



CITY OF ATLANTA

**FISCAL YEAR 2020
ADOPTED BUDGET**



KEISHA LANCE BOTTOMS
MAYOR

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PREFACE

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CITY OFFICIALS

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ADOPTED BUDGET
FY 2020



READER'S GUIDE

The City of Atlanta's budget document is intended to provide information in such a manner that the lay reader can understand the operations of the City. The **Reader's Guide** describes the structure of the FY2020 Adopted Budget Book and outlines its contents. The FY2020 Adopted Budget has overview sections and detail on the overall revenues and expenses of the City of Atlanta. The entire document can be found on the City's website at www.atlantaga.gov.

- **The Preface** – includes the City's Government Finance Officers Association (GFOA) Award, the City's History, the Mayor's Biography, a preview of the Atlanta City Council and how it operates, an overview of City officials, and organizational structure.
- **Messages** – provides the Mayor and Chief Financial Officer's transmittal letters, which presents the framework for the City's operations, services, and financial position adopted in FY2020.
- **Introduction** – provides detailed information on the City's economic and demographic information, and highlights of the City's performance metrics.
- **Budget Summaries** – provides an overview of the City's funds, and information about revenues and expenditures; departmental budgets; fund balance; and full-time position status.
- **Revenue Overview** – includes revenue projections, methodology, historical trends, and account details of major revenue sources.
- **Operational Summaries** - provides an expense budget summary, personnel information and the key performance measures for each operating department.
- **Capital Projects Status** - provides an expense budget summary at a point in time for capital projects, which are non-recurring in nature. This section includes projected expenditures for FY2020 to FY2024 for bonds, grants, trusts and other capital projects, and are subject to change.
- **Debt Service** - provides a summary of the City's debt obligations, bond ratings and debt coverage ratios.
- **Appendix** – includes the glossary and other essential information.

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

FINANCE

Mission Statement

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

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

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

support to the Finance/Executive Committee of the Mayor's Office, City Council, and Operating Departments.

Divisions/Offices Descriptions

The *Office of Administrative and Legislative Services* is responsible for operations optimization and management of the administrative and legislative functions of the Department of Finance. This includes policy development and implementation, coordination of responses to open records inquiries, management of the centralized department contracts and purchasing controls, supporting Senior Leadership with workforce planning, staff supervision and staff skills development and training. This

Departmental Overview

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

Operating Budget Highlights

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



FY20 OPERATING BUDGET HIGHLIGHTS Department Of Finance General Fund

| FY17 ACTUAL EXPENDITUR | FY18 ACTUAL EXPENDITUR | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|---------------------------|---------------------------|---------------------|---------------------|-----------------------|
| \$7,632,885 | \$8,321,475 | \$8,604,441 | | |
| \$23,884 | \$25,766 | - | | |
| - | - | - | | |
| \$249,615 | \$403,354 | \$418,373 | \$418,373 | - |
| - | - | - | | |
| \$19,849 | \$31,008 | \$18,906 | \$18,906 | - |
| - | - | - | | |
| \$730,112 | \$734,305 | \$677,536 | \$677,536 | - |
| \$345,589 | \$393,701 | \$297,189 | \$297,189 | - |
| \$4,982 | \$32,163 | \$397 | \$397 | - |
| \$927,325 | \$995,583 | \$1,875,626 | \$1,875,626 | - |
| \$9,934,240 | \$10,937,356 | \$11,892,468 | \$11,892,468 | - |
| - | - | - | | |
| \$2,255,229 | \$2,037,435 | \$2,602,922 | \$2,602,922 | - |
| \$261,860 | \$295,628 | \$254,175 | \$254,175 | - |
| - | - | - | | |
| \$47,765 | \$8,734 | \$21,077 | \$21,077 | - |
| \$1,308,176 | \$1,181,615 | \$849,967 | \$849,967 | - |
| - | - | - | | |
| - | - | - | | |
| \$1,053,290 | \$2,042,847 | \$1,096,412 | \$1,096,412 | - |
| \$4,926,320 | \$6,466,259 | \$4,824,553 | \$4,824,553 | - |
| \$14,860,561 | \$17,403,614 | \$16,717,021 | \$16,717,021 | - |

| FY17 ACTUAL EXPENDITUR | FY18 ACTUAL EXPENDITUR | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|---------------------------|---------------------------|---------------------|---------------------|-----------------------|
| \$14,860,561 | \$17,403,614 | \$16,717,021 | \$16,717,021 | - |
| \$14,860,561 | \$17,403,614 | \$16,717,021 | \$16,717,021 | - |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|--------|-----------------------|
| 120.01 | 123.01 | 131.01 | 131.01 | - |

CERTIFICATE OF ACHIEVEMENT



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Atlanta
Georgia**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

THE HISTORY OF THE CITY OF ATLANTA

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

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

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

Over the past two decades, Atlanta has experienced unprecedented growth – the official city population is estimated around 498,044, but the metro population has grown nearly 36%, from 4.2 million to 5.8 million today. A good measure of this growth is the ever-changing downtown skyline, along with skyscrapers constructed in Midtown, Buckhead, and outer perimeter business districts.

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

THE HONORABLE KEISHA LANCE BOTTOMS



Keisha Lance Bottoms is the 60th Mayor of Atlanta.

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

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

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

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

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

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

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

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



ATLANTA CITY COUNCIL MEMBERS



Felicia A. Moore
President



Michael Julian Bond
Post 1 At-Large



Matt Westmoreland
Post 2 At-Large



Andre Dickens
Post 3 At-Large



Carla Smith
District 1



Amir R. Farokhi
District 2



Antonio Brown
District 3



Cleta Winslow
District 4



Natalyn Mosby Archibong
District 5



Jennifer N. Ide
District 6



Howard Shook
District 7



J. P. Matzigkeit
District 8



Dustin Hillis
District 9



Andrea L. Boone
District 10

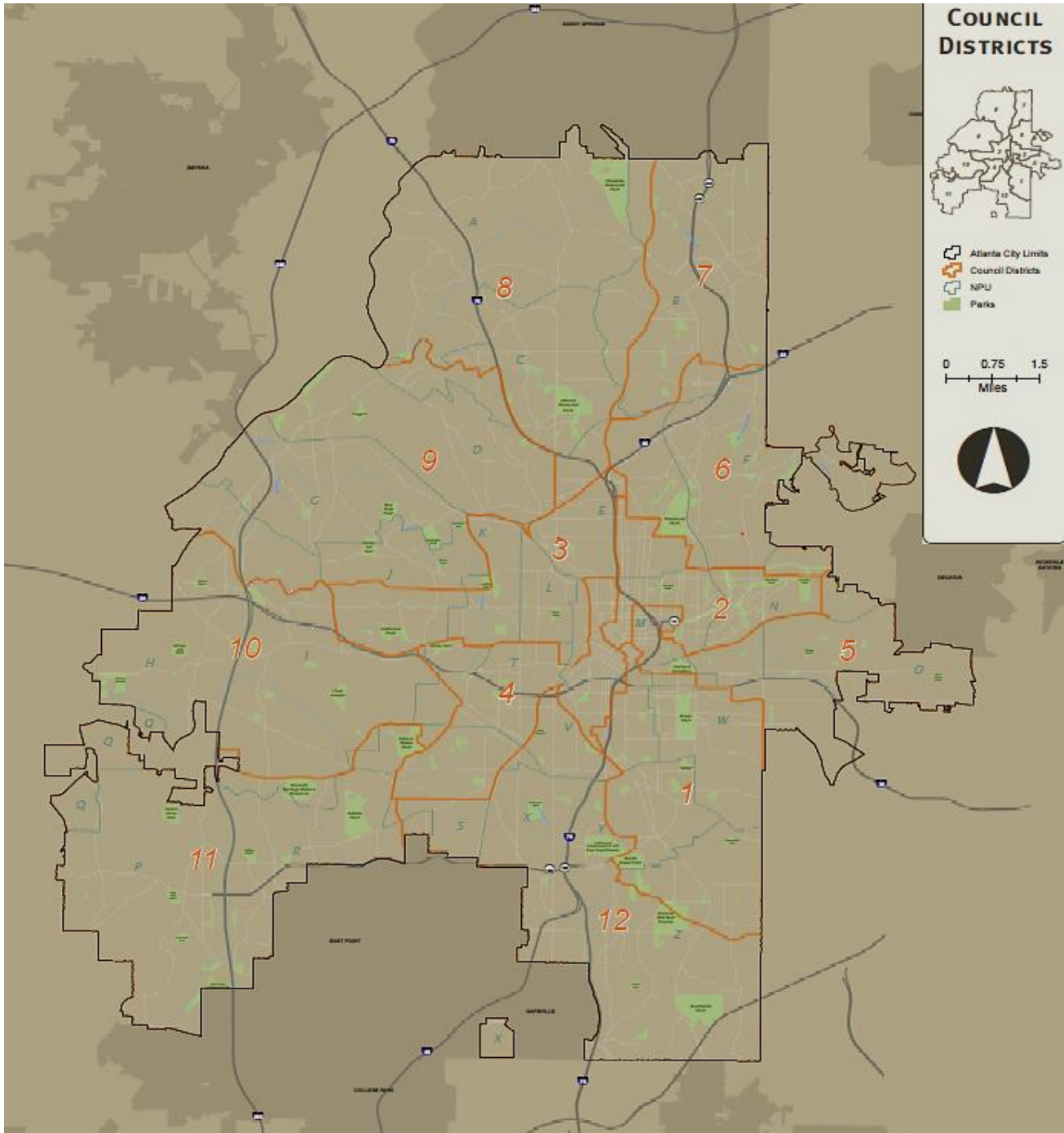


Marci Collier Overstreet
District 11



Joyce M. Sheperd
District 12

COUNCIL DISTRICTS MAP



HOW THE CITY COUNCIL WORKS

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

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

THE CITY CHARTER:

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

ABOUT THE ATLANTA CITY COUNCIL

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

Council members are elected to four-year terms commencing with the first Monday in January. The current Council began its term January 2018. The members of the Council elect a president pro tempore each year to serve a one-year term beginning with the first meeting in January. The president pro tempore presides over the Council meetings in the president's absence. Atlanta City Council members, who serve part-time, are paid \$60,300 annually. The Council president is paid \$62,000 annually. An independent committee of city residents determines salaries.



CITY OFFICIALS



Keisha Lance Bottoms
Mayor

Joshua Williams
Chief Operating Officer

Carmen Chubb
Chief of Staff

Roosevelt Council, Jr.
Chief Financial Officer

Nina Hickson
City Attorney

MEMBERS OF CITY COUNCIL

Felicia A. Moore
Council President

Carla Smith
District 1

Amir R. Farokhi
District 2

Antonio Brown
District 3

Cleta Winslow
District 4

Natalyn Mosby Archibong
District 5

Jennifer N. Ide
District 6

Howard Shook
District 7

J.P. Matzigkeit
District 8

Dustin Hillis
District 9

Andrea L. Boone
District 10

Marci Collier Overstreet
District 11

Joyce M. Sheperd
District 12

Michael Julian Bond
Post 1, At-Large

Matt Westmoreland
Post 2, At-Large

Andre Dickens
Post 3, At-Large

Foris Webb III
Municipal Clerk

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

Salethea Graham
Interim Executive Director

ENTERPRISE ASSETS MANAGEMENT

Chris Davis
Facilities Management Director

FINANCE

Roosevelt Council, Jr.
Chief Financial Officer

FIRE & RESCUE SERVICES

Randall Slaughter
Fire Chief

HUMAN RESOURCES

Jeffery B. Norman
Interim Commissioner

ATLANTA INFORMATION MANAGEMENT

Gary Brantley
Chief Information Officer

LAW

Nina Hickson
City Attorney

PARKS & RECREATION

John Dargle, Jr.
Commissioner

CITY PLANNING

Tim Keane
Commissioner

POLICE SERVICES

Erika Shields
Police Chief

PROCUREMENT

David L. Wilson, II
Chief Procurement Officer

PUBLIC WORKS

James A. Jackson, Jr.
Commissioner

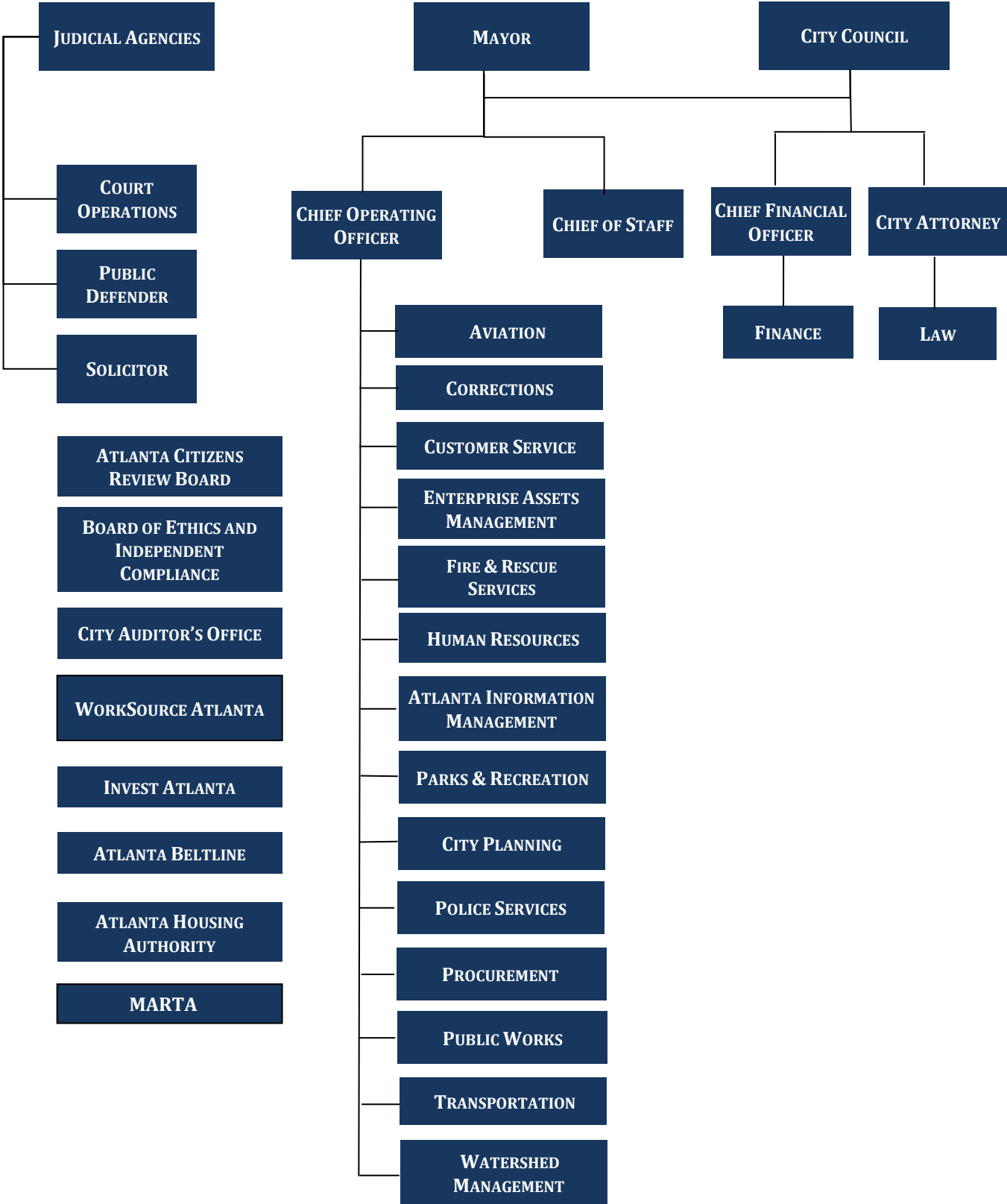
ATLANTA DEPARTMENT OF TRANSPORTATION

Jacob Tzegaegbe
Senior Transportation Advisor

WATERSHED MANAGEMENT

Kishia L. Powell
Commissioner

CITY ORGANIZATIONAL STRUCTURE





MESSAGES

THE MAYOR'S MESSAGE

THE CHIEF FINANCIAL OFFICER'S MESSAGE

ADOPTED BUDGET
FY 2020





CITY OF ATLANTA

KEISHA LANCE BOTTOMS
MAYOR

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

August 13, 2019

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

Dear President Moore and Members of the Atlanta City Council:

It is my honor to share with you the approved Fiscal Year 2020 Budget for the City of Atlanta, covering the period July 1, 2019 to June 30, 2020.

