FY 2020-24 Forecast:

Revenue from this category is heavily dependent on the availability of City of Atlanta property lease space, commercial development lease space and pricing. This revenue has been extremely negatively impacted by the Federal Government shut down and a change in the City of Atlanta’s policy to discontinue the housing of federal immigration inmates. The downturn in the FY 2020-2024 forecast is reflective of the impact of these recent events.

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Indirect Cost Recovery	\$30,000,000	\$30,660,000	\$31,334,520	\$32,023,879	\$32,728,405

FY 2020-24 Forecast:

The projection is based on historical trends and 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 Mercedes Benz 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 8.0% on rent for occupancy of a guestroom in a hotel in the City.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Hotel/Motel Tax	\$21,800,045	\$21,821,413	\$21,842,802	\$21,864,213	\$21,885,645

FY 2020-24 Forecast:

Revenues in this category are projected to be relatively stable and have a nominal average annual growth rate of less than 0.5% over the five-year forecast horizon. This is in line with projected occupancy levels by CBRE Consulting / Hospitality Research over the next couple of years of 0.5% or less. CBRE Consulting / Hospitality Research (CBRE-HR) is the industry leader in hospitality research econometrics. Its data is one of the primary resources used in developing the City's hotel/motel forecast. CBRE 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.

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Pilot & Franchise Fees	\$20,677,178	\$20,872,918	\$21,070,510	\$21,269,973	\$21,471,324

FY 2020-24 Forecast:

This forecast is based on historical trends in revenues received from a Department of Watershed computation derived from the gross revenue and capital assets of the Department of Watershed Management.

OVERALL GENERAL FUND FORECAST

Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
General Fund	\$673,317,462	\$688,696,189	\$706,729,121	\$725,116,649	\$744,773,499

The growth seen in the local economy over the last five years is expected to slow and be driven primarily by growth in the real estate market. The Selig report indicates that, “Business development, a revival of population growth – due to an upturn in domestic migration – and the housing recovery will strongly underpin Atlanta’s robust economic expansion. In 2019, new jobs will be plentiful, but the pace of job growth will slow. The slowdown mostly reflects the tighter labor market as well as strains on infrastructure.”

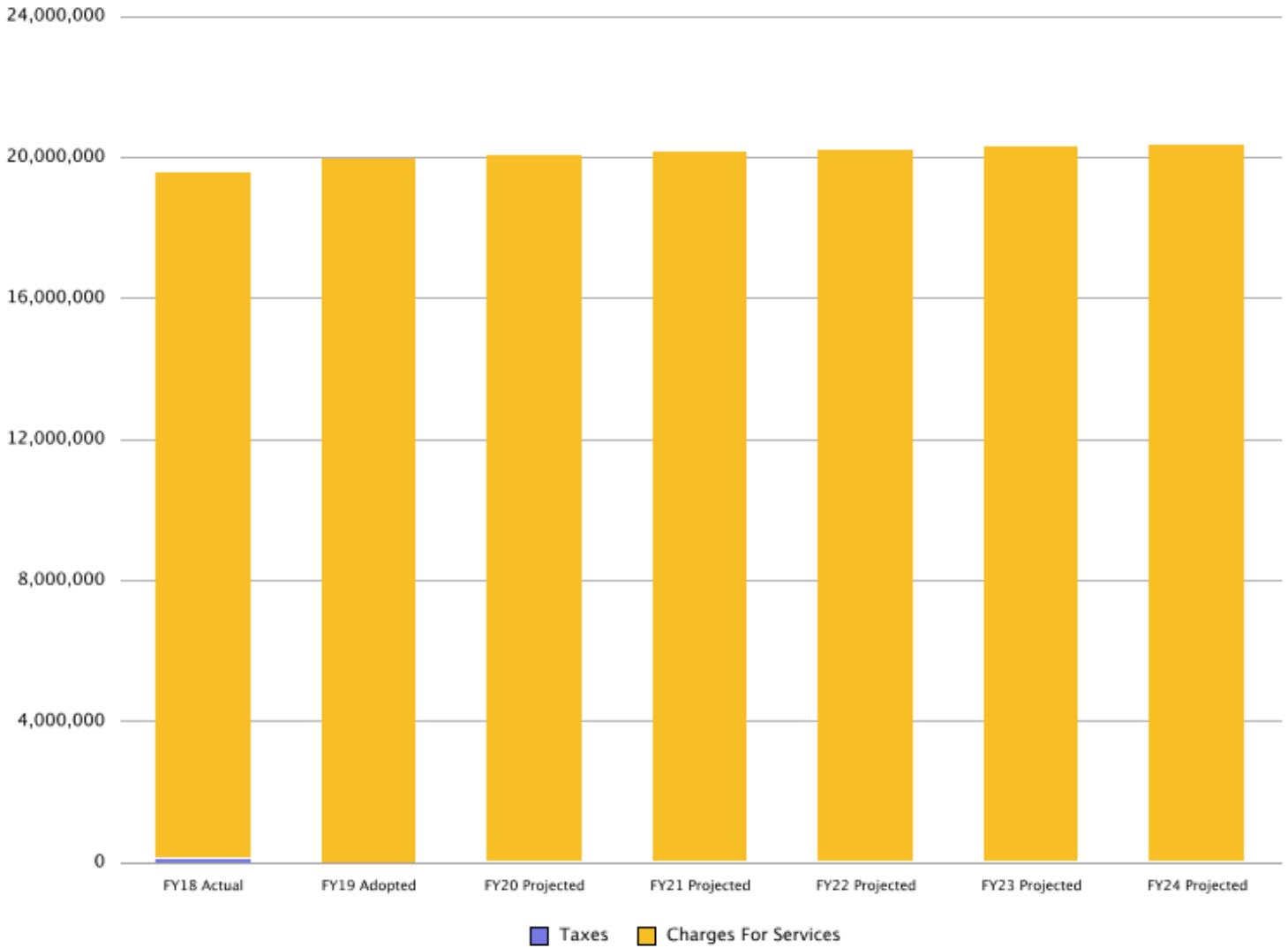
The estimated average annual growth rate for General Fund Revenue is 3.0% over the five-year forecast horizon. This is supported by the Selig report which estimates the Atlanta Gross Metro Product at -2.0% in 2020. As mentioned previously, much of the growth in the General Fund five-year forecast is driven by estimated property tax revenue growth resulting from rising property values from new construction within the city limits. The forecast reflects a conservative posture due to the uncertainty and volatility surrounding the general direction of the global, domestic, and local economies. An analysis of historical General fund revenues revealed that recurring or normal revenues over the last five years have grown at an average annual growth rate of approximately 4.0%.

The Fiscal Year 2020-24 General Fund revenue forecast assumes 3.0% new construction property tax digest growth and rollback of the current millage rate of 7.85 mills. The MuniCast financial model, the Selig Center and GSU economic reports have enabled the City team to better understand and respond to the changing economic conditions and underlying economic drivers of City revenues. All city revenues will be closely monitored by the City Finance team as we approach the ensuing fiscal years.

PROJECTED REVENUE BY MAJOR CATEGORY

Emergency Telephone System

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Taxes	105,974	-	42,147	42,147	42,147	42,147	42,147
Charges For Services	19,493,753	19,986,175	20,058,235	20,131,127	20,204,860	20,279,444	20,354,889
Revenues	\$19,599,727	\$19,986,175	\$20,100,382	\$20,173,274	\$20,247,007	\$20,321,591	\$20,397,036



EMERGENCY TELEPHONE SYSTEM FUND

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

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
E-911 Revenue	\$20,100,382	\$20,173,274	\$20,247,007	\$20,321,591	\$20,397,036

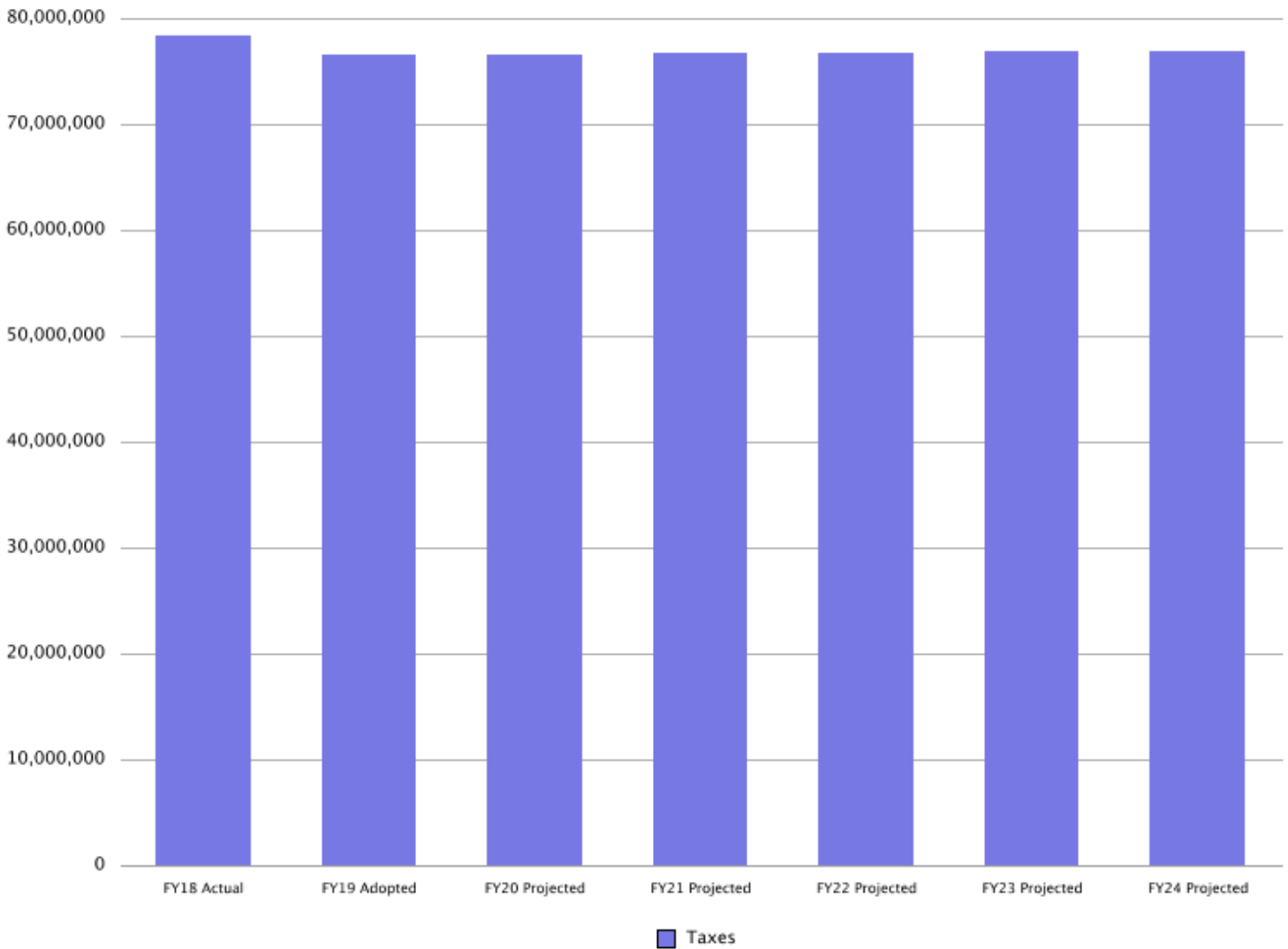
FY 2020-24 Forecast:

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

PROJECTED REVENUE BY MAJOR CATEGORY

Hotel/Motel Tax Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Taxes	78,403,629	76,635,386	76,712,025	76,788,737	76,865,526	76,942,392	77,019,334
Revenues	\$78,403,629	\$76,635,386	\$76,712,025	\$76,788,737	\$76,865,526	\$76,942,392	\$77,019,334



HOTEL/MOTEL TAX FUND

The Hotel/Motel Tax Fund revenue is derived from an 8% rate on rent for occupancy of a guestroom in a hotel in the City. The tax is shared between the City, Atlanta Conventions & Visitors Bureau, Georgia World Congress Center, and the Mercedes Benz Stadium project. The City's allocated share of the hotel/motel tax is 24.99%, with the remaining 75.01% distributed by the City to the aforementioned parties.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Hotel/Motel Tax	\$ 76,712,025	\$ 76,788,737	\$ 76,865,526	\$ 76,942,392	\$ 77,019,334

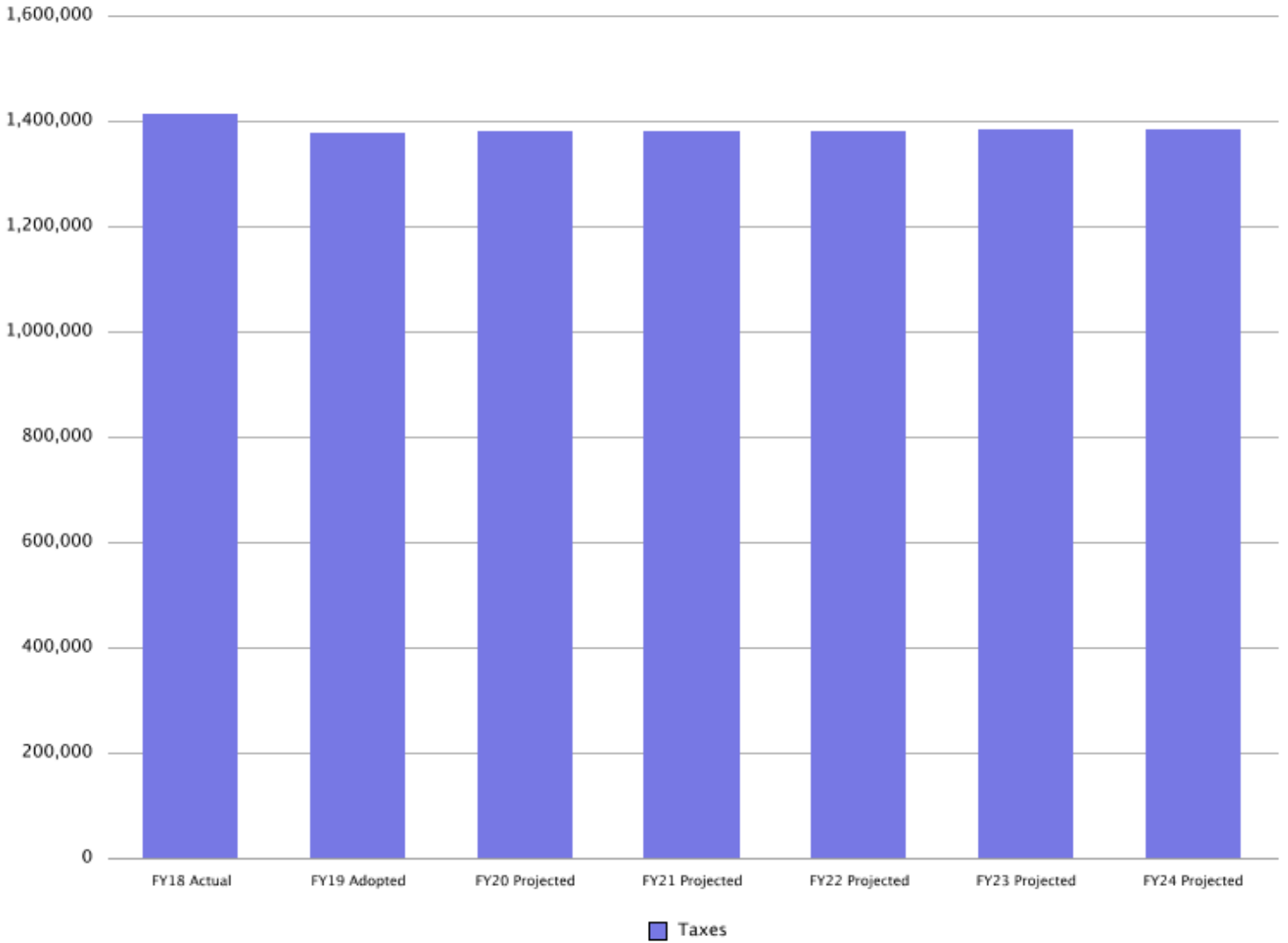
FY 2020-24 Forecast:

Revenues in this category are projected to be relatively stable and have a nominal average annual growth rate of less than 0.5% over the forecast horizon. This is in line with projected occupancy levels by CBRE Consulting / Hospitality Research over next couple of years of 0.5% or less. CBRE Consulting / Hospitality Research (CBRE-HR) is the industry leader in hospitality research econometrics. Its data is one of the primary resources used in developing the City's hotel/motel forecast. CBRE 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.

PROJECTED REVENUE BY MAJOR CATEGORY

Rental/Motor Vehicle Tax Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Taxes	1,414,467	1,379,138	1,380,516	1,381,897	1,383,279	1,384,662	1,386,046
Revenues	\$1,414,467	\$1,379,138	\$1,380,516	\$1,381,897	\$1,383,279	\$1,384,662	\$1,386,046



RENTAL/MOTOR VEHICLE TAX FUND

The Rental/Motor Vehicle Fund contains revenue from transactions associated with a 3.0% excise tax levied on Car Rental Facilities within the City corporate limits. This Fund operates as a pass through fund with all of the revenues remitted to a Bank Trustee for debt service payments pursuant to the trust indenture.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Rental/Motor Vehicle Tax	\$1,380,516	\$1,381,897	\$1,383,279	\$1,384,662	\$1,386,046

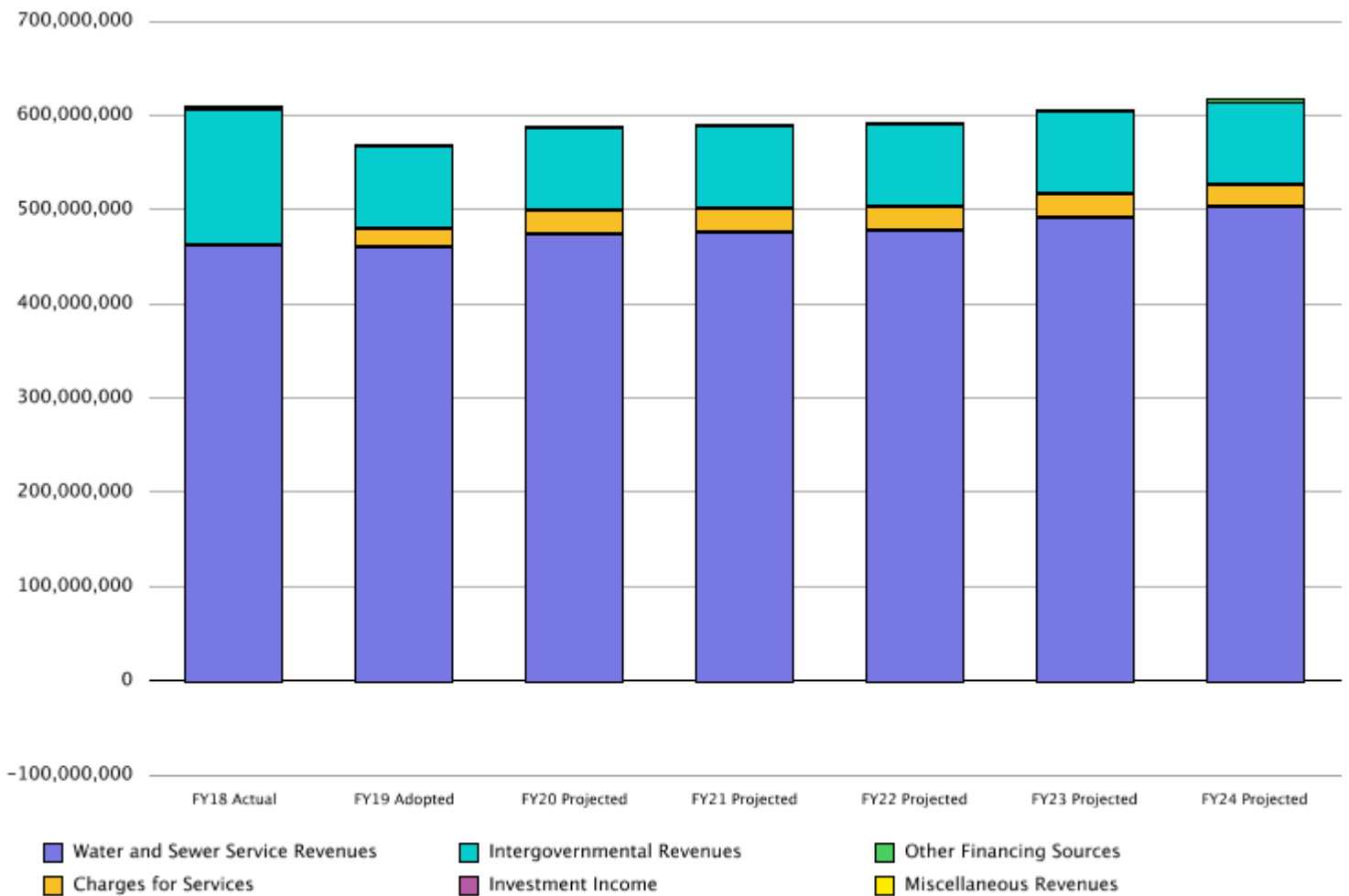
FY 2020-24 Forecast:

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

PROJECTED REVENUE BY MAJOR CATEGORY

Water & Wastewater Revenue Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Water and Sewer Service Revenues	462,302,142	459,973,640	474,766,290	476,679,634	478,603,079	492,642,103	502,986,362
Charges for Services	(471,750)	19,905,000	24,012,244	24,070,095	24,128,153	24,186,419	24,244,896
Intergovernmental Revenues	145,243,543	87,500,000	87,500,000	87,500,000	87,500,000	87,500,000	87,500,000
Investment Income	830,759	455,000	455,000	455,000	455,000	455,000	455,000
Other Financing Sources	2,708,629	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Miscellaneous Revenues	79,296	120,000	120,000	120,000	120,000	120,000	120,000
Total	\$610,692,619	\$570,453,640	\$589,353,534	\$591,324,729	\$593,306,232	\$607,403,522	\$617,806,258



WATER AND WASTEWATER FUND

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

WATER AND SEWER SERVICE REVENUE

This category includes Water and Wastewater Service Charges. Projected revenue of \$474.8M for FY 2020 is \$22.6M higher than the FY 2019 Budget of \$452.1M. 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 2020.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Water and Sewer Service Revenue	\$474,766,290	\$476,679,634	\$478,603,079	\$492,642,103	\$502,986,362

CHARGES FOR SERVICES

This category includes Inter-jurisdictional revenue, industrial waste, inspections and reviews, as well as other selected revenue accounts. The FY 2020 projection of \$24.0M is in line with the FY 2019 Budget of \$24.2M.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Charges for Services	\$24,012,244	\$24,070,095	\$24,128,153	\$24,186,419	\$24,244,896

INTERGOVERNMENTAL REVENUES

The FY 2019 anticipated revenues from the Municipal Option Sales Tax are \$125M, which is consistent with the amount anticipated in FY 2017. For FY18 \$87.5M of the total will be allocated in the Water and Wastewater Revenue Fund and \$37.5M in the Water & Wastewater Renewal & Extension Fund.

The Municipal Option Sales Tax (MOST) was established under authorizing legislation by the State and was initially placed in effect for a four-year term beginning on October 1, 2004. In March 2008 and again in March 2012, respectively, City of Atlanta voters elected to renew the MOST for an additional four-year term.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Intergovernmental Revenue	\$87,500,000	\$87,500,000	\$87,500,000	\$87,500,000	\$87,500,000

INVESTMENT INCOME

This category is for interest earned as a result of the Department's Fund equity in the Cash Pool. The Department does earn interest on its Fund 5051 equity in the Investment in Cash Pool and as a result of the Cash Pool MOU.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Investment Income	\$455,000	\$455,000	\$455,000	\$455,000	\$455,000

OTHER FINANCING SOURCES

This category includes the administrative fee charged to Fulton County for collecting the County's sewer payments. Per Article IX Section 9.0 of the agreement, the County agrees to pay the City a monthly fee calculated at 8% of the total County monthly collections. The FY 2020 fee of \$2.5M is in line with the FY 2019 amount.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Financing Sources	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000

MISCELLANEOUS REVENUES

This category includes revenue for recoveries of prior year delinquent accounts/arrearages and fees for land rentals. The Department based its estimate on revenues generated in prior fiscal years.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Miscellaneous Revenues	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000

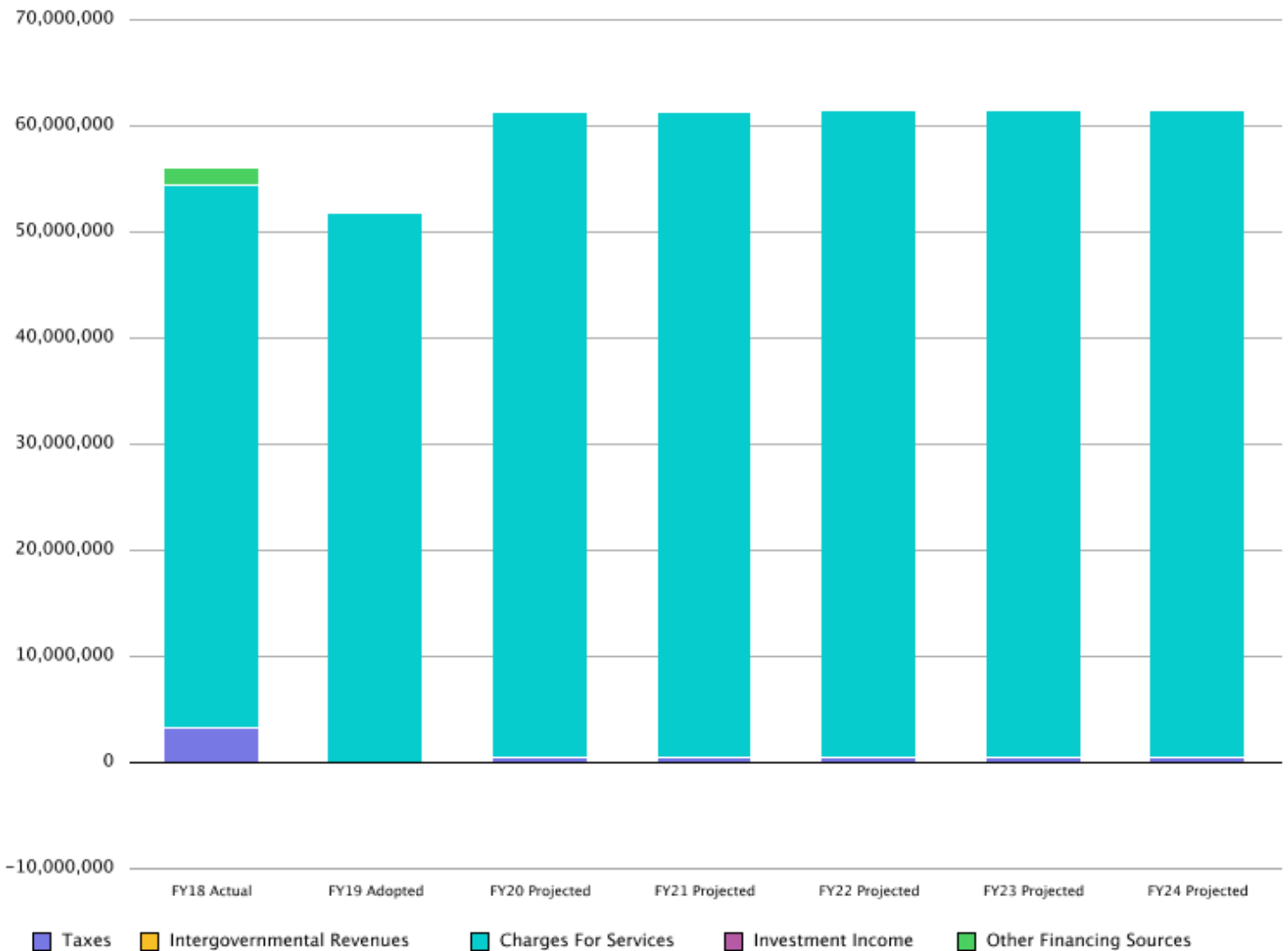
OVERALL WATER & WASTEWATER REVENUE FUND FORECAST

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Water & Wastewater Revenue Fund	\$589,353,534	\$591,324,729	\$593,306,232	\$607,403,522	\$617,806,258

PROJECTED REVENUE BY MAJOR CATEGORY

Solid Waste Services Revenue Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Taxes	3,167,522	-	455,987	455,988	455,989	455,990	455,991
Intergovernmental Revenues	3,000	-	-	-	-	-	-
Charges For Services	51,157,382	51,717,571	60,734,455	60,794,631	60,854,865	60,915,160	60,975,515
Investment Income	(86)	-	2,293	2,294	2,295	2,296	2,297
Other Financing Sources	1,590,000	-	-	-	-	-	-
Revenues	\$55,917,819	\$51,717,571	\$61,192,735	\$61,252,912	\$61,313,149	\$61,373,446	\$61,433,803



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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Solid Waste Services Revenue	\$61,192,735	\$61,252,912	\$61,313,149	\$61,373,446	\$61,433,803

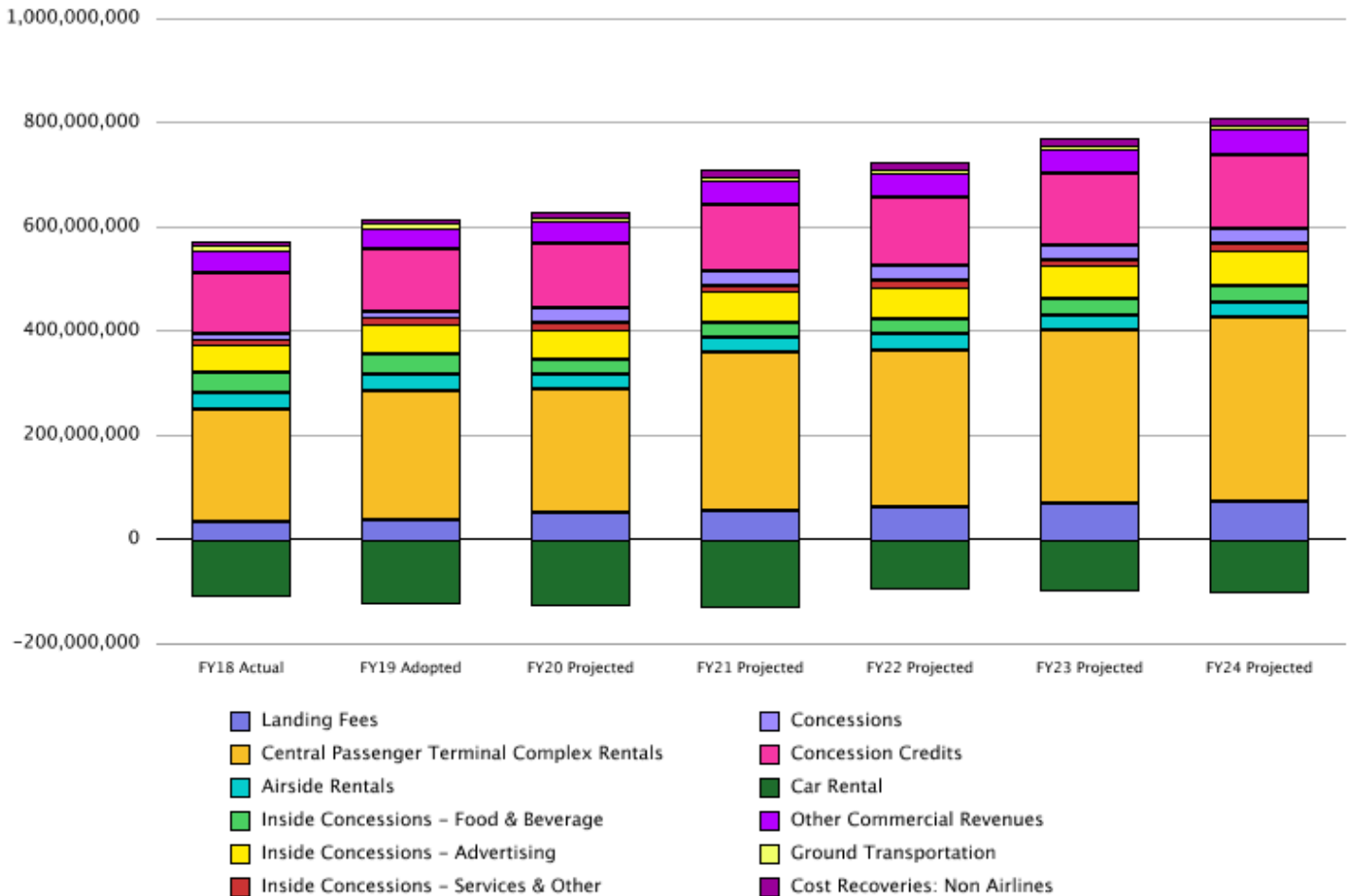
FY 2020-24 Forecast:

Solid Waste Fund revenues are primarily comprised of user fees to cover the cost of operations. A fee increase of approximately 20% was approved in FY2019 and will be effective in the FY2020 billing cycle to fund equipment purchases.

PROJECTED REVENUE BY MAJOR CATEGORY

Airport Revenue Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Aeronautical Revenues							
Landing Fees	34,413,505	36,490,739	51,503,999	55,499,984	60,565,072	67,930,245	71,669,817
Central Passenger Terminal Complex Rentals	214,486,891	248,888,430	238,194,398	302,723,704	303,819,296	333,337,982	355,534,904
Airside Rentals	31,477,872	31,011,543	28,709,996	28,756,919	29,030,925	28,873,475	28,697,898
Sup-Total Aeronautical Revenues	280,378,269	316,390,712	318,408,394	386,980,607	393,415,294	430,141,702	455,902,618
Non-Aeronautical Revenues							
Landside Rentals	8,475,309	10,066,932	9,545,421	9,581,839	9,768,804	9,817,004	9,972,026
Public Parking	147,609,046	145,376,736	146,125,135	134,936,523	136,866,621	137,664,220	155,375,251
Concessions	115,989,917	120,355,456	124,394,711	128,103,126	131,953,434	135,950,811	141,278,640
Concession Credits	(108,254,922)	(121,043,037)	(125,942,644)	(129,088,925)	(94,869,556)	(97,310,230)	(100,422,189)
Car Rental	42,010,127	40,760,176	43,175,371	44,064,754	44,967,043	46,818,777	48,741,000
Other Commercial Revenues	9,267,130	8,566,217	8,130,661	8,195,769	8,262,830	8,331,902	8,403,048
Ground Transportation	9,950,502	9,599,947	11,745,088	12,791,538	13,974,070	14,125,747	14,277,424
Cost Recoveries: Non Airlines	22,834,305	11,933,255	14,745,894	15,356,785	15,991,058	16,649,567	17,333,195
Sup-Total Non-Aeronautical Revenues	\$247,881,414	\$225,615,682	\$231,919,636	\$223,941,409	\$266,914,305	\$272,047,798	\$294,958,395
Total Projected Revenues	\$528,259,683	\$542,006,394	\$550,328,029	\$610,922,016	\$660,329,598	\$702,189,500	\$750,861,013



AVIATION REVENUE FUND

The Department of Aviation was established to operate and maintain Hartsfield-Jackson Atlanta International Airport (ATL). Its mission is to provide the Atlanta region a safe, secure and cost-competitive gateway to the world that drives economic development and operates with the highest level of customer service and efficiency, while exercising fiscal and environmental responsibility. The Department classifies its revenues into two general categories: Aeronautical and Non-Aeronautical.

Aeronautical

Landing Fees

The Department of Aviation collects landing fees from our signatory and non-signatory carriers. These fees are intended to recover the cost of operating and maintaining the airfield; including all capital improvement projects, debt service and debt service coverage.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Landing Fees	\$51,503,999	\$55,499,984	\$60,565,072	\$67,930,245	\$71,669,817

FY2020-24 Forecast:

Landing Fees are expected to increase, primarily due to the anticipated issuance of General Aviation Revenue Bonds (GARB) in the later part of FY19. Direct operating expenses will increase over the next five years due to inflation; landed weight will also increase due to an increase in passenger traffic.