The FY2020 budget builds on the progress we have made together to achieve our One Atlanta vision of an affordable, resilient and equitable city. Over the next fiscal year, we will prioritize further investments in public safety, infrastructure development, parks and greenspace, and affordability to move the needle on these critical issues for our residents.

This budget charts a progressive and pragmatic course for Atlanta. Residents will see one of the most ambitious resurfacing initiatives in Atlanta's history, the protection of many of our most vulnerable through the expansion of warming center funding, and the continued commitment to provide raises for the men and women of the Atlanta Police Department.

Major areas of investment in this budget include:

- A 3.1% pay increase for firefighters and 911 dispatchers;
- Additional \$5M for Police to ensure officers have the pay and resources needed to keep our residents safe;
- A total of \$21.35M for resurfacing, pothole repair and sidewalk construction programs that will enable us to deliver a higher level of results and improved infrastructure;
- \$4.9M in additional resources and training for the Atlanta Fire Department;
- New and additional investment of \$2.8M in our world-class network of parks, greenspace and recreation center programming;
- \$3M for initiatives and personnel to drive significant progress on affordability, resilience and equity;
- Funding for departments to implement the City's living wage policy increase to \$15 per hour;
- \$800,000 to establish the Office of Independent Compliance;
- Initial funding of \$750,000 to begin establishing a world-class City of Atlanta Department of Transportation (Atlanta DOT);
- \$250,000 for the fight to combat HIV/AIDS;
- \$150,000 for additional seniors programming within the Department of Parks and Recreation;
- \$100,000 to support the re-launch of the city's partnership with President Barack Obama's My Brother's Keeper Alliance to focus on Black male achievement in Atlanta.

In order to make these bold investments in key priority areas, we will exercise operational efficiencies across back-office functions such as Finance, Law, Executive Offices and IT; reduce funding for vacant positions; and direct some agencies to maintain operations at their current levels.

We will also restructure City jail operations to reduce the overall cost to taxpayers and better reflect our current and future detention needs.

Taken together, these measures will deliver real budget savings that will allow us to grow in the areas that are critical to Atlanta's future, without jeopardizing the financial position we have worked so hard to attain. This budget presents a responsible plan that will move us one step closer to becoming One Atlanta.

Sincerely,



Keisha Lance Bottoms



CITY OF ATLANTA

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

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

KEISHA LANCE BOTTOMS
MAYOR

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

August 14, 2019

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

Dear President Moore and members of the Atlanta City Council:

It is my pleasure to submit to you the Fiscal Year 2020 Adopted Budget for the City of Atlanta. I'm also pleased to transmit this letter, which serves as a summary and overview of the information provided in greater detail within the Budget Document.

This year's budget was strategically designed to maintain the City's strong financial position while supporting key priorities, initiatives, and continues to address civic responsibilities through funding strategies. The adopted budget is set at \$2.2 billion. Its anticipation and appropriation levels include \$677.6 million for the General Fund, a collective \$1.24 billion for Enterprise Funds, and \$282.1 million for the five remaining funds who are collectively referred to as "Other Funds". The City's Enterprise Funds are self-revenue generating and designated for its related and respective activities.

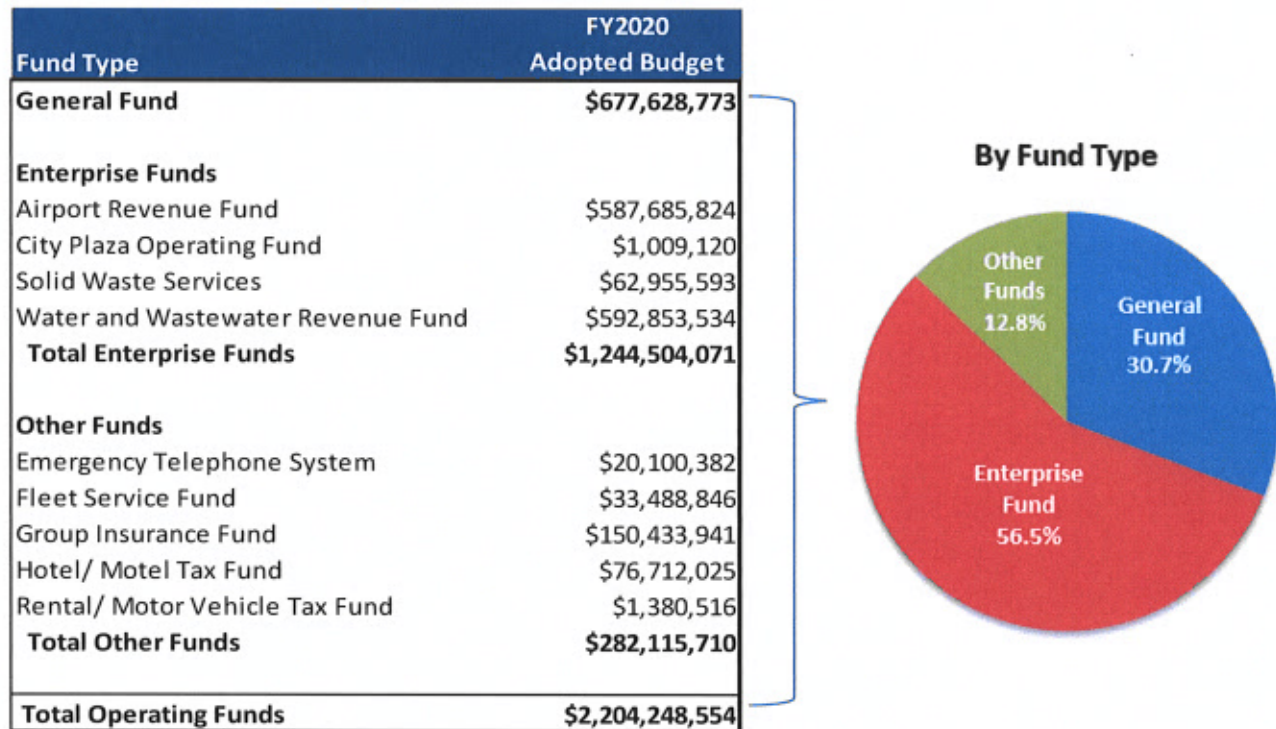
The General Fund is the primary operating governmental fund for the City. The General Fund Revenue anticipations (\$677.6 million) are comprised of 11 components. However, four of them combine for \$564 million (83.2%) of the total \$677.6 million. These four components each exceed the \$100 million mark to include Property Taxes (\$219.1), Licenses and Permits (\$121.8), Local Option Sales Taxes (\$115.4), Public Utility/Alcoholic Beverage and Other Taxes (\$107.7). The overall budget was strategically set enabling the funding of key priorities, core initiatives, and maintain the city's civic responsibilities.

The City has recognized the need for additional maintenance for its roads and streets and addressed the matter in the Fiscal Year 2020 Budget. Additionally, the budget funds the second phase of salary adjustments for Atlanta Police as well as a 3.1% increase in compensation for the city's firefighters. Moreover, funding is in place for the implementation of the city's living wage policy increase to \$15 per hour.


The City's budget will continue its investments in its parks and public spaces, information technology (IT), and economic development.

A review of current economic trends within the Atlanta MSA continues to indicate that the economic environment is favorable to the City's financial condition. The Fiscal Year 2020 Adopted Budget represents an increase of \$92.7 million (4.4%) over the prior year's (FY2019) budget. The increase was primarily attributable to Enterprise Fund operations which increased \$79.3 (6.8%) and the General Fund which increased \$16.2 million (2.5%). The overall increase was partially offset by a \$2.8 million decrease in Other Fund operations which was principally due to a sizeable decline (\$3.1 million) in the Group Insurance Fund. Overall, the growth in the Fiscal Year 2020 Budget reflects the expectation of continued healthy, vibrant and stable growth in the City of Atlanta.

The graph below and the accompanying chart depict the City's total annual operating budget by fund and type for Fiscal Year 2020.



The Fiscal Year 2020 Adopted Budget is both structurally and fiscally sound. The budget upholds the priorities of the Administration and ensures the City's fiscal health.

Sincerely,

 Roosevelt Council, Jr.

INTRODUCTION

BUDGET OVERVIEW ECONOMIC AND DEMOGRAPHIC INFORMATION FOR ATLANTA PERFORMANCE HIGHLIGHTS

ADOPTED BUDGET
FY 2020



BUDGET OVERVIEW

BUDGET RESPONSIBILITIES AND FISCAL POLICIES

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

MAYOR

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

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

CITY COUNCIL

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

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

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

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

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

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

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

BUDGET COMMISSION

The Budget Commission annually prepares and files the City's budget revenue anticipations with the City Council for submission to the Mayor. By law, anticipations cannot exceed 99 percent of the normal revenue collected during the previous year, with the following exceptions: (A) the normal revenue which the city may be expected to collect from the taxable property in newly annexed territory may be anticipated; (B) collections from tax executions on real estate and on personal property and chooses in actions owned by the city may be anticipated, provided that revenues from such anticipations shall not exceed 85 percent of tax executions on real estate and 50 percent of tax executions on personal

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

CHIEF FINANCIAL OFFICER

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

OPERATING BUDGET POLICIES

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

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

However, principal and interest on general long-term debt, compensated absences, claims and judgments, and workers' compensation are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds

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

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

ECONOMIC AND DEMOGRAPHIC INFORMATION

HISTORY

Atlanta was founded in 1837 as the end of the Western & Atlantic railroad line. It was first named Marthasville in honor of the then-governor's daughter, and then changed soon after to Atlanta, the feminine of Atlantic. Atlanta is the capital and most populous city in the U.S. state of Georgia. Its metropolitan area, officially named the Atlanta-Sandy Springs-Marietta, GA MSA (commonly referred to as Metropolitan Atlanta) is the ninth largest metropolitan area in the country, inhabited by approximately 5.8 million people. Atlanta is the county seat of Fulton County and the fifth location for the seat of government of the state of Georgia.

POPULATION

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

| | City of Atlanta | Annual Growth Rate | Fulton County | Annual Growth Rate | Dekalb County | Annual Growth Rate | State of Georgia | Annual Growth Rate |
|------|----------------------------|-----------------------------------|--------------------------|-----------------------------------|--------------------------|-----------------------------------|-----------------------------|-----------------------------------|
| 2018 | 498,044 | 2.36% | 1,050,114 | 0.83% | 756,558 | 0.44% | 10,519,475 | 0.86% |
| 2017 | 486,290 | 2.83% | 1,041,423 | 1.74% | 753,253 | 1.72% | 10,429,379 | 1.14% |
| 2016 | 472,522 | 1.83% | 1,023,336 | 1.25% | 740,321 | 0.74% | 10,310,371 | 0.93% |
| 2015 | 463,878 | 1.67% | 1,010,562 | 1.40% | 734,871 | 1.45% | 10,214,860 | 1.15% |
| 2014 | 456,143 | 1.72% | 996,463 | 1.21% | 724,222 | 1.16% | 10,097,132 | 1.05% |
| 2013 | 448,312 | 0.96% | 984,440 | 0.67% | 715,824 | 1.00% | 9,991,562 | 0.74% |

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

INDUSTRY AND EMPLOYMENT

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

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

| Civilian Labor Force | <u>2019</u> | <u>2018</u> | <u>2017</u> | <u>2016</u> | <u>2015</u> | <u>2014</u> |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <i>*Atlanta</i> | | | | | | |
| Employed | 2,972,143 | 2,990,366 | 2,857,064 | 2,775,986 | 2,685,195 | 2,611,226 |
| Unemployed | 102,435 | 124,786 | 151,172 | 155,828 | 165,971 | 205,944 |
| Total | 3,074,578 | 3,115,152 | 3,008,236 | 2,931,814 | 2,851,166 | 2,817,170 |
| County of Fulton | | | | | | |
| Employed | 535,849 | 538,431 | 514,411 | 500,342 | 485,413 | 470,200 |
| Unemployed | 19,853 | 23,689 | 28,882 | 29,314 | 31,514 | 38,056 |
| Total | 555,702 | 562,120 | 543,293 | 529,656 | 516,927 | 508,256 |
| County of DeKalb | | | | | | |
| Employed | 386,008 | 387,855 | 370,646 | 362,268 | 350,499 | 339,750 |
| Unemployed | 14,145 | 16,994 | 20,924 | 20,726 | 23,126 | 28,184 |
| Total | 400,153 | 404,849 | 391,570 | 382,994 | 373,625 | 367,934 |
| Unemployment Rates | | | | | | |
| City | 3.3% | 4.0% | 5.7% | 5.3% | 6.5% | 8.3% |
| County-Fulton | 3.6% | 4.2% | 5.8% | 5.5% | 6.1% | 7.5% |
| County-DeKalb | 3.5% | 4.2% | 4.6% | 5.4% | 6.2% | 7.7% |
| State | 3.5% | 4.2% | 5.2% | 5.3% | 5.5% | 6.6% |
| United States | 3.4% | 4.2% | 4.9% | 4.9% | 5.5% | 6.2% |

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

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

EMPLOYMENT BY INDUSTRY

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

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

| | City of Atlanta | | | | State of Georgia | |
|--|-----------------|-------------------|-------------|-------------------|------------------|-------------------|
| | <u>2017</u> | <u>% of Total</u> | <u>2018</u> | <u>% of Total</u> | <u>2018</u> | <u>% of Total</u> |
| Agriculture, Forestry, Fishing and Hunting | 2,200 | 0.1 | 2,400 | 0.1 | 24,200 | 0.5 |
| Natural Resources and Mining | 1,300 | 0.0 | 1,300 | 0.0 | 5,300 | 0.1 |
| Construction | 115,200 | 4.5 | 120,500 | 4.6 | 195,200 | 4.4 |
| Manufacturing | 164,600 | 6.4 | 170,300 | 6.5 | 406,900 | 9.2 |
| Trade, Transportation and Utilities | 573,300 | 22.3 | 574,700 | 21.9 | 934,100 | 21.0 |
| Information | 100,000 | 3.5 | 90,200 | 3.4 | 114,300 | 2.6 |
| Financial Activities | 111,700 | 4.4 | 112,500 | 4.3 | 169,000 | 3.8 |
| Professional and Business Services | 506,800 | 19.7 | 527,800 | 20.1 | 756,600 | 17.1 |
| Educational Health Services | 323,300 | 12.6 | 335,300 | 12.7 | 562,200 | 12.7 |
| Leisure and Hospitality | 286,800 | 11.2 | 294,000 | 11.2 | 487,700 | 11.0 |
| Unclassified Industry | 6,400 | 0.2 | 6,400 | 0.2 | 14,500 | 0.3 |
| Other Services | 66,700 | 2.6 | 68,300 | 2.6 | 108,700 | 2.5 |
| Government | 315,200 | 12.3 | 318,500 | 12.1 | 652,400 | 14.8 |
| Total | 2,573,500 | 100 | 2,621,600 | 100 | 4,431,100 | 100 |

Source: Georgia Department of Labor, Industry Mix Analysis. This data represents jobs that are covered by unemployment insurance laws. <https://explorer.gdol.ga.gov/industry/mix/> *Atlanta data is derived from Atlanta-Sandy Springs-Roswell MSA regional data.

MAJOR EMPLOYERS

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

Table 4
City of Atlanta
Principal Employers

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

Source: City of Atlanta, 2018 Comprehensive Annual Financial Report: Total employment data from City of Atlanta, Office of Revenue, Business License division.

EFFECTIVE BUYING INCOME

“Effective Buying Income” (“EBI”), also referred to as “disposable” or “after tax” income, consist of money income less personal tax and certain non-tax payments. *Table 5* summarizes the most recent available total effective buying income and median household effective buying income for the City, State, and United States for the calendar years 2013 through 2018.

Table 5
City, State and U.S.
Effective Buying Income
Calendar Years 2013 Through 2018

| <u>Year/Area</u> | <u>Personal Income</u> | <u>Per Capita Personal Income</u> |
|------------------|------------------------|-----------------------------------|
| 2018 | | |
| City | N/A | N/A |
| *State | 429,925,800 | 40,870 |
| United States | 15,524,373,100 | 47,451 |
| 2017 | | |
| City | \$292,220,800 | \$49,657 |
| *State | 409,428,100 | 39,319 |
| United States | 14,787,578,000 | 45,480 |
| 2016 | | |
| City | \$277,732,200 | \$47,920 |
| *State | 390,822,900 | 37,926 |
| United States | 14,163,254,000 | 43,839 |
| 2015 | | |
| City | \$264,837,800 | \$46,444 |
| *State | 375,184,400 | 36,851 |
| United States | 13,778,133,000 | 42,957 |
| 2014 | | |
| City | \$248,849,900 | \$44,397 |
| *State | 355,352,300 | 35,392 |
| United States | 13,199,354,000 | 41,457 |
| 2013 | | |
| City | \$229,730,500 | \$41,640 |
| *State | 332,717,200 | 33,361 |
| United States | 12,501,275,000 | 39,554 |

*Georgia (Metropolitan Portion).

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

RETAIL SALES

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

Table 6
City of Atlanta Taxable Sales
(Thousands)

| | <u>2018</u> | <u>2017</u> | <u>2016</u> | <u>2015</u> | <u>2014</u> |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Apparel | 17,167,138 | 16,413,158 | 16,889,221 | 18,267,245 | 18,998,569 |
| General | 22,881,831 | 29,753,955 | 30,343,883 | 30,055,395 | 28,589,995 |
| Food | 42,074,465 | 56,194,372 | 54,282,271 | 51,054,187 | 47,615,673 |
| Utilities | 13,465,382 | 13,674,088 | 14,126,589 | 14,215,183 | 13,670,177 |
| Home | 20,876,612 | 20,044,096 | 20,764,270 | 19,739,713 | 18,805,957 |
| Lumber | 2,951,611 | 2,761,294 | 2,760,571 | 2,391,207 | 2,153,877 |
| Automotive | 3,240,139 | 3,403,931 | 3,290,380 | 3,144,172 | 7,931,123 |
| Miscellaneous Services | 118,953,666 | 80,534,793 | 81,655,985 | 80,322,545 | 77,562,219 |
| TOTAL | 241,610,844 | 222,779,687 | 224,113,170 | 219,189,647 | 210,610,008 |
| Manufacturers | 13,816,475 | 12,284,365 | 12,521,429 | 13,717,407 | 13,000,446 |
| TOTAL ALL OUTLETS | 255,427,319 | 235,065,052 | 236,634,599 | 232,907,054 | 223,610,454 |

Source: City of Atlanta, 2018 Comprehensive Annual Financial Report (Schedule 10): via Georgia Department of Revenue, Local Government Division

CONSTRUCTION ACTIVITY

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

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

| <u>Year</u> | <u>2018</u> | <u>2017</u> | <u>2016</u> | <u>2015</u> | <u>2014</u> |
|-----------------|--------------------|----------------------|----------------------|----------------------|----------------------|
| Valuation(1) | | | | | |
| Residential (2) | 203,369,121 | \$252,971,535 | \$284,451,635 | \$249,765,069 | \$215,861,487 |
| Total | 203,369,121 | \$252,971,535 | \$284,451,635 | \$249,765,069 | \$215,861,487 |
| Number of | | | | | |
| Single(3) | 545 | 797 | 673 | 597 | 522 |
| Multi-(4) | 627 | 197 | 414 | 303 | 201 |
| Total | 1,172 | 994 | 1,087 | 900 | 723 |

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

(2) Valuation permits issued for Single-Family Dwellings

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

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

Source: Department of City Planning internal reporting.

PROPERTY TAX LEVIES AND COLLECTIONS

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

| Fiscal Period Ended | Collected within the Fiscal Year of the Levy | | | Total Collections to Date | | |
|---------------------|--|------------|--------------------|---------------------------------|---------|--------------------|
| | Taxes Levies for the Fiscal Year | Amount (1) | Percentage of Levy | Collections in Subsequent Years | Amount | Percentage of Levy |
| June 30, 2013 | 219,177 | 214,494 | 97.86% | 3,545 | 218,038 | 99.48% |
| June 30, 2014 | 222,103 | 218,184 | 98.24% | 2,757 | 220,941 | 99.48% |
| June 30, 2015 | 227,842 | 224,808 | 98.67% | 1,761 | 226,570 | 99.44% |
| June 30, 2016 | 239,875 | 237,840 | 99.15% | - | 238,838 | 99.15% |
| June 30, 2017 | 247,078 | 243,948 | 98.73% | - | 243,948 | 98.73% |
| June 30, 2018 | 255,610 | 250,068 | 97.83% | - | 250,068 | 97.83% |

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

Source: City of Atlanta, 2018 Comprehensive Annual Financial Report

DIRECT AND OVERLAPPING SALES TAX RATES

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

| Fiscal Year | City Direct Rate | Fulton County |
|-------------|------------------|---------------|
| 2014 | 1.00% | 7.00% |
| 2015 | 1.00% | 7.00% |
| 2016 | 1.00% | 7.00% |
| 2017 | 1.00% | 7.00% |
| 2018 | 1.00% | 7.00% |

Source: Sales Tax Rates, Georgia Department of Revenue and the City of Atlanta, 2018 Comprehensive Annual Financial Report



PERFORMANCE HIGHLIGHTS

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

Performance objectives are:

- **Lead with Data:** Establish a data-driven approach to setting both the strategic vision and operational goals for the City, and provide reliable data that measures performance against these goals.
- **Improve Outcomes:** Create a culture that increases accountability for delivering performance against specific measurable outcomes.
- **Maximizing the City's Return-on-Investment (ROI):** Develop an approach that city operations can use to prioritize and maximize investments by utilizing various models to ensure citizens receive the best value.
- **Transparency:** Create a public window into the performance of City services and operations through Atlanta's web portal.
- **Increased Citizen Engagement:** Create a culture of collaboration with citizens.

Citywide Strategic Performance Measures

- **World Class Infrastructure:** The City identified an opportunity to maximize its investments to improve infrastructure. In 2017, 2,409 potholes were filled. In 2018, the City filled 16,312 potholes.
- **Safe and Welcoming City:** Overall crime was down in 2018. Violent crime was down 15% in 2018. In FY19, the Atlanta Police Department received raises which will help it retain police officers and attract new talent.

- **Customer Service:** To improve citizen engagement, the Department of Customer Service (DCS) expanded its services to Code Enforcement, Municipal Courts and the Office of Film & Entertainment. It also made technology investments that included a mobile app, which surpassed 5,000 downloads in 2018. In 2018, DCS handled 541,348 calls which generated 506,050 service requests. These service requests ranged from a wide range of City operations which helped improve services for residents.

- **Youth Development:** Afterschool participation, for youth and teens in 2017 totaled 1,731 students enrolled in the program. In 2018, student enrollment grew to 2,247, a 30% increase over the previous year. The Office of Recreation's commitment of providing a safe environment for youth and teen participants allowed them to experience everything from homework help to exposure to new and exciting learning opportunities. The City of Atlanta afterschool partner sites have also been included in the 2018 figures. All youth participants in the program also received a snack and hot meal as part of their participation.

- **Economic Development:** The economy in Atlanta remains strong. The Office of Buildings issued 8,937 building permits in 2018, an increase of 6% over the number of permits issued in 2017. The Office of Buildings permitted over \$5.6B of new construction investment in 2018, a 27% increase over the \$4.4B permitted in 2017. Economic data provided by Invest Atlanta for 2018 includes:

- 274 economic and community development projects
- 8,756 new jobs created
- \$96 million of Invest Atlanta investment
- \$1.6 billion of new capital investment into the city
- 1,408 new housing units created, including 926 affordable housing units (66%)
- \$3.8 billion of total economic impact generated



BUDGET
SUMMARIES

FUND STRUCTURE

OPERATING AND CAPITAL FUNDS

SUMMARY OF ALL FUNDS

SUMMARY OF OPERATING BUDGET BY FUNDS

SUMMARY OF OPERATING BUDGET BY
FUND AND DEPARTMENT

SUMMARY OF OPERATING BUDGET BY
FUND AND ACCOUNT GROUP

SUMMARY OF REVENUES AND EXPENSES

SUMMARY OF FUND BALANCE

SUMMARY OF PERSONNEL

ADOPTED BUDGET
FY 2020



FUND STRUCTURE

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

GOVERNMENTAL FUNDS

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

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

PROPRIETARY FUNDS

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

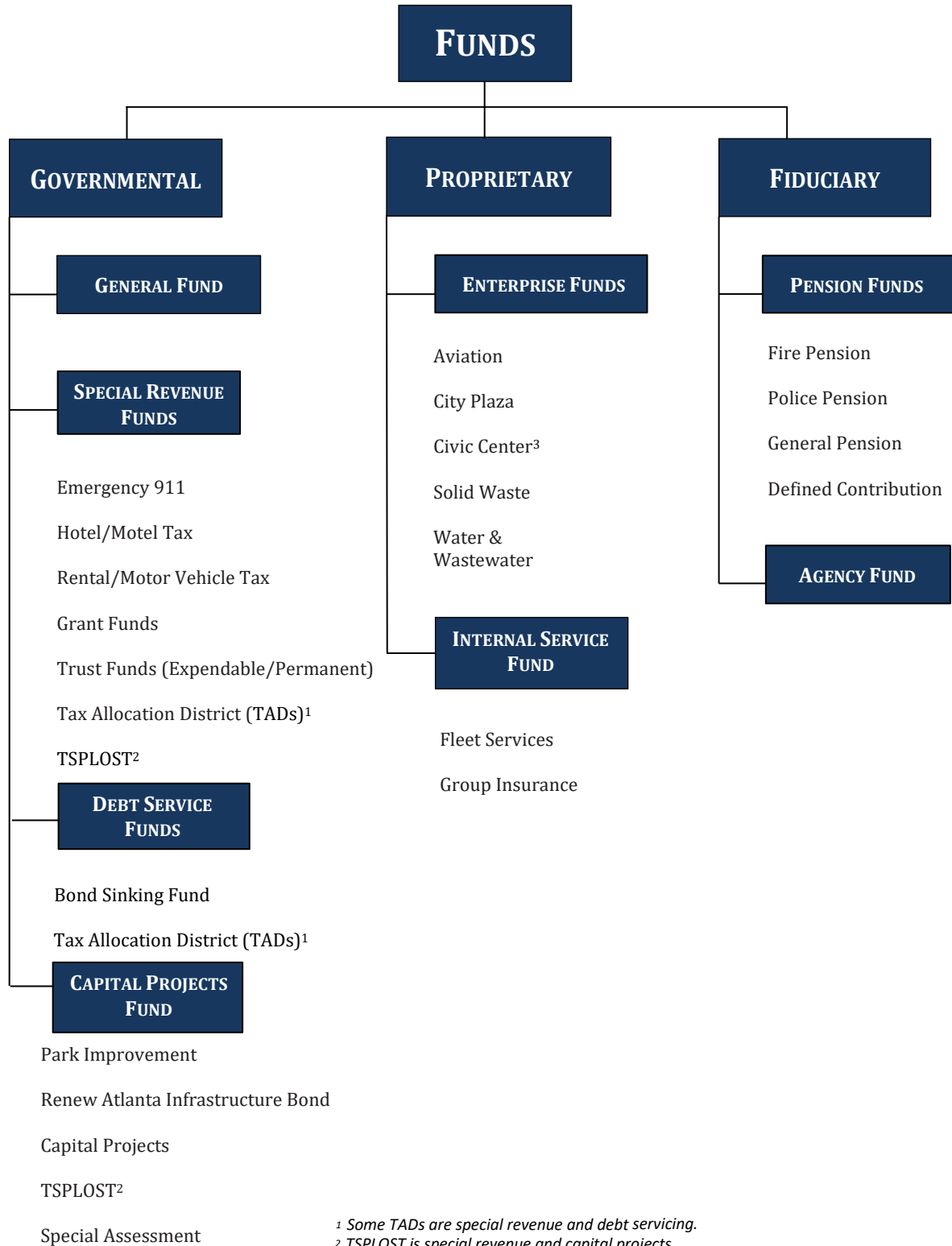
- *Enterprise Funds* are designed to be self-supporting. The Department of Watershed Management (DWM) Fund accounts for all activities associated with the provision and management of clean water, wastewater and storm water systems, and water pollution control services to individuals, organizations and other governmental units within and around the City. The Department of Aviation (DOA) Fund accounts for the activities of the William B. Hartsfield - Maynard H. Jackson Atlanta International Airport. Other enterprise funds include Solid Waste Services, City Plaza Fund, and the Civic Center which was sold in Fiscal Year 2018.
- The *Internal Service Funds* account for the activities of Motor Transport (Fleet) Services, and Group Insurance transactions related to the provision of life, accident, and medical insurance benefits through outside insurance companies for permanent employees and retirees of the City.