Central Passenger Terminal Complex (CPTC) Rentals

The Department of Aviation charges each of its tenants rent for space occupied within the Central Passenger Terminal Complex (CPTC). These rents are intended to recover cost associated with the safety and security of the facilities, capital cost associated with the construction and upgrade of the CPTC's, as well as the debt service requirement and coverage.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
CPTC Rentals	\$238,194,398	\$302,723,704	\$303,819,296	\$333,337,982	\$355,534,904

FY2020-24 Forecast:

These rents are expected to increase over the next five years, due to the anticipated issuance of General Airport Revenue Bonds (GARB) in the later part of FY19. These additional funds will be used for major capital improvement projects throughout the facility.

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Airside Rentals	\$28,709,996	\$28,756,919	\$29,030,925	\$28,873,475	\$28,697,898

FY2020-24 Forecast:

Minimal growth is expected from this revenue stream. Several leases will be escalated by 3%, in FY20, new appraisals will be obtained, and the rates will be recalculated.

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Landside Rentals	\$9,545,421	\$9,581,839	\$9,768,804	\$9,817,004	\$9,972,026

FY2020-24 Forecast:

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

Public Parking

These are revenues generated from the Airport's parking facilities. The Airport provides various parking options including covered, park and ride at both the international and domestic terminals. A third-party vendor is responsible for the day-to-day management of these facilities.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Public Parking	\$146,125,135	\$134,936,523	\$136,866,621	\$137,664,220	\$155,375,251

FY2020-24 Forecast:

This revenue stream will increase slightly in FY20 but remain flat over the next several years. This is due to the deconstruction of the Southside Parking Deck, which will decrease capacity. The opening of the ATL Select Park & Ride is expected to offset some of the lost revenues. Efforts will be made to maximize the use of available capacity, and mitigate the impact of any potential loss..

Concessions

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

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Inside Concessions	\$124,394,711	\$128,103,126	\$131,953,434	\$135,950,811	\$141,278,640

FY2020-24 Forecast:

Concessions revenue will continue to increase over the next five years. The projected increase in enplanements and concessionaires' gross revenues will have a positive impact on concessions revenues.

Concession Credits

Seventy percent of all concessions revenues is shared with the contracting airlines and \$0.60 per enplaned passengers. Additionally, the Airport's portion of certain operational costs are reflected in this account.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Airline Credits	(\$125,942,644)	(\$129,088,925)	(\$94,869,556)	(\$97,310,230)	(\$100,422,189)

FY2020-24 Forecast:

These credits will reflect changes in direct correlation to Concessions and Enplaned Passengers. As Concessions revenue and traffic increase, so will the Concession credits.

Rental Car

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

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Rental Car	\$43,175,371	\$44,064,754	\$44,967,043	\$46,818,777	\$48,741,000

FY2020-24 Forecast:

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

Other Commercial Revenues

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

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Commercial Revenues	\$8,130,661	\$8,195,769	\$8,262,830	\$8,331,902	\$8,403,048

FY2020-24 Forecast:

This category is expected to increase slightly. We will continue to recover the operating and maintenance cost from the cell phone providers, security charges will increase slightly due to BORN violations and new TSA fingerprinting regulations.

Ground Transportation

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

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Ground Transportation	\$11,745,088	\$12,791,538	\$13,974,070	\$14,125,747	\$14,277,424

FY2020-24 Forecast:

Revenues collected from ground transportation services will increase substantially due to the continued anticipated increase in Transportation Network Transactions (TNCs).

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Cost Recoveries: Non-Airline	\$14,745,894	\$15,356,785	\$15,991,058	\$16,649,567	\$17,333,195

FY2020-24 Forecast:

We continue to experience an increase in utilities, especially water and sewer, which is provided by the City of College Park. In addition, the facilities are now several years old and in need of periodic maintenance. These increases in cost translate to additional revenue since utilities and the maintenance are 100% reimbursable. Also, there will be some security improvement projects commencing in FY20; most of this cost will be recoverable as well.

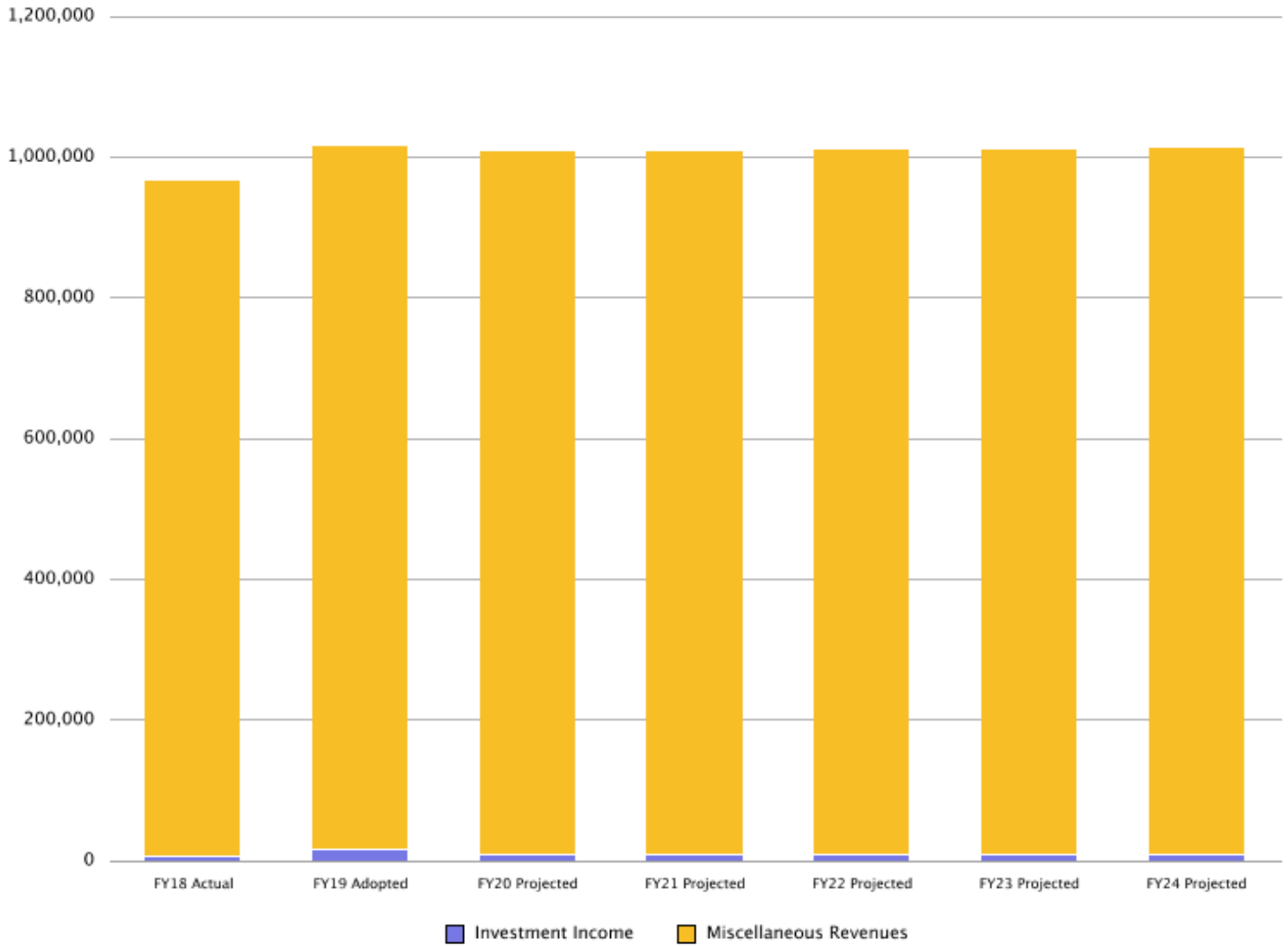
OVERALL AVIATION REVENUE FUND FORECAST

Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Aviation Operating Revenue Fund	\$550,328,029	\$610,922,016	\$660,329,598	\$702,189,500	\$750,861,013

PROJECTED REVENUE BY MAJOR CATEGORY

City Plaza Project Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Investment Income	6,954	15,600	8,123	8,131	8,139	8,147	8,155
Miscellaneous Revenues	960,000	1,000,000	1,000,997	1,001,998	1,003,000	1,004,003	1,005,007
Revenues	\$966,954	\$1,015,600	\$1,009,120	\$1,010,129	\$1,011,139	\$1,012,150	\$1,013,162



CITY PLAZA OPERATING FUND

The City Plaza Operating Fund was established to track the revenues, expenses and bond proceeds incurred from the operation of the City Plaza Project. Revenues for the fund are derived from rents from residents, tenants, and parking fees.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
City Plaza Operating Fund	\$1,009,120	\$1,010,129	\$1,011,139	\$1,012,150	\$1,013,162

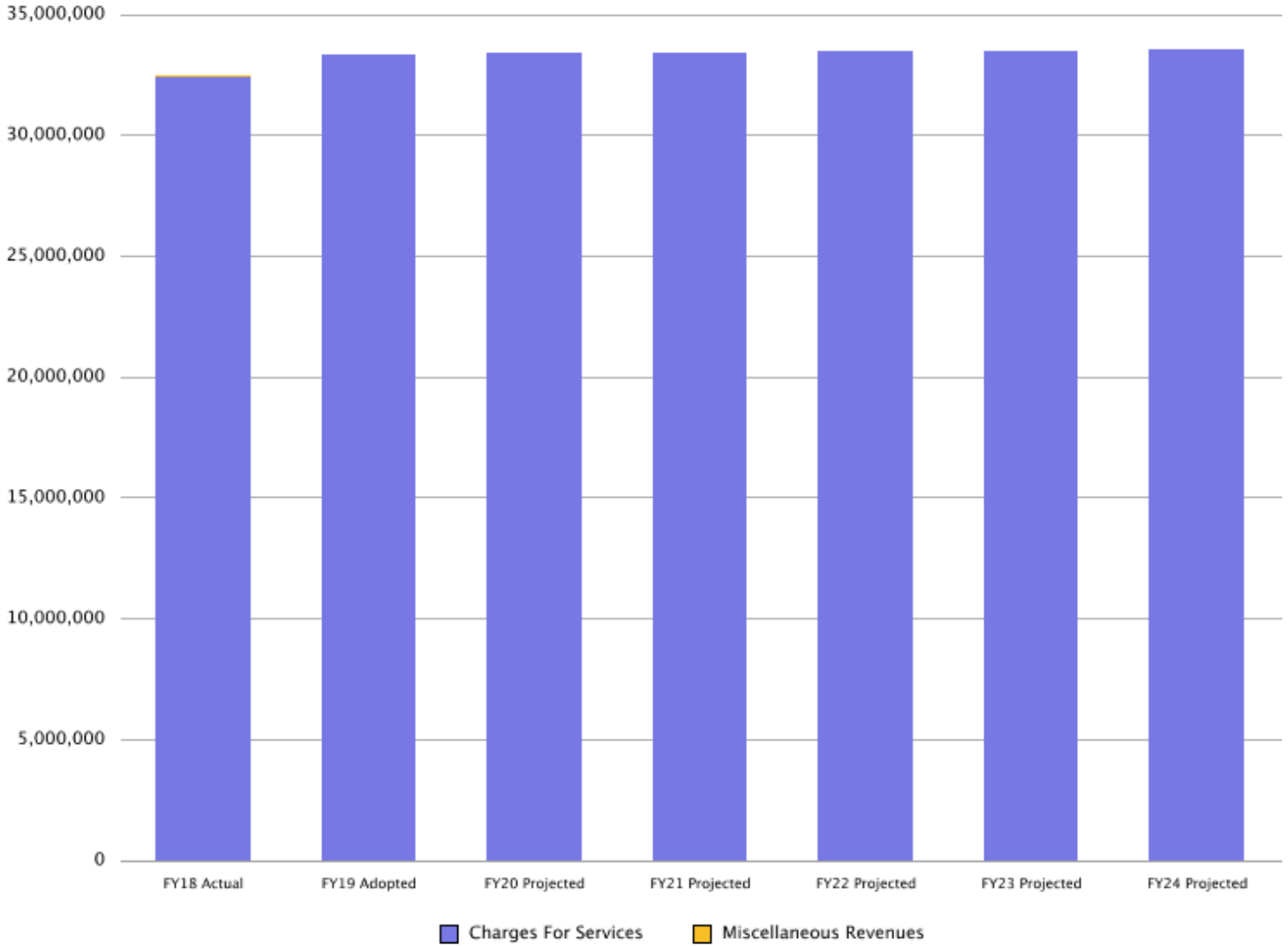
FY 2020-24 Forecast:

The City Plaza Operating Fund income forecast is primarily stable and is based on historical rents from residents, tenants, and parking fees.

PROJECTED REVENUE BY MAJOR CATEGORY

Fleet Service Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Charges For Services	32,433,539	33,400,588	33,433,987	33,467,421	33,500,888	33,534,389	33,567,923
Miscellaneous Revenues	87,071	-	54,859	54,914	54,969	55,024	55,079
Revenues	\$32,520,611	\$33,400,588	\$33,488,846	\$33,522,335	\$33,555,857	\$33,589,413	\$33,623,002



FLEET SERVICES FUND

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

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fleet Services Revenue	\$33,488,846	\$33,522,335	\$33,555,857	\$33,589,413	\$33,623,002

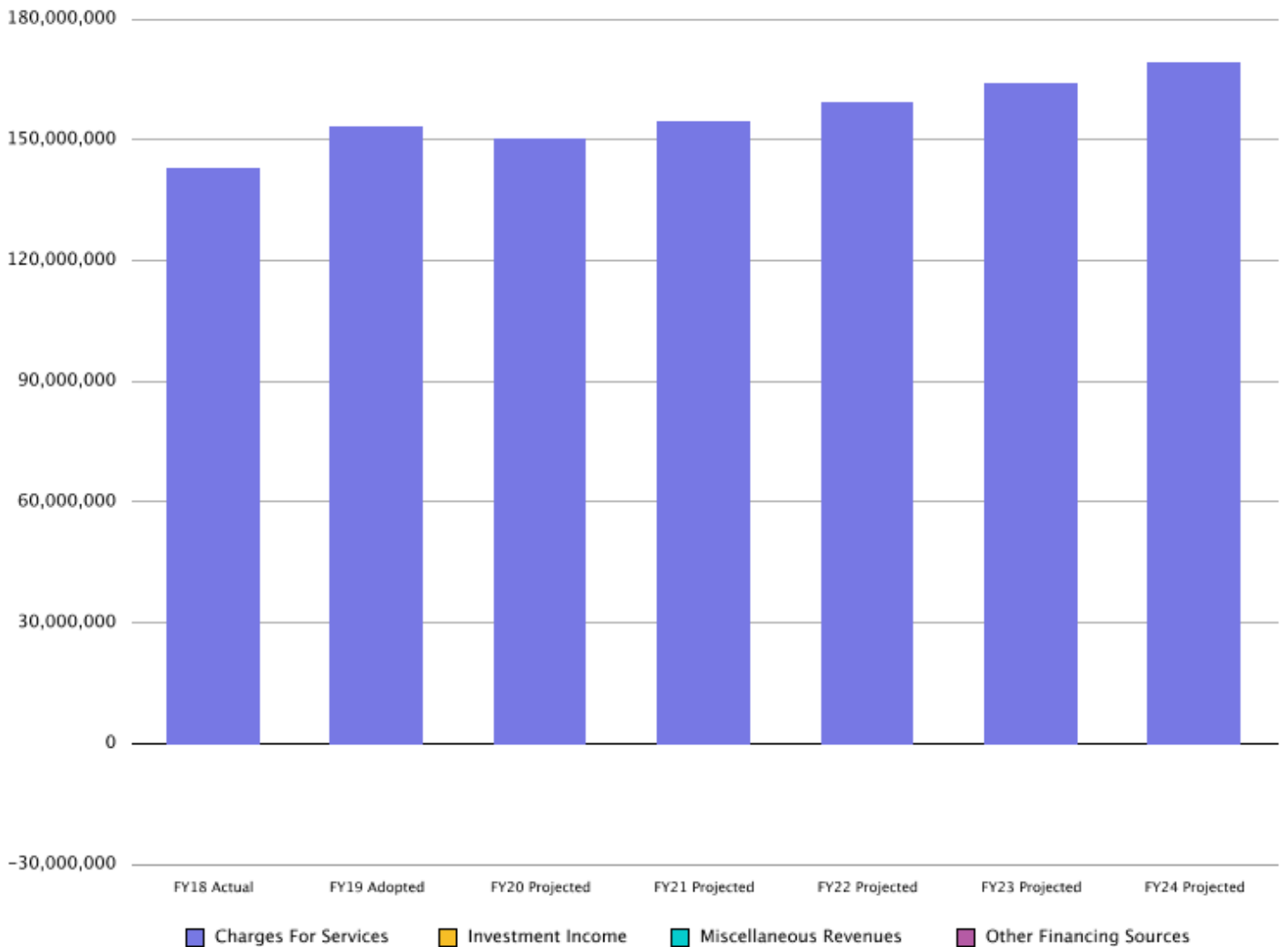
FY 2020-24 Forecast:

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

PROJECTED REVENUE BY MAJOR CATEGORY

Group Insurance Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Charges For Services	143,270,429	153,396,292	150,433,941	154,946,959	159,595,368	164,383,229	169,314,726
Investment Income	(39)	124,458	-	-	-	-	-
Miscellaneous Revenues	28,445	-	-	-	-	-	-
Other Financing Sources	(1,837)	-	-	-	-	-	-
Revenues	\$143,296,998	\$153,520,750	\$150,433,941	\$154,946,959	\$159,595,368	\$164,383,229	\$169,314,726



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. The fund’s revenue valuation is also driven by rate increases and actual utilization.

Major Revenue Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Group Insurance	\$150,433,941	\$154,946,959	\$159,595,368	\$164,383,229	\$169,314,726

FY 2020-24 Forecast:

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

EXPENDITURE
OVERVIEW AND
PROJECTIONS

EXPENDITURE AND FORECAST SUMMARY

FUND AND DEPARTMENTAL PROJECTIONS

FIVE YEAR PLAN



EXPENDITURE ASSUMPTIONS AND FORECAST

As mandated in Ordinance 09-0-1406, expenditures in the five-year plan become the current services budget, which then serves as the baseline for the subsequent years. This year’s five-year plan considers contractual obligations, legislative mandates, and high priority funding needs.

Listed below are the five year plan assumptions. All rates will be revisited during FY2020 budget development after receiving more up-to-date information. It is important to note that the five year plan funds current operating service levels based on FY2019 actual expenses through December and budget for the months of January to June. Personnel services are based on FY2019 actual expenses though December and assumes the same level of performance for the months of January to June.

- **Healthcare** contribution increased citywide from the FY2019 Adopted budget amount of \$66.1M to \$66.3M and increases by 3% each year thereafter.
- Citywide, the **pension** rates were adjusted for all Defined Benefit Plans to account for the Actuarially Determined Contribution (ADC).

Plan	FY18 ADC	FY19 ADC	FY20 ADC	YOY INCR
Defined Benefit (General)	\$46.3M	\$42.9M	\$51.8M	\$8.9M
Defined Benefit (Police)	\$30.8M	\$30.9M	\$35.0M	\$4.1M
Defined Benefit (Fire)	\$22.5M	\$20.5M	\$22.0M	\$1.5M
Total	\$99.6M	\$94.3M	\$108.8M	\$14.5M

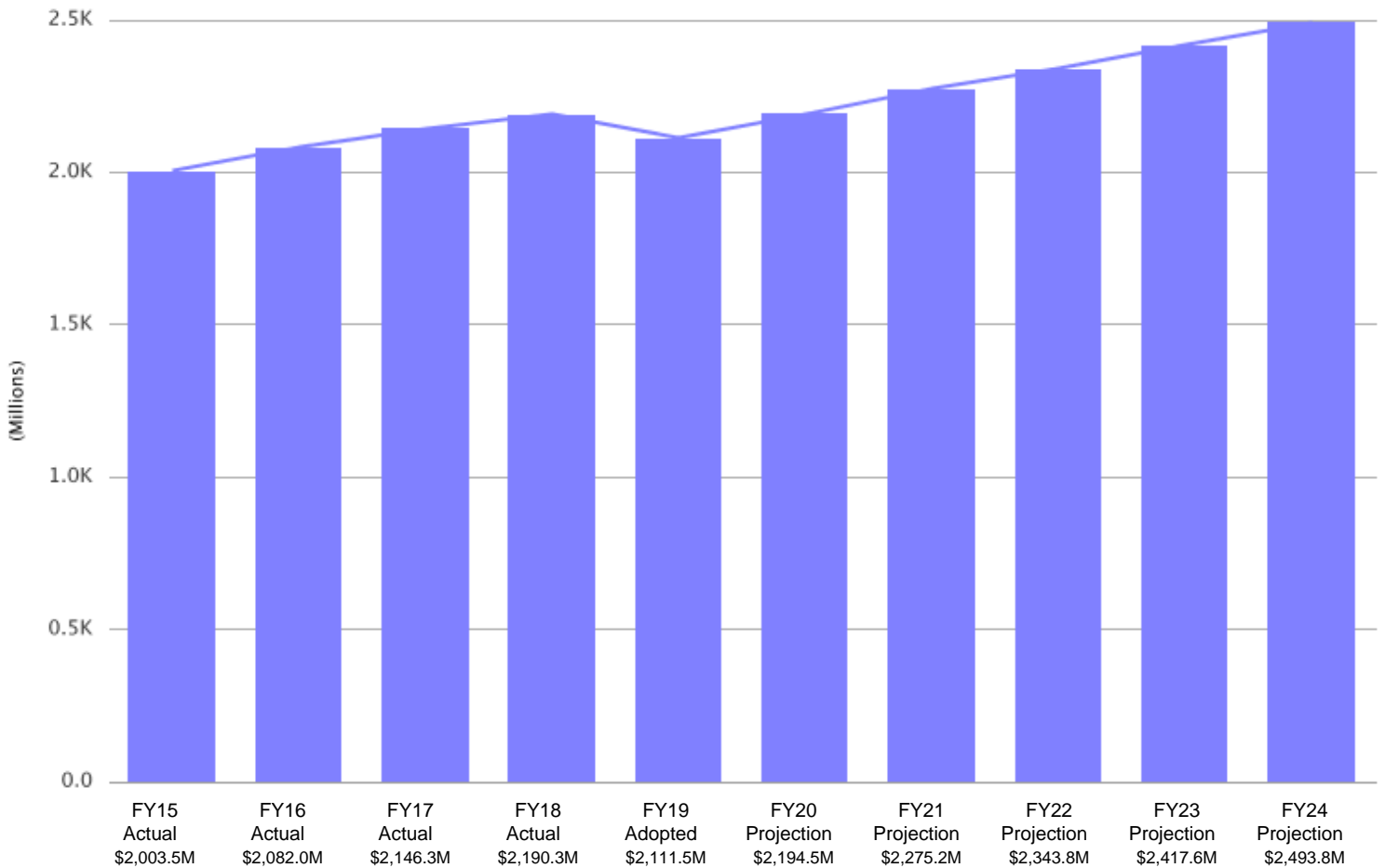
- Citywide, the **workers’ compensation** requirement is projected to remain constant in FY2020, and thereafter trending downward for FY2021-FY2024. The City will continue its effort in safety programs and other citywide initiatives and monitor the impact on the number of projected workers’ compensation claims.
- **Utilities** (natural gas and electricity) are projected to remain constant for FY2020-FY2024; however, the City will continually monitor and communicate with the vendors to identify and plan for potential increases or capitalize on any rate reductions. Traffic signals and street lights budgets are projected to remain unchanged.
- **Water and Sewer** forecast is projected to remain constant for FY2020-FY2022 as the current rates have been deemed sufficient to support operations and capital needs. There are planned increases of 3% in FY2023 and 2% in FY2024 in anticipation of possible system requirements.
- **Fuel and maintenance** projections are based on FY2018 utilization. Fuel is projected to remain constant over the next five years. Repairs and maintenance is anticipated to increase approximately 2% for fiscal years 2021 to 2024. The Department will continue to work to determine how it can gain efficiencies through fleet replacement and quantity reductions.

TOTAL OPERATING FUNDS EXPENDITURE PROJECTION

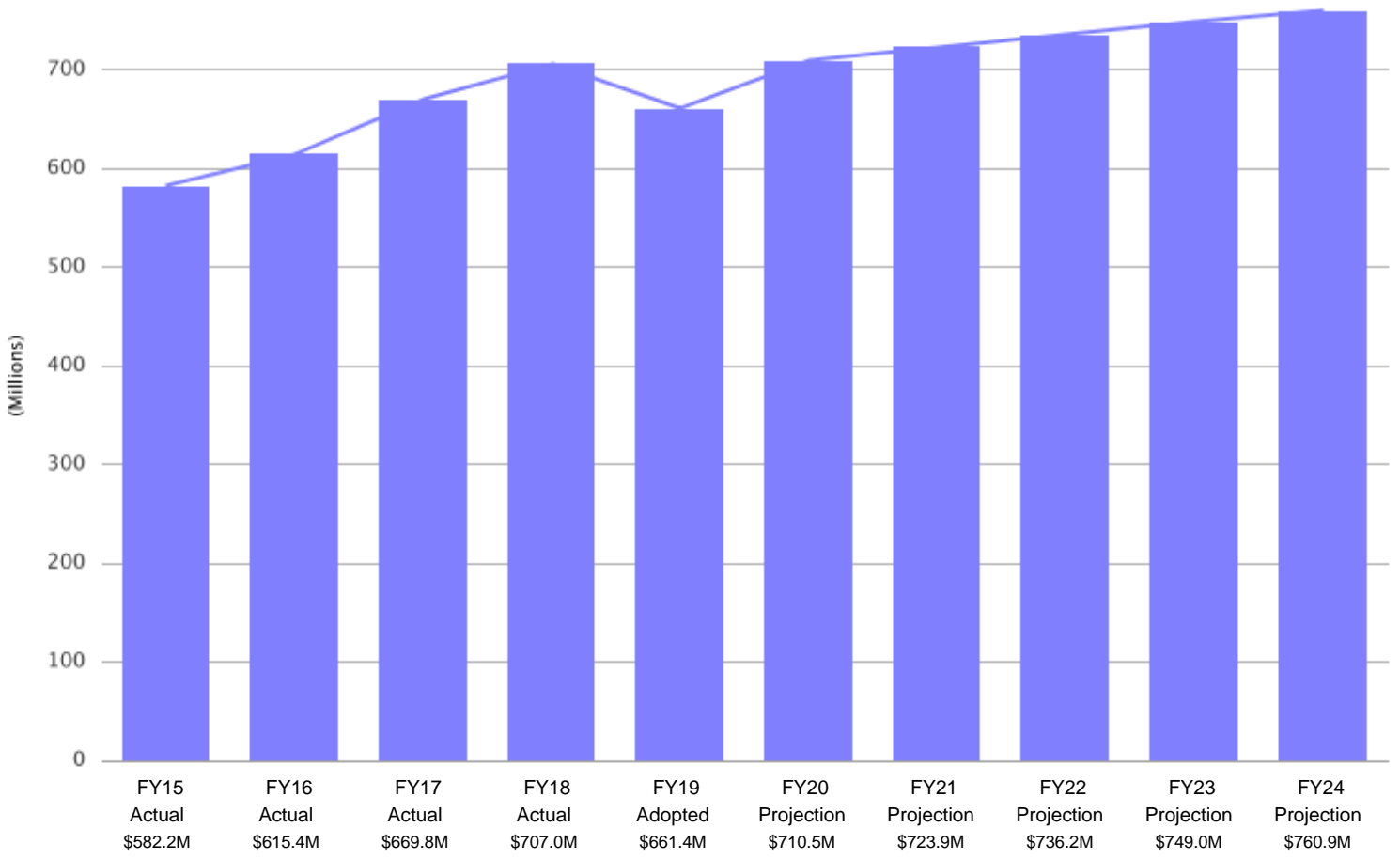
The charts below depict the total operating and general fund budgets, which includes the assumptions previously listed. The five-year plan includes funding to address the City’s infrastructure, living wage increases, Pension, Worker’s Compensation Claims, Employee Health and Other Post-Employment Benefits (OPEB), sinking fund requirements, citywide fund reserves, and debt service related to various citywide projects.

TOTAL EXPENDITURE PROJECTION GRAPH

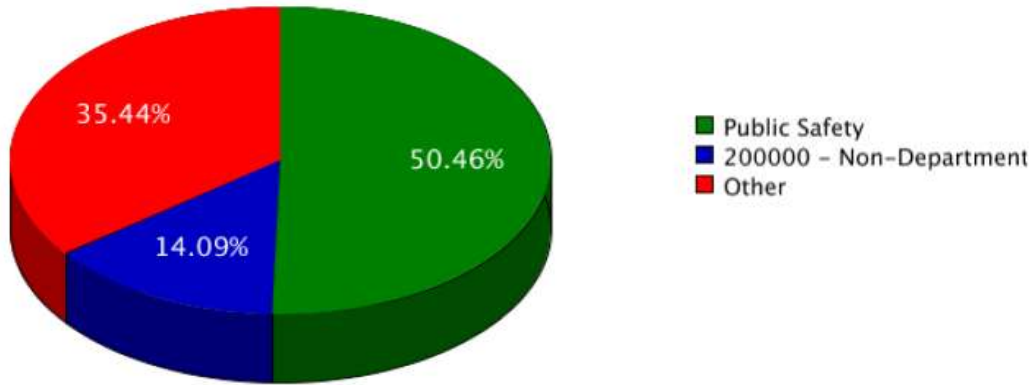
Operating



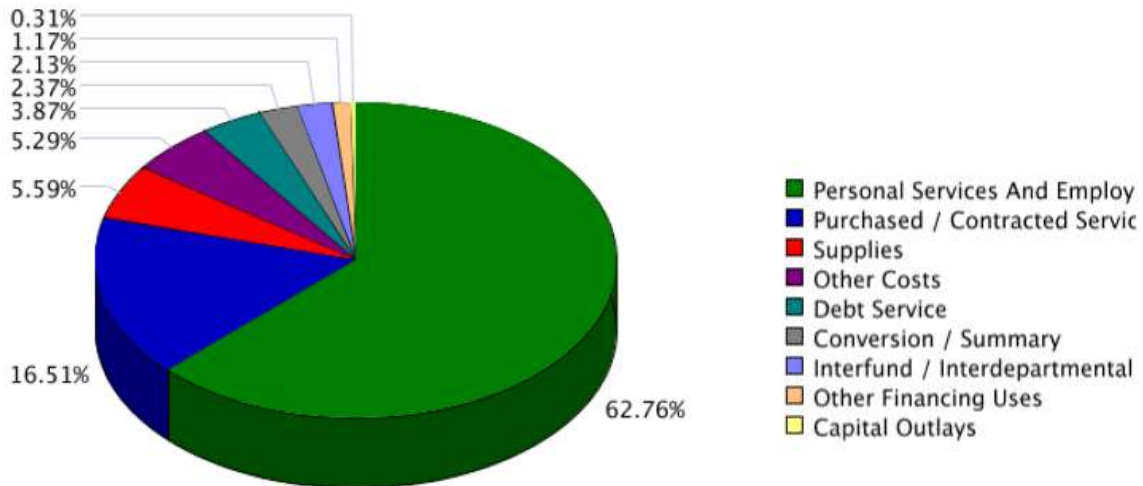
TOTAL EXPENDITURE PROJECTION GRAPH General Fund



**GENERAL FUND FY2020 BASELINE EXPENDITURE PROJECTION
BY MAJOR DEPARTMENTAL CATEGORY**



Sixty-five percent or 64.55% of the general fund costs are attributable to Public Safety and Non-Departmental, which includes debt service and other required obligations that must be funded irrespective of the number of staff employed. All other activities of City government such as public works, parks, code enforcement, planning, technology, and the support departments are funded with the remaining 35.44%.



Sixty-three percent or 62.76% of the general fund budget is comprised of Personnel expenses, of which Police Services is 41% and Fire & Rescue Services is 18% of the total. In addition to salaries, a large portion of the personnel expenses is health insurance as well as the **Defined Benefit pension plan** and other benefits paid by the City on behalf of the employees. The Defined Benefit pension plan was overhauled during the FY2012 budget adoption for general, sworn police and firefighter employees to address the growing pension crisis that had impacted the City's fiscal stability.

FUND AND DEPARTMENTAL PROJECTIONS

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

GENERAL FUND

ENTERPRISE AND OTHER FUNDS

Emergency 911 Fund

Hotel/Motel Tax Fund

Rental/Motor Vehicle Tax Fund (Car Rental)

Water & Wastewater Fund

Solid Waste Fund

Aviation Revenue Fund

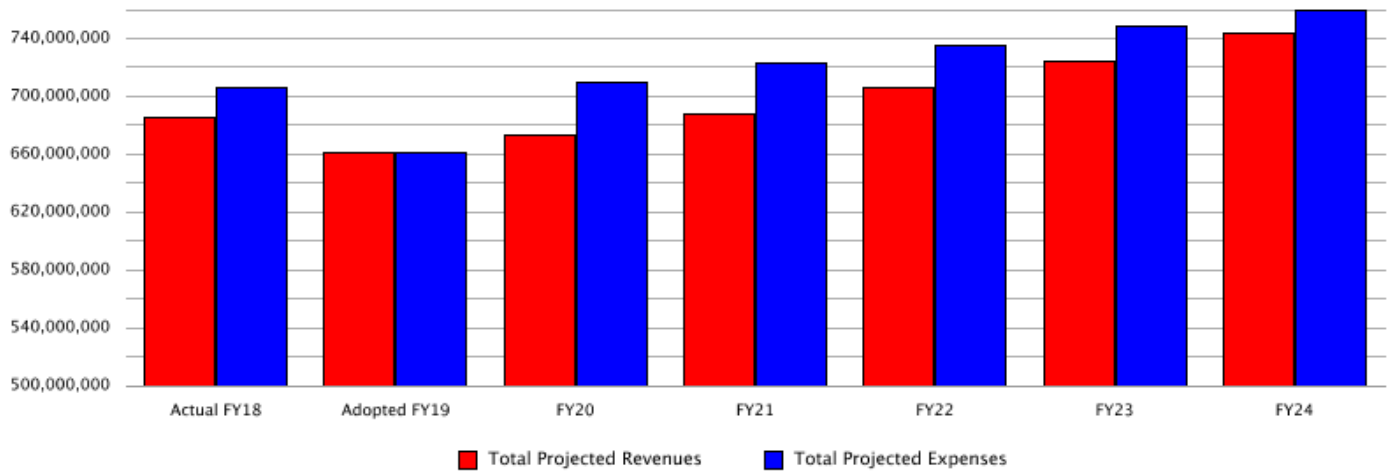
City Plaza Fund

Fleet Services Fund

Group Insurance Fund



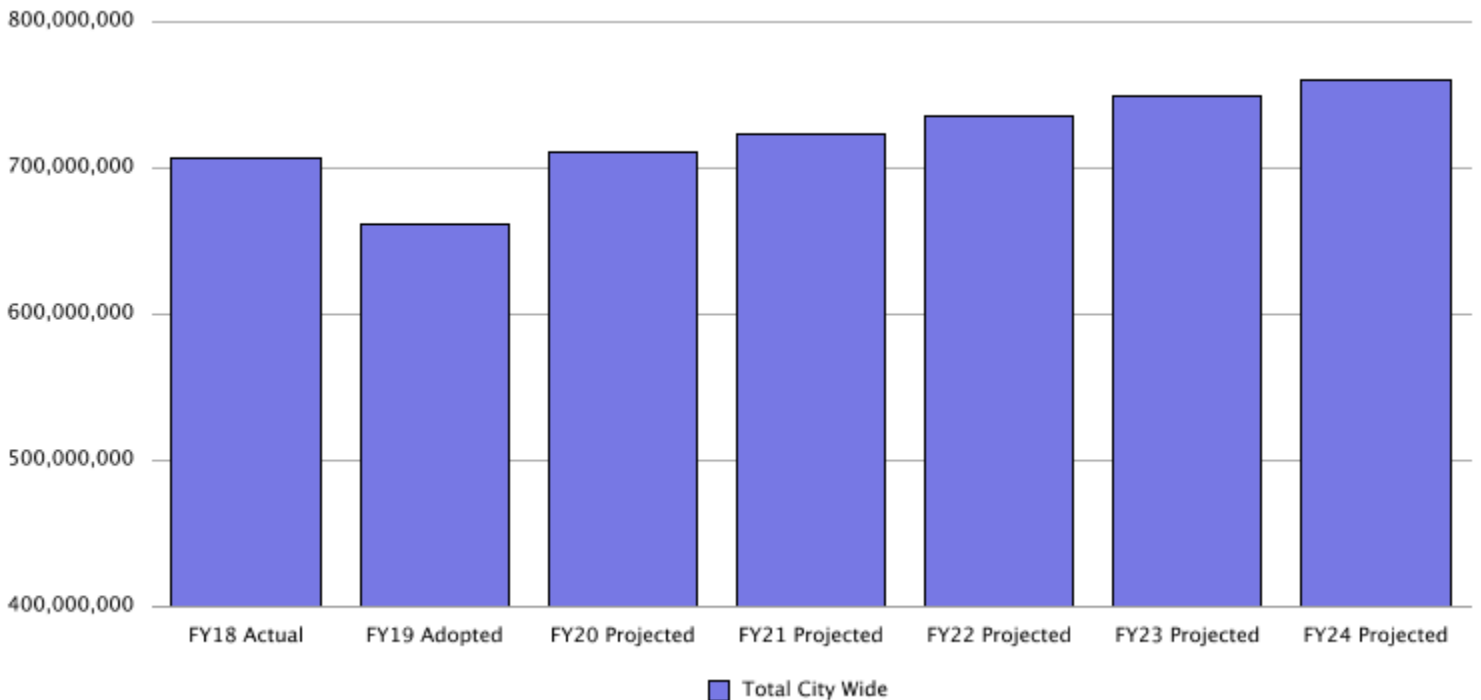
General Fund - Five Year Plan by Major Account Group



	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Total Plan Years
Projected Revenues	Actual	Adopted						
Property Taxes	\$206,522,773	\$208,451,068	\$218,499,154	\$224,164,795	\$229,791,368	\$235,004,999	\$240,634,397	\$1,148,094,712
Public Utility, Alcoholic Beverage and Other	\$106,442,797	\$106,923,683	\$107,712,019	\$111,966,359	\$116,659,508	\$121,855,681	\$127,630,290	\$585,823,857
Local Option Sales Taxes	\$110,183,776	\$108,730,000	\$115,427,417	\$117,787,084	\$122,311,414	\$127,006,627	\$131,879,178	\$614,411,721
Licenses and Permits Revenue	\$117,251,072	\$118,275,544	\$121,770,548	\$123,758,629	\$125,801,552	\$127,900,846	\$130,058,083	\$629,289,659
Other Revenue	\$26,664,277	\$7,332,494	\$6,287,573	\$6,322,138	\$6,357,236	\$6,392,955	\$6,429,408	\$31,789,311
Charges For Current Services	\$6,884,755	\$4,582,826	\$4,562,206	\$4,680,665	\$4,815,277	\$4,967,856	\$5,140,474	\$24,166,477
Federal Revenues	\$348,370	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State and Local Governments	\$354,711	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fines, Forfeitures and Penalties	\$20,629,181	\$23,472,056	\$22,211,707	\$22,229,084	\$22,246,512	\$22,263,993	\$22,281,525	\$111,232,821
Building Rentals and Concessions	\$13,864,504	\$13,990,662	\$4,369,614	\$4,433,103	\$4,498,422	\$4,565,626	\$4,634,768	\$22,501,534
Indirect Costs Recovery	\$36,209,060	\$30,000,000	\$30,000,000	\$30,660,000	\$31,334,520	\$32,023,879	\$32,728,405	\$156,746,804
Hotel & Motel Tax Revenue	\$19,593,067	\$19,151,183	\$21,800,045	\$21,821,413	\$21,842,802	\$21,864,213	\$21,885,645	\$109,214,120
Pilot & Franchise Fees	\$20,483,276	\$20,483,276	\$20,677,178	\$20,872,918	\$21,070,510	\$21,269,973	\$21,471,324	\$105,361,903
Total Projected Revenues	\$685,431,620	\$661,392,792	\$673,317,462	\$688,696,189	\$706,729,121	\$725,116,649	\$744,773,499	\$3,538,632,920
Projected Expenses								
Personnel Services And Employee Benefits	\$428,200,794	\$414,119,019	\$445,883,409	\$457,379,279	\$468,803,531	\$476,907,867	\$487,414,684	\$2,336,388,771
Purchased / Contracted Services	\$113,361,694	\$105,838,106	\$117,317,550	\$117,662,240	\$120,369,234	\$121,071,995	\$125,006,490	\$601,427,509
Supplies	\$43,705,763	\$38,786,044	\$39,739,450	\$39,845,116	\$39,845,902	\$40,106,928	\$40,281,302	\$199,818,697
Capital Outlays	\$1,145,961	\$1,001,075	\$2,235,546	\$2,235,546	\$2,300,721	\$2,369,806	\$2,443,036	\$11,584,654
Interfund / Interdepartmental Charges	\$15,113,183	\$15,165,321	\$15,112,787	\$15,399,879	\$15,405,331	\$15,410,891	\$15,416,555	\$76,745,444
Other Costs	\$39,024,214	\$35,836,830	\$37,572,319	\$39,875,630	\$37,497,061	\$37,461,075	\$37,427,941	\$189,834,026
Debt Service	\$11,168,029	\$9,826,876	\$27,511,801	\$27,532,922	\$27,608,641	\$29,861,218	\$28,442,634	\$140,957,217
Conversion / Summary	-	\$4,650,754	\$16,832,937	\$17,217,405	\$17,668,228	\$18,127,916	\$18,619,337	\$88,465,823
Other Financing Uses	\$55,326,651	\$36,168,768	\$8,282,758	\$6,714,041	\$6,688,697	\$7,648,857	\$5,850,022	\$35,184,377
Total Projected Expenses	\$707,046,288	\$661,392,792	\$710,488,556	\$723,862,058	\$736,187,347	\$748,966,554	\$760,902,001	\$3,680,406,516
Revenues Over (Under) Expenses	(21,614,669)	0	(37,171,094)	(35,165,869)	(29,458,226)	(23,849,904)	(16,128,503)	(141,773,597)
Variance %	(3%)	0%	(6%)	(5%)	(4%)	(3%)	(2%)	(4%)

PROJECTED EXPENSES BY DEPARTMENT General Fund

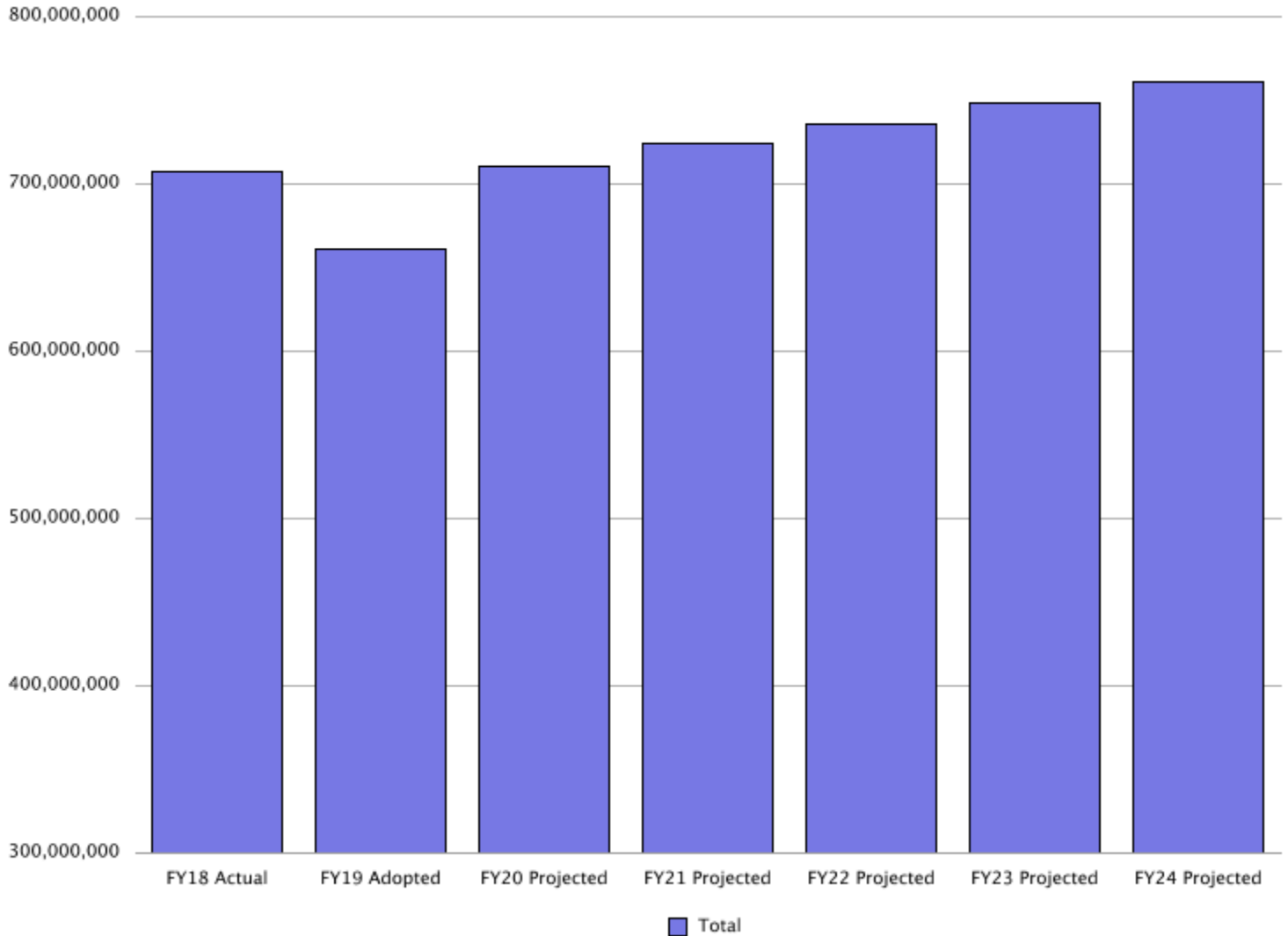
	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
City Council	9,199,072	11,443,400	10,991,647	11,023,272	11,054,543	11,052,917	11,085,941
Executive Offices	48,015,529	36,337,592	18,414,897	18,469,971	18,551,957	18,610,267	18,668,315
Department Of Atlanta Information Management	35,287,478	31,068,962	32,983,824	33,041,323	33,120,510	33,372,057	33,277,243
Department Of Law	9,052,717	7,016,102	7,913,165	7,934,719	7,953,159	7,978,304	7,999,703
Department Of Corrections	35,144,528	32,637,347	33,386,570	32,799,636	32,818,212	31,014,669	31,254,532
Department Of Finance	17,403,614	16,717,021	16,900,428	16,954,723	17,006,761	17,064,759	17,121,670
Department Of Procurement	2,036,539	2,405,140	2,537,281	2,548,801	2,544,488	2,557,533	2,569,667
Department Of Public Works	53,248,147	47,954,438	62,647,168	63,428,602	63,991,464	63,739,024	65,024,797
Dept Of Parks & Recreation	39,344,422	38,935,115	41,339,801	42,564,946	43,690,485	44,911,274	46,110,674
Department Of Watershed Management	2,930	-	-	-	-	-	-
Judicial Agencies	13,635,785	13,395,410	13,446,383	13,475,041	13,529,445	13,594,901	13,659,414
Non-Departmental	94,829,992	97,786,962	100,121,224	102,586,613	101,934,587	103,890,866	103,325,569
Department Of Human Resources	7,835,722	6,010,618	7,372,632	7,067,702	7,090,728	7,125,839	7,164,737
Department Of Fire Services	90,073,122	87,874,679	91,458,774	92,505,139	93,413,652	98,735,113	108,451,239
Department Of Police Services	199,597,586	194,060,421	207,845,425	216,101,994	226,031,373	231,157,732	231,292,727
Department of City Planning	38,752,889	23,529,072	23,627,508	23,719,357	23,809,049	23,906,437	24,001,009
Department Of The Solicitor	7,261,368	6,587,999	7,801,646	7,824,831	7,865,782	8,043,853	7,909,881
Department Of Ethics	516,583	877,864	991,267	995,184	955,012	956,964	958,903
Atlanta Citizens Review Board	757,440	879,920	953,155	938,353	938,157	998,583	940,047
Department Of Audit	1,656,629	1,976,552	2,179,751	2,189,126	2,194,102	2,204,333	2,209,676
Department Of Public Defender	3,394,196	3,898,180	4,598,641	4,686,537	4,652,998	4,725,407	4,693,279
Department Of Enterprise Asset Management	-	-	21,350,010	21,371,821	21,404,066	21,681,537	21,531,475
Department Of Customer Service	-	-	1,627,359	1,634,365	1,636,819	1,644,185	1,651,502
Total City Wide	\$707,046,288	\$661,392,792	\$710,488,556	\$723,862,058	\$736,187,347	\$748,966,554	\$760,902,001



PROJECTED EXPENSES BY MAJOR CATEGORY

General Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Personnel Services And Employee Benefits	428,200,794	414,119,019	445,883,409	457,379,279	468,803,531	476,907,867	487,414,684
Purchased / Contracted Services	113,361,694	105,838,106	117,317,550	117,662,240	120,369,234	121,071,995	125,006,490
Supplies	43,705,763	38,786,044	39,739,450	39,845,116	39,845,902	40,106,928	40,281,302
Capital Outlays	1,145,961	1,001,075	2,235,546	2,235,546	2,300,721	2,369,806	2,443,036
Interfund / Interdepartmental Charges	15,113,183	15,165,321	15,112,787	15,399,879	15,405,331	15,410,891	15,416,555
Other Costs	39,024,214	35,836,830	37,572,319	39,875,630	37,497,061	37,461,075	37,427,941
Debt Service	11,168,029	9,826,876	27,511,801	27,532,922	27,608,641	29,861,218	28,442,634
Conversion / Summary	-	4,650,754	16,832,937	17,217,405	17,668,228	18,127,916	18,619,337
Other Financing Uses	55,326,651	36,168,768	8,282,758	6,714,041	6,688,697	7,648,857	5,850,022
Total	\$707,046,288	\$661,392,792	\$710,488,556	\$723,862,058	\$736,187,347	\$748,966,554	\$760,902,001



GENERAL FUND

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.

PERSONNEL SERVICES AND EMPLOYEE BENEFITS

This major expenditure category accounts for all employer costs related to compensating employees of the City of Atlanta. This includes annual salaries paid to employees occupying authorized positions; including Regular, Permanent Part-Time, Sworn classifications as well as Extra Help and Overtime. Also captured are benefits such as Life, Health Insurance, Pension, Retiree and Medical Contributions as well as Unemployment Insurance and Worker’s Compensation.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Personnel Services And Employee Benefits	\$445,883,409	\$457,379,279	\$468,803,531	\$476,907,867	\$487,414,684

FY 2020-24 Forecast:

Personnel costs for Fiscal Year 2020 reflect the City’s commitment via Ordinance 18-O-1629 to address police compensation through investments of approximately \$10M annually from Fiscal Year 2019 to 2022. Also included is the minimum wage increase to \$15 per hour, full cost allocations for active employees, and the transition of grant funded positions back to the general fund. More specifically, positions funded through the Fire Department’s *Staffing for Adequate Fire and Emergency Response (SAFER) Grant* and the Atlanta Police Department’s *2014 Community Oriented Police Services (COPS) Grant*.

FY2020 Group Health Insurance remained constant with an anticipated increase of 3% from Fiscal Year 2021 – 2024. Pension rates were adjusted for all Defined Benefit Plans to account for the Actuarially Determined Contribution (ADC). As a result, the General Employee, Police and Fire Benefit plans are expected to increase over the forecast period.

PURCHASED/CONTRACTED SERVICES

This major expenditure category includes general and technical professional consulting services. Most of these consulting expenditures are contracted services with a small amount contributed to direct vendor disbursements. Also, within this major category are repair and maintenance agreements covering the upkeep of buildings and equipment, operating rental/lease contracts for equipment, vehicles, land and buildings and other expenditures related to advertising, travel and training.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Purchased/ Contracted Services	\$117,317,550	\$117,662,240	\$120,369,234	\$121,071,995	\$125,006,490

FY2020-24 Forecast:

Contractual Services for Fiscal Years 2020 through 2024 reflect escalating costs for lease agreements and contract renewals. This includes police precincts, Harris Towers office space for Parks and Recreation and service contracts to support the reclassification of Offices to standalone Departments; Enterprise Assets Management and Customer Service.

Over the next five years, there is continued support for the Arts, Pre-Arrest Diversion Program, Citywide Clean Up Crews, and technological enhancements for computer equipment, cloud-based software and support services to create a more robust and secure environment.

SUPPLIES

This major expenditure category includes consumable and non-consumable supplies related to department operations. Examples include basic office supplies, books, periodicals, small equipment less than \$1,000, postage and uniforms. Also included in this category are citywide utility expenses such as water, gas and electricity.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Supplies	\$39,739,450	\$39,845,116	\$39,845,902	\$40,106,928	\$40,281,302

FY2020-24 Forecast:

Supply usage over the next five years reflect operational growth and increases in utility costs for Water and Sewer by 3% in Fiscal Year 2023 and 2% in Fiscal Year 2024. There are no anticipated increases for electricity, gas, street lights or traffic signals over the forecast period.

CAPITAL OUTLAYS

This major category accounts for expenditures which result in the acquisition of or addition to fixed assets and meet these criteria: has an anticipated useful life of more than one year; costs more than \$5,000, can be permanently identified as an individual unit of property; belongs to one of the following categories: land, buildings, structures and improvements, equipment, constitutes a tangible, permanent addition to the value of City assets.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Capital Outlays	\$2,235,546	\$2,235,546	\$2,300,721	\$2,369,806	\$2,443,036

FY2020-24 Forecast:

Fiscal Years 2020 through 2024 reflects anticipated increases in cost including legislatively mandated police body cameras and video storage for the Atlanta Police Department. Resolution 16-R-4096 authorized the purchase of 1,200 Police worn cameras to enforce greater transparency from law enforcement agencies. Upon the completion of this procurement, Capital Outlays will continue to trend as anticipated for small equipment purchases that support departmental operations.

INTERFUND/ INTERDEPARTMENTAL CHARGES

This major category includes city charge back expenditures related to fuel and maintenance for equipment used in the line of city business such as garbage trucks, fire trucks and police cars. Also, included in the category are indirect cost allocated to various departments based on a cost allocation study.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Interfund/ Interdepartmental Charges	\$15,112,787	\$15,399,879	\$15,405,331	\$15,410,891	\$15,416,555

FY2020-24 Forecast:

Fuel and Maintenance projections are based on Fiscal Year 2018 utilization. Fuel is projected to remain constant over the next five years. Repairs and maintenance is anticipated to increase approximately 2% for fiscal years 2021 and maintain that trend through 2024. The Department will continue to work to determine how it can gain efficiencies through fleet replacement and quantity reductions.

OTHER COSTS

This major category includes payments to other governmental and local agencies such as Fulton and Dekalb County. Other items in this category include debt and contingency reserves.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Costs	\$37,572,319	\$39,875,630	\$37,497,061	\$37,461,075	\$37,427,941

FY2020-24 Forecast:

Over the next five years, Other Costs include payments to Fulton and Dekalb County (i.e. County taxes and Fire MOU) and Other Post-Employment Benefits (OPEB). These expenses are projected to remain constant with the exception of Fiscal Year 2021. The 6% escalation from Fiscal Year 2020 to 2021 is due to election expenses which are budgeted every four years with expenses incurred in the year prior to the election.

DEBT SERVICES

Debt Service is a major expenditure that accounts for bond and other debt instruments. It includes principal and interest payments for debts issued.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Debt Service	\$27,511,801	\$27,532,922	\$27,608,641	\$29,861,218	\$28,442,634

FY2020-24 Forecast:

Over the next five years, the City's debt obligations will remain constant from Fiscal Year 2020 to 2022. The projected increase in Fiscal Year 2023 is primarily due to bond principal payments related to the 1998 Certificate of Participation (COPS).

CONVERSION/ SUMMARY

This major category accounts for the City's budgetary reserve set aside for emergencies and unforeseen expenditures. This account sets aside a percentage of revenues as part of the annual adopted budgeted.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Conversion/ Summary	\$16,832,937	\$17,217,405	\$17,668,228	\$18,127,916	\$18,619,337

FY2020-24 Forecast:

The Conversion/Summary expenditure category accounts for Restricted Reserves budgeted in Non-Departmental at 2.5% of anticipated revenues.

OTHER FINANCING USES

Other Financing Uses are expenditures not accounted for by other major categories. It includes operating transfers out to other funds and sinking fund requirements.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Financing Uses	\$8,282,758	\$6,714,041	\$6,688,697	\$7,648,857	\$5,850,022

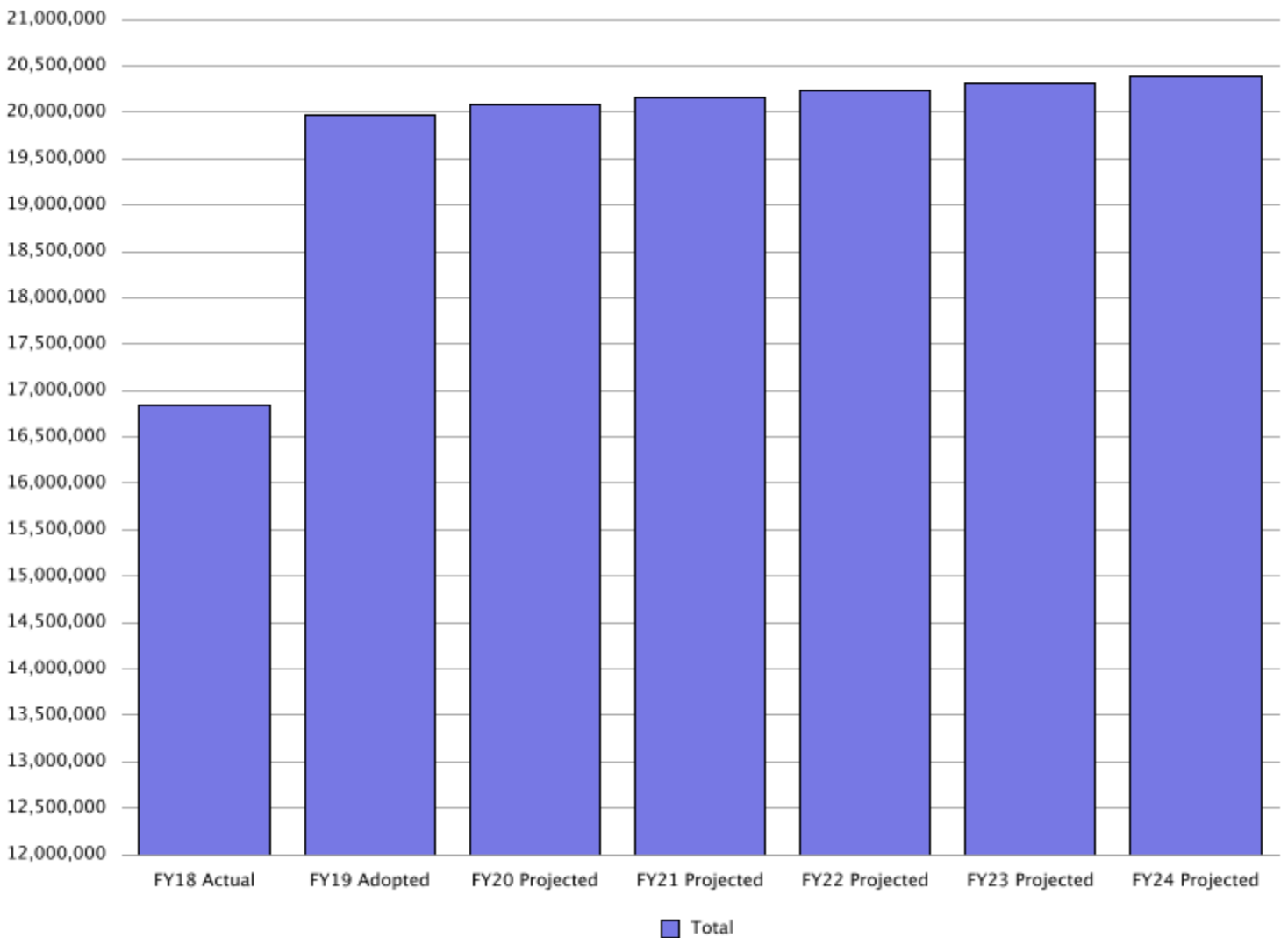
FY2020-24 Forecast:

Scheduled payments for equipment leased through the Georgia Municipal Association, Inc. (GMA) are reflected over the forecast period.



EXPENDITURES BY MAJOR CATEGORY Emergency Telephone System

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Personal Services And Employee Benefits	11,444,116	11,671,599	10,237,692	10,297,970	10,353,024	10,416,625	10,478,833
Purchased / Contracted Services	5,302,226	8,168,632	9,385,276	7,972,890	8,019,569	8,030,553	8,043,790
Supplies	95,517	70,416	477,414	1,102,414	1,074,414	1,074,414	1,074,414
Capital Outlays	5,097	5,160	-	800,000	800,000	800,000	800,000
Other Costs	5,970	70,368	-	-	-	-	-
Total	\$16,852,925	\$19,986,175	\$20,100,382	\$20,173,274	\$20,247,007	\$20,321,592	\$20,397,037



EMERGENCY TELEPHONE SYSTEM (E911) FUND

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

PERSONNEL SERVICES AND EMPLOYEE BENEFITS

This major expenditure category accounts for all employer costs related to compensating employees of the City of Atlanta. This includes annual salaries paid to employees occupying authorized positions; including Regular, Permanent Part-time, Sworn classifications as well as extra help and overtime. Also captured are benefits such as Life, Health Insurance, Pension, Retiree and Medical Contributions as well as Unemployment Insurance and Worker's Compensation.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Personnel Services And Employee Benefits	\$10,237,692	\$10,297,970	\$10,353,024	\$10,416,625	\$10,478,833

FY 2020-24 Forecast:

Personnel costs are projected to remain constant over the forecast period. Also included is the minimum wage increase to \$15 per hour and associated employee benefits.

PURCHASED/CONTRACTED SERVICES

This major expenditure category includes general and technical professional consulting services. Most of these consulting expenditures are contracted services with a small amount contributed to direct vendor disbursements. Also, within this major category are repair and maintenance agreements covering the upkeep of buildings and equipment, operating rental/lease contracts for equipment, vehicles, land and buildings and other expenditures related to advertising, travel and training.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Purchased/ Contracted Services	\$9,385,276	\$7,972,890	\$8,019,569	\$8,030,553	\$8,043,790

FY2020-24 Forecast:

Over the next five years, expenditures are expected to fluctuate due to the installation of a new Computer Aided Design System (CAD) Solution which will reduce the need for outside consultants. Fiscal Year 2021 funding will be reallocated for supplies and capital outlay purchases.

SUPPLIES

This major expenditure category includes consumable and non-consumable supplies related to department operations. Examples include basic office supplies, books, periodicals, small equipment less than \$1,000, postage and uniforms. Also included in this category are citywide utility expenses such as water, gas and electricity.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Supplies	\$477,414	\$1,102,414	\$1,074,414	\$1,074,414	\$1,074,414

FY2020-24 Forecast:

Over the next five years, expenditures in this major category include general office supplies and internal AIM support for CAD and other E911 Systems.

CAPITAL OUTLAYS

This major category accounts for expenditures which result in the acquisition of or addition to fixed assets and meet these criteria: has an anticipated useful life of more than one year; costs more than \$5,000, can be permanently identified as an individual unit of property; belongs to one of the following categories: land, buildings, structures and improvements, equipment, constitutes a tangible, permanent addition to the value of City assets.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Capital Outlays	\$0	\$800,000	\$800,000	\$800,000	\$800,000

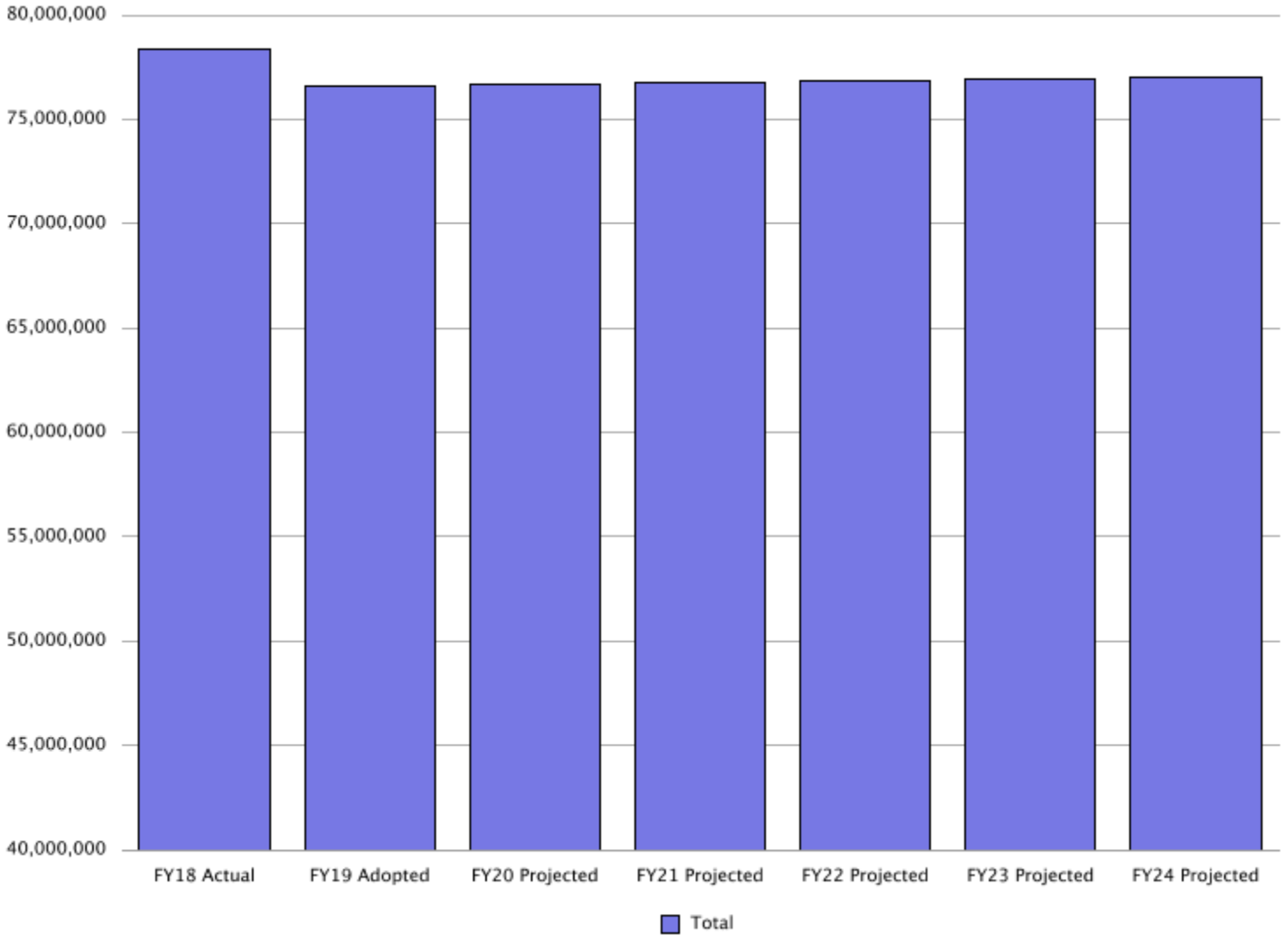
FY2020-24 Forecast:

Capital Outlays expenses beginning in Fiscal Year 2021 reflect estimated costs of upgrading to the Emergency Severity Index (ESI) Network.



EXPENDITURES BY MAJOR CATEGORY Hotel/Motel Tax Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Other Costs	58,810,562	57,484,203	57,541,690	57,599,232	57,656,831	57,714,488	57,772,202
Other Financing Uses	19,593,067	19,151,183	19,170,335	19,189,505	19,208,695	19,227,904	19,247,132
Total	\$78,403,629	\$76,635,386	\$76,712,025	\$76,788,737	\$76,865,526	\$76,942,392	\$77,019,334



HOTEL/MOTEL TAX FUND

The hotel/motel tax fund budget accounts for the City's allocated share of the hotel/motel tax, which is 24.99%, with the remaining 75.01% distributed by the City between the Atlanta Conventions & Visitors Bureau, Georgia World Congress Center, and the Mercedes-Benz Stadium.

OTHER COST

This major expense category budgets for the anticipated amount to be transferred to the Atlanta Conventions & Visitor's Bureau, Georgia World Congress Center and the Mercedes-Benz Stadium.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Cost	\$57,541,690	\$57,599,232	\$57,656,831	\$57,714,488	\$57,772,202

FY 2020-24 Forecast:

Over the next five years, expenditures reflect the anticipated transfer amounts to the Atlanta Conventions & Visitors Bureau, Georgia World Congress Center and the Mercedes-Benz Stadium.

OTHER FINANCING USES

This major expense category budgets for the anticipated amount to be transferred to the City's General Fund.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Financing Uses	\$19,170,335	\$19,189,505	\$19,208,695	\$19,227,904	\$19,247,132

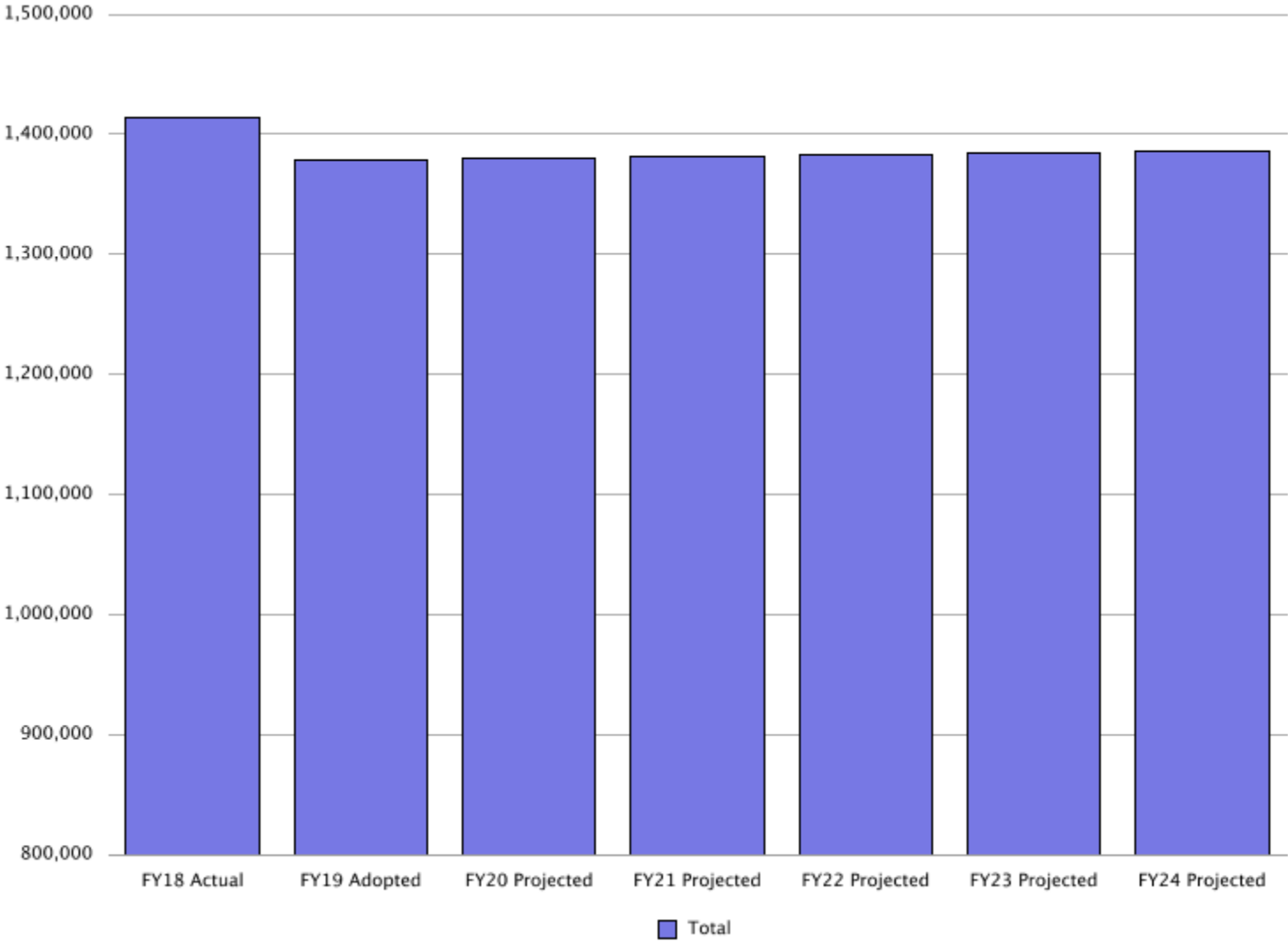
FY2020-24 Forecast:

Over the next five years, expenditures reflect the anticipated transfer amount to the general fund to support governmental operations.