FIDUCIARY FUNDS

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

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

CITY OF ATLANTA FUND STRUCTURE



¹ Some TADs are special revenue and debt servicing.
² TSPLOST is special revenue and capital projects.
³ The Civic Center was sold in Fiscal Year 2018.

OPERATING AND CAPITAL FUNDS

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

OPERATING FUND STRUCTURE

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

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

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

income primarily from ticket sales (surcharges), building and land rentals. This fund was sold in FY 2018.

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

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

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

- The E911 Fund supports the E-911 center call taking and dispatching operation.
- The activities of the Internal Service Funds are charged to internal departments to recoup its cost. The *Fleet Services Fund* is established for maintaining the City of Atlanta's fleet of vehicles and motorized equipment. The *Group Insurance Fund* is established through employer and employee contributions and used for the sole purpose of paying active and retired employees and their dependents medical, dental, vision, life and voluntary insurance premiums and expenses.

CAPITAL FUND STRUCTURE

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

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

SUMMARY OF ALL FUNDS

Adopted

| FY18 Actual | FY19 Budget | GOVERNMENTAL FUNDS | FY20 Budget |
|------------------------------|----------------|---|----------------|
| 707,046,288 | 661,392,792 | General Fund | 677,628,773 |
| 707,046,288 | 661,392,792 | Sub - Total | 677,628,773 |
| Special Revenue Funds | | | |
| 16,852,925 | 19,986,175 | Emergency Telephone System | 20,100,382 |
| 8,034,812 | 8,670,753 | Community Development Block Grant Fund | 10,888,194 |
| 12,110,861 | - | TSPLOST Fund | - |
| 45,377,232 | 104,647,470 | Intergovernmental Grant Fund | 89,929,433 |
| 3,676,279 | 6,523,862 | Job Training Grant Fund | 8,451,162 |
| 681,802 | 5,234,222 | Home Investment Partnerships Program Fund | 5,544,872 |
| 140,473,796 | 20,240,948 | Atlantic Station Tad Fund | 23,119,950 |
| 17,300,562 | 51,658,011 | Westside Tad Fund | 48,152,001 |
| 2,849,477 | 3,401,836 | Nw Atlanta Tad Fund | 10,244,738 |
| 2,227,913 | 6,795,346 | Princeton Lakes Tad Fund | 6,283,059 |
| 5,867,878 | 85,393,355 | Eastside Tad Fund | 53,541,000 |
| 41,833,643 | 118,049,568 | Atlanta Beltline Tad | 89,501,517 |
| 119,438 | 3,594,794 | Campbellton Road Tad Fund | 3,856,500 |
| 75,887 | 1,481,888 | Hollowell/M.L. King Tad Fund | 2,809,000 |
| 86,233 | 1,631,537 | Metropolitan Parkway Tad Fund | 1,403,600 |
| 23,675 | 144,198 | Stadium Neighborhoods Tad Fund | 501,500 |
| 78,403,629 | 76,635,386 | Hotel/Motel Tax Fund | 76,712,025 |
| 1,414,467 | 1,379,138 | Rental/Motor Vehicle Tax Fund | 1,380,516 |
| 3,079,384 | - | Affordable Housing Fund | - |
| 145,243,543 | 125,000,000 | Special 1% Sales And Use Tax Fund | 130,000,000 |
| 82,214 | 177,778 | Perpetual Care | 106,076 |
| 20,888,485 | 27,909,260 | Trust Fund | 28,765,410 |
| 546,704,133 | 668,555,525 | Sub - Total | 611,290,934 |

SUMMARY OF ALL FUNDS

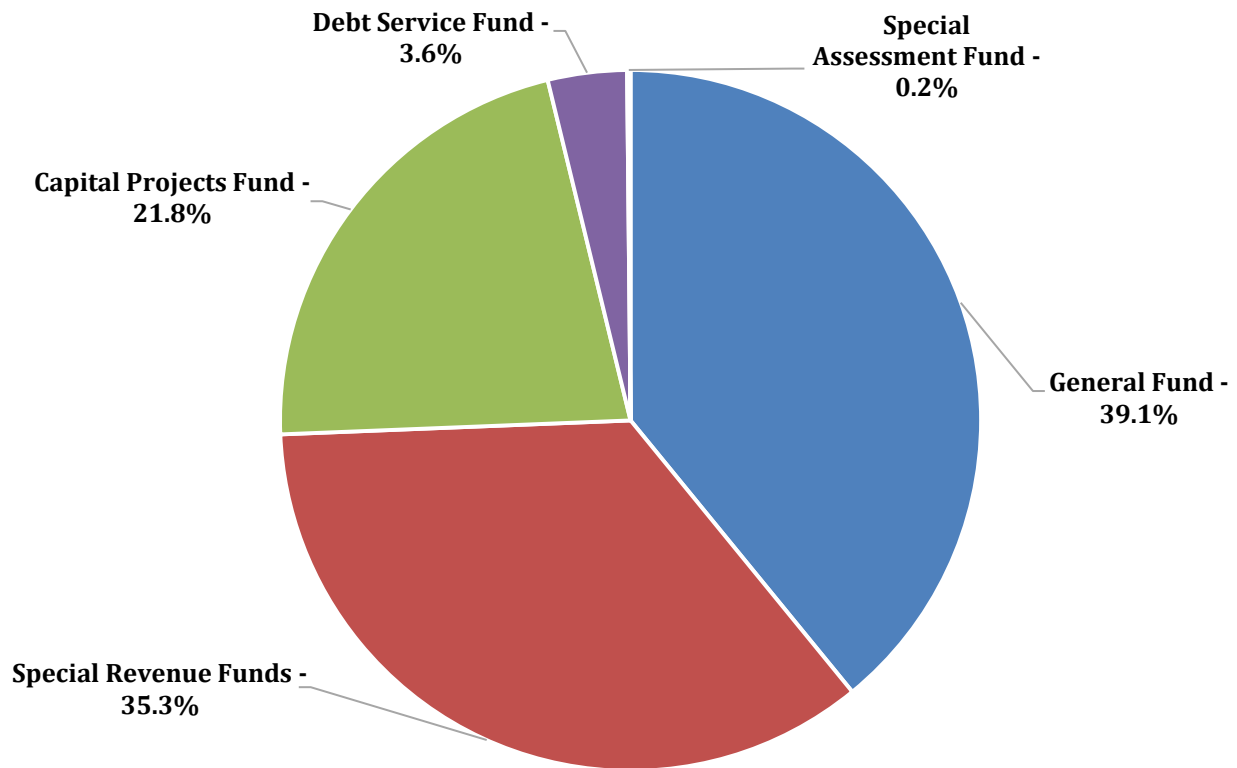
Adopted

| FY18 Actual | FY19 Budget | GOVERNMENTAL FUNDS | FY20 Budget |
|-------------------------------|----------------|--|----------------|
| Capital Projects Funds | | | |
| 65 | - | 1989 Bond Project Fund | - |
| - | 20,289 | 1993 School Improvement Bond | - |
| - | 11,977 | 2000 Park Improvement Bond Fd | - |
| 37,659 | - | 2001 Quality Of Life Fund | - |
| 3,043 | - | 2004 Quality Of Life Fund | 0 |
| 1,989,422 | 3,125,202 | 2005A Park Improvement Bond Fund | 2,289,285 |
| 5,487,619 | 5,510,644 | Public Safety Facility Fund | 5,510,644 |
| 26,815 | 1,496,082 | 2008A Quality Of Life Improvement Bond Fd | 2,345 |
| 1,401,945 | - | 2007A&B Afkra Zoo Bond Fund | - |
| 10,098 | - | Go Refunding Series 2014A | - |
| 367,189 | - | Go Refunding Series 2014B | - |
| 2,193,102 | 2,956,190 | 2014A Park Improvement Revenue Refunding Bond | 763,089 |
| 39,537,879 | 135,964,693 | 2015 Infrastructure Bond | 100,923,368 |
| 9,405,079 | 28,508,591 | 2015 Municipal Facilities Bond Fund | 21,480,270 |
| (198,292) | 341,176 | 2016 Go Project Fund | 116,270 |
| 11,235,760 | 42,989,426 | 2017 Afkra Zoo Parking Project | 12,999,978 |
| 5,264,058 | 64,352,515 | 2017 URFA REFU HOUSING BOND | - |
| 42,641,087 | 96,770,591 | TSPLOST Capital Project Fund | 94,660,855 |
| 13,234,171 | 14,318,530 | Park Improvement Fund | 19,045,144 |
| 9,496,428 | 44,994,728 | General Government Capital Fund | - |
| 31,746,414 | 72,842,421 | Capital Finance Fund | 49,982,946 |
| 4,356,928 | 27,712,908 | Capital Asset - Finance Fund | 28,567,785 |
| (552) | 203,871 | Capital Finance-Recovery Zone (Eco. Dev.) Fund | 203,871 |
| - | 147,890 | 2002 Traffic Court Facility Bond | - |
| 3,726,150 | - | 2016 Traffic Court Facility Refunding Bond | - |
| 631,979 | 49,609,442 | 2018 Public Safety Project | 41,857,574 |
| 182,594,045 | 591,877,166 | Sub - Total | 378,403,425 |
| Debt Service Fund | | | |
| 40,956,702 | 40,829,082 | Bond Sinking Fund | 63,139,974 |
| 40,956,702 | 40,829,082 | Sub - Total | 63,139,974 |

SUMMARY OF ALL FUNDS Adopted

| FY18 Actual | FY19 Budget | GOVERNMENTAL FUNDS | FY20 Budget |
|----------------|----------------|---|----------------|
| | | Special Assessment Fund | |
| - | 1,252,738 | Special Assessment Fund | 2,753,913 |
| - | 1,252,738 | Sub - Total | 2,753,913 |
| 1,477,301,168 | 1,963,907,302 | GRAND TOTAL - GOVERNMENTAL FUNDS | 1,733,217,019 |

FY2020 GOVERNMENTAL FUNDS



SUMMARY OF ALL FUNDS

Adopted

| FY18 Actual | FY19 Budget | PROPRIETARY FUNDS | FY20 Budget |
|-----------------------------------|----------------------|---|----------------------|
| Airport Funds | | | |
| 526,057,656 | 542,006,394 | Airport Revenue Fund | 587,685,824 |
| 252,703,736 | 967,817,482 | Airport Renewal And Extension Fund | 888,109,727 |
| 208,933,959 | 844,156,072 | Airport Passenger Facility Charge Fund | 1,027,277,577 |
| 93,180 | 1,958,514 | 2000 Airport Revenue Bond Fund | 1,958,514 |
| 1,449 | - | 2004 Airport Revenue Bond Fund | - |
| - | 1,265 | 2004 Airport Pfc Bond Fund | - |
| - | 1,188,722 | 2004 Airport Revenue Bond Fund F-K | - |
| 27,664,277 | 103,891,223 | Conrac Customer Service Fac Ch | 101,872,292 |
| 263,750,651 | 496,087,459 | Airport Fac Revenue Bond Sinking Fd | 513,506,490 |
| 740 | 2,807,779 | 2010A Bond General Airport Revenue | - |
| - | 460 | 2010B Bd Pfc & Sub Lien Gen Rev | - |
| 2,769,286 | 16,002,017 | Airport Commercial Paper Series 2010A/B | 6,260,530 |
| 601,744 | 12,896,237 | 2012A Bond General Airport Revenue | 6,737,465 |
| 4,600,681 | 35,046,706 | 2012C Bond General Airport Revenue | 6,751,175 |
| 5,207 | - | 2014c Pfc General Airport Revenue Refunding Bon | - |
| 164,313,514 | 166,622,230 | Doa Series 2015 Commerical Paper Program | 21,687,474 |
| 22,498,793 | 268,245,090 | Doa Series 2016 Bond Anticipation Notes (Ban) | 370,631,136 |
| 1,381,956 | 204,004,301 | Doa Series 2016 F-G Commercial Paper | 199,297,285 |
| 1,475,376,831 | 3,662,731,951 | Sub Total | 3,731,775,488 |
| Water and Wastewater Funds | | | |
| 600,374,821 | 570,453,640 | Water & Wastewater Revenue Fund | 592,853,534 |
| 180,658,204 | 911,089,133 | Water & Wastewater Renewal & Extension Fund | 1,246,357,952 |
| 8,350,483 | 6,482,466 | 2001 Water & Wastewater Bond Fund | 5,028,477 |
| 968,685 | 4,690,692 | 2004 Water & Wastewater Bond Fund | - |
| 226,920,950 | 417,721,193 | Water & Wastewater Sinking Fund | 433,455,415 |
| 18,245,004 | - | 2008 Water & Wastewater Bond Fund | - |
| 25,160,276 | 72,936,193 | Ser. 2009A Water & Wastewater Rev Bd Fd | 44,923,032 |
| 5,730,483 | - | 2015a Water & Wastewater Revenue Refunding Fund | - |
| 97,324,788 | 54,677,273 | 2015b Water Commerical Paper Program | 66,685,346 |
| 58,829,235 | - | 2018a Water & Wastewater Revenue Refunding Fund | - |
| 1,222,562,929 | 2,038,050,591 | Sub Total | 2,389,303,756 |