EXPENDITURES BY MAJOR CATEGORY

Rental/Motor Vehicle Tax Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Other Costs	1,414,467	1,379,138	1,380,516	1,381,897	1,383,279	1,384,662	1,386,046
Total	\$1,414,467	\$1,379,138	\$1,380,516	\$1,381,897	\$1,383,279	\$1,384,662	\$1,386,046



RENTAL/MOTOR VEHICLE TAX FUND

The Rental/Motor Vehicle Fund correlates with travel and tourism activity and 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.

OTHER COST

This major expense category budgets for the anticipated amount to be transferred to the other government debt administrations for investment payments.

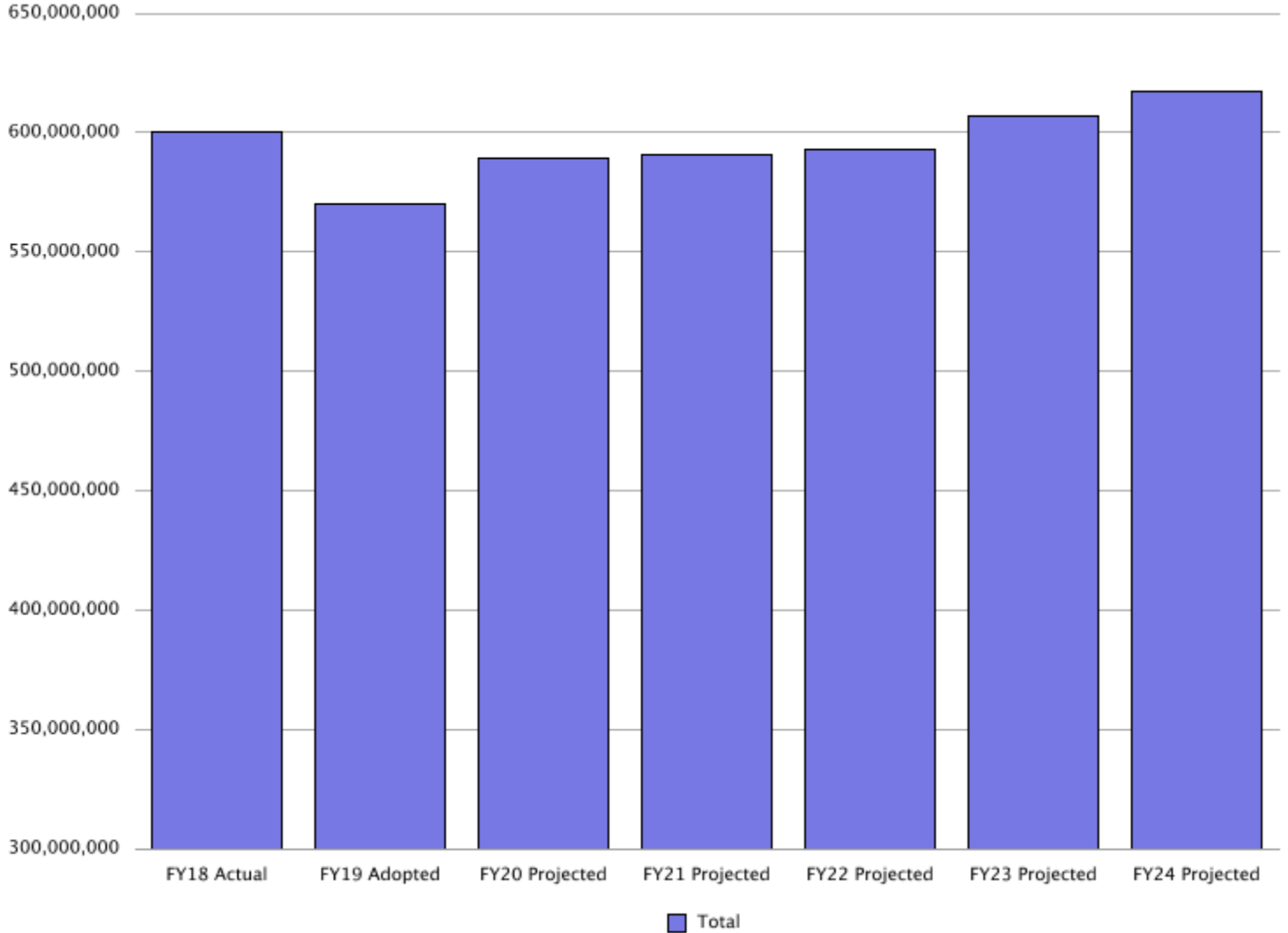
Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Cost	\$1,380,516	\$1,381,897	\$1,383,279	\$1,384,662	\$1,386,046

FY 2020-24 Forecast:

Over the next five years, expenditures are projected to remain relatively stable for anticipated debt service payments.

EXPENDITURES BY MAJOR CATEGORY Water & Wastewater Revenue Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Personal Services And Employee Benefits	100,555,711	100,871,790	105,120,685	105,678,464	106,065,602	106,665,679	107,247,127
Purchased / Contracted Services	45,735,961	76,549,408	85,063,224	85,125,955	85,182,124	83,076,393	83,151,716
Supplies	38,966,464	46,291,499	43,734,995	43,729,995	43,729,995	43,864,447	43,910,882
Capital Outlays	675,078	612,000	13,870	13,870	13,870	13,870	13,870
Interfund / Interdepartmental Charges	15,726,093	17,409,266	17,131,468	17,337,322	17,396,254	17,456,171	17,517,154
Other Costs	17,229,938	30,174,440	31,506,008	31,592,109	31,678,664	32,310,420	32,775,911
Debt Service	12,242,448	29,079,499	28,984,637	28,984,637	28,984,637	28,984,637	28,984,637
Conversion / Summary	-	21,544,514	10,800,578	11,864,308	13,257,017	28,033,837	37,206,893
Other Financing Uses	369,243,128	247,921,224	266,998,067	266,998,067	266,998,067	266,998,067	266,998,067
Total	\$600,374,821	\$570,453,640	\$589,353,534	\$591,324,729	\$593,306,232	\$607,403,522	\$617,806,258



WATER & WASTEWATER REVENUE 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. Water and Wastewater expenditure forecast accounts for departmental O & M, Debt Service, Fund-wide reserves and funding of City Departments.

PERSONNEL SERVICES AND EMPLOYEE BENEFITS

This major expenditure category accounts for all employer costs related to compensating employees of the City of Atlanta. This includes annual salaries paid to employees occupying authorized positions; including Regular, Permanent Part-time, Sworn classifications as well as extra help and overtime. Also captured are benefits such as Life, Health Insurance, Pension, Retiree and Medical Contributions as well as Unemployment Insurance and Worker's Compensation.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Personnel Services And Employee Benefits	\$105,120,685	\$105,678,464	\$106,065,602	\$106,665,679	\$107,247,127

FY 2020-24 Forecast:

Personnel costs are projected to remain relatively constant over the forecast period. Also included is the minimum wage increase to \$15 per hour and associated employee benefits.

PURCHASED/ CONTRACTED SERVICES

This major expenditure category includes general and technical professional consulting services. Most of these consulting expenditures are contracted services with a small amount contributed to direct vendor disbursements. Also, within this major category are repair and maintenance agreements covering the upkeep of buildings and equipment, operating rental/lease contracts for equipment, vehicles, land and buildings and other expenditures related to advertising, travel and training.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Purchased/ Contracted Services	\$85,063,224	\$85,125,955	\$85,182,124	\$83,076,393	\$83,151,716

FY2020-24 Forecast:

Over the next five years, Purchased/Contracted Services reflect the continued support of service agreements, building leases, insurance coverages, and repair and maintenance of various Department of Watershed Management facilities.

SUPPLIES

This major expenditure category includes consumable and non-consumable supplies related to department operations. Examples include basic office supplies, books, periodicals, small equipment less than \$1,000, postage and uniforms. Also included in this category are citywide utility expenses such as water, gas and electricity.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Supplies	\$43,734,995	\$43,729,995	\$43,729,995	\$43,864,447	\$43,910,882

FY 2020-24 Forecast:

Supply usage is projected to remain constant over the forecast period. This includes chemicals for water treatment, utilities, equipment and supplies to stock DWM Warehouses.

CAPITAL OUTLAYS

This major category accounts for expenditures which result in the acquisition of or addition to fixed assets and meet these criteria: has an anticipated useful life of more than one year; costs more than \$5,000, can be permanently identified as an individual unit of property; belongs to one of the following categories: land, buildings, structures and improvements, equipment, constitutes a tangible, permanent addition to the value of City assets.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Capital Outlays	\$13,870	\$13,870	\$13,870	\$13,870	\$13,870

FY2020-24 Forecast:

Capital Outlay expenditures for Watershed Management were transferred from the Operating Fund to the Renewal and Extension Fund. Projected expenses reflect the purchase of small equipment within the Executive Offices -TV Production operations.

INTERFUND/ INTERDEPARTMENTAL CHARGES

This major category includes city charge back expenditures related to fuel and maintenance for equipment used in the line of city business such as garbage trucks, fire trucks and police cars. Also, includes in the category are indirect cost allocated to various departments based on a cost allocation study.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Interfund/ Inter-departmental Charges	\$17,131,468	\$17,337,322	\$17,396,264	\$17,456,171	\$17,517,154

FY2020-24 Forecast:

Over the next five years, Interfund/ Inter-departmental charges include the Water and Wastewater Revenue Fund’s portion of the indirect cost allocation and fuel/maintenance expenses.

OTHER COSTS

This major category includes payments to other governmental and local agencies such as Fulton and Dekalb County. Other items in this category include bad debt and contingency reserves.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Costs	\$31,506,008	\$31,592,109	\$31,678,664	\$32,310,420	\$32,775,911

FY2020-24 Forecast:

Over the next five years, Other Costs include credit card charges/fees, property/liquidation expense, fines, and payments to Fulton County (Agreement with Fulton County where DWM pays a portion of the O&M costs at Fulton County Wastewater Treatment Plants).

DEBT SERVICES

Debt Service is a major expenditure that accounts for bond and other debt instruments. It includes principal and interest payments for debts issued.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Debt Services	\$28,984,637	\$28,984,637	\$28,984,637	\$28,984,637	\$28,984,637

FY2020-24 Forecast:

Debt services related expenses will remain constant over the forecast period. This includes principal and interest on DWM bonds and Georgia Environmental Finance Authority (GEFA) loans.

CONVERSION/ SUMMARY

This major category accounts for the budgetary reserve set aside for emergencies and unforeseen expenditures.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Conversion/ Summary	\$10,800,578	\$11,864,308	\$13,257,017	\$28,033,837	\$37,206,893

FY2020-24 Forecast:

The Conversion/Summary expenditure category accounts for Fund-Wide Reserves for the Department of Watershed Management.

OTHER FINANCING USES

Other Financing Uses are expenditures not accounted for by other major categories. It includes operating transfers out to other funds and sinking fund requirements.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Financing Uses	\$266,998,067	\$266,998,067	\$266,998,067	\$266,998,067	\$266,998,067

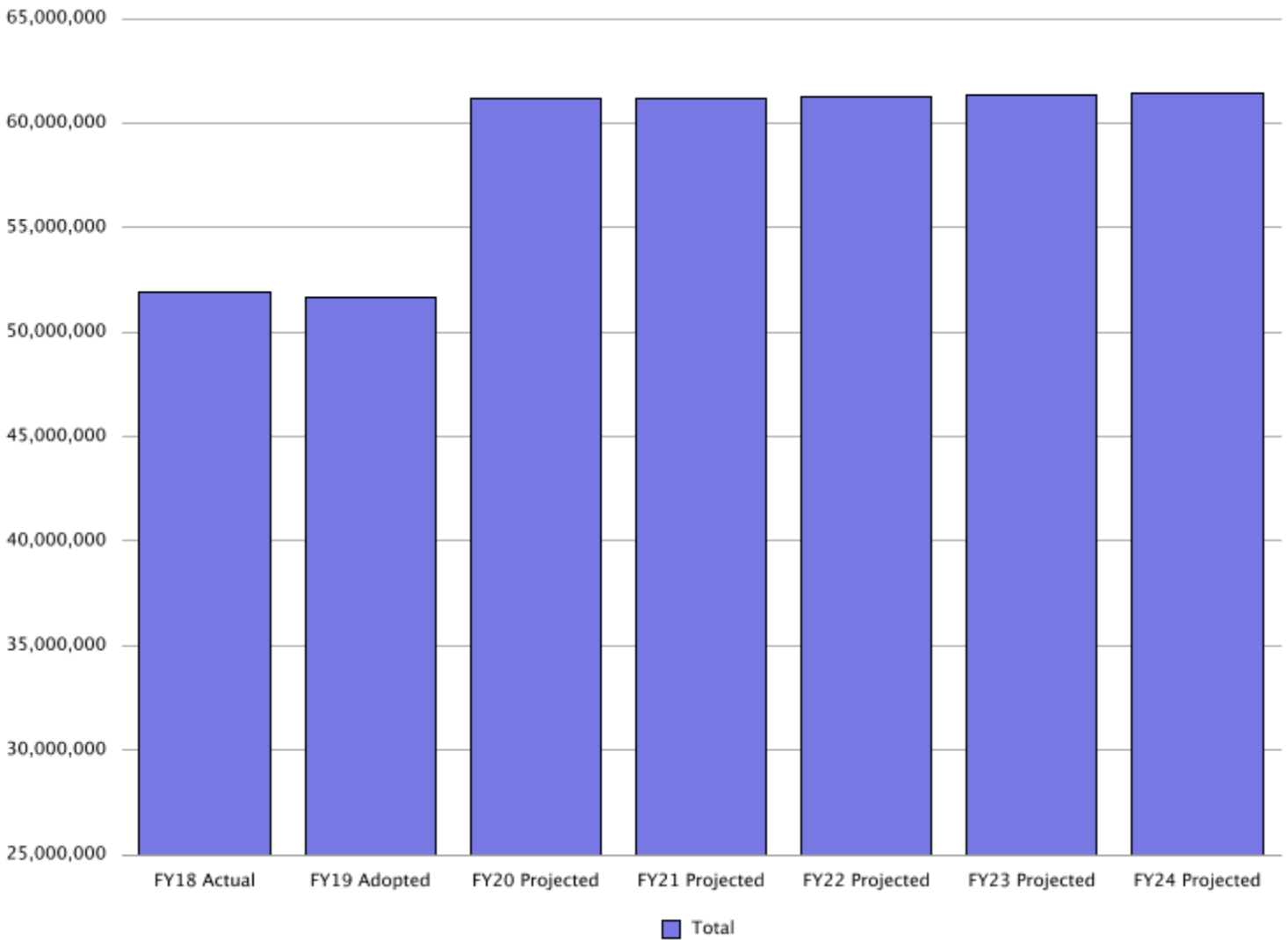
FY2020-24 Forecast:

Other financing uses over the next five years, will continue to support Department of Watershed Management debt service/sinking fund payments and PILOT/Franchise fee payments to the General Fund.



EXPENDITURES BY MAJOR CATEGORY Solid Waste Services Revenue Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Personal Services And Employee Benefits	27,521,014	29,958,332	30,463,231	30,582,197	30,088,019	30,233,433	30,360,408
Purchased / Contracted Services	10,044,230	5,108,928	13,414,129	13,239,836	13,731,466	13,574,565	13,430,480
Supplies	1,562,449	1,176,422	1,353,397	1,353,397	1,353,397	1,355,657	1,357,163
Capital Outlays	28,555	692,316	1,186,244	1,186,244	1,186,244	1,186,244	1,186,244
Interfund / Interdepartmental Charges	14,149,925	12,491,145	12,471,381	12,586,886	12,649,670	12,719,195	12,795,155
Other Costs	(3,199,975)	1,398,392	1,515,397	1,515,397	1,515,397	1,515,397	1,515,397
Debt Service	165,151	-	0	0	0	0	0
Other Financing Uses	1,689,660	892,036	788,955	788,955	788,955	788,955	788,955
Total	\$51,961,008	\$51,717,571	\$61,192,735	\$61,252,913	\$61,313,149	\$61,373,446	\$61,433,803



SOLID WASTE 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.

PERSONNEL SERVICES AND EMPLOYEE BENEFITS

This major expenditure category accounts for all employer costs related to compensating employees of the City of Atlanta. This includes annual salaries paid to employees occupying authorized positions; including Regular, Permanent Part-time, Sworn classifications as well as extra help and overtime. Also captured are benefits such as Life, Health Insurance, Pension, Retiree and Medical Contributions as well as Unemployment Insurance and Worker’s Compensation.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Personnel Services And Employee Benefits	\$30,463,231	\$30,582,197	\$30,088,019	\$30,233,433	\$30,360,408

FY 2020-24 Forecast:

Personnel costs are projected to remain constant over the forecast period. Also included is the minimum wage increase to \$15 per hour and associated employee benefits. This slight decrease in Fiscal Year 2022 is attributed to worker’s compensation claims.

PURCHASED/CONTRACTED SERVICES

This major expenditure category includes general and technical professional consulting services. Most of these consulting expenditures are contracted services with a small amount contributed to direct vendor disbursements. Also, within this major category are repair and maintenance agreements covering the upkeep of buildings and equipment, operating rental/lease contracts for equipment, vehicles, land and buildings and other expenditures related to advertising, travel, and training.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Purchased/ Contracted Services	\$13,414,129	\$13,239,836	\$13,731,466	\$13,574,565	\$13,430,480

FY 2020-24 Forecast:

Over the next five years, Purchased/Contracted Services are projected to increase due to costs associated with the City’s salvage disposal and recycling, CHaRm facilities, and Oracle licensing and related contracts.

SUPPLIES

This major expenditure category includes consumable and non-consumable supplies related to department operations. Examples include basic office supplies, books, periodicals, small equipment less than \$1,000, postage and uniforms. Also included in this category are citywide utility expenses such as water, gas, and electricity.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Supplies	\$1,353,397	\$1,353,397	\$1,353,397	\$1,355,657	\$1,357,163

FY 2020-24 Forecast:

General offices supplies, uniforms and utilities are projected to remain constant over the forecast period.

CAPITAL OUTLAYS

This major category accounts for expenditures which result in the acquisition of or addition to fixed assets and meet these criteria: has an anticipated useful life of more than one year; costs more than \$5,000, can be permanently identified as an individual unit of property; belongs to one of the following categories: land, buildings, structures and improvements, equipment, constitutes a tangible, permanent addition to the value of City assets.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Capital Outlays	\$1,186,244	\$1,186,244	\$1,186,244	\$1,186,244	\$1,186,244

FY 2020-24 Forecast:

Over the next five years, Capital Outlays reflect anticipated purchases for vehicles and equipment.

INTERFUND / INTERDEPARTMENTAL CHARGES

This major category includes city charge back expenditures related to fuel and maintenance for equipment used in the line of city business such as garbage trucks, fire trucks, and police cars. Also, includes in the category are indirect cost allocated to various departments based on a cost allocation study.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Interfund / Interdepartmental Charges	\$12,471,381	\$12,586,886	\$12,649,670	\$12,719,195	\$12,795,155

FY 2020-24 Forecast:

Over the next five years, the Interfund/Interdepartmental charges include the Solid Waste Fund's portion of the indirect cost allocation as well as fuel and preventative maintenance expenses.

OTHER COSTS

This major category includes payments to other governmental and local agencies such as Fulton and Dekalb County. Other items in this category include debt and contingency reserves.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Costs	\$1,515,397	\$1,515,397	\$1,515,397	\$1,515,397	\$1,515,397

FY 2020-24 Forecast:

Other Costs include expenses for Retiree Benefits, Group Life and Group Health over the forecast period.

OTHER FINANCING USES

Other Financing Uses are expenditures not accounted for by other major categories. It includes operating transfers out to other funds and sinking fund requirements.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Financing Uses	\$788,955	\$788,955	\$788,955	\$788,955	\$788,955

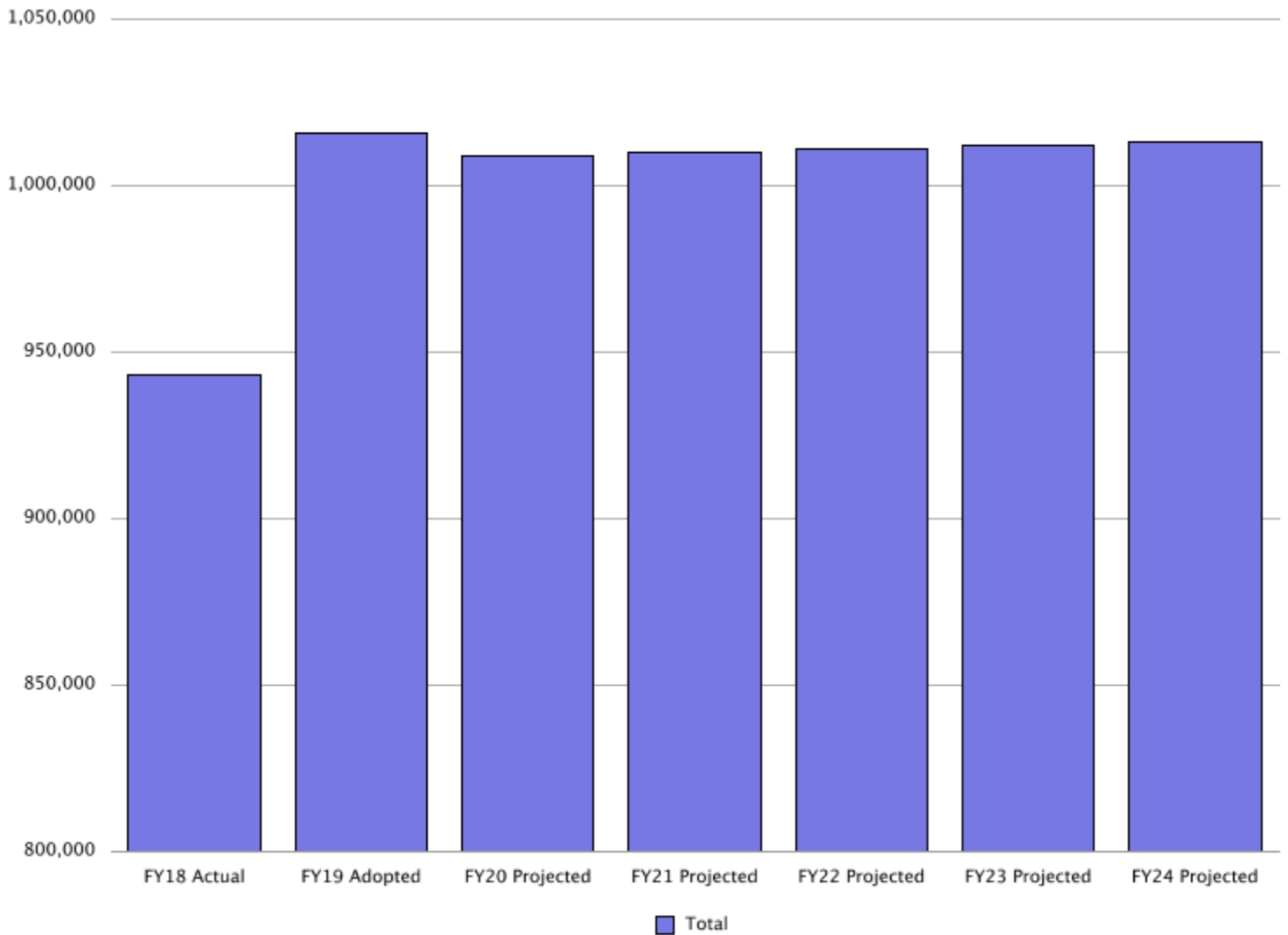
FY 2020-24 Forecast:

Over the next five years, Other Financing Uses account for anticipated GMA lease payments and funding for capital related projects.



EXPENDITURES BY MAJOR CATEGORY City Plaza Project Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Purchased / Contracted Services	97,727	281,206	248,129	247,555	252,240	252,450	250,409
Interfund / Interdepartmental Charges	143,832	22,644	47,741	48,424	49,349	50,250	51,128
Debt Service	701,400	711,750	713,250	714,150	709,550	709,450	711,625
Total	\$942,959	\$1,015,600	\$1,009,120	\$1,010,129	\$1,011,139	\$1,012,150	\$1,013,162



CITY PLAZA OPERATING FUND

The City Plaza Operating Fund was established to track the revenues, expenses and bond proceeds incurred from the operation of the City Plaza Project. A portion of the bond proceeds will be used to reimburse the City for the acquisition costs of the City Plaza Project. Revenues for the fund are derived from rents from residents, tenants, and parking fees.

PURCHASED/ CONTRACTED SERVICES

This major expenditure category includes general and technical professional consulting services. Most of these consulting expenditures are contracted services with a small amount contributed to direct vendor disbursements. Also, within this major category are repair and maintenance agreements covering the upkeep of buildings and equipment, operating rental/lease contracts for equipment, vehicles, land and buildings and other expenditures related to advertising, travel and training.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Purchased/ Contracted Services	\$248,129	\$247,555	\$252,240	\$252,450	\$250,409

FY 2020-24 Forecast:

Over the next five years, expenses include funding for operational repairs and maintenance of the City Plaza Building.

INTERFUND / INTERDEPARTMENTAL CHARGES

This major category includes city charge back expenditures related to fuel and maintenance for equipment used in the line of city business such as garbage trucks, fire trucks and police cars. Also, included in the category are indirect cost allocated to various departments based on a cost allocation study.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Interfund/ Interdepartmental Charges	\$47,741	\$48,424	\$49,349	\$50,250	\$51,128

FY2020-24 Forecast:

Over the next five years, Interfund/Interdepartmental charges include City Plaza's portion of the indirect cost allocation.

DEBT SERVICE

Debt Service is a major expenditure that accounts for bond and other debt instruments. It includes principal and interest payments for debts issued.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Debt Service	\$713,250	\$714,150	\$709,550	\$709,450	\$711,625

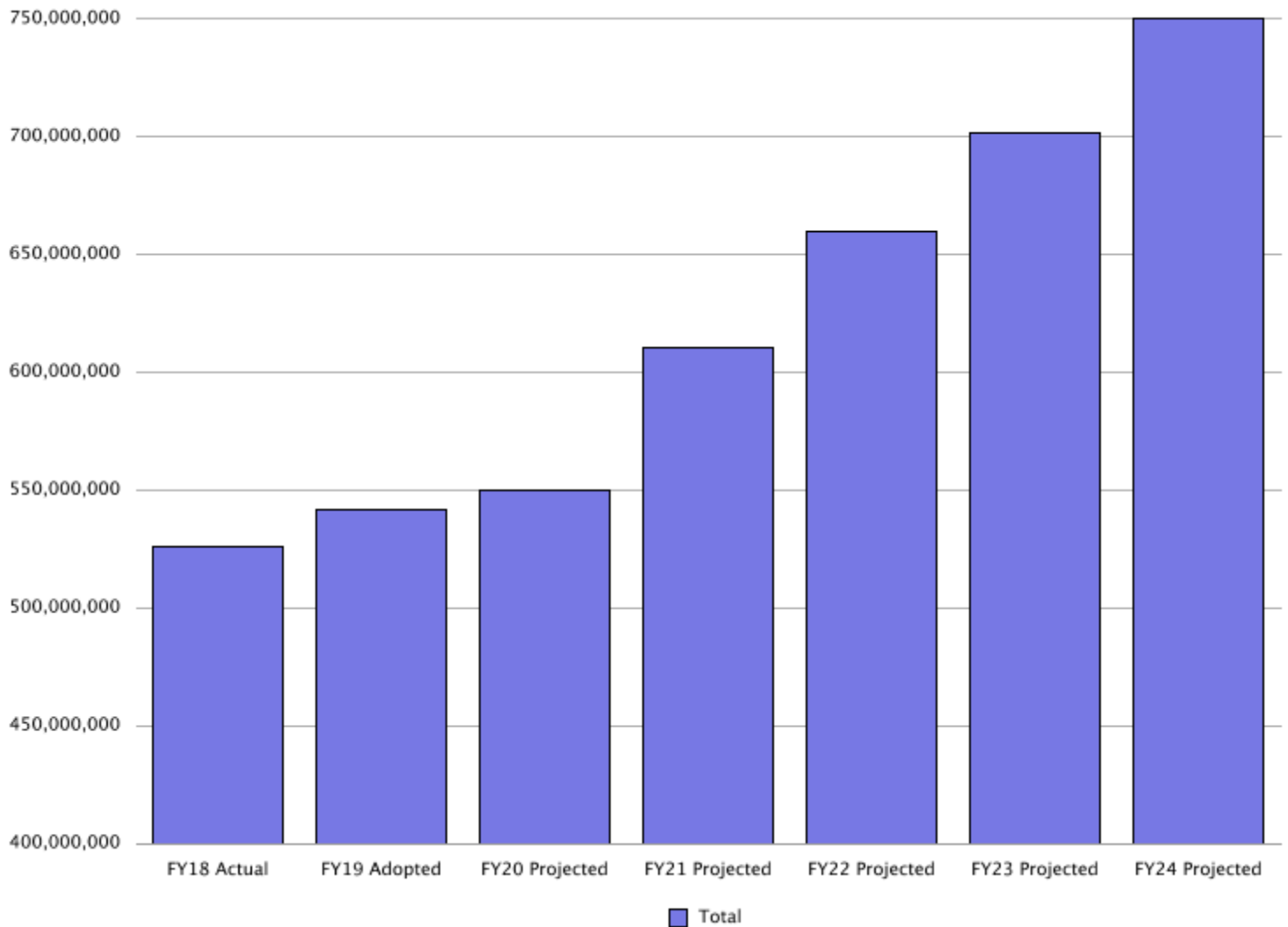
FY2020-24 Forecast:

Over the next five years, expenditures include debt service payments associated with the City Plaza capital lease purchase.



EXPENDITURES BY MAJOR CATEGORY Airport Revenue Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Personal Services And Employee Benefits	92,194,994	100,174,303	107,461,318	112,097,938	116,852,015	120,172,814	123,593,237
Purchased / Contracted Services	142,857,443	172,160,070	171,335,971	176,430,685	181,745,955	187,051,939	192,604,774
Supplies	16,429,449	18,280,372	18,920,977	19,481,706	20,064,406	20,664,588	21,282,775
Capital Outlays	560,695	1,328,865	1,384,100	1,441,455	1,501,008	1,562,839	1,638,814
Interfund / Interdepartmental Charges	14,685,926	12,474,792	12,333,373	12,557,981	13,048,651	13,539,678	14,032,735
Other Costs	8,110,832	6,584,597	7,003,914	7,142,355	7,437,163	7,743,234	8,060,974
Conversion / Summary	-	89,908,388	82,127,376	75,710,896	130,308,399	126,611,409	151,539,703
Other Financing Uses	251,218,318	141,095,006	149,761,000	206,059,000	189,372,000	224,843,000	238,108,000
Total	\$526,057,656	\$542,006,394	\$550,328,029	\$610,922,016	\$660,329,598	\$702,189,501	\$750,861,012



AVIATION REVENUE FUND

The Department of Aviation was established to operate and maintain Atlanta Hartsfield-Jackson International Airport (ATL). Its mission is to provide the Atlanta region a safe, secure and cost - competitive gateway to the world that drives economic development and operates with the highest level of customer service and efficiency while exercising fiscal and environmental responsibility. Aviation expenditure forecast accounts for general departmental operations, Indirect Cost, Debt Service, Sinking Fund Requirements, Fund-Wide Reserves and funding of City Departments.

PERSONNEL SERVICES AND EMPLOYEE BENEFITS

This major expenditure category accounts for all employer costs related to compensating employees of the City of Atlanta. This includes annual salaries paid to employees occupying authorized positions; including Regular, Permanent Part-time, Sworn classifications as well as extra help and overtime. Also captured are benefits such as Life, Health Insurance, Pension, Retiree and Medical Contributions as well as Unemployment Insurance and Worker’s Compensation.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Personnel Services And Employee Benefits	\$107,461,318	\$112,097,938	\$116,852,015	\$120,172,814	\$123,593,237

FY 2020-24 Forecast:

Over the next five years, Aviation is using an escalated rate of 3% based on the combined average of 2017, 2018 and 2019 forecast. The increase is due to anticipated Personnel Services and Employee Benefits including a minimum wage increase of \$14 per hour in FY19, \$15 per hour in FY20, and beyond.

PURCHASED/CONTRACTED SERVICES

This major expenditure category includes general and technical professional consulting services. Most of these consulting expenditures are contracted services with a small amount contributed to direct vendor disbursements. Also, within this major category are repair and maintenance agreements covering the upkeep of buildings and equipment, operating rental/lease contracts for equipment, vehicles, land and buildings and other expenditures related to advertising, travel and training.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Purchased/ Contracted Services	\$171,335,971	\$176,430,685	\$181,745,955	\$187,051,939	\$192,604,774

FY2020-24 Forecast:

Over the next five years, Aviation included an escalation rate of 3% based on the combined average (3.45%) of GDP growth rates for 2017 and 2018 and a study conducted by the Federal Reserve for 2019’s GDP forecast equating to 2.4%. Aviation’s primary accounts in the Purchased Contract Services

account group include consulting professional services, consulting professional services technical, and repair/ maintenance accounts. These three accounts make up the bulk of the department’s contracts. Some of the larger agreements include contracts in Parking, AGTS Train System, Security – Access Control & Gate Guard Operations, CPTC Maintenance, Rental Car Center Operations, and Customer Service which collectively account for \$95.9 million of the Airport revenue Fund Budget. All of these contracts have multi-year terms hence, the GDP growth factor was applied.

SUPPLIES

This major expenditure category includes consumable and non-consumable supplies related to department operations. Examples include basic office supplies, books, periodicals, small equipment less than \$1,000, postage and uniforms. Also included in this category are citywide utility expenses such as water, gas and electricity.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Supplies	\$18,920,977	\$19,481,706	\$20,0647,406	\$20,664,588	\$21,282,775

FY2020-24 Forecast:

Over the next five years, Aviation continued to use an escalation factor of 3% again using the average of the study on GDP Growth. The 2019 study reveals a downturn in forecast of 2.4% but has been tempered by Aviation Administration based off of such a strong performance in 2017 and 2018. While consumable and non-consumable supplies may experience a decrease, it is not likely that utilities will follow. In fact, utilities are subject to grow. Furthermore, Aviation has recently acquired the old Sheraton Hotel on Sullivan Road which will include an uptick in utility costs. Other type “supply accounts” (small equipment, computers, software, art, and uniforms) aren’t subject to experience a decrease and will either hold steady or slightly increase. These supply items along with utilities will over compensate for any downturn in consumable and non-consumable supplies.

CAPITAL OUTLAYS

This major category accounts for expenditures which result in the acquisition of or addition to fixed assets and meet these criteria: has an anticipated useful life of more than one year; costs more than \$5,000, can be permanently identified as an individual unit of property; belongs to one of the following categories: land, buildings, structures and improvements, equipment, constitutes a tangible, permanent addition to the value of City assets.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Capital Outlays	\$1,384,100	\$1,441,455	\$1,501,008	\$1,562,839	\$1,638,814

FY2020-24 Forecast:

Over the next five years, there is a projected 4% annual increase in the anticipated Capital Outlays from the Aviation Fund. The increase in this major expense category is due to a need for furniture and fixtures to accommodate the current office updates in the C-4 Division.

INTERFUND/ INTERDEPARTMENTAL CHARGES

This major category includes city charge back expenditures related to fuel and maintenance for equipment used in the line of aviation cars, buses and trucks, fire trucks and police cars. Also, includes in the category are the City's chargeback/ allocation indirect cost allocated to various departments based on a cost allocation study.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Interfund/ Interdepartmental Charges	\$12,333,373	\$12,557,981	\$13,048,651	\$13,539,678	\$14,032,735

FY2020-24 Forecast:

Over the next five years, there is a projected 4% annual increase in the anticipated Interfund/ Interdepartmental Charges from the Aviation Fund. The increase in this major expense category supports City's chargeback/ allocation and fuel and maintenance cost.