SUMMARY OF ALL FUNDS

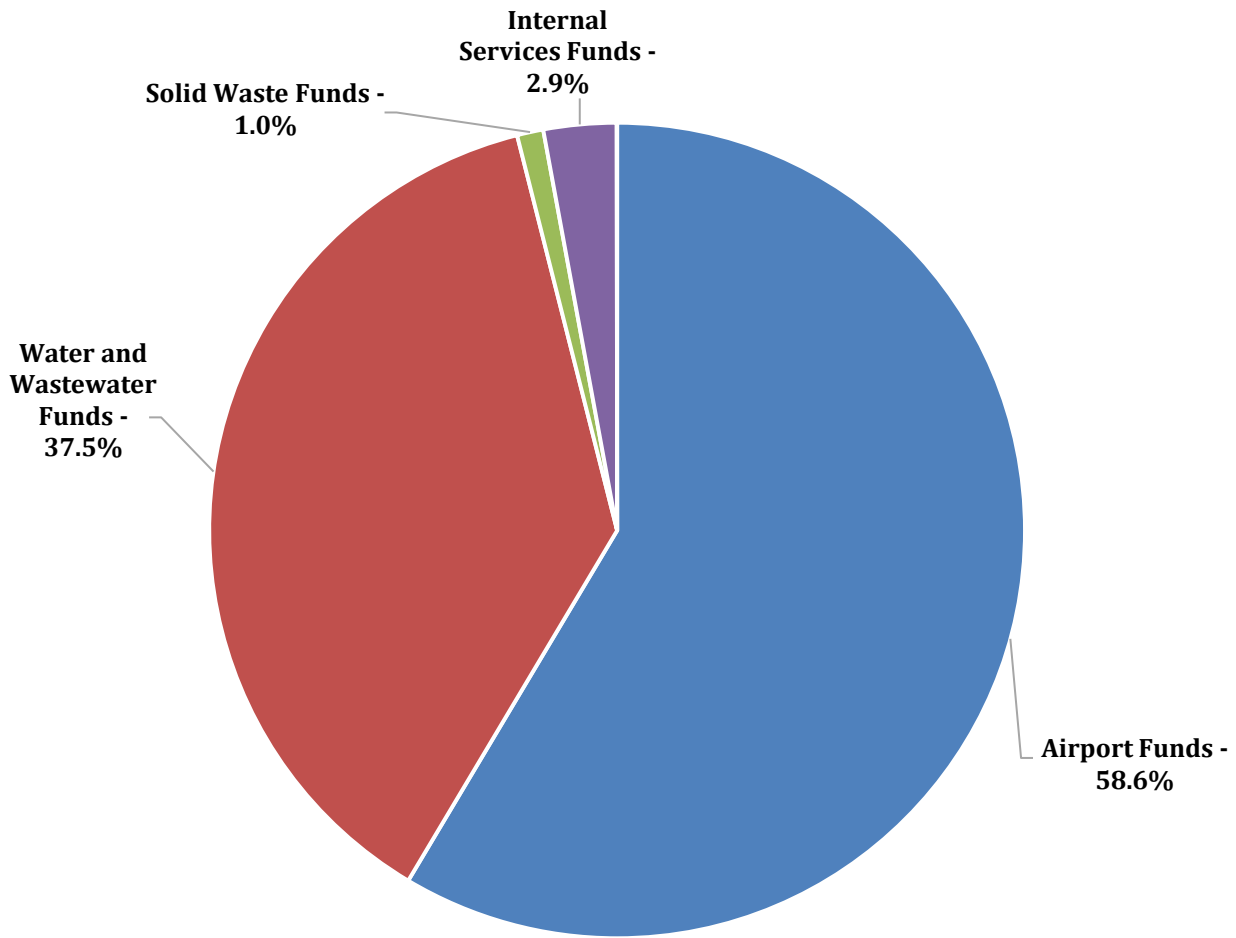
Adopted

| FY18 Actual | FY19 Budget | PROPRIETARY FUNDS | FY20 Budget |
|--------------------------------------|----------------|--|----------------|
| Parks Facilities Fund | | | |
| 14,222 | - | Parks Facilities Revenue Fund | - |
| 14,222 | - | Sub Total | - |
| Solid Waste Funds | | | |
| 51,961,008 | 51,717,571 | Solid Waste Services Revenue Fund | 62,955,593 |
| 2,215,646 | - | Solid Waste R&E Fund | 2,103,000 |
| 3,795,756 | 1,005,457 | Solid Waste Management Fac Const Fund | 1,360,772 |
| 57,972,410 | 52,723,028 | Sub Total | 66,419,365 |
| Planning Dept Enterprise Fund | | | |
| 188 | - | Building Permits Fund | - |
| 188 | - | Sub Total | - |
| Internal Services Funds | | | |
| 33,309,177 | 33,400,588 | Fleet Service Fund | 33,488,846 |
| 152,140,086 | 153,520,750 | Group Insurance Fund | 150,433,941 |
| 185,449,262 | 186,921,338 | Sub Total | 183,922,787 |
| Downtown Parking Project Fund | | | |
| 1,429,942 | - | 2017 A/B Aura Refunding Downtown Parking | - |
| 1,429,942 | - | Sub Total | - |
| City Plaza Funds | | | |
| 942,959 | 1,015,600 | City Plaza Operating Fund | 1,009,120 |
| 1,281,024 | 66,907 | City Plaza R & E Fund | 65,309 |
| 2,223,983 | 1,082,507 | Sub Total | 1,074,429 |

SUMMARY OF ALL FUNDS Adopted

| FY18 Actual | FY19 Budget | PROPRIETARY FUNDS | FY20 Budget |
|----------------|----------------|--|----------------|
| | | Civic Center Revenue Fund | |
| 21,748,751 | - | Civic Center Revenue Fund | - |
| 21,748,751 | - | Sub Total | - |
| 2,966,778,520 | 5,941,509,415 | GRAND TOTAL - PROPRIETARY FUNDS | 6,372,495,825 |

FY2020 PROPRIETARY FUNDS



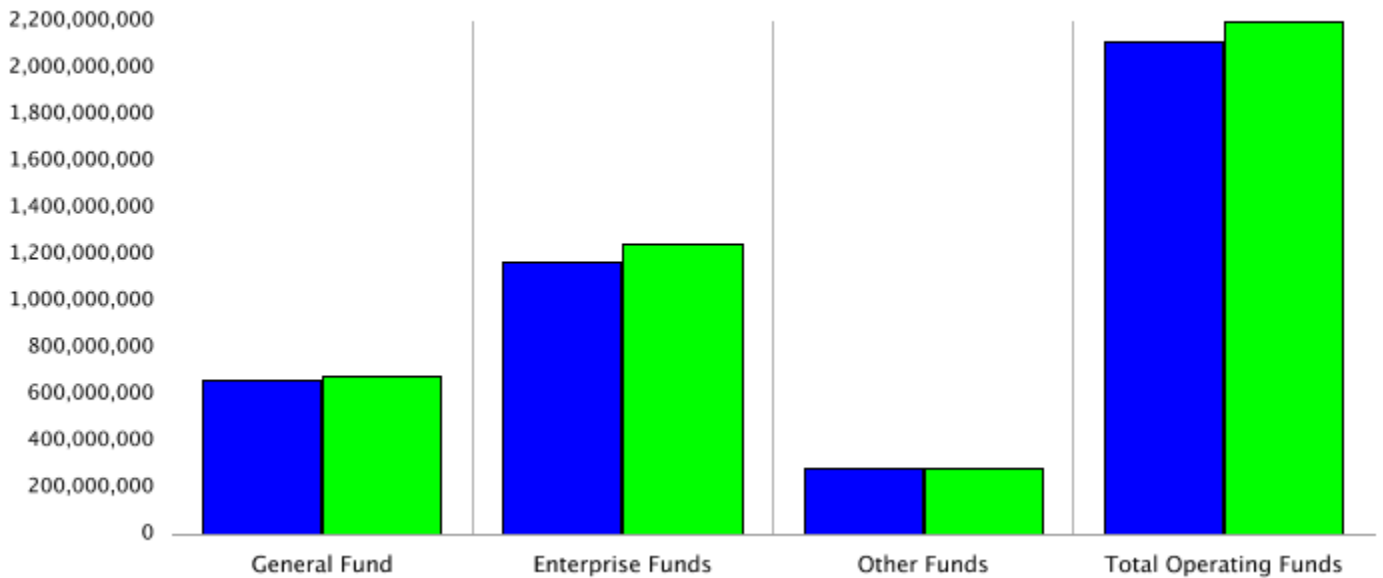


SUMMARY OF OPERATING BUDGET BY FUNDS

Adopted

| | FY18 Actual | FY19 Adopted Budget | FY20 Budget | \$ Incr/Decr | % Incr/Decr |
|-----------------------------------|------------------------|------------------------|------------------------|----------------------|----------------|
| General Fund | \$707,046,288 | \$661,392,792 | \$677,628,773 | \$16,235,981 | 2.45% |
| Enterprise Funds | | | | | |
| Airport Revenue Fund | \$526,057,656 | \$542,006,394 | \$587,685,824 | \$45,679,430 | 8.43% |
| City Plaza Project Fund | \$942,959 | \$1,015,600 | \$1,009,120 | (\$6,480) | (0.64%) |
| Civic Center Revenue Fund | \$21,748,751 | \$0 | \$0 | \$0 | |
| Parks Facilities Revenue Fund | \$14,222 | \$0 | \$0 | \$0 | |
| Solid Waste Services Revenue Fund | \$51,961,008 | \$51,717,571 | \$62,955,593 | \$11,238,022 | 21.73% |
| Water & Wastewater Revenue Fund | \$600,374,821 | \$570,453,640 | \$592,853,534 | \$22,399,895 | 3.93% |
| Building Permits Fund | \$188 | \$0 | \$0 | \$0 | |
| Total Enterprise Funds | \$1,201,099,606 | \$1,165,193,204 | \$1,244,504,071 | \$79,310,867 | 6.81% |
| Other Funds | | | | | |
| Emergency 911 Telephone Fund | \$16,852,925 | \$19,986,175 | \$20,100,382 | \$114,207 | 0.57% |
| Fleet Service Fund | \$33,309,177 | \$33,400,588 | \$33,488,846 | \$88,258 | 0.26% |
| Group Insurance Fund | \$152,140,086 | \$153,520,750 | \$150,433,941 | (\$3,086,809) | (2.01%) |
| Hotel/Motel Tax Fund | \$78,403,629 | \$76,635,386 | \$76,712,025 | \$76,639 | 0.10% |
| Rental/Motor Vehicle Tax Fund | \$1,414,467 | \$1,379,138 | \$1,380,516 | \$1,378 | 0.10% |
| Total Other Funds | \$282,120,283 | \$284,922,036 | \$282,115,710 | (\$2,806,326) | (0.98%) |
| Total Operating Funds | \$2,190,266,177 | \$2,111,508,033 | \$2,204,248,554 | \$92,740,521 | 4.39% |

Operating Budget by Fund



| | | | | | |
|---|------|---------------|-----------------|---------------|-----------------|
| ■ | FY19 | \$661,392,792 | \$1,165,193,204 | \$284,922,036 | \$2,111,508,033 |
| ■ | FY20 | \$677,628,773 | \$1,244,504,071 | \$282,115,710 | \$2,204,248,554 |

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

SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT

Adopted

| Fund/Department | FY18 Actual | FY19 Adopted | FY20 Budget | \$ Incr/Decr | % Incr/Decr |
|--|----------------------|----------------------|----------------------|---------------------|----------------|
| General Fund | | | | | |
| City Council | \$9,199,072 | \$11,443,400 | \$12,336,055 | \$892,655 | 7.80% |
| Executive Offices | \$48,015,529 | \$36,337,592 | \$19,850,488 | (\$16,487,104) | (45.37%) |
| Department of Atlanta Information Management | \$35,287,478 | \$31,068,962 | \$30,944,933 | (\$124,029) | (0.40%) |
| Department Of Law | \$9,052,717 | \$7,016,102 | \$6,635,692 | (\$380,410) | (5.42%) |
| Department Of Corrections | \$35,144,528 | \$32,637,347 | \$20,125,320 | (\$12,512,027) | (38.34%) |
| Department Of Finance | \$17,403,614 | \$16,717,021 | \$17,153,613 | \$436,592 | 2.61% |
| Department Of Procurement | \$2,036,539 | \$2,405,140 | \$3,232,746 | \$827,606 | 34.41% |
| Department Of Public Works | \$53,248,147 | \$47,954,438 | \$51,727,267 | \$3,772,829 | 7.87% |
| Dept of Parks & Recreation | \$39,344,422 | \$38,935,115 | \$41,799,261 | \$2,864,146 | 7.36% |
| Department Of Watershed Management | \$2,930 | \$0 | \$0 | \$0 | - |
| Judicial Agencies | \$13,635,785 | \$13,395,410 | \$13,383,657 | (\$11,753) | (0.09%) |
| Non-Departmental | \$94,829,992 | \$97,786,962 | \$97,067,078 | (\$719,884) | (0.74%) |
| Department Of Human Resources | \$7,835,722 | \$6,010,618 | \$7,028,978 | \$1,018,360 | 16.94% |
| Department Of Fire Services | \$90,073,122 | \$87,874,679 | \$91,213,948 | \$3,339,269 | 3.80% |
| Department Of Police Services | \$199,597,586 | \$194,060,421 | \$205,450,904 | \$11,390,483 | 5.87% |
| Department of City Planning | \$38,752,889 | \$23,529,072 | \$22,506,406 | (\$1,022,666) | (4.35%) |
| Department Of The Solicitor | \$7,261,368 | \$6,587,999 | \$6,703,400 | \$115,401 | 1.75% |
| Board of Ethics & Independent Compliance | \$516,583 | \$877,864 | \$1,477,864 | \$600,000 | 68.35% |
| Atlanta Citizens Review Board | \$757,440 | \$879,920 | \$917,649 | \$37,729 | 4.29% |
| Department Of Audit | \$1,656,629 | \$1,976,552 | \$2,016,044 | \$39,492 | 2.00% |
| Department Of Public Defender | \$3,394,196 | \$3,898,180 | \$3,898,181 | \$1 | 0.00% |
| Department Of Enterprise Assets Management | - | - | \$18,623,071 | \$18,623,071 | - |
| Department Of Customer Service | - | - | \$2,786,218 | \$2,786,218 | - |
| Atlanta Department of Transportation | - | - | \$750,000 | \$750,000 | - |
| Total General Fund | \$707,046,288 | \$661,392,792 | \$677,628,773 | \$16,235,981 | 2.45% |
| Enterprise Funds | | | | | |
| Airport Revenue Fund | | | | | |
| Executive Offices | \$1,072,104 | \$1,283,889 | \$769,510 | (\$514,379) | (40.06%) |
| Department of Atlanta Information Management | \$513,221 | \$441,829 | \$525,559 | \$83,730 | 18.95% |
| Department Of Law | \$7,539,450 | \$6,924,109 | \$7,390,077 | \$465,968 | 6.73% |
| Department Of Finance | \$401,519 | \$713,201 | \$512,788 | (\$200,413) | (28.10%) |
| Department Of Procurement | \$1,589,004 | \$1,504,359 | \$1,666,054 | \$161,695 | 10.75% |
| Department Of Watershed Management | (\$353) | - | \$0 | \$0 | - |
| Department Of Aviation | \$203,689,989 | \$235,140,942 | \$260,893,479 | \$25,752,537 | 10.95% |
| Non-Departmental | \$264,015,003 | \$242,349,645 | \$258,932,563 | \$16,582,918 | 6.84% |
| Department Of Human Resources | \$1,984,753 | \$2,126,971 | \$2,365,152 | \$238,181 | 11.20% |
| Department Of Fire Services | \$27,234,377 | \$29,623,648 | \$29,927,710 | \$304,062 | 1.03% |
| Department Of Police Services | \$17,009,223 | \$20,513,952 | \$23,298,999 | \$2,784,647 | 13.57% |
| Board of Ethics & Independent Compliance | \$112,430 | \$149,738 | \$249,737 | \$99,999 | 66.78% |
| Department Of Audit | \$896,935 | \$1,234,111 | \$1,154,596 | (\$79,515) | (6.44%) |
| Total Airport Revenue Fund | \$526,057,656 | \$542,006,394 | \$587,685,824 | \$45,679,430 | 8.43% |
| City Plaza Project Fund | | | | | |
| Non-Departmental | \$942,959 | \$1,015,600 | \$1,009,120 | (\$6,480) | (0.64%) |
| Total City Plaza Project Fund | \$942,959 | \$1,015,600 | \$1,009,120 | (\$6,480) | (0.64%) |
| Civic Center Revenue Fund | | | | | |
| Dept of Parks & Recreation | \$21,703,877 | \$0 | \$0 | \$0 | - |
| Non-Departmental | \$44,874 | \$0 | \$0 | \$0 | - |
| Total Civic Center Revenue Fund | \$21,748,751 | \$0 | \$0 | \$0 | - |
| Parks Facilities Revenue Fund | | | | | |
| Dept of Parks & Recreation | (\$1,121) | \$0 | \$0 | \$0 | - |
| Non-Departmental | \$15,343 | \$0 | \$0 | \$0 | - |
| Total Parks Facilities Revenue Fund | \$14,222 | \$0 | \$0 | \$0 | - |
| Solid Waste Services Revenue Fund | | | | | |
| Executive Offices | \$1,344,192 | \$1,427,283 | \$393,480 | (\$1,033,803) | (72.43%) |
| Department of Atlanta Information Management | \$345,297 | \$357,384 | \$1,629,509 | \$1,272,125 | 355.95% |
| Department Of Finance | \$473,991 | \$571,546 | \$563,181 | (\$8,365) | (1.46%) |
| Department Of Procurement | \$45,321 | \$98,119 | \$101,920 | \$3,801 | 3.87% |
| Department Of Public Works | \$45,901,399 | \$42,740,530 | \$51,610,407 | \$8,869,877 | 20.75% |
| Non-Departmental | \$3,330,686 | \$6,022,786 | \$6,681,397 | \$658,611 | 10.94% |
| Department Of Human Resources | \$508,464 | \$499,922 | \$554,777 | \$54,855 | 10.97% |
| Department Of Police Services | \$2,000 | \$0 | \$0 | \$0 | - |
| Board of Ethics & Independent Compliance | \$9,660 | \$0 | \$0 | \$0 | - |
| Department Of Customer Service | - | - | \$1,420,922 | \$1,420,922 | - |
| Total Solid Waste Services Revenue Fund | \$51,961,008 | \$51,717,571 | \$62,955,593 | \$11,238,022 | 21.73% |

SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT

Adopted

| Fund/Department | FY18 Actual | FY19 Adopted | FY20 Budget | \$ Incr/Decr | % Incr/Decr |
|--|------------------------|------------------------|------------------------|----------------------|----------------|
| Water & Wastewater Revenue Fund | | | | | |
| Executive Offices | \$7,994,453 | \$8,744,698 | \$93,870 | (\$8,650,828) | (98.93%) |
| Department of Atlanta Information Management | \$3,105,432 | \$5,632,268 | \$6,235,850 | \$603,582 | 10.72% |
| Department Of Law | \$6,750,393 | \$7,066,867 | \$8,474,459 | \$1,407,592 | 19.92% |
| Department Of Finance | \$729,653 | \$1,187,172 | \$861,758 | (\$325,414) | (27.41%) |
| Department Of Procurement | \$1,946,650 | \$2,056,686 | \$2,078,408 | \$21,722 | 1.06% |
| Department Of Public Works | \$623,458 | \$607,219 | \$776,671 | \$169,452 | 27.91% |
| Department Of Watershed Management | \$175,354,689 | \$195,925,204 | \$210,258,206 | \$14,333,002 | 7.32% |
| Non-Departmental | \$399,936,743 | \$345,283,665 | \$355,007,222 | \$9,723,557 | 2.82% |
| Department Of Human Resources | \$2,536,960 | \$2,461,580 | \$2,712,084 | \$250,504 | 10.18% |
| Department Of Police Services | \$159,202 | \$159,248 | \$159,678 | \$430 | 0.27% |
| Department Of The Solicitor | \$70,722 | \$76,862 | \$76,862 | \$0 | 0.00% |
| Board of Ethics & Independent Compliance | \$154,497 | \$149,737 | \$249,737 | \$100,000 | 66.78% |
| Department Of Audit | \$1,011,968 | \$1,102,434 | \$1,150,501 | \$48,067 | 4.36% |
| Department Of Customer Service | - | - | \$4,718,229 | \$4,718,229 | - |
| Total Water & Wastewater Revenue Fund | \$600,374,821 | \$570,453,640 | \$592,853,53(| \$22,399,895 | 3.93% |
| Other Funds | | | | | |
| Emergency Telephone System | | | | | |
| Department of Atlanta Information Management | \$543,052 | \$499,326 | \$500,787 | \$1,461 | 0.29% |
| Non-Departmental | \$39,000 | - | - | - | - |
| Department Of Police Services | \$16,270,873 | \$19,486,848 | \$19,599,595 | \$112,747 | 0.58% |
| Total Emergency Telephone System | \$16,852,925 | \$19,986,175 | \$20,100,382 | \$114,207 | 0.57% |
| Fleet Service Fund | | | | | |
| Executive Offices | \$42,138 | \$0 | \$0 | \$0 | - |
| Department of Atlanta Information Management | \$327 | \$0 | \$0 | \$0 | - |
| Department Of Procurement | \$120,688 | \$158,013 | \$185,444 | \$27,431 | 17.36% |
| Department Of Public Works | \$29,261,202 | \$30,248,039 | \$29,787,507 | (\$460,532) | (1.52%) |
| Non-Departmental | \$3,812,153 | \$2,882,949 | \$3,444,339 | \$561,390 | 19.47% |
| Department Of Human Resources | \$72,669 | \$111,586 | \$71,555 | (\$40,031) | (35.87%) |
| Total Fleet Service Fund | \$33,309,177 | \$33,400,588 | \$33,488,846 | \$88,258 | 0.26% |
| Group Insurance Fund | | | | | |
| Non-Departmental | \$150,136,744 | \$151,796,482 | \$148,809,304 | (\$2,987,178) | (1.97%) |
| Department Of Human Resources | \$2,003,342 | \$1,724,268 | \$1,624,637 | (\$99,631) | (5.78%) |
| Total Group Insurance Fund | \$152,140,086 | \$153,520,750 | \$150,433,941 | (\$3,086,809) | (2.01%) |
| Hotel/Motel Tax Fund | | | | | |
| Non-Departmental | \$78,403,629 | \$76,635,386 | \$76,712,025 | \$76,639 | 0.10% |
| Rental/Motor Vehicle Tax Fund | | | | | |
| Department Of Finance | \$0 | - | \$0 | \$0 | - |
| Non-Departmental | \$1,414,467 | \$1,379,138 | \$1,380,516 | \$1,378 | 0.10% |
| Total Operating Funds | \$2,190,266,177 | \$2,111,508,033 | \$2,204,248,554 | \$92,740,521 | 4.39% |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

General Fund

| FY18 Actual | FY19 Adopted | DESCRIPTION | FY20 Budget |
|----------------------|----------------------|---------------------------------------|----------------------|
| \$118,477,577 | \$118,576,430 | Salaries, Regular | \$138,135,326 |
| \$2,355,091 | \$3,153,412 | Salaries, Perm Part-Time | \$3,597,473 |
| \$135,264,193 | \$141,865,828 | Salaries, Sworn | \$153,626,854 |
| \$9,274,619 | \$4,687,746 | Salaries, Extra Help | \$3,820,587 |
| \$2,929,863 | \$996,393 | Salaries, Extra Help-Sworn | \$0 |
| \$36,379,838 | \$16,964,234 | Overtime | \$16,741,236 |
| \$16,439,631 | \$15,982,504 | Pen Cont Fire Pen Fd | \$13,668,427 |
| \$31,180,770 | \$28,204,198 | Pen Cont Police Pen Fd | \$19,068,321 |
| \$20,778,716 | \$18,980,321 | Pen Cont Gen Emp Pen Fd | \$18,502,386 |
| \$6,259,738 | \$5,555,568 | Defined Contribution | \$6,322,899 |
| \$6,337,001 | \$8,897,080 | Workers' Compensation | \$8,905,300 |
| \$42,523,757 | \$50,255,304 | Other Personnel Costs | \$53,078,514 |
| \$428,200,794 | \$414,119,019 | Sub Total | \$435,467,324 |
| \$113,361,694 | \$105,838,106 | Purchased / Contracted Services | \$103,862,863 |
| \$43,705,763 | \$38,786,044 | Supplies | \$35,467,684 |
| \$1,145,961 | \$1,001,075 | Capital Outlays | \$1,413,246 |
| \$15,113,183 | \$15,165,321 | Interfund / Interdepartmental Charges | \$15,167,823 |
| \$39,024,214 | \$35,836,830 | Other Costs | \$38,212,871 |
| \$11,168,029 | \$9,826,876 | Debt Service | \$33,922,266 |
| - | \$4,650,754 | Conversion / Summary | \$4,110,258 |
| \$55,326,651 | \$36,168,768 | Other Financing Uses | \$10,004,438 |
| \$278,845,495 | \$247,273,774 | Sub Total | \$242,161,449 |
| \$707,046,288 | \$661,392,792 | Total | \$677,628,773 |

ENTERPRISE FUNDS

Airport Revenue Fund

| FY18 Actual | FY19 Adopted | DESCRIPTION | FY20 Budget |
|----------------------|----------------------|---------------------------------------|----------------------|
| \$39,130,160 | \$42,323,064 | Salaries, Regular | \$48,379,255 |
| - | \$4,520 | Salaries, Perm Part-Time | - |
| \$19,121,068 | \$20,342,969 | Salaries, Sworn | \$27,181,164 |
| \$595,535 | \$503,652 | Salaries, Extra Help | \$724,590 |
| \$671,221 | \$201,132 | Salaries, Extra Help-Sworn | \$0 |
| \$7,827,352 | \$11,376,740 | Overtime | \$8,251,314 |
| \$5,032,876 | \$4,501,489 | Pen Cont Fire Pen Fd | \$3,549,484 |
| \$2,734,096 | \$2,635,297 | Pen Cont Police Pen Fd | \$2,249,621 |
| \$5,848,089 | \$5,203,873 | Pen Cont Gen Emp Pen Fd | \$5,984,217 |
| \$1,493,110 | \$1,458,491 | Defined Contribution | \$1,841,890 |
| \$550,358 | \$656,041 | Workers' Compensation | \$472,909 |
| \$9,191,129 | \$10,967,037 | Other Personnel Costs | \$11,456,730 |
| \$92,194,994 | \$100,174,303 | Sub Total | \$110,091,174 |
| \$142,857,443 | \$172,160,070 | Purchased / Contracted Services | \$189,423,807 |
| \$16,429,449 | \$18,280,372 | Supplies | \$19,123,548 |
| \$560,695 | \$1,328,865 | Capital Outlays | \$1,733,302 |
| \$14,685,926 | \$12,474,792 | Interfund / Interdepartmental Charges | \$13,626,072 |
| \$8,110,832 | \$6,584,597 | Other Costs | \$8,339,521 |
| - | - | Debt Service | - |
| - | \$89,908,388 | Conversion / Summary | \$104,349,347 |
| \$251,218,318 | \$141,095,006 | Other Financing Uses | \$140,999,052 |
| \$433,862,662 | \$441,832,090 | Sub Total | \$477,594,649 |
| \$526,057,656 | \$542,006,394 | Total | \$587,685,824 |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

City Plaza Project Fund

| FY18 Actual | FY19 Adopted | DESCRIPTION | FY20 Budget |
|------------------|--------------------|---------------------------------------|--------------------|
| - | - | Salaries, Regular | - |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| - | - | Salaries, Extra Help | - |
| - | - | Salaries, Extra Help-Sworn | - |
| - | - | Overtime | - |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| - | - | Pen Cont Gen Emp Pen Fd | - |
| - | - | Defined Contribution | - |
| - | - | Workers' Compensation | - |
| - | - | Other Personnel Costs | - |
| - | - | Sub Total | - |
| \$97,727 | \$281,206 | Purchased / Contracted Services | \$242,870 |
| - | - | Supplies | - |
| - | - | Capital Outlays | - |
| \$143,832 | \$22,644 | Interfund / Interdepartmental Charges | \$53,000 |
| - | - | Other Costs | \$0 |
| \$701,400 | \$711,750 | Debt Service | \$713,250 |
| - | \$0 | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| \$942,959 | \$1,015,600 | Sub Total | \$1,009,120 |
| \$942,959 | \$1,015,600 | Total | \$1,009,120 |