OTHER COSTS

This major category includes payments to other governmental and local agencies such as the property taxes to the City of College Park and Clayton County. Other Operating Costs are anticipated an increase due to Retiree's Life and Health expenses extraction to regular.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Costs	\$7,003,41	\$7,142,355	\$7,437,163	\$7,743,234	\$8,060,974

FY2020-24 Forecast:

Over the next five years, there is a projected 4% annual increase in the anticipated Other Costs from the Aviation Fund. The increase in this major expense category is due to Retiree's Life and Health and property taxes.

CONVERSION/ SUMMARY

This major category accounts for the budgetary reserve set aside for emergencies and unforeseen expenditures.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Conversion/ Summary	\$82,127,376	\$75,710,896	\$130,308,399	\$126,611,409	\$151,539,703

FY2020-24 Forecast:

Over the next five years, there is a projected 20% annual increase in anticipated Conversion/ Summary expenditures from the Aviation Fund. The major driver causing the decrease and increase in reserves due to payoffs and new issuance of debt.

OTHER FINANCING USES

Other Financing Uses are expenditures not accounted for by other major categories. It includes operating transfers out to other funds and sinking fund requirements.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Financing Uses	\$149,761,000	\$206,059,000	\$189,372,000	\$224,843,000	\$238,108,000

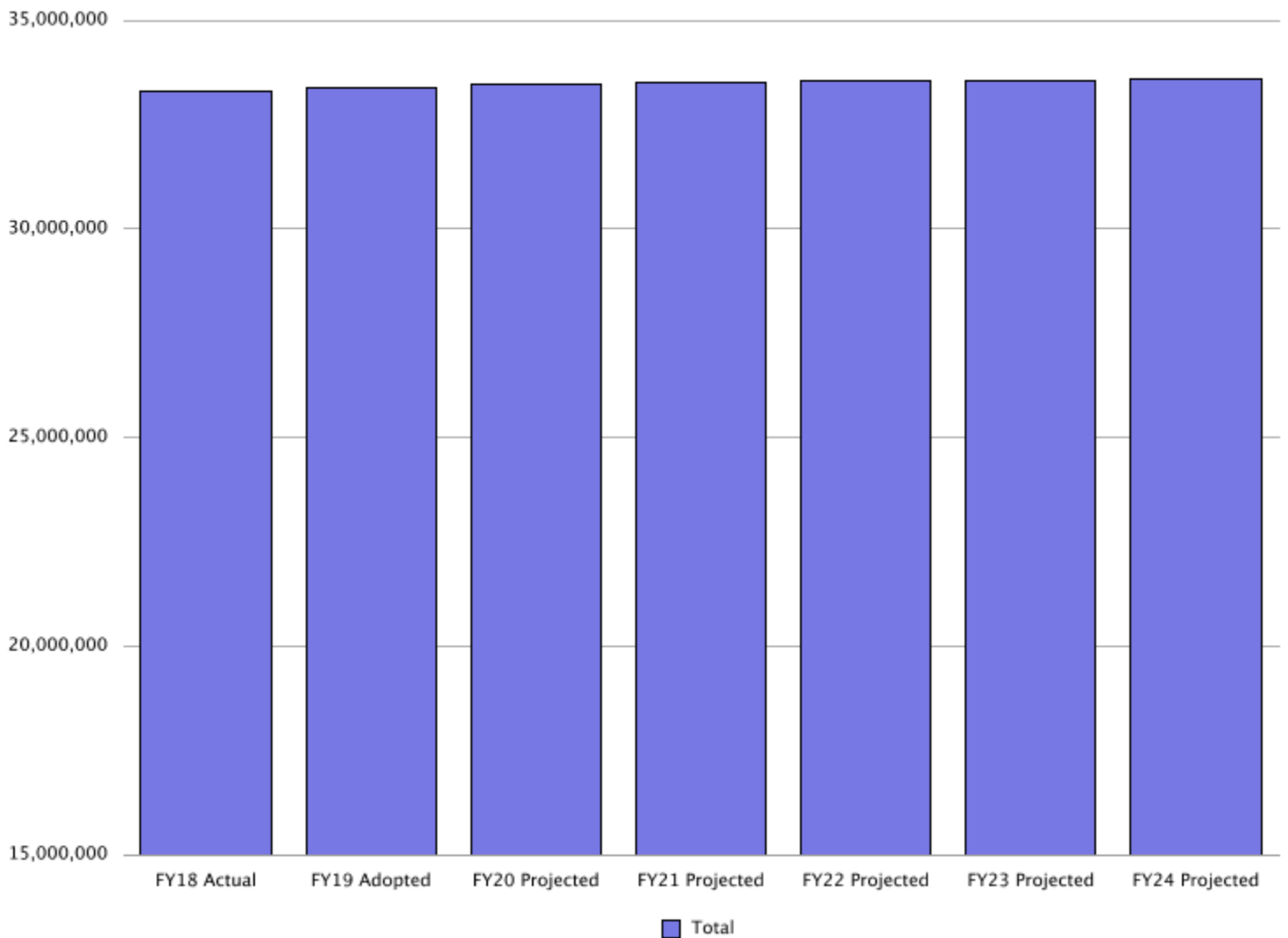
FY2020-24 Forecast:

Over the next five years, there is a projected 14% annual increase in the anticipated Other Financing Uses from the Aviation Fund. The increase in this major expense category is due sinking fund requirements projected to decrease in FY22 due to debt pay-offs (2011 Series) and increases in FY23 due to new issuance of new debt.



EXPENDITURES BY MAJOR CATEGORY Fleet Service Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Personal Services And Employee Benefits	11,575,912	12,307,195	12,298,480	12,365,724	12,411,620	12,485,592	12,556,378
Purchased / Contracted Services	4,745,647	4,663,438	4,654,652	4,544,112	4,490,146	4,401,731	4,313,333
Supplies	12,935,716	13,176,675	13,088,301	13,088,301	13,088,301	13,089,934	13,091,022
Capital Outlays	10,578	15,500	15,500	15,500	15,500	15,500	15,500
Interfund / Interdepartmental Charges	4,007,789	3,140,923	3,410,575	3,487,360	3,528,952	3,575,318	3,625,431
Debt Service	33,535	96,857	21,338	21,338	21,338	21,338	21,338
Total	\$33,309,177	\$33,400,588	\$33,488,846	\$33,522,335	\$33,555,857	\$33,589,413	\$33,623,003



FLEET SERVICES FUND

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

PERSONNEL SERVICES AND EMPLOYEE BENEFITS

This major expenditure category accounts for all employer costs related to compensating employees of the City of Atlanta. This includes annual salaries paid to employees occupying authorized positions; including Regular, Permanent Part-time, Sworn classifications as well as extra help and overtime. Also captured are benefits such as Life, Health Insurance, Pension, Retiree and Medical Contributions as well as Unemployment Insurance and Worker's Compensation.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Personnel Services and Employee Benefits	\$12,298,480	\$12,365,724	\$12,411,620	\$12,485,592	\$12,556,378

FY 2020-24 Forecast:

Personnel costs are projected to remain constant over the forecast period. Also included is the minimum wage increase to \$15 per hour and associated employee benefits.

PURCHASED/CONTRACTED SERVICES

This major expenditure category includes general and technical professional consulting services. Most of these consulting expenditures are contracted services with a small amount contributed to direct vendor disbursements. Also, within this major category are repair and maintenance agreements covering the upkeep of buildings and equipment, operating rental/lease contracts for equipment, vehicles, land and buildings and other expenditures related to advertising, travel and training.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Purchased/Contracted Services	\$4,654,652	\$4,544,112	\$4,490,146	\$4,401,731	\$4,313,333

FY 2020-24 Forecast:

Repair and Maintenance costs for the City's fleet of vehicles and motorized equipment is projected to decline over the forecast period. This is mainly due to the replacement of aging fleet and acquisition of energy efficient vehicles.

SUPPLIES

This major expenditure category includes consumable and non-consumable supplies related to department operations. Examples include basic office supplies, books, periodicals, small equipment less than \$1,000, postage and uniforms. Also included in this category are citywide utility expenses such as water, gas and electricity.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Supplies	\$13,088,301	\$13,088,301	\$13,088,301	\$13,089,934	\$13,091,022

FY 2020-24 Forecast:

Fuel charges, general supplies, uniforms, and small parts for repair and maintenance are projected to remain constant over the forecast period.

CAPITAL OUTLAYS

This major category accounts for expenditures which result in the acquisition of or addition to fixed assets and meet these criteria: has an anticipated useful life of more than one year; costs more than \$5,000, can be permanently identified as an individual unit of property; belongs to one of the following categories: land, buildings, structures and improvements, equipment, constitutes a tangible, permanent addition to the value of City assets.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Capital Outlays	\$15,500	\$15,500	\$15,500	\$15,500	\$15,500

FY 2020-24 Forecast:

Over the next five years, there is no major activity anticipated in Capital Outlays. The Fiscal Year 2020-2024 projection reflects the purchase of small equipment to support departmental operations.

INTERFUND / INTERDEPARTMENTAL CHARGES

This major category includes city charge back expenditures related to fuel and maintenance for equipment used in the line of city business such as garbage trucks, fire trucks and police cars. Also, included in the category are indirect cost allocated to various departments based on a cost allocation study.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Interfund / Interdepartmental Charges	\$3,410,575	\$3,487,360	\$3,528,952	\$3,575,318	\$3,625,431

FY 2020-24 Forecast:

Over the next five years, Interfund/Interdepartmental Charges include the Fleet Services Fund's portion of the indirect cost allocation.

DEBT SERVICE

Debt Service is a major expenditure that accounts for bond and other debt instruments. It includes principal and interest payments for debts issued.

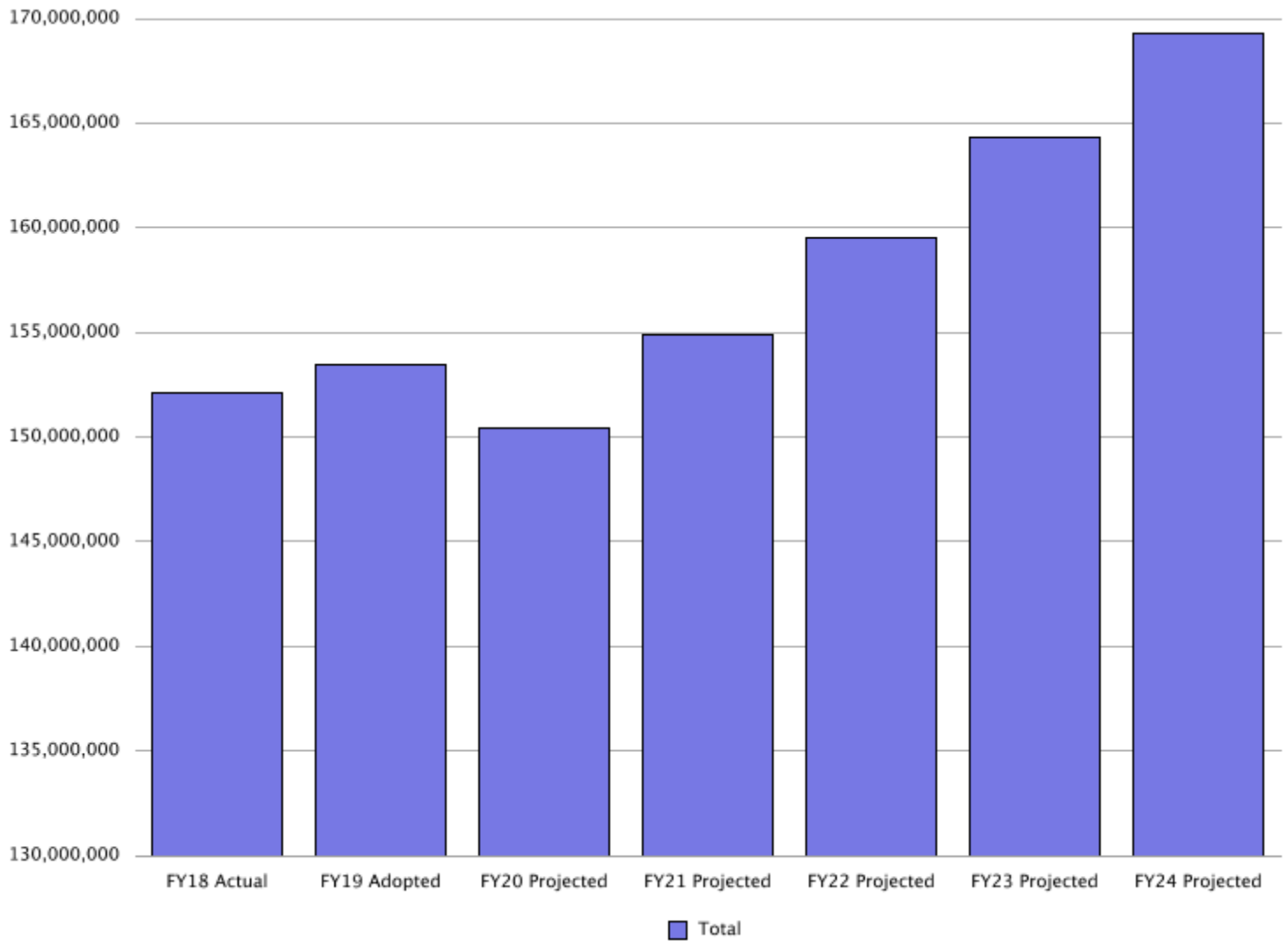
Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Debt Service	\$21,338	\$21,338	\$21,338	\$21,338	\$21,338

FY 2020-24 Forecast:

Over the next five years, Debt Service expenses include estimated cash pool interest allocations.

EXPENDITURES BY MAJOR CATEGORY Group Insurance Fund

	FY18 Actual	FY19 Adopted	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Personal Services And Employee Benefits	1,894,153	2,325,751	1,895,830	1,901,396	1,906,923	1,912,842	1,918,675
Purchased / Contracted Services	648,786	1,002,579	1,013,166	1,025,603	1,056,985	1,089,363	1,122,828
Supplies	30,938	13,559	3,561	3,561	3,561	3,561	3,561
Capital Outlays	101	-	-	-	-	-	-
Interfund / Interdepartmental Charges	2,836,252	2,650,955	1,456,439	1,493,002	1,512,620	1,534,242	1,557,777
Other Costs	146,380,479	147,527,906	146,011,175	150,469,628	155,061,510	159,789,451	164,658,115
Debt Service	61,797	-	53,770	53,770	53,770	53,770	53,770
Other Financing Uses	287,579	-	-	-	-	-	-
Total	\$152,140,086	\$153,520,750	\$150,433,941	\$154,946,959	\$159,595,368	\$164,383,229	\$169,314,725



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. The fund’s revenue valuation is also driven by rate increases and actual utilization.

PERSONNEL SERVICES AND EMPLOYEE BENEFITS

This major expenditure category accounts for all employer costs related to compensating employees of the City of Atlanta. This includes annual salaries paid to employees occupying authorized positions; including Regular, Permanent Part-time, Sworn classifications as well as extra help and overtime. Also captured are benefits such as Life, Health Insurance, Pension, Retiree and Medical Contributions as well as Unemployment Insurance and Worker’s Compensation.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Personnel Services And Employee Benefits	\$1,895,830	\$1,901,396	\$1,906,923	\$1,912,842	\$1,918,675

FY 2020-24 Forecast:

Personnel costs are projected to remain constant over the forecast period. Also included is the minimum wage increase to \$15 per hour and associated employee benefits.

PURCHASED / CONTRACTED SERVICES

This major expenditure category includes general and technical professional consulting services. Most of these consulting expenditures are contracted services with a small amount contributed to direct vendor disbursements. Also, within this major category are repair and maintenance agreements covering the upkeep of buildings and equipment, operating rental/lease contracts for equipment, vehicles, land and buildings and other expenditures related to advertising, travel and training.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Purchased / Contracted Services	\$1,013,166	\$1,025,603	\$1,056,985	\$1,089,363	\$1,122,828

FY2020-24 Forecast:

Over the next five years, Purchased /Contracted Services expenditures include costs associated with Medical Service Provider fees and operational expenses for the Employee Wellness Center.

SUPPLIES

This major expenditure category includes consumable and non-consumable supplies related to department operations. Examples include basic office supplies, books, periodicals, small equipment less than \$1,000, postage and uniforms. Also included in this category are citywide utility expenses such as water, gas and electricity.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Supplies	\$3,561	\$3,561	\$3,561	\$3,561	\$3,561

FY2020-24 Forecast:

Over the next five years, expenditures for copiers, printing and employee handbook binding are projected to remain constant over the forecast period.

INTERFUND / INTERDEPARTMENTAL CHARGES

This major category includes city charge back expenditures related to fuel and maintenance for equipment used in the line of city business such as garbage trucks, fire trucks and police cars. Also, included in the category are indirect cost allocated to various departments based on a cost allocation study.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Interfund / Interdepartmental Charges	\$1,456,439	\$1,493,002	\$1,512,620	\$1,534,242	\$1,557,777

FY2020-24 Forecast:

Over the next five years, the Interfund / Interdepartmental charges include the Group Insurance Fund's portion of the indirect cost allocation.

OTHER COSTS

This major category includes payments for active and retiree health insurance premiums, disability and various medical insurance claims.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other Costs	\$146,011,175	\$150,469,628	\$155,061,510	\$159,789,451	\$164,658,115

FY2020-24 Forecast:

Other Costs account for employee healthcare provider insurance expenses along with cost associated with incurred and anticipated insurance claims.

DEBT SERVICES

Debt Service is a major expenditure that accounts for bond and other debt instruments. It includes principal and interest payments for debts issued.

Major Expense Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Debt Service	\$53,770	\$53,770	\$53,770	\$53,770	\$53,770

FY2020-24 Forecast:

Over the next five years, the Debt Service expenses include cash pool interest allocations.

FUND BALANCES

GENERAL FUND BALANCE AND
PROJECTIONS

THE PLAN TO ADDRESS DEFICIT FUND BALANCES

SUMMARY OF FUND BALANCE AND
NET POSITION

FIVE YEAR PLAN



GENERAL FUND BALANCE

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

During the fiscal year 2012 the City adopted a fund balance policy which calls for the unrestricted fund balance in the General Fund to range from no less than 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers. At any time, the unrestricted fund balance is within the range of 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers, upon recommendation by the Chief Financial Officer, the City Council may authorize additional transfers to a fund at its discretion, up to a maximum of 5% per year of the subsequent year's budgeted revenues in preparation for adoption of the upcoming years' budget.

If the unrestricted fund balance falls below the minimum 15% of the subsequent year's budgeted expenditures and outgoing transfers, replenishment of shortages/deficiencies will be made within specified time periods and upon the recommendation of the Chief Financial Officer.

Should the unrestricted fund balance of the General Fund exceed the maximum of 20%, such surplus fund balance may be considered for transfer to deficit balances in other funds and for one-time expenditures that are nonrecurring. At least 50% of surplus fund balance must be used to reduce any deficit fund balance prior to allocation for any one-time expenditure.

Fund Balance at June 30, 2011	94,350
FY 2012 Surplus	<u>32,370</u>
Fund Balance at June 30, 2012	126,720
FY2013 Surplus	<u>11,444</u>
Fund Balance at June 30, 2013	138,164
FY2014 Surplus	<u>3,821</u>
Fund Balance at June 30, 2014	<u>141,985</u>
FY2015 Surplus	9,029
Fund Balance at June 30, 2015	<u>151,014</u>
FY2016 Surplus	<u>2,135</u>
Fund Balance at June 30, 2016	<u>153,149</u>
FY2017 Surplus	<u>46,933</u>
Fund Balance at June 30, 2017	<u>200,082</u>
FY2018 Surplus	<u>(21,202)</u>
Fund Balance at June 30, 2018	<u>178,880</u>

The following is the Fund Balance as of June 30, 2018 as presented in the format required by GASB 54.

GASB54 Category	Amount
Non-spendable	5,247
Committed	30,944
Restricted	0
Assigned	10,624
Unassigned	132,065
Total	178,880

Projected Fund Balance Change during FY19		
*FY 2019 Revenues Approved by City Council	661,393	
Plus: GF revenue projection variance	<u>0</u>	
Net Projected Revenues as of 6/30/2019		<u>661,393</u>
*FY 2019 Expenses Approved by Council	661,393	
Plus: GF department projection variance	<u>(355)</u>	
Net Projected Expenses as of 6/30/2019		<u>661,038</u>
Net Estimated FY19 Surplus from Operations		(355)
Projected General Fund Balance at June 30, 2019		<u>180,327</u>

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

The following is the Fund Balance Projection as of June 30, 2019, as presented in the format required by GASB:

GASB54 Category	Amount
Nonspendable	5,241
Restricted	0
Committed	31,575
Assigned	8,537
Unassigned	134,974
Total	180,327
Unrestricted	175,086

THE PLAN TO ADDRESS DEFICIT FUND BALANCES

As of the FY2018 CAFR, the City has five funds that are operating in a deficit position:

- E911 – Emergency Telephone System
- Intergovernmental Grant Funds
- Solid Waste Fund
- Fleet Services Fund
- Group Insurance Fund

The legislation driving this five year plan has included as an objective that each of these funds are addressed. Specifically, the legislation states the need to “eliminate any deficits in funds supported by the General Fund”. Listed below are descriptions of each fund with their respective FY2018 deficits and possible solutions to reduce or eliminate their balances.

E911–EMERGENCY TELEPHONE SYSTEM

The Emergency Telephone System Fund consists of collections of an Enhanced 911 (E911) fee levied against telephone subsidies beginning in 1991. Until 1993, the collections of these fees were accounted for in the General Fund in Revenue from the Charges for Services category. The rate structure mandated by the Georgia General Assembly did not adequately cover the costs of operating this function. During the 2015 legislative session, the Georgia General Assembly approved House Bill 650 to authorize the City to fix and collect a public safety assessment fee within the City for the protection of public health, welfare, and the convenience of the City, and for the adequate protection of police, fire and other emergency services, as set forth in the City’s Charter at Section 1-102(c) (62). On May 4, 2015, the City passed Resolution 15-R-3526 authorizing the Mayor to execute a contract with the Fulton County Tax Commissioner for the billing and collection of the E-911 Public Safety Access Assessment for the City. The legislation authorized the City to collect public safety assessment fees in the amount of \$27 per residential parcel and \$307 per nonresidential parcel. The annual billing for FY 2016 of \$6.9M is expected to contribute towards the deficit in the E911 fund. Since 2011, the general fund has transferred over \$45 million to this fund, including \$1 million in FY 2014 and \$8 million during FY 2015. There were no funds transferred from the General Fund to the E911 Fund in FY 2016 and FY 2017. As of the close of FY2017 the amount due to the General Fund is \$5.2 million, a slight increase of \$259K million from FY 2016. At the close of FY 2018, Emergency Telephone System had an accumulated deficit of \$2.0 million. During the year, the deficit decreased by \$2.7 million due to the assessment and collection of a public safety fee. It is expected that the full impact of the assessment to increase revenue will occur in upcoming years which will reduce the amount due to the General Fund.

INTERGOVERNMENTAL GRANT FUND

Intergovernmental Grant Funds is an established account for the revenues and expenditures for miscellaneous grants except for those recorded in the Department of Aviation, Department of Watershed Management, and the Community Development Funds. At the close of FY 2018, Intergovernmental Grant Funds had an accumulated deficit of \$9.0 million. This deficit was primarily the result of timing differences between expenses and drawing down the grant funds. The City will ensure timely billing of Grant expenses and resolve unallowable expenditures in upcoming years.

SOLID WASTE FUND

The Solid Waste Collection Fund consists of collections of fees for: garbage, recycling, yard waste and bulk rubbish, street sweeping, de-littering, debris removal, right-of-way-cutting, dead animal removal, education, and enforcement. It also includes land post-closure management and responding to city-wide emergency operations. In FY 2010, the rates were increased to cover the cost for providing these services. As a result, this fund has been covering its operating costs and funding its capital needs. As of the close of FY 2018, the Sanitation Fund had an accumulated deficit of \$136.5 million. Lack of adequate billing to cover costs is contributing to this deficit. The City administration is evaluating a fee increase along with tight cost control measures to address and eliminate the operating deficit.

FLEET SERVICES FUND

The Fleet Services Fund is an internal service fund that provides fuel and maintenance services to internal COA departments. Over time internal service funds should break-even; all costs incurred by the fund should be recouped via charges to the user departments. The Fleet Services Fund has not been recovering costs, and as of the close of FY 2018, The Fleet Services Fund had an accumulated deficit of \$4.0 million. During fiscal year 2018, the deficit increased by approximately \$0.8 million. Fleet operations and billing continue to be monitored to reduce costs and recover the remaining accumulated deficit by fiscal year 2019.

GROUP INSURANCE FUND

The Group Insurance Fund is an internal service fund that provides Group Insurance transactions related to the provisions of life, accident, and medical insurance benefits through outside insurance companies for permanent employees and retirees of the City. The Group Insurance Fund had a deficit of \$8.1 million. This deficit was primarily due to the rate structure. The City administration is currently evaluating the structure to properly align the benefit rates, in order to eliminate the deficit.

SUMMARY OF FUND BALANCE

	Beginning Fund Balance				FY18 Net Change in Fund Balance	Audited Ending Fund Balance 2018	% Change in Fund Balance
		Revenues	Expenditures	Other Financing Resource			
General Fund	200,082,311	587,809,803	(604,342,548)	6,496,278	(10,036,467)	190,045,845	-5.02%
Special Revenue Funds							
Emergency 911 Fund	(4,752,517)	19,599,727	(16,852,925)	0	2,746,802	(2,005,714)	-57.80%
Community Dev Block Grant Fund	646,031	8,053,424	(7,806,727)	0	246,697	892,728	38.19%
TSPLOST Fund	12,104,839	16,517	0	(12,110,861)	(12,094,344)	10,495	100.00%
Intergovernmental Grant Fund	(15,401,704)	49,008,006	(45,376,371)	2,038,033	5,669,668	(9,732,036)	-36.81%
Empowerment Zone Fund	0	0	0	0	0	0	0.00%
Job Training Grant Fund	879,319	2,546,622	(3,676,279)	1,028,305	(101,352)	777,967	-11.53%
Home Investment Partnership Fund	396,183	684,124	(681,802)	0	2,323	398,506	0.59%
Rental Rehabilitation Fund	603	0	0	0	0	603	0.00%
Sec 108 Loan Trust Fund	3,149,996	24,909	0	0	24,909	3,174,904	0.79%
Atlantic Station TAD Fund	50,365,975	21,288,388	(991,910)	(30,553,658)	(10,257,181)	40,108,794	-20.37%
Westside TAD Fund	72,656,812	17,806,243	(7,740,289)	0	10,065,954	82,722,766	13.85%
NW Atlanta TAD Fund	7,742,462	3,757,781	(1,198,714)	0	2,559,066	10,301,528	33.05%
Princeton Lakes TAD Fund	5,472,223	1,994,974	(2,227,913)	0	(232,938)	5,239,284	-4.26%
Eastside TAD Fund	92,408,833	16,560,685	(2,585,421)	0	13,975,264	106,384,097	15.12%
Atlanta Beltline TAD Fund	83,672,136	34,896,878	(24,466,708)	0	10,430,169	94,102,305	12.47%
Campbellton Road TAD Fund	2,898,778	1,198,302	(119,438)	0	1,078,864	3,977,642	37.22%
Hollowell/M.L. King TAD Fund	2,963,908	357,776	(75,887)	0	281,889	3,245,797	9.51%
Metropolitan Parkway TAD Fund	1,535,208	179,640	(86,233)	0	93,407	1,628,615	6.08%
Stadium Neighborhoods TAD Fund	144,098	(2,802)	(23,675)	0	(26,477)	117,621	-18.37%
Hotel/Motel Tax Fund	0	78,403,629	(58,810,562)	(19,593,067)	0	0	0.00%
Rental/Motor Vehicle Tax	0	1,414,467	(1,414,467)	0	0	0	0.00%
Affordable Housing Fund	47,717,373	596,720	(3,079,384)	0	(2,482,664)	45,234,709	-5.20%
2007 URFA Housing Bond Fund	(667,515)	0	0	667,515	667,515	0	100.00%
2017 AFCRA Zoo Parking Project	0	10,112,184	(11,235,760)	5,500,000	4,376,424	4,376,424	100.00%
2017 URFA Refu Housing Bond	25,371	0	(5,238,687)	5,238,687	0	25,371	100.00%
TSPLOST Capital Project Fund	0	57,738,095	(42,641,087)	12,110,861	27,207,869	27,207,869	100.00%
Perpetual Care	202,446	13,568	(82,214)	0	(68,646)	133,800	-33.91%
Special 1% Sales And Use Tax Fund	(0)	145,243,543	0	(145,243,543)	0	(0)	0.00%
Trust Fund	30,417,680	20,237,468	(18,188,485)	1,673,490	3,722,473	34,140,154	12.24%
Special Revenue Total	394,578,537	491,730,866	(254,600,938)	(179,244,237)	57,885,691	452,464,228	14.67%
Capital Projects Funds							
Annual Bond Fund	345,910	1,833	0	0	1,833	347,743	0.53%
1989 Bond Project Fund	0	0	(65)	0	(65)	(65)	#DIV/0!
1993 School Improvement Bond	20,343	272	0	0	272	20,615	1.34%
1994 Referendum G.O. Bond Fund	369,879	4,952	0	0	4,952	374,831	1.34%
1996 G.O. Public Improvement Bond Part B	32,605	437	0	0	437	33,042	1.34%
1997 G.O. Public Improvement Bond Fund	251,571	3,368	0	0	3,368	254,939	1.34%
2000 Park Improvement Bond Fund	12,009	161	0	0	161	12,170	1.34%
2001 Quality Of Life Fund	56,845	871	0	(37,659)	(36,789)	20,056	-64.72%
2004 Quality Of Life Fund	3,204	606	(3,043)	0	(2,437)	767	-76.06%
2005 B Go Project Fund	0	0	0	0	0	0	0.00%
2005A Park Improvement Bond Fund	3,575,294	5,485	(489,422)	(1,500,000)	(1,983,937)	1,591,356	-55.49%
Public Safety Facility Fund	26,883	1	0	5,460,736	5,460,737	5,487,619	20313.27%
2008A Quality Of Life Improvement	1,503,947	8,239	0	(26,815)	(18,576)	1,485,371	-1.24%
2007A&B AFCRA Zoo Bond Fund	106,358	(106,358)	0	0	(106,358)	0	100.00%
GO Refunding Series 2014A	10,098	0	0	(10,098)	(10,098)	0	-100.00%
GO Refunding Series 2014B	8,814	0	0	(8,814)	(8,814)	0	-100.00%
2014A Park Imp Revenue Refunding Bond	2,956,190	0	(693,102)	(1,500,000)	(2,193,102)	763,089	-74.19%
2015 Infrastructure Bond Fund	171,552,187	2,923,289	(38,227,552)	(1,310,327)	(36,614,590)	134,937,597	-21.34%
2015 Municipal Facilities Bond Fund	33,881,685	897,509	(9,405,079)	10,327	(8,497,243)	25,384,442	-25.08%
2016 GO Project Fund	(16,609)	0	198,292	0	198,292	181,683	100.00%
Park Improvement Fund	2,145,223	12,375,010	(13,232,671)	0	(857,661)	1,287,563	-39.98%
General Government Capital Fund	43,781,127	6,856,424	(9,496,428)	0	(2,640,003)	41,141,124	-6.03%
Capital Finance Fund	19,704,468	235,648	(29,907,490)	68,035,689	38,363,847	58,068,315	194.70%
Special Assessment Fund	3,259,370	1,200,568	0	0	1,200,568	4,459,938	36.83%
Solid Waste Management Fac Const Fund	2,461,552	7,523	(1,877,006)	1,918,750	49,267	2,510,819	2.00%
Capital Asset - Finance Fund	8,987,722	476,039	(3,833,759)	6,926,289	3,568,569	12,556,291	39.70%
Capital Finance - Recovery	(670)	72	552	0	624	(47)	0.00%
2002 Traffic Court Facility Bond	148,287	1,985	0	0	1,985	150,273	1.34%
2016 Traffic Court Facility Refunding Bond	3,739,129	7,793	0	3,684,816	3,692,609	7,431,738	0.00%
2018 Public Safety Project	0	30,614	(410,598)	49,609,442	49,229,458	49,229,458	0.00%
Sub - Total	298,923,422	24,932,341	(107,377,369)	131,252,336	48,807,307	347,730,729	16.33%
Debt Service Fund							
Bond Sinking Fund	32,101,414	42,384,009	(404,830)	83,386	42,062,565	74,163,979	131.03%
Government Grand Total	925,685,684	1,146,857,018	(966,725,685)	(41,412,236)	138,719,097	1,064,404,781	14.99%

SUMMARY OF FUND BALANCE

	<u>Beginning Fund Balance</u>					<u>FY18 Net Change in Fund Balance</u>	<u>Audited Ending Fund Balance 2018</u>	<u>% Change in Fund Balance</u>
		<u>Revenues</u>	<u>Expenditures</u>	<u>Nonoperating</u>	<u>Other Financing Resource</u>			
DWM	2,786,815,929	615,543,130	(354,422,921)	(106,431,019)	(21,356,182)	133,333,007	2,920,148,936	4.78%
DOA	4,772,910,896	525,475,942	(559,464,920)	136,392,591	11,772,228	114,175,840	4,887,086,736	2.39%
Nonmajor ENT								
Sanitation	(132,065,572)	54,324,905	(54,676,255)	(277,305)	(3,789,785)	(4,418,440)	(136,484,011)	3.35%
Parks and Recreational	(941,264)	0	(32,631)	0	973,895	941,264	0	-100.00%
Parking Deck	1,507,271	777,258	(469,591)	(360,243)	1,120,878	1,068,302	2,575,573	70.88%
Permit Fund	121	0	(188)	0	(121)	(309)	(188)	-255.33%
Civic Center	(4,941,389)	262,826	(691,213)	24,582,330	(19,212,555)	4,941,389	0	-100.00%
City Plaza	12,887,795	960,000	(1,365,054)	(271,303)	184,927	(491,431)	12,396,365	-3.81%
Internal Services								
Fleet services	(3,260,131)	32,520,316	(33,271,125)	(33,240)	9,000	(775,049)	(4,035,180)	23.77%
Group Insurances	787,727	143,276,781	(151,801,607)	(41,580)	(287,579)	(8,853,985)	(8,066,259)	-1123.99%

DEBT MANAGEMENT

OVERVIEW

MUNICIPAL BOND RATINGS

DEBT FORECAST SUMMARIES

FIVE YEAR PLAN

OVERVIEW

The City of Atlanta Department of Finance is responsible for executing sound financial management policies to provide sufficient funding to permit necessary improvements to the City's infrastructure, as governed by the Mayor and City Council members. The Office of the Treasurer operates under the Department of Finance and is responsible for the management of the City's cash, investment and debt portfolios. Specifically, where debt management is concerned, the Office:

- Manages the City's bond program and facilitates the execution of bond sales, strategic planning for debt structuring and issuance, and ongoing portfolio management;
- Identifies the appropriate funding mechanism utilizing long term financing instruments such as general obligation bonds, revenue bonds, obligations issued through state and local authorities, and other appropriation-backed securities;
- Develops debt policies, capital improvement plans, and debt capacity studies;
- Manages external consultants and agencies, including financial advisors, investment bankers, bond counsel and ratings agencies; and
- Advises City leadership which includes members of the Cabinet and City Council of its debt position and transactions, as required.

This document provides an overview of the City's debt management program's methodology and practices under the management of the Office of the Treasurer.

Debt Management Objectives

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

MUNICIPAL BOND RATINGS

CITY OF ATLANTA			
BONDS TYPE	CREDIT RATING		
	Moody's	Standard & Poor's	Fitch
General Obligation Bonds	Aa1	AA+	AA+
Water and Wastewater Revenue Bonds	Aa2	AA-	A+
Hartsfield Atlanta International Airport Revenue Bonds - Senior Lien GARBs	Aa3	AA-	AA-
Hartsfield Atlanta International Airport Revenue Bonds-PFC/Subordinate Lien GARBs	Aa3	AA-	A+
Hartsfield Atlanta International Airport Revenue Bonds Senior Lien Customer Facility Charge	A3	A-	A
Atlanta Development Authority	Aa1	AA+	--
Downtown Development Authority	Aa1	AA+	AA+
Solid Waste Management Authority	Aa1	AA+	--
City of Atlanta and Fulton County Recreation Authority	Aa1	AA+	--
Urban Residential Finance Authority	Aa1		AA+
Tax Allocation Districts	N/A	N/A	--

Total Debt Outstanding

The City of Atlanta's long-term outstanding debt, including capital leases, bond premiums, and bond discounts totaled \$7.62 billion as of June 30, 2018, of which \$7.03 billion has been included in the City's annual budget. Total budgeted debt consists of \$1.21 billion in General Obligation and other debt (General Fund, TAD, Capital Leases, Other); \$2.76 billion in Aviation Revenue Bonds, and \$3.06 billion in Water and Wastewater Revenue Bonds. Total debt from Fiscal Year 2018 decreased by \$163.8 million.