Civic Center Revenue Fund

| FY18 Actual | FY19 Adopted | DESCRIPTION | FY20 Budget |
|---------------------|--------------|---------------------------------------|-------------|
| (\$630) | \$0 | Salaries, Regular | - |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| \$0 | \$0 | Salaries, Extra Help | \$0 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$0 | \$0 | Overtime | \$0 |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| (\$231) | \$0 | Pen Cont Gen Emp Pen Fd | \$0 |
| \$0 | \$0 | Defined Contribution | - |
| - | - | Workers' Compensation | - |
| (\$147) | \$0 | Other Personnel Costs | \$0 |
| (\$1,008) | \$0 | Sub Total | \$0 |
| \$237,575 | \$0 | Purchased / Contracted Services | \$0 |
| \$331,531 | \$0 | Supplies | \$0 |
| - | - | Capital Outlays | \$0 |
| - | - | Interfund / Interdepartmental Charges | - |
| \$46,874 | \$0 | Other Costs | \$0 |
| \$0 | \$0 | Debt Service | \$0 |
| - | - | Conversion / Summary | - |
| \$21,133,780 | - | Other Financing Uses | \$0 |
| \$21,749,759 | \$0 | Sub Total | \$0 |
| \$21,748,751 | \$0 | Total | \$0 |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

Parks Facilities Revenue Fund

| FY18 Actual | FY19 Adopted | DESCRIPTION | FY20 Budget |
|-----------------|--------------|---------------------------------------|-------------|
| - | - | Salaries, Regular | - |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| - | - | Salaries, Extra Help | - |
| - | - | Salaries, Extra Help-Sworn | - |
| - | - | Overtime | - |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| - | - | Pen Cont Gen Emp Pen Fd | - |
| - | - | Defined Contribution | - |
| - | - | Workers' Compensation | - |
| - | - | Other Personnel Costs | - |
| - | - | Sub Total | - |
| (\$3,100) | \$0 | Purchased / Contracted Services | \$0 |
| \$979 | \$0 | Supplies | \$0 |
| - | - | Capital Outlays | - |
| - | \$0 | Interfund / Interdepartmental Charges | \$0 |
| \$16,343 | \$0 | Other Costs | \$0 |
| - | \$0 | Debt Service | \$0 |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| \$14,222 | \$0 | Sub Total | \$0 |
| \$14,222 | \$0 | Total | \$0 |

Solid Waste Services Revenue Fund

| FY18 Actual | FY19 Adopted | DESCRIPTION | FY20 Budget |
|---------------------|---------------------|---------------------------------------|---------------------|
| \$15,336,942 | \$17,679,669 | Salaries, Regular | \$18,174,109 |
| \$59,816 | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| \$341,006 | \$282,963 | Salaries, Extra Help | \$355,323 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$2,623,752 | \$1,400,248 | Overtime | \$1,797,183 |
| - | - | Pen Cont Fire Pen Fd | - |
| \$824 | - | Pen Cont Police Pen Fd | - |
| \$3,633,210 | \$3,755,890 | Pen Cont Gen Emp Pen Fd | \$4,196,006 |
| \$370,839 | \$430,907 | Defined Contribution | \$342,471 |
| \$2,349,238 | \$1,636,094 | Workers' Compensation | \$3,169,491 |
| \$2,805,387 | \$4,772,562 | Other Personnel Costs | \$4,294,351 |
| \$27,521,014 | \$29,958,332 | Sub Total | \$32,328,933 |
| \$10,044,230 | \$5,108,928 | Purchased / Contracted Services | \$10,518,622 |
| \$1,562,449 | \$1,176,422 | Supplies | \$955,917 |
| \$28,555 | \$692,316 | Capital Outlays | \$91,745 |
| \$14,149,925 | \$12,491,145 | Interfund / Interdepartmental Charges | \$12,990,330 |
| (\$3,199,975) | \$1,398,392 | Other Costs | \$1,515,397 |
| \$165,151 | \$0 | Debt Service | \$2,457,649 |
| - | \$0 | Conversion / Summary | \$0 |
| \$1,689,660 | \$892,036 | Other Financing Uses | \$2,097,000 |
| \$24,439,994 | \$21,759,238 | Sub Total | \$30,626,660 |
| \$51,961,008 | \$51,717,571 | Total | \$62,955,593 |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

Water & Wastewater Revenue Fund

| FY18 Actual | FY19 Adopted | DESCRIPTION | FY20 Budget |
|----------------------|----------------------|---------------------------------------|----------------------|
| \$64,553,650 | \$69,110,485 | Salaries, Regular | \$76,866,579 |
| \$23,714 | - | Salaries, Perm Part-Time | \$599 |
| \$46,739 | \$106,535 | Salaries, Sworn | \$113,259 |
| \$3,149,162 | \$1,042,726 | Salaries, Extra Help | \$771,905 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$6,025,889 | \$1,903,806 | Overtime | \$3,041,069 |
| - | - | Pen Cont Fire Pen Fd | - |
| \$340,938 | \$32,215 | Pen Cont Police Pen Fd | \$21,461 |
| \$12,983,555 | \$11,463,386 | Pen Cont Gen Emp Pen Fd | \$13,421,878 |
| \$2,074,961 | \$1,946,951 | Defined Contribution | \$1,569,626 |
| \$1,226,391 | \$1,975,736 | Workers' Compensation | \$1,383,129 |
| \$10,130,710 | \$13,289,950 | Other Personnel Costs | \$13,359,440 |
| \$100,555,711 | \$100,871,790 | Sub Total | \$110,548,946 |
| \$45,735,961 | \$76,549,408 | Purchased / Contracted Services | \$83,399,185 |
| \$38,966,464 | \$46,291,499 | Supplies | \$45,243,721 |
| \$675,078 | \$612,000 | Capital Outlays | \$13,870 |
| \$15,726,093 | \$17,409,266 | Interfund / Interdepartmental Charges | \$18,463,912 |
| \$17,229,938 | \$30,174,440 | Other Costs | \$31,102,049 |
| \$12,242,448 | \$29,079,499 | Debt Service | \$29,616,363 |
| \$0 | \$21,544,514 | Conversion / Summary | \$40,250,858 |
| \$369,243,128 | \$247,921,224 | Other Financing Uses | \$234,214,631 |
| \$499,819,111 | \$469,581,849 | Sub Total | \$482,304,589 |
| \$600,374,821 | \$570,453,640 | Total | \$592,853,53(|

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

OTHER FUNDS

Emergency Telephone System

| FY18 Actual | FY19 Adopted | DESCRIPTION | FY20 Budget |
|---------------------|---------------------|---------------------------------------|---------------------|
| \$6,310,435 | \$7,040,078 | Salaries, Regular | \$8,359,319 |
| - | - | Salaries, Perm Part-Time | - |
| \$92,836 | - | Salaries, Sworn | - |
| \$58,113 | \$110,681 | Salaries, Extra Help | \$263,698 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$1,991,969 | \$924,186 | Overtime | \$923,905 |
| - | - | Pen Cont Fire Pen Fd | - |
| \$34,234 | \$27,641 | Pen Cont Police Pen Fd | \$17,321 |
| \$1,647,094 | \$1,601,941 | Pen Cont Gen Emp Pen Fd | \$1,704,667 |
| \$126,165 | \$155,361 | Defined Contribution | \$104,299 |
| \$19,617 | \$266,206 | Workers' Compensation | \$36,598 |
| \$1,163,652 | \$1,545,505 | Other Personnel Costs | \$1,484,134 |
| \$11,444,116 | \$11,671,599 | Sub Total | \$12,893,942 |
| \$5,302,226 | \$8,168,632 | Purchased / Contracted Services | \$6,729,027 |
| \$95,517 | \$70,416 | Supplies | \$477,414 |
| \$5,097 | \$5,160 | Capital Outlays | \$0 |
| - | - | Interfund / Interdepartmental Charges | - |
| \$5,970 | \$70,368 | Other Costs | \$0 |
| - | - | Debt Service | - |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| \$5,408,809 | \$8,314,575 | Sub Total | \$7,206,441 |
| \$16,852,925 | \$19,986,175 | Total | \$20,100,382 |

Fleet Service Fund

| FY18 Actual | FY19 Adopted | DESCRIPTION | FY20 Budget |
|---------------------|---------------------|---------------------------------------|---------------------|
| \$7,580,396 | \$8,218,303 | Salaries, Regular | \$8,393,452 |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| \$15,199 | \$49,886 | Salaries, Extra Help | \$0 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$412,270 | \$335,027 | Overtime | \$334,067 |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| \$1,883,209 | \$1,798,920 | Pen Cont Gen Emp Pen Fd | \$1,806,733 |
| \$168,616 | \$187,175 | Defined Contribution | \$138,045 |
| \$243,766 | \$87,962 | Workers' Compensation | \$107,578 |
| \$1,272,455 | \$1,629,922 | Other Personnel Costs | \$1,652,389 |
| \$11,575,912 | \$12,307,195 | Sub Total | \$12,432,263 |
| \$4,745,647 | \$4,663,438 | Purchased / Contracted Services | \$4,310,930 |
| \$12,935,716 | \$13,176,675 | Supplies | \$12,954,518 |
| \$10,578 | \$15,500 | Capital Outlays | \$15,500 |
| \$4,007,789 | \$3,140,923 | Interfund / Interdepartmental Charges | \$3,754,296 |
| - | - | Other Costs | - |
| \$33,535 | \$96,857 | Debt Service | \$21,338 |
| - | \$0 | Conversion / Summary | \$0 |
| - | - | Other Financing Uses | - |
| \$21,733,265 | \$21,093,393 | Sub Total | \$21,056,583 |
| \$33,309,177 | \$33,400,588 | Total | \$33,488,846 |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

Group Insurance Fund

| FY18 Actual | FY19 Adopted | DESCRIPTION | FY20 Budget |
|----------------------|----------------------|---------------------------------------|----------------------|
| \$886,277 | \$922,012 | Salaries, Regular | \$1,038,842 |
| - | \$2,232 | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| \$40,302 | \$61,475 | Salaries, Extra Help | \$55,354 |
| - | - | Salaries, Extra Help-Sworn | - |
| \$2,306 | \$683 | Overtime | \$1,041 |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| \$69,105 | \$62,410 | Pen Cont Gen Emp Pen Fd | \$98,275 |
| \$45,198 | \$34,225 | Defined Contribution | \$19,036 |
| \$5,340 | \$10,923 | Workers' Compensation | \$2,836 |
| \$845,626 | \$1,231,791 | Other Personnel Costs | \$825,542 |
| \$1,894,153 | \$2,325,751 | Sub Total | \$2,040,926 |
| \$648,786 | \$1,002,579 | Purchased / Contracted Services | \$720,905 |
| \$30,938 | \$13,559 | Supplies | \$3,561 |
| \$101 | - | Capital Outlays | \$0 |
| \$2,836,252 | \$2,650,955 | Interfund / Interdepartmental Charges | \$1,657,374 |
| \$146,380,479 | \$147,527,906 | Other Costs | \$146,011,175 |
| \$61,797 | \$0 | Debt Service | \$0 |
| - | - | Conversion / Summary | - |
| \$287,579 | - | Other Financing Uses | \$0 |
| \$150,245,932 | \$151,194,999 | Sub Total | \$148,393,015 |
| \$152,140,086 | \$153,520,750 | Total | \$150,433,941 |

Hotel/Motel Tax Fund

| FY18 Actual | FY19 Adopted | DESCRIPTION | FY20 Budget |
|---------------------|---------------------|---------------------------------------|---------------------|
| - | - | Salaries, Regular | - |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| - | - | Salaries, Extra Help | - |
| - | - | Salaries, Extra Help-Sworn | - |
| - | - | Overtime | - |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| - | - | Pen Cont Gen Emp Pen Fd | - |
| - | - | Defined Contribution | - |
| - | - | Workers' Compensation | - |
| - | - | Other Personnel Costs | - |
| - | - | Sub Total | - |
| - | - | Purchased / Contracted Services | - |
| - | - | Supplies | - |
| - | - | Capital Outlays | - |
| - | - | Interfund / Interdepartmental Charges | - |
| - | - | Depreciation And Amortization | - |
| \$58,810,562 | \$57,484,203 | Other Costs | \$57,541,690 |
| - | - | Debt Service | - |
| - | - | Conversion / Summary | - |
| \$19,593,067 | \$19,151,183 | Other Financing Uses | \$19,170,335 |
| \$78,403,629 | \$76,635,386 | Sub Total | \$76,712,025 |
| \$78,403,629 | \$76,635,386 | Total | \$76,712,025 |

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Adopted

Rental/Motor Vehicle Tax Fund

| FY18 Actual | FY19 Adopted | DESCRIPTION | FY20 Budget |
|------------------------|------------------------|---------------------------------------|------------------------|
| - | - | Salaries, Regular | - |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| - | - | Salaries, Extra Help | - |
| - | - | Salaries, Extra Help-Sworn | - |
| - | - | Overtime | - |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| - | - | Pen Cont Gen Emp Pen Fd | - |
| - | - | Defined Contribution | - |
| - | - | Workers' Compensation | - |
| - | - | Other Personnel Costs | - |
| - | - | Sub Total | - |
| - | - | Purchased / Contracted Services | - |
| - | - | Supplies | - |
| - | - | Capital Outlays | - |
| - | - | Interfund / Interdepartmental Charges | - |
| - | - | Depreciation And Amortization | - |
| \$1,414,467 | \$1,379,138 | Other Costs | \$1,380,516 |
| - | - | Debt Service | - |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| \$1,414,467 | \$1,379,138 | Sub Total | \$1,380,516 |
| \$1,414,467 | \$1,379,138 | Total | \$1,380,516 |
| \$2,190,266,177 | \$2,111,508,033 | Grand Total | \$2,204,248,554 |