In Fiscal Year 2018, the City issued or was a participant to the following debt and other obligations:

- **Debt**
 - City of Atlanta and Fulton County Recreation Authority Revenue Bonds (Zoo Atlanta Parking Facility Project), Series 2017 in the aggregate principal amount of \$30.4 million
 - Reissuance of the City of Atlanta Tax Allocation Bonds (Westside Project), Series 2001, 2005A, 2005B, and 2008 in the aggregate principal amount of \$97.1 million.
 - City of Atlanta and Fulton County Recreation Authority Taxable Revenue Refunding Bonds, Series 2017A and Taxable Revenue Improvement Bonds (Downtown Arena Project), Series 2017B in the aggregate principal amount of \$149.8 million
 - City of Atlanta Tax Allocation Bonds (Atlantic Station Project), Series 2017 in the aggregate principal amount of \$85.4 million
 - City of Atlanta Water and Wastewater Revenue Refunding Bonds, Series 2018A in the aggregate principal amount of \$51.2 million
- **Leases/Other Obligations**
 - Atlanta Development Authority Revenue Bonds (Homeless Opportunity Project), Taxable Series 2017 in the aggregate principal amount of \$25.7 million
 - Atlanta Development Authority Revenue Bonds – BeltLine T-SPLOST Project, Series 2017 in the aggregate principal amount of \$47 million
 - General Fund
 - Johnson Control Lease in the principal amount of \$12.4 million
 - Department of Aviation
 - NORESKO Lease in the principal amount of \$9.3 million
 - Ameresco Harris Lease in the principal amount of \$7.71 million
 - Department of Watershed Management
 - GEFA Loan #15-010 in the principal amount of \$51.4 million
 - NORESKO Lease in the principal amount of \$78 million
 - Ostara (Nutrient System) in the principal amount of \$11 million
 - Schneider Lease in the principal amount of \$36.3 million

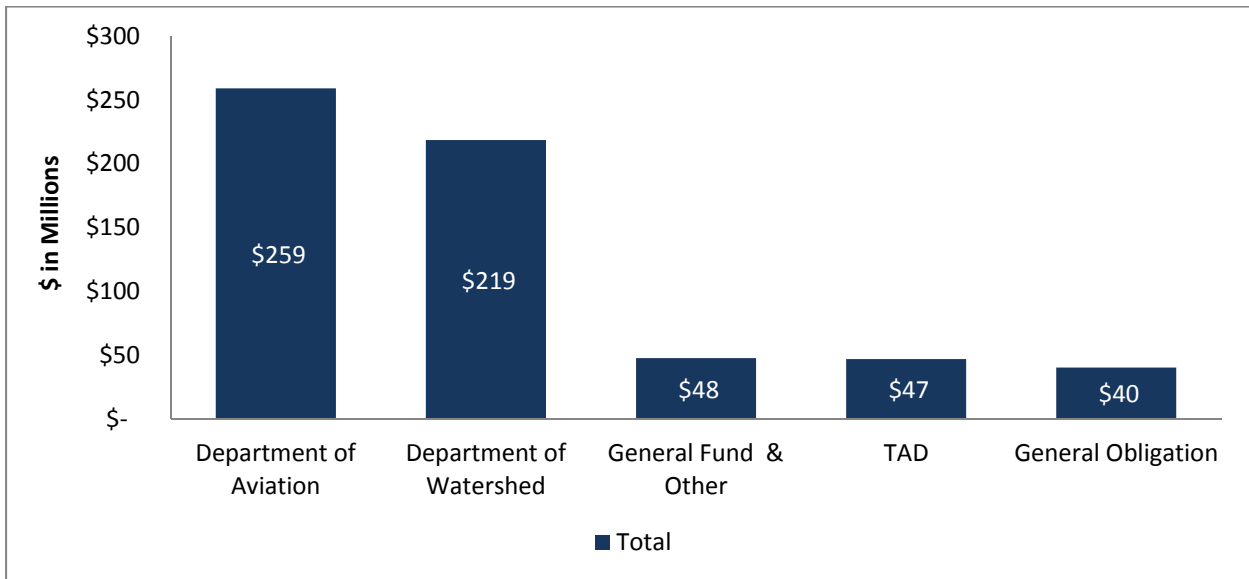
In addition, the City of Atlanta utilizes short-term commercial paper to fund specific projects for the Department of Aviation and the Department of Watershed Management. As of June 30, 2018, the commercial paper outstanding was \$305.6 million and \$0, respectively.

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

FY 2018 Principal and Interest Payments

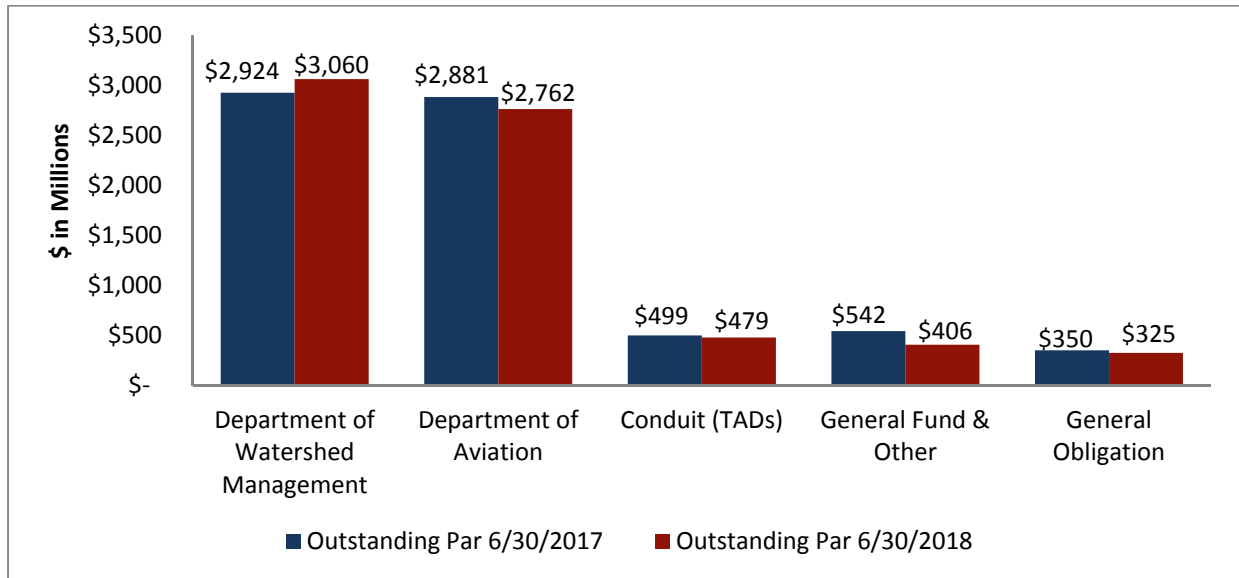
In Fiscal Year 2018, approximately \$612.1 million in revenues were used to service the outstanding long-term debt obligations of the City - \$282.5 million of this total was spent on principal and \$329.6 million on interest payments. The total debt payments by issue category are as follows:

Aviation	Water / Wastewater	General Fund & Other	TADs	General Obligation
\$259.1M	\$218.5M	\$47.6M	\$46.7M	\$40.2M



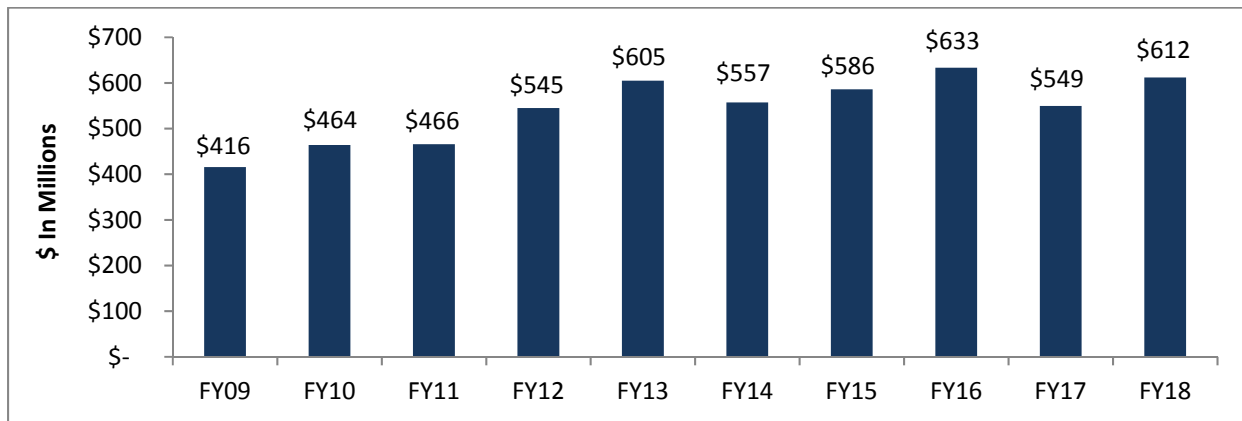
Debt Comparison

At the end of Fiscal Year 2018, the City's total debt outstanding excluding premiums, discounts, and deferred insurance premiums was \$7.21 billion, of which \$7.03 billion was included in the City's annual budget.



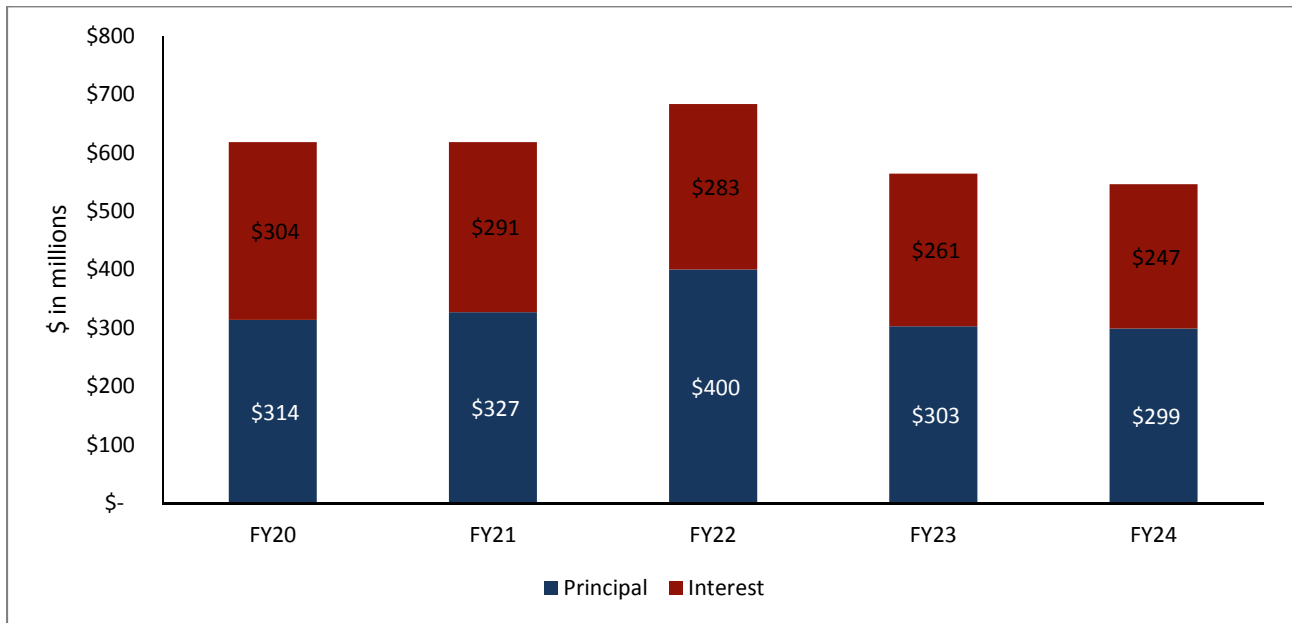
All Long-Term Debt – Historical Payments

During the last 10 years, from 2009 to 2018, the City has spent \$5.4 billion in principal and interest payments on all its outstanding debt obligations. The payments were for the GO bonds, Conduit bonds, General Fund bonds, Intergovernmental Agreements, Capital Leases, Aviation bonds, Water and Wastewater bonds, and Commercial Paper. The overall annual debt payment has increased approximately 1.5 times from \$415.7 in 2009 to \$611.8 in 2018.



All Debt - 5 Year Outlook Principal & Interest Payments

At the end of Fiscal Year 2018, the City had a total of 7.6 billion in outstanding debt obligations, of which \$7.03 billion was included in the City's annual debt budget. It is expected that the City will spend approximately \$3 billion over the next five years on its debt obligations - \$1.6 billion in principal and \$1.4 billion in interest. This averages out to \$605.8 million annually.



GENERAL OBLIGATION

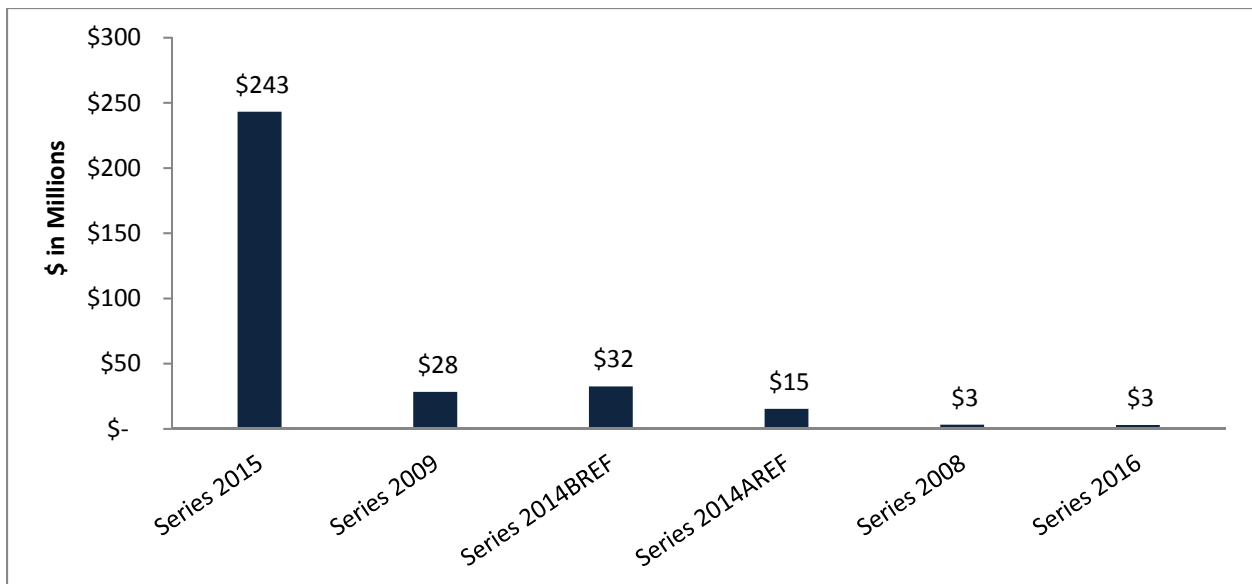
General Obligation - Outstanding Debt

The State Constitution requires approval from a majority of the qualified voters of the City prior to the issuance of general obligation bonds, provided, however, that the City may issue without voter approval not more than:

- \$4 million dollars in aggregate principal amount of general obligation bonds for lawful public purposes other than for school purposes in any fiscal year; and
- \$4 million dollars in aggregate principal amount of general obligation bonds for school purposes in any fiscal year

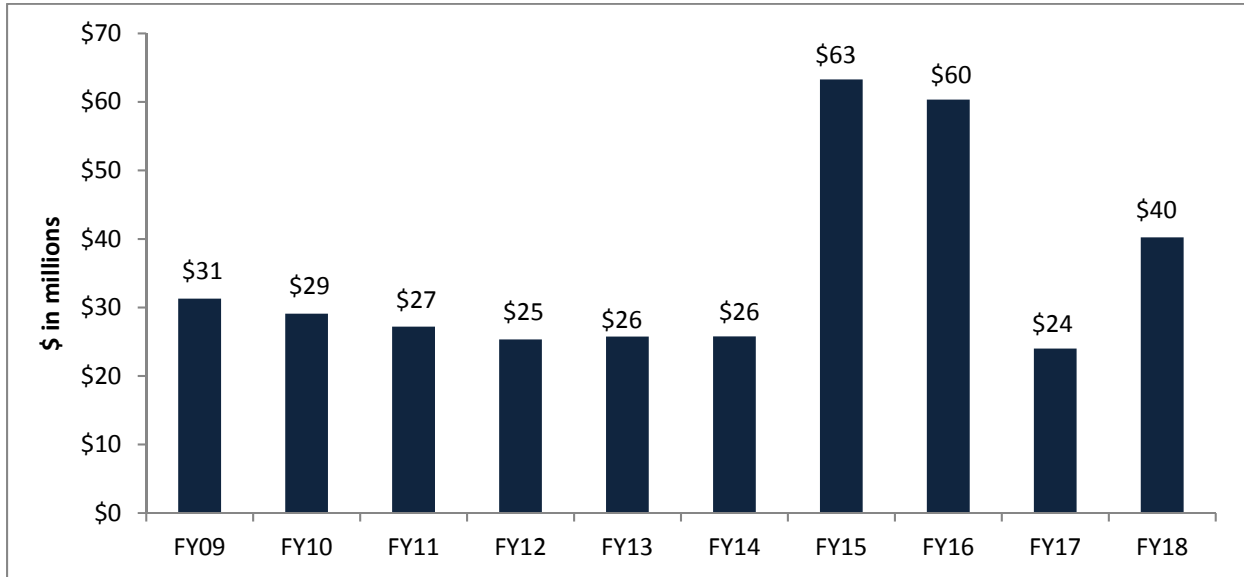
The City's General Obligation Public Improvement Bonds are used for sidewalk design and construction throughout the City, including sidewalk installations in various public housing development and for streetscape and intersection improvements throughout the City.

For the Fiscal Year ended June 30, 2018, the City had six (6) General Obligation debt outstanding totaling \$325.4 million. The City used \$40.2 million of collected tax revenues to make annual principal and interest payment for the fiscal year.



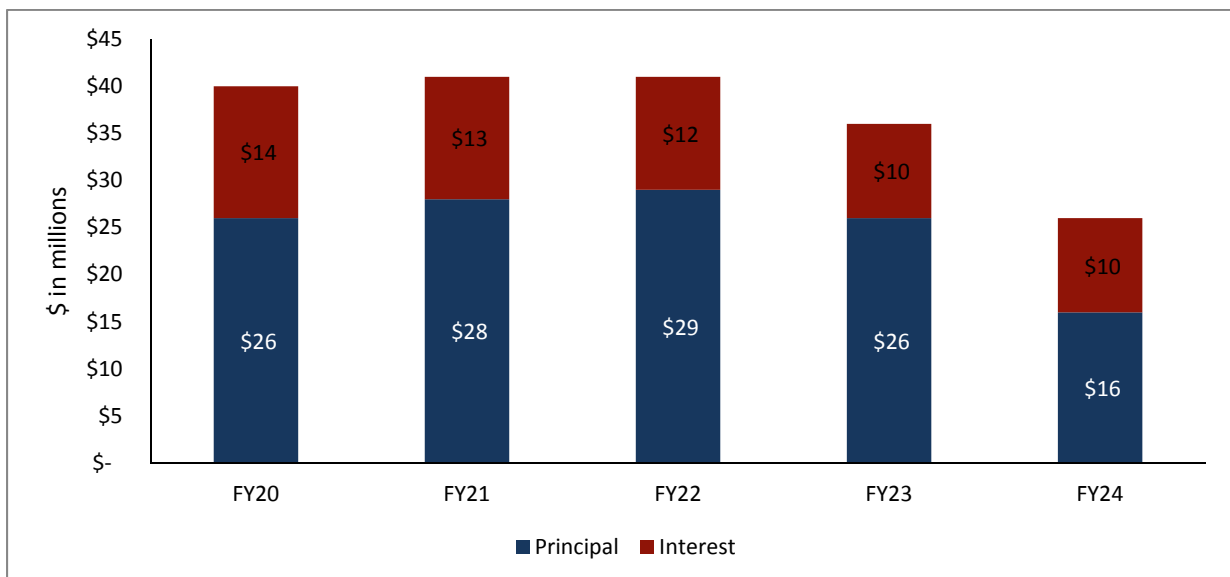
General Obligation – Historical Payments

During the last 10 years from 2009 to 2018, the City has spent \$352.2 million in principal and interest payments on its GO bond debt. During this period GO annual debt payments has averaged \$35.2 million.



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

\$187.6 million in total tax revenues will be used to make principal and interest payments on the City's General Obligation debt outstanding in the next 5 years. \$127.1 million or 67.7% of the total amount will be used for principal payments and \$60.5 million or 32.3% for interest.

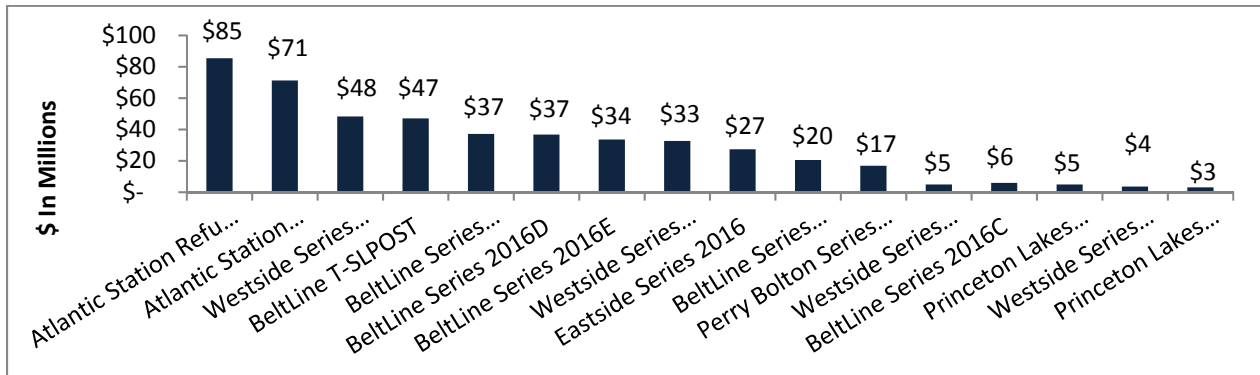


Tax Allocation Districts (TADs)

TADs – Outstanding Debt

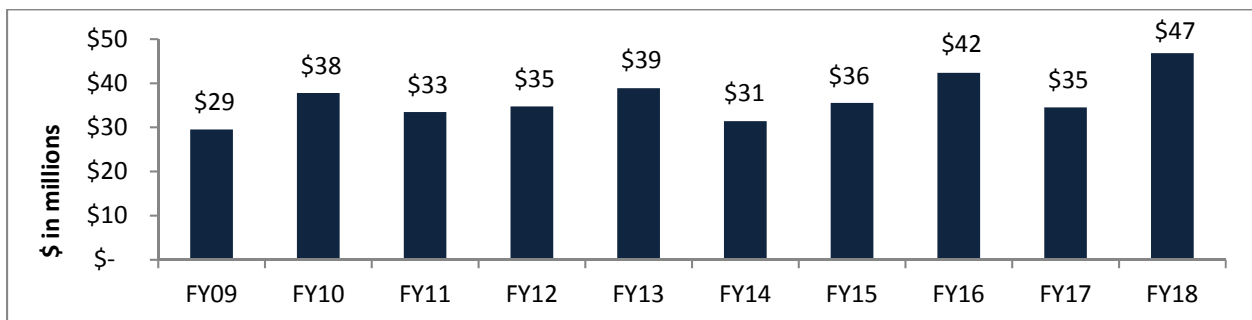
The City has issued bonds to fund various Capital Improvement Projects (CIP) in specially designated tax districts; these bond issuances are deemed as conduit debt obligations of the City. Tax receipts from the designated districts are used to make annual debt service payments when due.

For Fiscal Year 2018, the City had sixteen (16) TAD bonds/obligations outstanding with a total value of \$478.9 million. The City used \$46.8 million of tax receipts from the various designated districts to make annual principal and interest payments.



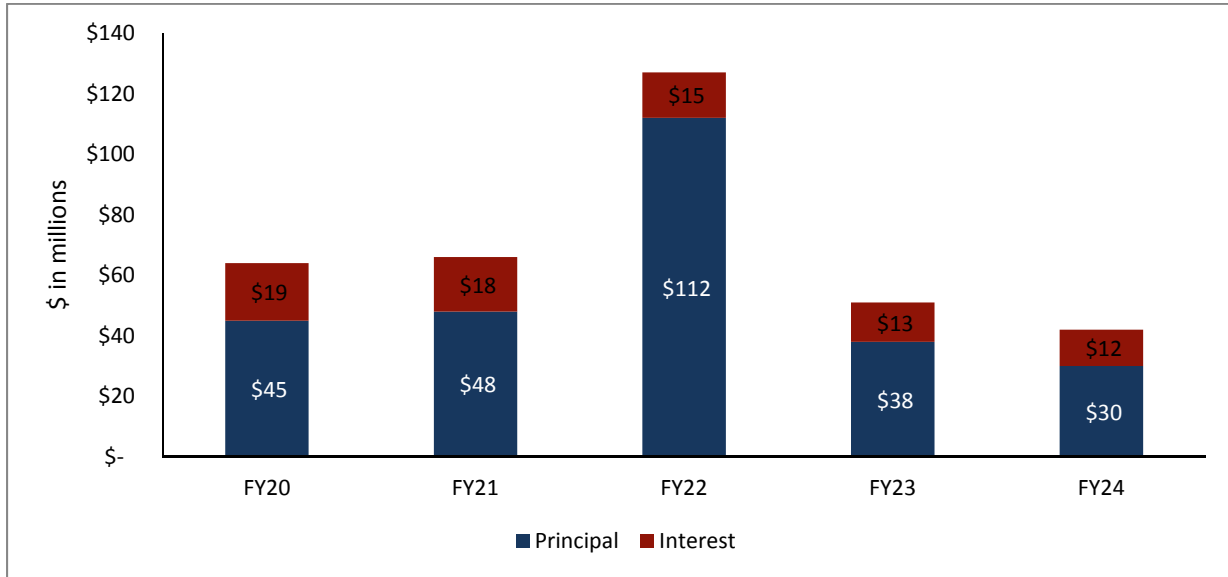
TAD – Historical Payments

Between 2009 and 2018 the City has spent \$364.9 million on principal and interest payments on its conduit debt outstanding. During this period the annual debt payment has increased from \$29.5 million in 2009 to \$46.8 million in 2018. The average annual debt service payments for the last 5 years was \$38.1 million.



TADs - 5 Year Outlook - Principal & Interest Payments

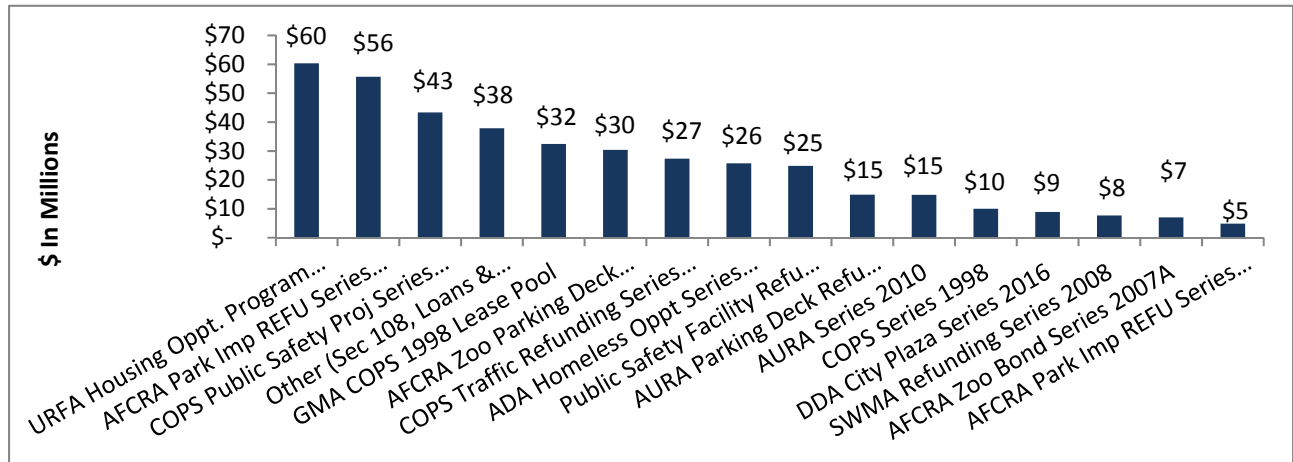
In the next 5 years it is expected that the City will make \$349.9 million in principal and interest payments on its outstanding Conduit debt. \$272.9 million or 78.0% of the total amount will be used to make annual principal payments and \$76.9 million or 22.0% in interest.



GENERAL FUND & OTHER

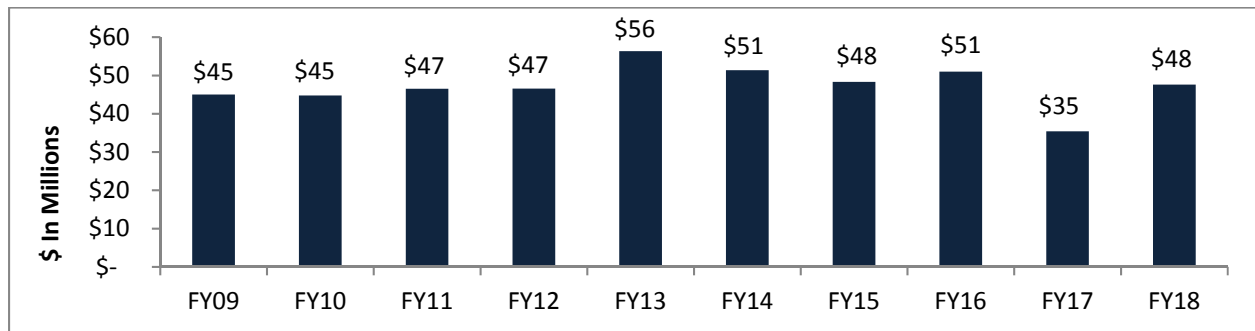
General Fund & Other Outstanding Debt

The General Fund and Other debt obligations of the City consist of bonds issued for various purposes and Capital Lease agreements. For Fiscal Year 2018, \$406.0 million of the General Fund and Other debt obligations including Inter-Governmental Agreements (IGA) remained outstanding for budget purposes¹



General Fund & Other - Historical Payments

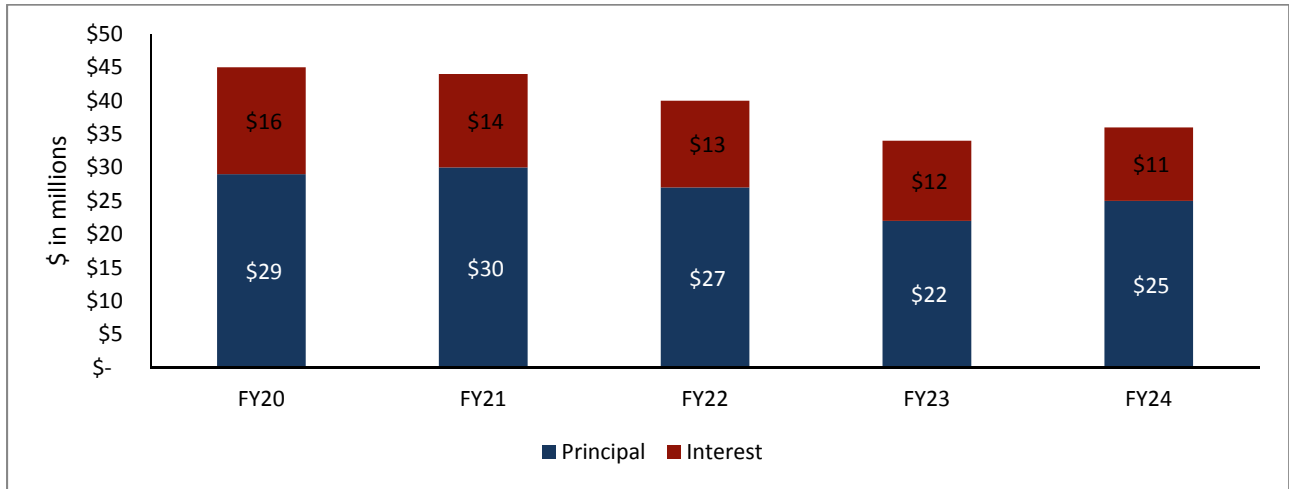
Between 2009 and 2018 the City paid \$425.2 on principal and interest on its general fund and other debt outstanding recorded in its annual budget. During this period, the debt payments have increased from \$45.0 million in 2009 to \$47.6 million in 2018.



¹ The annual debt budget excludes the following debt: Atlanta Development Authority Revenue Bonds (New Downtown Atlanta Stadium Project), Series 2015A-1, Series 2015A-2, and Series 2015B.

General Fund - 5 Year Outlook - Principal & Interest Payments

In the next 5 years, it is expected that \$198.2 million of General Fund and Other revenues will be used to make annual debt service payments. The payments include Inter-governmental agreements that the City has with other authorities. \$133.2 million of the total amount will be used to make principal payments and \$65.0 million for interest payments.

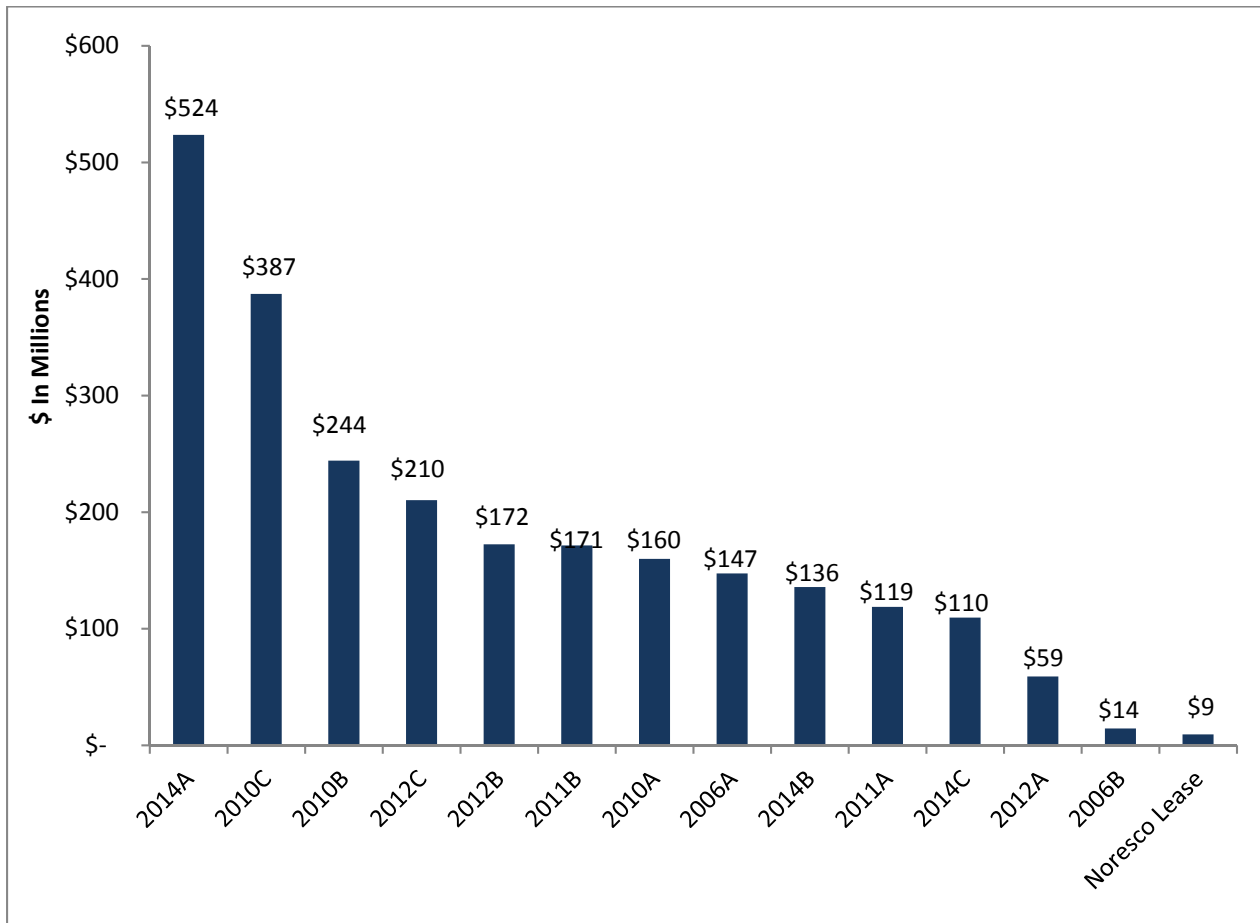


DEPARTMENT OF AVIATION

Department of Aviation – Outstanding Debt

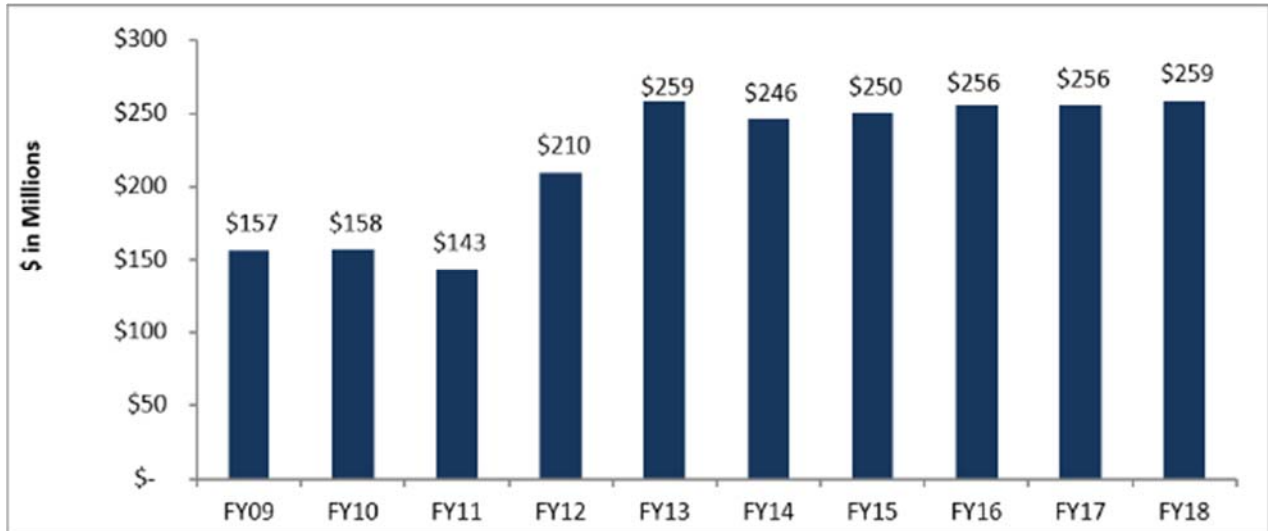
The City of Atlanta is one of 4 cities in the nation that owns and operates a World Class International airport. To maintain its position, the City issues bonds for ongoing capital improvement projects which are pledged against its revenues and have equal lien parity. Revenues pledged against the bonds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

At the end of Fiscal Year 2018, the Department of Aviation had \$2.76 billion in outstanding long-term debt that consists of General Airport Revenue Bonds (9), Passenger Facility Charge Bonds (2), and Customer Facility Charge Bonds (2). All these bonds were either issued as Alternative Minimum Tax (AMT) or Non-Alternative Minimum Tax (Non-AMT). The department also has \$300 million in Bond Anticipation Notes (BANs) and \$300 million in short-term Commercial Paper notes that were outstanding at the end of the fiscal year.



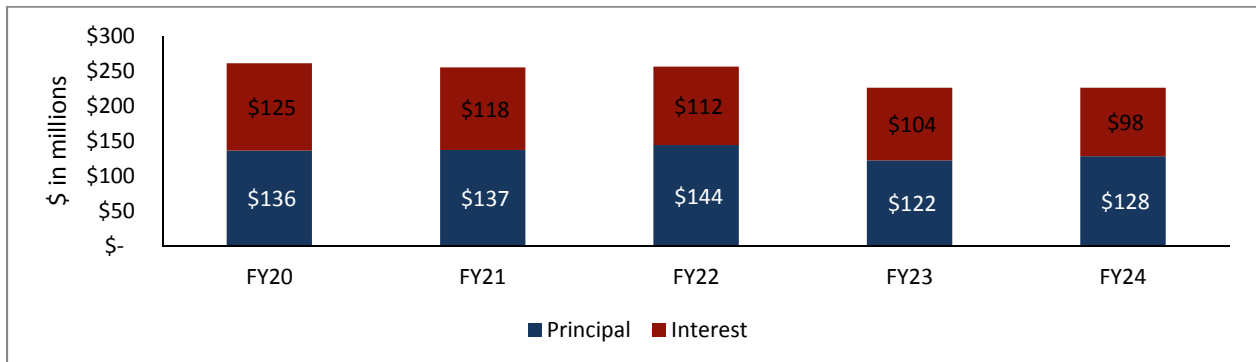
Department of Aviation - Historical Payments

During the last 10 years from 2009 to 2018, the City’s Department of Aviation has paid \$2.2 billion in principal and interest on all its revenue bonds obligations. The average annual debt service payments for the last 5 years was \$253.5 million.²



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

In the next 5 years, the Department of Aviation is expected to spend \$1.22 billion of revenues to make annual principal and interest payments on current outstanding debt obligations. 54.4% or \$666.0 million of the total will be used to make principal payments, and \$557.7 million or 45.6% for interest. It is expected that average annual debt service payments will be approximately \$244.8 million over the next 5 years.



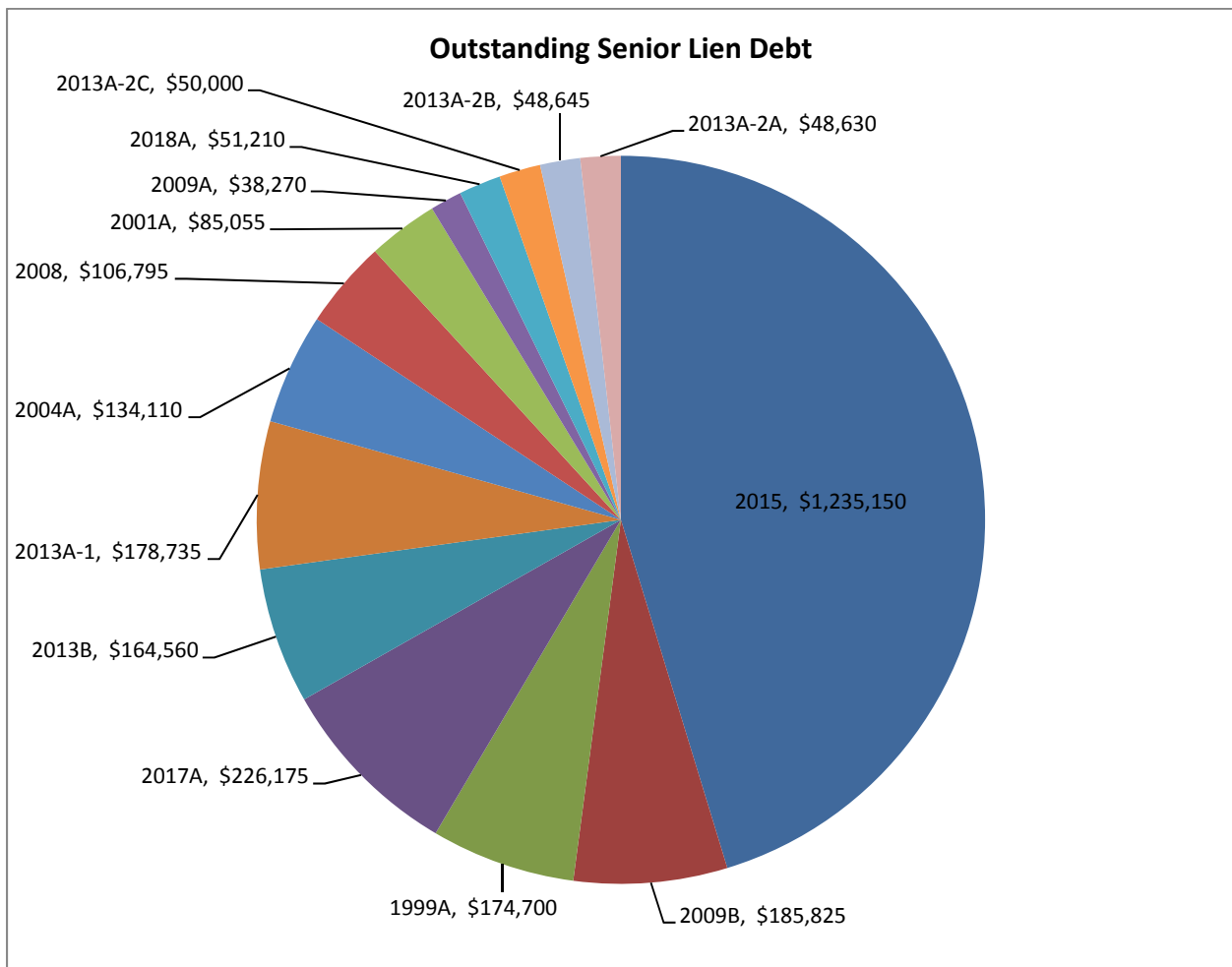
² Excludes the Series 2016 Bond Anticipation Notes.

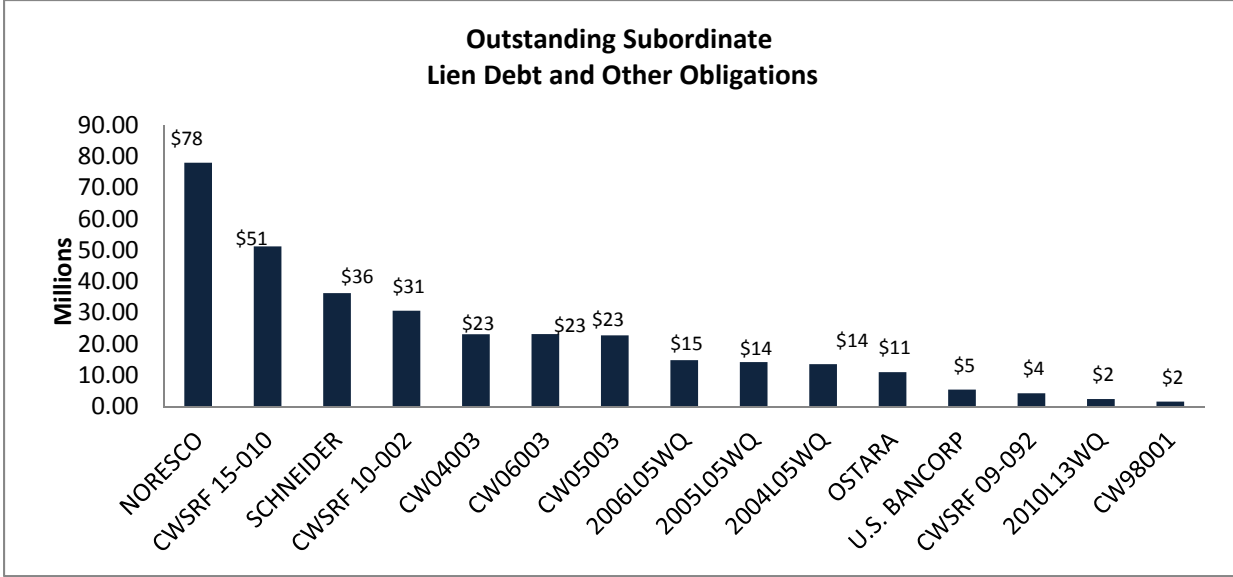
DEPARTMENT OF WATERSHED MANAGEMENT

Department of Watershed Management – Outstanding Debt

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

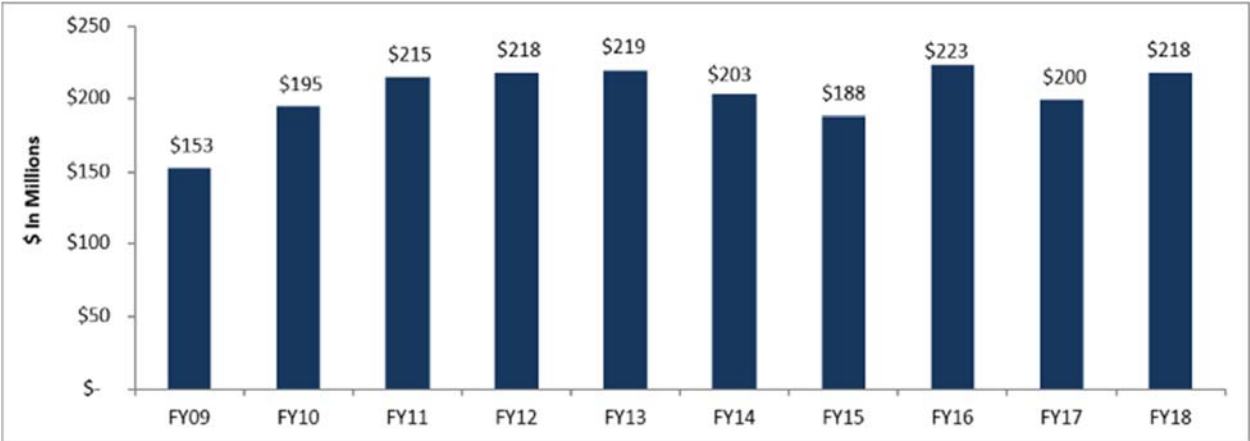
For Fiscal Year 2018, the Department had \$3.06 billion of outstanding long-term debt and obligations which consisted of \$2.73 billion of senior-lien debt, \$201.7 million of subordinate-lien debt and \$130.69 million of other long-term obligations. The Department also issued a \$125 million short-term commercial paper program.





Department of Watershed Management Debt - Historical Payments

During Fiscal Years 2009 to 2018, the City’s Department of Watershed Management (DWM) has paid \$2.0 billion in principal and interest on all its revenue bonds and other obligations, which has been restated in the past five fiscal years to include swap, capital leases, installment purchases, and commercial paper payments. The annual debt (including other liability payments) has increased from \$152.9 million in Fiscal Year 2009 to \$218.2 million in Fiscal Year 2018. The average annual debt for the last five Fiscal Years was \$206.4 million. It is expected that overall annual debt including other liability payments will be approximately \$214.0 million over the next 5 years. The decrease in annual debt for the Department is the result of a bond refunding opportunity that the Department executed in Fiscal Year 2018 which provided a net present value savings of \$.32 million.

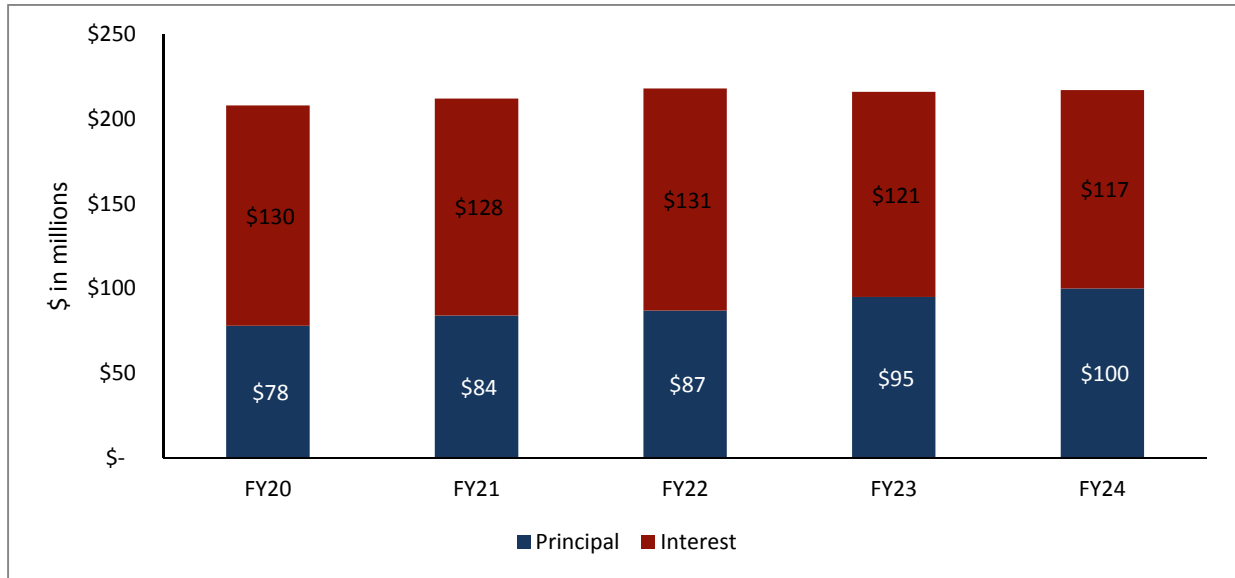


⁽¹⁾In Fiscal Year 2017, Fiscal Year 2013 through 2017 were modified to include Other Obligations which include swap, capital lease, installment purchase, and commercial paper payments.

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

The Department of Watershed is expected to make approximately \$5.0 billion in total principal and interest payments through maturity. This represents an average of approximately \$203.2 million annually. \$3 billion or 60% of the total amount will be used to make annual principal payments and \$2 billion or 40% in interest.

It is expected that the Department will execute both short-term and long-term financial opportunities as they become available which will impact its five-year outlook.



CAPITAL PROJECT
STATUS
SUMMARIES

CAPITAL PROJECT STATUS OVERVIEW

FIVE YEAR PLAN



CAPITAL PROJECT STATUS OVERVIEW

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

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

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

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

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

The FY2020 to FY2024 five year plan provides the status of active capital projects that are new or will continue from the previous fiscal year. All anticipated project costs are spread over the five year period with the exception of projects anticipated to be expensed and closed-out in the current year. For these projects, funding will not be allocated in future years.



**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Tsplost Capital Project Fund**

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>Total</u>
DEPARTMENT TOTALS						
Department Of Public Works	48,272,386	46,757,542	42,908,504	14,121,023		\$152,059,455
Total City Wide	\$48,272,386	\$46,757,542	\$42,908,504	\$14,121,023		\$152,059,455
PROJECT TOTALS BY DEPARTMENT						
Department Of Public Works						
Complete Streets - 112754	10,145,469	10,145,469	8,588,320	8,595,254		\$37,474,512
Multi-Use Trails - 112755	734,837	734,837	0	0		\$1,469,674
Sidewalks And Streetscapes - 112756	6,515,651	6,515,651	4,958,501	1,844,201		\$19,834,004
Signal Coordination - 112759	4,420,453	4,420,453	4,420,453	1,306,153		\$14,567,512
Partnership & Matching Funding - 112762	14,844	0	0	0		\$14,844
Program Managemnet - 112763	2,604,750	2,604,750	2,604,750	0		\$7,814,250
Atlanta Beltline - 112767	13,180,000	13,180,000	13,180,099	0		\$39,540,099
Committed Project Contingency - 112768	3,000,000	3,000,000	3,000,000	0		\$9,000,000
Default - 000000	7,656,382	6,156,382	6,156,382	2,375,415		\$22,344,560
Sub-Total	\$48,272,386	\$46,757,542	\$42,908,504	\$14,121,023		\$152,059,455
Total City Wide	\$48,272,386	\$46,757,542	\$42,908,504	\$14,121,023		\$152,059,455

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Atlanta Beltline Tad**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Non-Departmental	1,100,000	1,100,000	1,100,000	1,100,000		\$4,400,000
Total City Wide	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000		\$4,400,000

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	1,100,000	1,100,000	1,100,000	1,100,000		\$4,400,000
Sub-Total	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000		\$4,400,000
Total City Wide	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000		\$4,400,000

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2015 Infrastructure Bond Fun**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Public Works	65,791,951	4,055,214				\$69,847,165
Total City Wide	\$65,791,951	\$4,055,214				\$69,847,165

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Public Works						
Transportation Infrastructure - 112184	48,651,122	0				\$48,651,122
District 1 - 112203	1,315,832	299,186				\$1,615,017
District 2 - 112204	1,601,921	391,659				\$1,993,579
District 3 - 112205	1,624,133	403,471				\$2,027,604
District 4 - 112206	1,574,401	377,899				\$1,952,300
District 5 - 112207	1,620,799	401,800				\$2,022,599
District 6 - 112208	1,623,404	403,074				\$2,026,478
District 7 - 112209	1,639,493	407,226				\$2,046,719
District 8 - 112210	1,624,924	404,530				\$2,029,454
District 9 - 112211	1,546,225	366,851				\$1,913,076
Council District 10 - 112212	723,946	138,794				\$862,740
District 11 - 112213	1,011,264	229,671				\$1,240,935
District 12 - 112214	1,234,487	231,054				\$1,465,542
Sub-Total	\$65,791,951	\$4,055,214				\$69,847,165
Total City Wide	\$65,791,951	\$4,055,214				\$69,847,165

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2015 Municipal Facilities Bond Fund**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Executive Offices	18,213,816					\$18,213,816
Total City Wide		\$18,213,816				\$18,213,816

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
Municipal Facilities - 112217	13,104,456					\$13,104,456
District 1-Facilities - 112221	397,583					\$397,583
District 2-Facilities - 112223	471,120					\$471,120
District 3-Facilities - 112224	474,905					\$474,905
District 4-Facilities - 112225	476,457					\$476,457
District 5-Facilities - 112226	448,833					\$448,833
District 6-Facilities - 112227	483,368					\$483,368
District 7-Facilities - 112228	473,858					\$473,858
District 8-Facilities - 112229	463,547					\$463,547
District 9-Facilities - 112230	466,017					\$466,017
District 10-Facilities - 112231	470,262					\$470,262
District 11-Facilities - 112232	483,410					\$483,410
Sub-Total	\$18,213,816					\$18,213,816
Total City Wide	\$18,213,816					\$18,213,816

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2016 Go Project Fund**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Executive Offices	830,142	830,142	830,142			\$2,490,426
Total City Wide	\$830,142	\$830,142	\$830,142			\$2,490,426

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
Citywide Restacking - 112288	830,142	830,142	830,142			\$2,490,426
Sub-Total	\$830,142	\$830,142	\$830,142			\$2,490,426
Total City Wide	\$830,142	\$830,142	\$830,142			\$2,490,426

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Park Improvement Fund**

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>Total</u>
DEPARTMENT TOTALS						
Dept Of Parks & Recreation	550,281	1,062,028	1,573,778	2,075,327		\$5,261,414
Total City Wide	\$550,281	\$1,062,028	\$1,573,778	\$2,075,327		\$5,261,414
PROJECT TOTALS BY DEPARTMENT						
Dept Of Parks & Recreation						
City Wide Park Furniture & Play Equip. - 100271	973	973	973	973		\$3,893
Municipal Arts Reserve - 100282	26,481	26,481	26,481	26,481		\$105,925
Default - 000000	521,948	1,033,695	1,545,445	2,046,995		\$5,148,083
Southside Butler Street Ymca, Cd-220 - 200409	878	878	878	878		\$3,514
Sub-Total	\$550,281	\$1,062,028	\$1,573,778	\$2,075,327		\$5,261,414
Total City Wide	\$550,281	\$1,062,028	\$1,573,778	\$2,075,327		\$5,261,414

FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
General Government Capital Fund

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Finance	10,108,068	10,662,468	11,034,358	0		\$31,804,894
Department Of Public Works	15,162,394	15,595,380	14,678,380	0		\$45,436,153
Dept Of Parks & Recreation	2,916,547	2,343,198	1,988,345	0		\$7,248,090
Department Of Fire Services	2,056,875	2,017,448	2,000,000	0		\$6,074,322
Department Of Police Services	78,169	78,169	78,169	0		\$234,507
Department of City Planning	107,055	107,055	107,055	0		\$321,165
Total City Wide	\$30,429,108	\$30,803,717	\$29,886,307	\$0		\$91,119,131

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Finance						
Admin.Development Recoupment Fees - 201072	10,108,068	10,662,468	11,034,358	0		\$31,804,894
Sub-Total	\$10,108,068	\$10,662,468	\$11,034,358	\$0		\$31,804,894

Department Of Public Works						
Bakers Ferry Sidewalk, Cd-443 - 101205	40,715	40,715	40,715			\$122,145
Greenbriar Parkway Reconstruction - 101231	161	161	161			\$483
Bicycle Rack Project - 101491	19,546	19,546	19,546	0		\$58,639
Cleveland Ave Sidewalk (Phase Ii) - 101631	2,295	2,295	2,295			\$6,884
Custer Avenue Sidewalk - 101632	48,514	48,514	48,514			\$145,542
North Highland Avenue Sidewalk - 101633	575	575	575			\$1,725
Niskey Lake Road Sidewalk - 101634	13,638	13,638	13,638			\$40,914
Northside Drive Sidewalk - 101635	49,703	49,703	49,703			\$149,109
Wieuca Road Sidewalk (Phase Ii) - 101639	3,084	3,084	3,084	0		\$9,251
Stewart Ave (Metropolitan Pkwy) Sidewalk - 101640	12,333	12,333	12,333			\$36,999
Cleveland Avenue (Phase I) - 101657	12,553	12,553	12,553			\$37,660
Pryor Road Streetscape - 101659	50,469	50,469	50,469			\$151,408
Avon Avenue Sidewalk - 101660	499	499	499			\$1,496
Bolton Road Sidewalk (Phase I) - 101662	654	654	654			\$1,961
Bolton Road Sidewalk (Phase Ii) - 101663	42,088	42,088	42,088			\$126,265
Benjamin E. Mayes Drive Sidewalk - 101798	3,315	3,315	3,315			\$9,944
Forest Park Road Sidewalk - 101799	14,500	14,500	14,500			\$43,500
Gilbert Road Sidewalk - 101800	685	685	685			\$2,054
Glenwood Ave. Sidewalk - 101801	713	713	713			\$2,139
Hank Aaron Dr. Sidewalk - 101802	7,191	7,191	7,191			\$21,573
Jonesboro Rd. (Sr54) Sidewalk (Phase I) - 101803	1	1	1	0		\$2
Jonesboro Rd. (Sr54) Sidewalk (Phase Ii) - 101804	2,830	2,830	2,830			\$8,490
Morosgo Drive Sidewalk - 101805	2,596	2,596	2,596			\$7,788
Peyton Road Sidewalk - 101806	45,500	45,500	45,500			\$136,500
W. Paces Ferry/Paces Ferry Rd. Sidewalk - 101807	15,920	15,920	15,920			\$47,760
Traffic Calming - 101841	4,424	4,424	4,424			\$13,272
City Of Atl Schools Sidewalks Project B - 101844	12,845	12,845	12,845			\$38,535
Fairburn Road Sidewalk & Bike Lane - 101845	43,090	43,090	43,090			\$129,269
Ashby Street Sidewalk - 101850	2,355	2,355	2,355			\$7,065
Castlewood Drive Sidewalk - 101852	2,671	2,671	2,671			\$8,012
Defoors Avenue Sidewalk - 101854	37,403	37,403	37,403	0		\$112,208

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
General Government Capital Fund**

	FY20	FY21	FY22	FY23	FY24	Total
Grant Way Sidewalk - 101858	3,968	3,968	3,968			\$11,905
Hank Aaron Avenue Sidewalk - 101859	3,867	3,867	3,867			\$11,600
Hatcher Avenue Sidewalk - 101860	10,000	10,000	10,000			\$30,000
Hemphill School Road Sidewalk - 101861	1,766	1,766	1,766			\$5,299
Lakewood Trail - 101862	13,858	13,858	13,858			\$41,573
Mcdonough Boulevard Sidewalk - 101863	10,552	10,552	10,552			\$31,655
Monroe Drive Sidewalk - 101865	4,639	4,639	4,639			\$13,918
Pine Street Sidewalk - 101867	9,470	9,470	9,470			\$28,410
Violet Avenue Sidewalk - 101870	0	0	0			\$1
Woodland Avenue Sidewalk - 101871	129	129	129			\$386
Cheshire Bridge Road Streetscape - 101872	21,575	21,575	21,575			\$64,725
Cherokee Avenue Pedestrian Improvements - 101873	181	181	181			\$544
Westend Sidewalks, Cd-659 - 101955	6,177	6,177	6,177			\$18,531
Lindbergh/Lavista/Cheshire Br. Imprvs - 101982	200,584	584	584			\$201,753
Campbellton/Greenbriar/Langford Inter - 101983	5,793	5,793	5,793			\$17,380
Airline St. & Ezzard St. Reconstruct - 101984	11	11	11			\$33
Citywide Traffic Signal Improvement - 101985	600,018	200,004	167,004	0		\$967,026
Roxboro Road Widening - 102000	4,405	4,405	4,405			\$13,216
Perry Homes Sidewalks - 102102	20,004	20,004	20,004			\$60,012
Ashby Street Streetscape - 102105	34,723	34,723	34,723			\$104,169
Metropolitan Pkwy Streetscape - 102108	3,904	3,904	3,904			\$11,711
Midtown Streetscape - 102109	55,084	55,084	55,084			\$165,252
Moreland Avenue Streetscapes - 102110	328	328	328			\$984
North Highland Ave Streetscapes - 102111	186,636	186,636	186,636			\$559,907
Peachtree Road Streetscapes - 102112	250,554	250,554	250,554			\$751,661
Ponce De Leon Ave Streetscapes - 102113	34,078	34,078	34,078			\$102,233
Mlk, Jr., Dr. Corridor Improvements - 102281	0	0	0	0		\$0
Perry Blvd/Hollywood - 102319	23,592	23,592	23,592			\$70,776
Prior Road Streetscapes - 102321	15,000	15,000	15,000			\$45,000
Lee Street Lci Grant - 102383	62,721	62,721	62,721			\$188,164
Ralph David Abernathy Lci Grant - 102384	25,564	25,564	25,564			\$76,693
Barge Rd./Campellton Lci Grant - 102385	50,250	50,250	50,250	0		\$150,749
Greenbriar Pkwy-Langford Lci Grant - 102386	81	81	81			\$244
Headland Dr. Streetscape Lci Grant - 102387	1,568	1,568	1,568			\$4,704
Highland Corridor - 102390	65,941	65,941	65,941			\$197,823
Landrum Drive Exit - 102391	175,000	175,000	0			\$350,000
Piedmont/Lindbergh Transportation Improv - 102438	98	98	98			\$293
Collier Rd Sidewalk Project - 102629	21	21	21			\$63
City Wide Intersection Timing Loop - Det - 102642	63,725	63,725	63,725	0		\$191,175
Hermi'S Bridge Project - 102730	23,309	23,309	23,309	0		\$69,927
Citywide Greenway Trail Projects - 102847	60,820	40,820	20,820	0		\$122,459
Piedmont Intersection Impr - 110253	18,000	18,000	18,000	0		\$54,000
Memorial Dr Sidewalks - 110255	4,261	4,261	4,261	0		\$12,783
Windemere Dr Sidewalks - 110256	564	564	564	0		\$1,692
Freemont Ave Rd Constr - 110257	99,472	99,472	99,472	0		\$298,416
City Hall Sidewalks - 110259	200,000	200,000	200,000	0		\$600,000

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
General Government Capital Fund**

	FY20	FY21	FY22	FY23	FY24	Total
Hollywood Road Impr - 110261	14,871	14,871	14,871	0		\$44,614
Ada Ramps & Ada Sidewalk Imp, Cityw - 110262	218,507	218,507	218,507	0		\$655,521
Buckhead Village Redevelopment - 110892	24,041	24,041	24,041	0		\$72,124
DI Hollowell/Westlake-Lci - 111105	114,601	114,601	114,601	0		\$343,802
Glenwood/Moreland-Lci - 111106	4,403	4,403	4,403	0		\$13,210
Atlanta University Center Pedestrian Streetscape - 112170	7,500	7,500	7,500	0		\$22,500
Cycle Atlanta Phase 1.0 Bucycle Mobility - 112172	2,000	2,000	2,000	0		\$6,000
12Th Street Two-Way Conversion - 112174	30,000	30,000	30,000	0		\$90,000
Sr260/Sr42 Intersection Realignment - 112176	868	868	868	0		\$2,603
D.I.F.Admin-Transportation-City - 201053	11,880,447	12,933,447	12,244,447	0		\$37,058,342
Sub-Total	\$15,162,394	\$15,595,380	\$14,678,380	\$0		\$45,436,153
Dept Of Parks & Recreation						
Centennial Park Trail - 101643	250,000	0	0	0		\$250,000
Green Space Pgm., Parks North - 201997	2,666,547	2,343,198	1,988,345	0		\$6,998,090
Sub-Total	\$2,916,547	\$2,343,198	\$1,988,345	\$0		\$7,248,090
Department Of Fire Services						
Fire Station 22 Construction - 100170	56,875	17,448	0	0		\$74,322
Afr Facilities Repair & Maint. - 211200	2,000,000	2,000,000	2,000,000			\$6,000,000
Sub-Total	\$2,056,875	\$2,017,448	\$2,000,000	\$0		\$6,074,322
Department Of Police Services						
New Zone 3 Precinct - 111450	42,169	42,169	42,169	0		\$126,507
Admin.Development Recoupment Fees - 201072	36,000	36,000	36,000			\$108,000
Sub-Total	\$78,169	\$78,169	\$78,169	\$0		\$234,507
Department of City Planning						
Admin.Development Recoupment Fees - 201072	107,055	107,055	107,055	0		\$321,165
Sub-Total	\$107,055	\$107,055	\$107,055	\$0		\$321,165
Total City Wide	\$30,429,108	\$30,803,717	\$29,886,307	\$0		\$91,119,131

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Capital Finance Fund**

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>Total</u>
DEPARTMENT TOTALS						
Department Of Atlanta Information Management	550,000					\$550,000
Department Of Corrections	39,012	19,149	19,149	19,149		\$96,459
Department Of Public Works	375,000	0	0			\$375,000
Department of City Planning	185,000					\$185,000
Total City Wide	\$1,149,012	\$19,149	\$19,149	\$19,149		\$1,206,459

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>Total</u>
PROJECT TOTALS BY DEPARTMENT						
Department Of Atlanta Information Management						
Itsm-It Service Mgt - 212713	550,000					\$550,000
Sub-Total	\$550,000					\$550,000
Department Of Corrections						
Cor Upgrades 2017 - 112622	39,012	19,149	19,149	19,149		\$96,459
Sub-Total	\$39,012	\$19,149	\$19,149	\$19,149		\$96,459
Department Of Public Works						
District 8 - 112210	375,000					\$375,000
Sub-Total	\$375,000	\$0	\$0			\$375,000
Department of City Planning						
Fy18 Planning Initiatives - 212709	185,000					\$185,000
Sub-Total	\$185,000					\$185,000
Total City Wide	\$1,149,012	\$19,149	\$19,149	\$19,149		\$1,206,459

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Capital Finance-Recovery Zone (Eco. Dev.) Fund**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Public Works	100,000	0	0			\$100,000
Total City Wide	\$100,000	\$0	\$0			\$100,000

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Public Works						
Rec Zone Economic Dev Bond - 111318	100,000	0	0			\$100,000
Sub-Total	\$100,000	\$0	\$0			\$100,000
Total City Wide	\$100,000	\$0	\$0			\$100,000

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Water & Wastewater Renewal & Extension Fund**

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>Total</u>
DEPARTMENT TOTALS						
Department Of Watershed Management	260,915,019	152,731,518	120,133,080	9,499,869		\$543,279,486
Non-Departmental	900,000	9,000,000	54,000,000			\$63,900,000
Total City Wide	\$261,815,019	\$161,731,518	\$174,133,080	\$9,499,869		\$607,179,486

PROJECT TOTALS BY DEPARTMENT	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>Total</u>
Department Of Watershed Management						
Water Mains, Various Locations - 100395	591,520	591,520	591,520			\$1,774,559
Phosphorous Reduction Fac, Utoy Creek - 100736	221,822	221,822	221,822			\$665,467
Phosphorous Reduction Fac, R.M. Clayton - 100737	1,034,598	1,034,598	1,034,598			\$3,103,795
Lease/Pur-New Traffic Court Facility - 101681	303,388	303,388	303,388			\$910,164
Program Management-Year 3 - 102335	12,400,000	5,400,000	5,400,000			\$23,200,000
Public Health Security-Water - 102366	29,252	29,252	29,252			\$87,756
Public Health Security- Wastewater - 102367	35,715	35,715	35,715			\$107,145
Sewer Group 2 Rehabilitation - 102445	348,859	348,859	348,859			\$1,046,576
Raw Water Transmission Mains - 102474	4,624,110	1,624,110	1,624,110			\$7,872,329
Sanitary Sewer-Annual Contract - 102506	2,226,986	226,986	226,986			\$2,680,959
Sses Sewer Groups - 102652	640,916	640,916	640,916			\$1,922,749
Clean Water Atlanta, Flint River - 102675	157,227	157,227	157,227			\$471,682
Clean Water Atlanta, R.M. Clayton - 102676	339,017	339,017	339,017			\$1,017,050
Peachtree Basin Cap Relief - 110846	25,334,017	6,426,823	6,426,823			\$38,187,662
Dwm Hazard Mitigation - 110874	632,267	632,267	632,267			\$1,896,800
Utilities Gdot & Municipal - 110893	3,618,344	1,369,734	618,344			\$5,606,421
Water Mains- Sw Quadrant - 111191	884,605	884,605	884,605			\$2,653,815
East Atl Water Main Rpmt - 111193	167,105	167,105	167,105			\$501,314
Custer Ave Cso Cap Relief - 111415	16,633,764	18,633,764	18,633,764	9,499,869		\$63,401,160
Nw Quadrant Water System Imp. - 111441	160,000	160,000	160,000			\$480,000
Ne Quadrant Water System Imp. - 111443	1,640,000	1,640,000	1,640,000			\$4,920,000
Intrenchment Creek Wrc Dec S/S - 111468	9,438,380	9,438,380	9,438,380			\$28,315,140
Hemphill Res #1 Embank Rep - 111469	436,008	436,008	436,008			\$1,308,025
Lake Forrest Dam Improvement - 111605	1,049,936	216,656	216,656			\$1,483,248
Wpp-Nancy Creek Basin - 111613	75,769	0	0			\$75,769
W/Shed Impr Prog Plan & Des - 111614	210,104	210,104	210,104			\$630,313
South River Wrc Various Grp 1 - 111635	87,472	87,472	87,472			\$262,416
Hartsfield Manifold Improvements - 111636	812,585	812,585	812,585			\$2,437,754
Dwm Fac & Struc.Site Impr - 111640	975,209	975,209	975,209			\$2,925,628
Aeration Basin Equip - 111651	44,250	44,250	44,250			\$132,751
Treatment Fac Various Projects - 111652	2,996,284	996,284	996,284			\$4,988,851
W/Shed Impr Plan & Design Sccs - 111688	4,267,474	1,968,735	1,968,735			\$8,204,943
Cso Various Projects - 111697	6,126	6,126	6,126			\$18,377
Raw Water Delivery Program - 111736	22,047,709	2,658,827	2,658,827			\$27,365,363
Design & Support Services - 111739	30,907	30,907	30,907			\$92,721
Csos. Fac. Comp. Improv. Proj. - 111741	18,000,000	18,000,000	17,513,771			\$53,513,771
Downtown H2O Storage Tanks & Pd - 111815	19,651,751	19,651,751	16,905,636			\$56,209,138
Consent Decree Rehab Comp Sewer Group - 111881	599,673	599,673	599,673			\$1,799,018

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Water & Wastewater Renewal & Extension Fund**

	FY20	FY21	FY22	FY23	FY24	Total
Sewer Capacity Relief - 111925	9,786,547	2,660,391	2,660,391			\$15,107,328
Distribution System R & R - 111948	7,000,000	2,000,000	2,000,000			\$11,000,000
Beckwith St.Trunk Cpacity - 111959	251,205	251,205	251,205			\$753,614
Dwm Vehicle & Heavy Equipment - 112157	3,890,127	3,890,127	2,041,884	0		\$9,822,139
Up Proctor Creek Cap Relief - 112164	10,080,162	2,208,830	2,208,830			\$14,497,822
West Area Cso Outfalls - 112171	434,108	434,108	434,108			\$1,302,323
Peyton Center - 112201	227,531	227,531	227,531			\$682,593
Utoy Creek Cso Various Projects - 112253	268,546	268,546	268,546			\$805,637
Sewer Group li - 112264	11,000,000	6,802,996	3,000,000			\$20,802,996
Cip A&E & Cm Services - 112308	18,383,989	14,367,813	3,383,989			\$36,135,792
Facility Capital Maintenance - 112309	1,066,754	1,066,754	1,066,754			\$3,200,261
Distribution System Appurtenances - 112516	1,000,000	1,000,000	1,000,000			\$3,000,000
Small Diameter Distribution System Rehad - 112517	6,540,000	9,015,572	1,540,000			\$17,095,572
Sg3 Contracat C - 112530	10,840,000	6,144,069	2,840,000			\$19,824,069
Most Phase 1 Stormwater - 112560	62,000	62,000	62,000			\$186,000
Most Phase 2 Stormwater - 112561	2,543,000	2,543,000	2,543,000			\$7,629,000
Proctor Creek Greenway - 112562	32,000	32,000	32,000			\$96,000
Sg3 Contr. D Rehab - 112804	10,000,000					\$10,000,000
Water Distribution System Rehab Impro. - 112966	10,000,000					\$10,000,000
Atlanta Water Customer Rebate Program - 210059	319,685	319,685	119,685			\$759,056
Dwm Water Surcharge - 210540	1,796,217	1,796,217	796,217			\$4,388,651
Nancy Creek Assess & Odor Cnt. - 211775	600,000	600,000	600,000			\$1,800,000
Small Business Development Program - 212270	40,000	40,000	40,000			\$120,000
Asphaltic Concrete (Annual) - 212574	1,000,000					\$1,000,000
Geo Tech Testing & Investigation - 212576	1,000,000					\$1,000,000
Sub-Total	\$260,915,019	\$152,731,518	\$120,133,080	\$9,499,869		\$543,279,486
Non-Departmental						
Restricted Reserves - 212591	900,000	9,000,000	54,000,000			\$63,900,000
Sub-Total	\$900,000	\$9,000,000	\$54,000,000			\$63,900,000
Total City Wide	\$261,815,019	\$161,731,518	\$174,133,080	\$9,499,869		\$607,179,486

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
1999 Water And Wastewater Bond Fund**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Watershed Management	167,209	167,209	167,209			\$501,628
Total City Wide	\$167,209	\$167,209	\$167,209			\$501,628

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Peachtree Basin Cap Relief - 110846	167,209	167,209	167,209			\$501,628
Sub-Total	\$167,209	\$167,209	\$167,209			\$501,628
Total City Wide	\$167,209	\$167,209	\$167,209			\$501,628

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2001 Water & Wastewater Bond Fund**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Watershed Management	2,248,961	2,248,961	2,248,961			\$6,746,884
Total City Wide	\$2,248,961	\$2,248,961	\$2,248,961			\$6,746,884

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Water Mains, Various Locations - 100395	613,979	613,979	613,979			\$1,841,938
Sanitary Sewer-Annual Contract - 102506	167,063	167,063	167,063			\$501,189
Rmc Compliance Upgrades 3 - 111674	1,467,919	1,467,919	1,467,919			\$4,403,756
Sub-Total	\$2,248,961	\$2,248,961	\$2,248,961			\$6,746,884
Total City Wide	\$2,248,961	\$2,248,961	\$2,248,961			\$6,746,884

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2004 Water & Wastewater Bond Fund**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Watershed Management	648,799	648,799	8,565			\$1,306,163
Total City Wide	\$648,799	\$648,799	\$8,565			\$1,306,163

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Sewer Group 2 Rehabilitation - 102445	158,127	158,127	0			\$316,254
South River Basin Relief Projects - 102648	21,328	21,328	0			\$42,656
Water Resources Mgt Plan - 111192	24,719	24,719	0			\$49,438
Rmc Compliance Upgrades 3 - 111674	444,626	444,626	8,565			\$897,816
Sub-Total	\$648,799	\$648,799	\$8,565			\$1,306,163
Total City Wide	\$648,799	\$648,799	\$8,565			\$1,306,163

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Ser. 2009A Water & Wastewater Rev Bd Fd**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Watershed Management	27,669,040	12,891,915	12,891,915			\$53,452,871
Total City Wide	\$27,669,040	\$12,891,915	\$12,891,915			\$53,452,871

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Water Mains, Various Locations - 100395	600,051	600,051	600,051			\$1,800,153
Development, North Area Treatment Plant - 100599	237,760	237,760	237,760			\$713,279
H.T.P., Reservoir Expansion - 100897	40,423	40,423	40,423			\$121,269
Small Diameter Sewer Rehab - 102350	414,616	414,616	414,616			\$1,243,847
Sewer Group 2 Rehabilitation - 102445	1,452,170	1,452,170	1,452,170			\$4,356,511
Rm Clayton- Compliance Upgrades - 102462	40,683	40,683	40,683			\$122,048
Electrical Switchgear Replacement - 102482	362,668	362,668	362,668			\$1,088,004
Sandy Creek Basin Relief Projects - 102646	53,059	53,059	53,059			\$159,178
Sewer Group 1 - Rehabilitation - 102650	46,194	46,194	46,194			\$138,583
Soil Remediation & Site Closure - 102656	35,204	35,204	35,204			\$105,611
Small Meter Installation (New Meters) - 102658	465,205	465,205	465,205			\$1,395,616
North Area Main Improvements - 102663	1,078,677	1,078,677	1,078,677			\$3,236,030
Repair & Replace Large Water Meters - 102664	375,909	375,909	375,909			\$1,127,728
South River Tunnel & Ps - 110345	469,203	469,203	469,203			\$1,407,610
Peachtree Basin Cap Relief - 110846	825,038	825,038	825,038			\$2,475,114
Utilities Gdot & Municipal - 110893	71,015	71,015	71,015			\$213,044
Water Proj- Se Quadrant - 111093	495,504	495,504	495,504			\$1,486,512
Custer Ave Cso Cap Relief - 111415	151,149	151,149	151,149			\$453,448
Rmc Compliance Upgrades 3 - 111674	10,332,550	2,555,425	2,555,425			\$15,443,400
Clear Creek Cso - 112156	8,121,962	3,121,962	3,121,962			\$14,365,885
Ami Smart Valve Program - 112973	2,000,000					\$2,000,000
Sub-Total	\$27,669,040	\$12,891,915	\$12,891,915			\$53,452,871
Total City Wide	\$27,669,040	\$12,891,915	\$12,891,915			\$53,452,871

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2015A Water Commerical Paper Program**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Watershed Management	71,177,662	71,177,662	71,177,662	35,588,831		\$249,121,817
Total City Wide	\$71,177,662	\$71,177,662	\$71,177,662	\$35,588,831		\$249,121,817

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Raw Water Delivery Program - 111736	71,177,662	71,177,662	71,177,662	35,588,831		\$249,121,817
Sub-Total	\$71,177,662	\$71,177,662	\$71,177,662	\$35,588,831		\$249,121,817
Total City Wide	\$71,177,662	\$71,177,662	\$71,177,662	\$35,588,831		\$249,121,817

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Airport Renewal And Extension Fund**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Aviation	99,722,758	51,528,485	31,690,637			\$182,941,879
Total City Wide	\$99,722,758	\$51,528,485	\$31,690,637			\$182,941,879

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Hapeville Easement Program - 100312	6,489,537					\$6,489,537
Terminal & Atrium Projects - 111301	15,926,404	14,254,749	8,231,630			\$38,412,782
Other Facility Projects - 111304	19,404,739					\$19,404,739
Other Direct Costs Project - 111310	37,273,736	37,273,736	23,459,007			\$98,006,479
Noise Insulation Program - 210816	20,594,034					\$20,594,034
Non-Capital Projects - 211312	34,309					\$34,309
Sub-Total	\$99,722,758	\$51,528,485	\$31,690,637			\$182,941,879
Total City Wide	\$99,722,758	\$51,528,485	\$31,690,637			\$182,941,879

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Airport Passenger Facility Charge Fund**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Aviation	63,538,016	23,419,801	3,300,000			\$90,257,817
Total City Wide	\$63,538,016	\$23,419,801	\$3,300,000			\$90,257,817

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Airfield Projects - 111300	24,190,483	5,119,372				\$29,309,855
Terminal & Atrium Projects - 111301	29,390,128	13,050,429	3,300,000			\$45,740,557
Parking And Ground Transportation - 111306	5,250,000	5,250,000				\$10,500,000
Noise Insulation Program - 210816	4,707,406					\$4,707,406
Sub-Total	\$63,538,016	\$23,419,801	\$3,300,000			\$90,257,817
Total City Wide	\$63,538,016	\$23,419,801	\$3,300,000			\$90,257,817

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Airport Commercial Paper Series 2010A/B**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Aviation	1,814,075					\$1,814,075
Total City Wide	\$1,814,075					\$1,814,075

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Terminal Improvements - 101352	1,814,075					\$1,814,075
Sub-Total	\$1,814,075					\$1,814,075
Total City Wide	\$1,814,075					\$1,814,075

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2012A Bond General Airport Revenue**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Aviation	499,136					\$499,136
Total City Wide	\$499,136					\$499,136

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Concourse Projects - 111302	499,136					\$499,136
Sub-Total	\$499,136					\$499,136
Total City Wide	\$499,136					\$499,136

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
2012C Bond General Airport Revenue**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Aviation	1,206,789					\$1,206,789
Total City Wide	\$1,206,789					\$1,206,789

	FY20	FY21	FY22	FY23	FY24	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Concourse Projects - 111302	1,206,789					\$1,206,789
Sub-Total	\$1,206,789					\$1,206,789
Total City Wide	\$1,206,789					\$1,206,789

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Doa Series 2016 Bond Anticipation Notes (Ban)**

	FY20	FY21	FY22	FY23	FY24	Total
DEPARTMENT TOTALS						
Department Of Aviation	90,509,460	20,589,941	0			\$111,099,401
Total City Wide	\$90,509,460	\$20,589,941	\$0			\$111,099,401
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Terminal & Atrium Projects - 111301	22,075,454	9,489,941	0			\$31,565,395
Parking And Ground Transportation - 111306	68,434,006	11,100,000	0			\$79,534,006
Sub-Total	\$90,509,460	\$20,589,941	\$0			\$111,099,401
Total City Wide	\$90,509,460	\$20,589,941	\$0			\$111,099,401

**FY20-FY24 FIVE YEAR PLAN
CAPITAL PROJECT STATUS
Doa Series 2016 F-G Commerical Paper Program**

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>Total</u>
DEPARTMENT TOTALS						
Department Of Aviation		117,560,000				\$117,560,000
Total City Wide		\$117,560,000				\$117,560,000
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Airfield Projects - 111300	5,000,000					\$5,000,000
Concourse Projects - 111302		112,560,000				\$112,560,000
Sub-Total		\$117,560,000				\$117,560,000
Total City Wide		\$117,560,000				\$117,560,000

APPENDIX

LEGISLATION

GLOSSARY

FIVE YEAR PLAN



14/284 Finance

188-R - 3079

A RESOLUTION BY FINANCE/EXECUTIVE COMMITTEE ADOPTING THE 2019 UPDATE TO THE CITY OF ATLANTA FIVE YEAR FINANCIAL PLAN FOR YEARS 2019 TO 2023; AND FOR OTHER PURPOSES.

FILED BY COUNCIL
2-5-18
Filed by
Full Council
2/5/18

- CONSENT REFER
- REGULAR REPORT REFER
- ADVERTISE & REFER
- 1ST ADOPT 2ND READ & REFER
- PERSONAL PAPER REFER

Date Referred:
Referred To:
Date Referred:
Referred To:
Date Referred:
Referred To:

Committee _____
Date _____
Chair _____
Referred To _____

First Reading

Committee Finance/Buc
Date 2-2-18
Chair [Signature]
Action _____
Fav, Adv, Hold (see rev. side) _____
Other _____
Members [Signatures]
Refer To _____

Committee _____
Date _____
Chair _____
Action _____
Fav, Adv, Hold (see rev. side) _____
Other _____
Members _____
Refer To _____

Committee _____
Date _____
Chair _____
Action _____
Fav, Adv, Hold (see rev. side) _____
Other _____
Members _____
Refer To _____

Committee _____
Date _____
Chair _____
Action _____
Fav, Adv, Hold (see rev. side) _____
Other _____
Members _____
Refer To _____

FINAL COUNCIL ACTION
 2nd 1st & 2nd 3rd
 Readings
 Consent V Vote RC Vote

CERTIFIED
FEB 05 2018
 ATLANTA CITY COUNCIL PRESIDENT
[Signature]

CERTIFIED
 FEB 05 2018
 [Signatures]

MAYOR'S ACTION

A RESOLUTION BY FINANCE/EXECUTIVE COMMITTEE ADOPTING THE 2019 UPDATE TO THE CITY OF ATLANTA FIVE YEAR FINANCIAL PLAN FOR YEARS 2019 TO 2023; AND FOR OTHER PURPOSES.

WHEREAS, pursuant to Resolution 09-R-1213, the Administration and the Chief Financial Officer of the City of Atlanta are authorized to develop a strategic short and long-range planning and economic forecasting, or Financial Plan (the "Plan") which will assist in the allocation of the City's financial resources; and

WHEREAS, pursuant to Resolution 09-R-1213, following adoption of the 2009 through 2014 Financial Stabilization Plan, the Plan shall be updated annually by the Administration and the Chief Financial Officer; and

WHEREAS, Article 6, Chapter 3, Section 6-312 of the City Charter establishes that the annual update of the Plan shall be presented to City Council by February 15 of each year by the Mayor; and

WHEREAS, on February 14, 2018, the Chief Financial Officer will present the annual update of the Plan to the Finance/Executive Committee of the City Council; and

WHEREAS, the City Council desires to adopt the annual update of the Plan as the guide by which the City shall move forward in stabilizing and improving the City's financial position.

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF ATLANTA, GEORGIA HEREBY RESOLVES, as follows:

SECTION 1: That the Five Year Financial Plan Update FY 2019-2023 be approved and adopted as an update of the guide by which the City shall move forward in stabilizing and improving the City's financial position.

SECTION 2: That all resolutions and parts of resolutions in conflict herewith are hereby waived to the extent of the conflict.



AN ORDINANCE

BY COUNCILMEMBERS *Felicia A. Moore* *Joyce M. Sheperd*
HOWARD SHOOK, CLAIR MULLER, CARLA SMITH, C.T. MARTIN,
Mary Norwood *Ivory Lee Young, Jr.* *Anne Falver*
CEASAR MITCHELL, KWANZA HALL, H. LAMAR WILLIS,

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Section 6-312. Financial Stabilization Plan

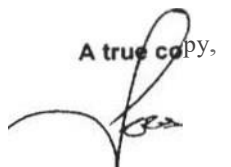
(a) The Mayor shall present to the governing body by October 15 of each year a five-year Financial Stabilization Plan consisting of the following elements:



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

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

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

A true copy,

Deputy Clerk

ADOPTED by the Atlanta City Council
APPROVED by Mayor Shirley Franklin

SEP 21, 2009
SEP 25, 2009

Atlanta City Council

REGULAR SESSION

09-O-1406 AMEND PART1 SUBPART A ART.VI CHAPT.III
 TO CREATE NEW SEC.6-312
 FINAL ADOPT

YEAS: 12
NAYS: 0
ABSTENTIONS: 0
NOT VOTING: 3
EXCUSED: 0
ABSENT 1

Y Smith	Y Archibong	Y Moore	NV Mitchell
Y Hall	Y Fauver	Y Martin	Y Norwood
NV Young	Y Shook	B Maddox	Y Willis
Y Winslow	Y Muller	Y Sheperd	NV Borders

Atlanta City Council

REGULAR SESSION

09-O-1406 AMEND CITY CHARTER TO CREATE NEW SECTION
 6-312 ENTITLED STABILIZATION PLAN
 ADOPT/REFER

YEAS: 14
NAYS: 0
ABSTENTIONS: 0
NOT VOTING: 2
EXCUSED: 0
ABSENT 0

Y Smith	Y Archibong	Y Moore	Y Mitchell
Y Hall	Y Fauver	Y Martin	NV Norwood
Y Young	Y Shook	Y Maddox	Y Willis
Y Winslow	Y Muller	Y Sheperd	NV Borders

assumptions upon which such projection is based.

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

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

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



09-0 -1406

(Do Not Write Above This Line)

AN ORDINANCE BY COUNCILMEMBERS FELICIA K. MOORE, JOYCE & SHEPHERD, HOWARD SHOOK, CLAIR ULLER, CARLA SMITH, C.T. MARTIN, MARY NORWOOD, IVORY LEE YOUNG, JR., ANNE FAUVER, CEASAR MITCHELL, KWANZA HALL, H. LAMAR WILLIS, JIM MADDOX AND NATALYN MOSBY ARCHIBONG

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

- CONSENT REFER
- REGULAR REPORT REFER
- ADVERTISE & REFER
- ADOPT 2nd READ & REFER
- PERSONAL PAPER REFER

Date Referred 08/17/07 ^{1st reading}

Referred To: Finance / Exec

Date Referred 09/08/2009

Referred To: Finance / Exec

Date Referred SEP 21 2009

Referred To: COUNCIL

First Reading

Committee _____

Date _____

Chair _____

Referred To _____

Committee Finance / Executive

Date _____

t-L...et

Action

@, : .) .etv, Hold (see rev. side)

:2'') P...J, J?)''? (: : . : .rT''Ct

Members

Carla Smith

Felicia Moore

Clair Miller

Clara Hineslow

Refer To

Committee Finance / Exec

Date 9-12-09

Chair [Signature]

Action

Fav, Adv, Hold (see rev. side)

Other 3rd Read Final Adoption

Members

Carla Smith

Felicia Moore

Clair Miller

Refer To

Committee

Date

Chair

Action

Fav, Adv, Hold (see rev. side)

Other

Members

Refer To

Committee

Date

Chair

Action

FAdv, Hold (see rev. side)

Other

Members

Refer To

FINAL COUNCIL ACTION

2nd 1st & 2nd 3rd

Consent V Vote RC Vote

CERTIFIED

SEP 21 2009

(f" i , f- ; - l ; t l)

3:37

it, il:

APPROVED

MAYOR'S ACTION

SEP 21 2009

[Signature]

MAYOR

Final adoption -

11-0-1415

(Do Not Write Above This Line)

FINANCE CHARTER AMENDMENT
MEMBERS FELICIA MOORE AND
LAADREAN

ORDINANCE AND CHARTER
AMENDMENT TO AMEND THE CHARTER OF
CITY OF ATLANTA, GEORGIA, 1996 GA
4469, ET SEQ. ADOPTED UNDER AND
IN EXERCISE OF THE AUTHORITY OF THE
MUNICIPAL HOME RULE ACT OF 1965,
SECTION 36-35-1 ET SEQ., AS
AMENDED, BY AMENDING PART 1 (CHARTER
RELATED LAWS), SUBPART A
(REVENUE), ARTICLE VI (REVENUE AND
ADMINISTRATION), CHAPTER 3
(FINANCIAL CONTROL), SECTION 6-312
(MUNICIPAL STABILIZATION PLAN), SO AS
TO CHANGE THE DATES BY WHICH THE
FINANCIAL STABILIZATION PLAN
IS PRESENTED TO AND ADOPTED BY
COUNCIL; AND FOR OTHER PURPOSES.

ADOPTED'SV

OV. (J1 zan

CONSENT REFER
REGULAR REPORT RGeUNCIL
ADVERTISE & REFER
2nd READ & REFER
PERSONAL PAPER REFER

Referred 09/19/2011
Referred To: Finance/Exec
Referred 10/3/11
Referred To: Finance/Exec
Referred
Referred To:

First Reading

Committee
Date
Chair
Referred To

Finance/Executive
Date 9/28/11
Chair Laadreaan
Action
Fav, Adv, Hold (see rev. side)
Other
2nd Read, 1st Adopt
Members
Feliciana G. Moore
Refer To

Finance/Executive
Date 11/2/11
Chair Jaden
Action
Fav, Adv, Hold (see rev. side)
Other
3rd Read
Final Adopt
Members
Refer To

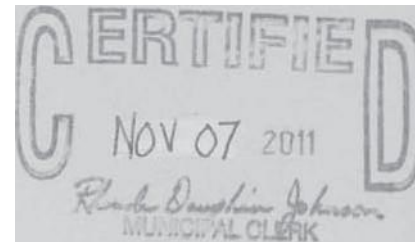
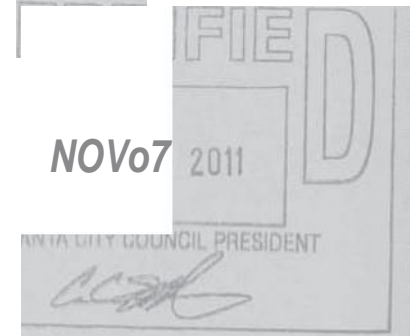
Finance/Executive
Date
Chair
Action
Fav, Adv, Hold (see rev. side)
Other
Members
Refer To

Committee
Date
Chair
Action
Fav, Adv, Hold (see rev. side) &
Other
Members
Refer To

FINAL COUNCIL ACTION

2nd 1st & 2nd 3rd
Readings
 Consent V Vote RC Vote

CERTIFIED



MAYOR'S ACTION

AN ORDINANCE AND CHARTER AMENDMENT TO AMEND THE CHARTER OF THE CITY OF ATLANTA, GEORGIA, 1996 GA LAWS P. 4469, ET SEQ., ADOPTED UNDER AND BY VIRTUE OF THE AUTHORITY OF THE MUNICIPAL HOME RULE ACT OF 1965, O.C.G.A. SECTION 36-35-1 ET SEQ., AS AMENDED, BY AMENDING PART 1 (CHARTER AND RELATED LAWS), SUBPART A (CHARTER), ARTICLE VI (REVENUE AND FINANCE ADMINISTRATION), CHAPTER 3 (FISCAL CONTROL), SECTION 6-312 (FINANCIAL STABILIZATION PLAN), SO AS TO CHANGE THE DATES BY WHICH THE CITY'S FINANCIAL STABILIZATION PLAN MUST BE PRESENTED TO AND ADOPTED BY CITY COUNCIL; AND FOR OTHER PURPOSES.

WHEREAS, Section 6-312(a) of the Charter of the City of Atlanta, Georgia, 1996 Ga. Laws P. 4469, et seq. ("Charter,") requires that the Mayor present a five-year financial stabilization plan to the City Council of the City of Atlanta ("City Council,") by October 15 of each year; and

WHEREAS, Section 6-312(b) of the Charter requires that City Council adopt a financial stabilization plan by December 31 of each year; and

WHEREAS, by October 15 of each year, the Chief Financial Officer has not completed the necessary accounting adjustments for close-out purposes of the prior fiscal year; and

WHEREAS, by October 15 of each year, the City's external auditor has not presented the City with its findings and recommendations for the prior fiscal year; and

WHEREAS, information from the close-out of the prior fiscal year and the external auditor's recommendations should be utilized in the preparation of the City's financial stabilization plan; and

WHEREAS, in order to present a more comprehensive financial stabilization plan, it is the desire of the City to amend Section 6-312 (a) to change the deadline for presentation of the City's financial stabilization plan from October 15 of each year to February 15 of each year; and

WHEREAS, it is the desire of the City to amend Section 6-312 (b) to change the deadline for adoption of the City's financial stabilization plan from December 31 of each year to April 30 of each year.

WHEREAS, it is the desire of the City to amend Section 6-312 (b) to require that City Council consider the financial stabilization plan prior to adoption of the budget for the upcoming fiscal year.

SECTION 1: That Prui I, Subpart A, Article VI, Chapter 3, Section 6-312 of the Charter of the City of Atlanta, Georgia, Georgia, 1996 Ga. Laws P. 4469, et seq., which currently reads:

Sec. 6-312.-Financial stabilization plan.

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

(1) A five-year projection of general fund revenues broken down by major category. The projection shall identify the economic trends and assumptions upon which such projection is based.

(2) A five-year projection of total general fund expenses on a departmental level. Such expense projection shall assume the continuation of department operations as they exist in the current general fund budget and shall take into account the following:

i. The effect of inflation on general fund budgeted costs;

ii. A projection of pension costs as provided by the city's actuaries; and

iii. Costs occurring in future years that the city is legally obligated to pay.

(3) A calculation of the surplus or deficit produced by the projected revenues and expenditures described in (1) and (2) above.

(4) A cost estimate of long-term initiatives of the city. Such initiatives shall include, but not be limited to, long-term operating infrastructure and capital infrastructure needs and the elimination of deficit positions in funds that are subsidized or have historically been subsidized by the general fund. At any time the governing body of the city may, by resolution, request specific long-term initiatives to be included in the five-year financial stabilization plan.

(5) A comprehensive list of revenue initiatives the city may pursue during the five years covered by the financial stabilization plan, including an estimate of the revenues to be produced by such initiatives.

(6) A comprehensive list of cost saving initiatives the city may pursue during the five years covered by the financial stabilization plan, including an estimate of costs saved by such initiatives.

(b) The governing body shall adopt the financial stabilization plan by December 31 of each year.

Sec. 6-312. – Financial stabilization plan.

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

(1) A five-year projection of general fund revenues broken down by major category. The projection shall identify the economic trends and assumptions upon which such projection is based.

(2) A five-year projection of total general fund expenses on a departmental level. Such expense projection shall assume the continuation of department operations as they exist in the current general fund budget and shall take into account the following:

i. The effect of inflation on general fund budgeted costs;

ii. A projection of pension costs as provided by the city's actuaries; and

iii. Costs occurring in future years that the city is legally obligated to pay.

(3) A calculation of the surplus or deficit produced by the projected revenues and expenditures described in (1) and (2) above.

(4) A cost estimate of long-term initiatives of the city. Such initiatives shall include, but are not limited to, long-term operating infrastructure and capital infrastructure needs and the elimination of deficit positions in funds that are subsidized or have historically been subsidized by the general fund. At any time the governing body of the city may, by resolution, request specific long-term initiatives to be included in the five-year financial stabilization plan.

(5) A comprehensive list of revenue initiatives the city may pursue during the five years covered by the financial stabilization plan, including an estimate of the revenues to be produced by such initiatives.

(6) A comprehensive list of cost saving initiatives the city may pursue during the five years covered by the financial stabilization plan, including an estimate of costs saved by such initiatives.

(b) The governing body shall adopt the financial stabilization plan by April 30 December 31 of each year. In no event shall the governing body adopt the budget for the upcoming fiscal year prior to consideration of the financial stabilization plan.

TO THE CHARTER OF THE CITY OF ATLANTA

Notice is hereby given that an Ordinance has been introduced to amend the Charter of the City of Atlanta (Ga. Laws, 1996, p. 4469, et seq.) approved April 15, 1996, as amended, said Ordinance being captioned as follows:

AN ORDINANCE AND CHARTER AMENDMENT TO AMEND THE CHARTER OF THE CITY OF ATLANTA, GEORGIA, 1996 GALAWS P. 4469, ET SEQ., ADOPTED UNDER AND BY VIRTUE OF THE AUTHORITY OF THE MUNICIPAL HOME RULE ACT OF 1965, O.C.G.A. SECTION 36-35-1 ET SEQ., AS AMENDED, BY AMENDING PART 1 (CHARTER AND RELATED LAWS), SUBPART A (CHARTER), ARTICLE VI (REVENUE AND FUND ADMINISTRATION), CHAPTER 3 (FISCAL CONTROL), SECTION 6-312 (FINANCIAL STABILIZATION PLAN), SO AS TO CHANGE THE DATES BY WHICH THE CITY'S FINANCIAL STABILIZATION PLAN MUST BE PRESENTED TO AND ADOPTED BY CITY COUNCIL; AND FOR OTHER PURPOSES.

A copy of the proposed Ordinance and Charter Amendment is on file in the Office of the Municipal Clerk of the City of Atlanta and in the Offices of the clerks of the Superior Courts of Fulton and DeKalb Counties, Georgia for the purpose of examination and inspection by the public.

This _____ day of _____, 2011.

Rhonda Dauphin Johnson
Municipal Clerk
City of Atlanta

Clerk of the City of Atlanta and in the Offices of the Clerks of the Superior Courts of Fulton and DeKalb Counties and that a "Notice of Proposed Amendment to the Charter of the City of Atlanta, Georgia," attached hereto and marked "Exhibit A" and made a part of this ordinance, be published in the official organ of the cotmty of the legal situs of the City of Atlanta or in a newspaper of general circulation in the City of Atlanta once a week for three weeks within a period of 60 days immediately preceding its final adoption, and that a copy of said advertisement be attached to this ordinance prior to its final adoption by the Cmmcil of the City of Atlanta.

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

Atruec p, d)

Deputy Municipal Clerk

ADOPTED by the Atlanta City Council
APPROVED as per City Charter Section 2-403

Nov. 07,2011
Nov. 16,2011

RCS# 1531
11/07/11
4:01 PM

Atlanta City Council

REGULAR SESSION

11-0-1415

AMEND COA CHARTER PART IA/ART VI/CH3
SEC 6-312/CHANGE DATES FOR FSP
ADOPT

YEAS: 11
NAYS: 0
ABSTENTIONS: 0
NOT VOTING: 1
EXCUSED: 2
ABSENT 2

Y Smith	Y Archibong	Y Moore	Y Bond
Y Hall	Y Wan	Y Martin	E Watson
B Young	Y Shook	B Bottoms	Y Willis
Y Winslow	Y Adrean	E Sheperd	NV Mitchell

11-0-1415

Atlanta City Cou cil

REGOLAR SESSION

11-0-1415

AMENDING CHARTER AND RELATED LAWS PART 1
ARTICLE IV, CH.3, SECTION 6-312
ADOPT

YEAS: 15
NAYS: 0
ABST:::NTIONS: 0
NOT VOTING: 1
EXC.:JSED: 0
ABSENT 0

Y Smith	Y Archibong	Y Moore	Y Bond
Y Hall	Y Wan	Y Martin	Y Watson
Y Young	Y Shook	Y Bottoms	Y Willis
Y Winslow	Y Adrean	Y Sheperci	NV Mitchell

11-0-1415

GLOSSARY

Auction Rate Bond/Security – An auction rate bond or security is a long term maturity instrument for which interest rates are regularly reset. The reset is normally done by a Dutch auction where the security instrument begins at a high price and is then lowered until an investor is willing to accept the auctioneer's price.

Bond Insurance – An insurance policy that guarantees that the insurance company will make principal and interest payments to a bond holder if the issuer cannot. This insurance policy usually broadens the demand of the bond to retail investors.

Conduit Bond – A bond issued by a state or local authority on behalf of a non-profit organization and business for projects to boost economic development.

Fixed Rate Bond – A fixed rate bond is a long-term debt instrument that carries a predetermined interest rate. The interest rate is known as the coupon rate and is payable at specific dates until the instruments maturity date(s). Most often fixed rate bonds pay interest semi-annually.

General Obligation Bonds – Bond issued by a local government for public purposes and require voter approval. These bonds are secured by the issuer's taxing power.

Letter of Credit/Standby (LOC) – Is a guarantee of payment issued by a bank on behalf of a client as payment of last resort should the client fail to fulfill its commitment to a third party. This credit facility is required when issuing auction rate bonds, variable rate bonds and commercial paper notes. This letter is a contract between the bank and the client and usually has a 3 year expiration date. The client is charged a quarterly fee by the bank for this service.

Municipal Bond – A debt or obligation of a public agency that bears interest and recognized by specific maturity date(s).

Refunding Bonds – Issued to refinance a previous bond issue; usually to achieve a lower rate of interest or restructure for lower payments. It uses the same security as the refunded debt (G.O. Bonds, Revenue Bonds, Leases, etc.)

Revenue Bond - A municipal bond supported by revenues from a specific project or enterprise system. Some examples of revenue bonds are water & waste water bonds, airport bonds, public utility bonds, tolls authority bonds. The fees and charges collected from the enterprise systems are used to make the debt payments.

Serial Bonds – A bond issue in which portions of the bonds mature at intervals until eventually all the bonds have matured. Serial bonds pay varying interest based on the yield at which they were sold.

Term Bond – An issue of bonds that mature at the same time. The principal or outstanding par amount of the bond becomes due at the same date.

Variable Rate Bonds – A method of interest rate assignment where the interest rate is reset after a short period of time (e.g., weekly or 30-90 days). Essentially, the loan rolls over every time the rate is reset and bondholders can request repayment of principal at each reset. In addition, variable rate debt has the advantage of bearing the least expensive rates available in the market, has the disadvantage of having exposure to large scale upward interest rate movements in the market and bear additional costs from Letter of Credit protection and re-marketing fees, as a new buyer may be needed with each reset.