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

SUMMARY OF REVENUES AND EXPENSES

General Fund

| Revenues | FY18 Actuals | FY19 Adopted | FY20 Budget |
|--|----------------------|----------------------|----------------------|
| Property Taxes | \$206,522,773 | \$208,451,068 | \$219,141,924 |
| Public Utility, Alcoholic Beverage and Other Taxes | \$106,442,797 | \$106,923,683 | \$107,712,019 |
| Local Option Sales Taxes | \$110,183,776 | \$108,730,000 | \$115,427,417 |
| Licenses and Permits Revenue | \$117,251,072 | \$118,275,544 | \$121,770,548 |
| Other Revenue | \$26,664,277 | \$7,332,494 | \$6,287,547 |
| Charges For Current Services | \$6,884,755 | \$4,582,826 | \$4,562,205 |
| Federal Revenues | \$348,370 | \$0 | \$0 |
| State and Local Governments | \$354,711 | \$0 | \$0 |
| Fines, Forfeitures and Penalties | \$20,629,181 | \$23,472,056 | \$22,211,707 |
| Building Rentals and Concessions | \$13,864,504 | \$13,990,662 | \$3,726,871 |
| Indirect Costs Recovery | \$36,209,060 | \$30,000,000 | \$34,311,311 |
| Hotel & Motel Tax Revenue | \$19,593,067 | \$19,151,183 | \$21,800,045 |
| Pilot & Franchise Fees | \$20,483,276 | \$20,483,276 | \$20,677,178 |
| Total Revenues | \$686,936,216 | \$661,392,792 | \$677,628,773 |

| Expenditures | FY18 Actuals | FY19 Adopted | FY20 Budget |
|--|----------------------|----------------------|----------------------|
| Personnel Services And Employee Benefits | \$428,200,794 | \$414,119,019 | \$435,467,324 |
| Purchased / Contracted Services | \$113,361,694 | \$105,838,106 | \$103,862,863 |
| Supplies | \$43,705,763 | \$38,786,044 | \$35,467,684 |
| Capital Outlays | \$1,145,961 | \$1,001,075 | \$1,413,246 |
| Interfund / Interdepartmental Charges | \$15,113,183 | \$15,165,321 | \$15,167,823 |
| Other Costs | \$39,024,214 | \$35,836,830 | \$38,212,871 |
| Debt Service | \$11,168,029 | \$9,826,876 | \$33,922,266 |
| Conversion / Summary | - | \$4,650,754 | \$4,110,258 |
| Other Financing Uses | \$55,326,651 | \$36,168,768 | \$10,004,438 |
| Total Expenditures | \$707,046,288 | \$661,392,792 | \$677,628,773 |

SUMMARY OF REVENUES AND EXPENSES

Fleet Service Fund

| Revenues | FY18 Actuals | FY19 Adopted | FY20 Budget |
|------------------------|---------------------|---------------------|---------------------|
| Charges For Services | \$32,433,539 | \$33,400,588 | \$33,433,987 |
| Miscellaneous Revenues | \$87,071 | \$0 | \$54,859 |
| Total Revenues | \$32,520,611 | \$33,400,588 | \$33,488,846 |

| Expenditures | FY18 Actuals | FY19 Adopted | FY20 Budget |
|--|---------------------|---------------------|---------------------|
| Personnel Services And Employee Benefits | \$11,575,912 | \$12,307,195 | \$12,432,263 |
| Purchased / Contracted Services | \$4,745,647 | \$4,663,438 | \$4,310,930 |
| Supplies | \$12,935,716 | \$13,176,675 | \$12,954,518 |
| Capital Outlays | \$10,578 | \$15,500 | \$15,500 |
| Interfund / Interdepartmental Charges | \$4,007,789 | \$3,140,923 | \$3,754,296 |
| Debt Service | \$33,535 | \$96,857 | \$21,338 |
| Total Expenditures | \$33,309,177 | \$33,400,588 | \$33,488,846 |

SUMMARY OF REVENUES AND EXPENSES

Airport Revenue Fund

| Revenues | FY18 Actuals | FY19 Adopted | FY20 Budget |
|-------------------------|----------------------|----------------------|----------------------|
| Licenses And Permits | \$45,094 | \$60,000 | \$60,000 |
| Charges For Services | \$523,309,010 | \$536,591,814 | \$584,473,844 |
| Fines And Forfeiture | \$1,380 | \$0 | \$0 |
| Investment Income | \$783,741 | \$0 | - |
| Miscellaneous Revenues | \$2,120,458 | \$5,354,580 | \$3,151,980 |
| Other Financing Sources | \$2,000,000 | \$0 | - |
| Total Revenues | \$528,259,683 | \$542,006,394 | \$587,685,824 |

| Expenditures | FY18 Actuals | FY19 Adopted | FY20 Budget |
|--|----------------------|----------------------|----------------------|
| Personnel Services And Employee Benefits | \$92,194,994 | \$100,174,303 | \$110,091,174 |
| Purchased / Contracted Services | \$142,857,443 | \$172,160,070 | \$189,423,807 |
| Supplies | \$16,429,449 | \$18,280,372 | \$19,123,548 |
| Capital Outlays | \$560,695 | \$1,328,865 | \$1,733,302 |
| Interfund / Interdepartmental Charges | \$14,685,926 | \$12,474,792 | \$13,626,072 |
| Other Costs | \$8,110,832 | \$6,584,597 | \$8,339,521 |
| Conversion / Summary | - | \$89,908,388 | \$104,349,347 |
| Other Financing Uses | \$251,218,318 | \$141,095,006 | \$140,999,052 |
| Total Expenditures | \$526,057,656 | \$542,006,394 | \$587,685,824 |

SUMMARY OF REVENUES AND EXPENSES

City Plaza Project Fund

| Revenues | FY18 Actuals | FY19 Adopted | FY20 Budget |
|------------------------|---------------------|---------------------|--------------------|
| Investment Income | \$6,954 | \$15,600 | \$8,123 |
| Miscellaneous Revenues | \$960,000 | \$1,000,000 | \$1,000,997 |
| Total Revenues | \$966,954 | \$1,015,600 | \$1,009,120 |

| Expenditures | FY18 Actuals | FY19 Adopted | FY20 Budget |
|---------------------------------------|---------------------|---------------------|--------------------|
| Purchased / Contracted Services | \$97,727 | \$281,206 | \$242,870 |
| Interfund / Interdepartmental Charges | \$143,832 | \$22,644 | \$53,000 |
| Debt Service | \$701,400 | \$711,750 | \$713,250 |
| Total Expenditures | \$942,959 | \$1,015,600 | \$1,009,120 |

SUMMARY OF REVENUES AND EXPENSES

Civic Center Revenue Fund

| Revenues | FY18 Actuals | FY19 Adopted | FY20 Budget |
|-------------------------|---------------------|---------------------|--------------------|
| Miscellaneous Revenues | \$262,826 | \$0 | - |
| Other Financing Sources | \$26,017,578 | \$0 | - |
| Total Revenues | \$26,280,404 | \$0 | - |

| Expenditures | FY18 Actuals | FY19 Adopted | FY20 Budget |
|--|---------------------|---------------------|--------------------|
| Personnel Services And Employee Benefits | (\$1,008) | \$0 | \$0 |
| Purchased / Contracted Services | \$237,575 | \$0 | \$0 |
| Supplies | \$331,531 | \$0 | \$0 |
| Other Costs | \$46,874 | \$0 | \$0 |
| Other Financing Uses | \$21,133,780 | - | \$0 |
| Total Expenditures | \$21,748,751 | \$0 | \$0 |

SUMMARY OF REVENUES AND EXPENSES

Parks Facilities Revenue Fund

Revenues

| | FY18 Actuals | FY19 Adopted | FY20 Budget |
|-------------------------|------------------|--------------|-------------|
| Other Financing Sources | \$286,008 | \$0 | - |
| Total Revenues | \$286,008 | \$0 | - |

Expenditures

| | FY18 Actuals | FY19 Adopted | FY20 Budget |
|---------------------------------|-----------------|--------------|-------------|
| Purchased / Contracted Services | (\$3,100) | \$0 | \$0 |
| Supplies | \$979 | \$0 | \$0 |
| Other Costs | \$16,343 | \$0 | \$0 |
| Total Expenditures | \$14,222 | \$0 | \$0 |

SUMMARY OF REVENUES AND EXPENSES

Solid Waste Services Revenue Fund

| Revenues | FY18 Actuals | FY19 Adopted | FY20 Budget |
|----------------------------|---------------------|---------------------|---------------------|
| Taxes | \$3,167,522 | \$0 | \$455,987 |
| Intergovernmental Revenues | \$3,000 | - | \$0 |
| Charges For Services | \$51,157,382 | \$51,717,571 | \$62,497,313 |
| Investment Income | (\$86) | \$0 | \$2,293 |
| Other Financing Sources | \$1,590,000 | \$0 | \$0 |
| Total Revenues | \$55,917,819 | \$51,717,571 | \$62,955,593 |

| Expenditures | FY18 Actuals | FY19 Adopted | FY20 Budget |
|--|---------------------|---------------------|---------------------|
| Personnel Services And Employee Benefits | \$27,521,014 | \$29,958,332 | \$32,328,933 |
| Purchased / Contracted Services | \$10,044,230 | \$5,108,928 | \$10,518,622 |
| Supplies | \$1,562,449 | \$1,176,422 | \$955,917 |
| Capital Outlays | \$28,555 | \$692,316 | \$91,745 |
| Interfund / Interdepartmental Charges | \$14,149,925 | \$12,491,145 | \$12,990,330 |
| Other Costs | (\$3,199,975) | \$1,398,392 | \$1,515,397 |
| Debt Service | \$165,151 | \$0 | \$2,457,649 |
| Other Financing Uses | \$1,689,660 | \$892,036 | \$2,097,000 |
| Total Expenditures | \$51,961,008 | \$51,717,571 | \$62,955,593 |

SUMMARY OF REVENUES AND EXPENSES

Water & Wastewater Revenue Fund

| Revenues | FY18 Actuals | FY19 Adopted | FY20 Budget |
|-------------------------|----------------------|----------------------|----------------------|
| Charges For Services | \$464,539,021 | \$482,378,640 | \$501,278,534 |
| Investment Income | \$830,759 | \$455,000 | \$455,000 |
| Miscellaneous Revenues | \$79,296 | \$120,000 | \$120,000 |
| Other Financing Sources | \$145,243,543 | \$87,500,000 | \$91,000,000 |
| Total Revenues | \$610,692,619 | \$570,453,640 | \$592,853,534 |

| Expenditures | FY18 Actuals | FY19 Adopted | FY20 Budget |
|--|----------------------|----------------------|----------------------|
| Personnel Services And Employee Benefits | \$100,555,711 | \$100,871,790 | \$110,548,946 |
| Purchased / Contracted Services | \$45,735,961 | \$76,549,408 | \$83,399,185 |
| Supplies | \$38,966,464 | \$46,291,499 | \$45,243,721 |
| Capital Outlays | \$675,078 | \$612,000 | \$13,870 |
| Interfund / Interdepartmental Charges | \$15,726,093 | \$17,409,266 | \$18,463,912 |
| Other Costs | \$17,229,938 | \$30,174,440 | \$31,102,049 |
| Debt Service | \$12,242,448 | \$29,079,499 | \$29,616,363 |
| Conversion / Summary | \$0 | \$21,544,514 | \$40,250,858 |
| Other Financing Uses | \$369,243,128 | \$247,921,224 | \$234,214,631 |
| Total Expenditures | \$600,374,821 | \$570,453,640 | \$592,853,534 |

SUMMARY OF REVENUES AND EXPENSES

Emergency Telephone System

| Revenues | FY18 Actuals | FY19 Adopted | FY20 Budget |
|-----------------------|---------------------|---------------------|---------------------|
| Taxes | \$105,974 | \$0 | \$42,147 |
| Charges For Services | \$19,493,753 | \$19,986,175 | \$20,058,235 |
| Total Revenues | \$19,599,727 | \$19,986,175 | \$20,100,382 |

| Expenditures | FY18 Actuals | FY19 Adopted | FY20 Budget |
|--|---------------------|---------------------|---------------------|
| Personnel Services And Employee Benefits | \$11,444,116 | \$11,671,599 | \$12,893,942 |
| Purchased / Contracted Services | \$5,302,226 | \$8,168,632 | \$6,729,027 |
| Supplies | \$95,517 | \$70,416 | \$477,414 |
| Capital Outlays | \$5,097 | \$5,160 | \$0 |
| Other Costs | \$5,970 | \$70,368 | \$0 |
| Total Expenditures | \$16,852,925 | \$19,986,175 | \$20,100,382 |

SUMMARY OF REVENUES AND EXPENSES

Group Insurance Fund

| Revenues | FY18 Actuals | FY19 Adopted | FY20 Budget |
|-------------------------|----------------------|----------------------|----------------------|
| Charges For Services | \$143,270,429 | \$153,396,292 | \$150,433,941 |
| Investment Income | (\$39) | \$124,458 | - |
| Miscellaneous Revenues | \$28,445 | - | - |
| Other Financing Sources | (\$1,837) | \$0 | - |
| Total Revenues | \$143,296,998 | \$153,520,750 | \$150,433,941 |

| Expenditures | FY18 Actuals | FY19 Adopted | FY20 Budget |
|--|----------------------|----------------------|----------------------|
| Personnel Services And Employee Benefits | \$1,894,153 | \$2,325,751 | \$2,040,926 |
| Purchased / Contracted Services | \$648,786 | \$1,002,579 | \$720,905 |
| Supplies | \$30,938 | \$13,559 | \$3,561 |
| Capital Outlays | \$101 | - | \$0 |
| Interfund / Interdepartmental Charges | \$2,836,252 | \$2,650,955 | \$1,657,374 |
| Other Costs | \$146,380,479 | \$147,527,906 | \$146,011,175 |
| Debt Service | \$61,797 | \$0 | \$0 |
| Other Financing Uses | \$287,579 | - | \$0 |
| Total Expenditures | \$152,140,086 | \$153,520,750 | \$150,433,941 |

SUMMARY OF REVENUES AND EXPENSES

Hotel/Motel Tax Fund

Revenues

| | FY18 Actuals | FY19 Adopted | FY20 Budget |
|-----------------------|---------------------|---------------------|---------------------|
| Taxes | \$78,403,629 | \$76,635,386 | \$76,712,025 |
| Total Revenues | \$78,403,629 | \$76,635,386 | \$76,712,025 |

Expenditures

| | FY18 Actuals | FY19 Adopted | FY20 Budget |
|---------------------------|---------------------|---------------------|---------------------|
| Other Costs | \$58,810,562 | \$57,484,203 | \$57,541,690 |
| Other Financing Uses | \$19,593,067 | \$19,151,183 | \$19,170,335 |
| Total Expenditures | \$78,403,629 | \$76,635,386 | \$76,712,025 |

SUMMARY OF REVENUES AND EXPENSES

Rental/Motor Vehicle Tax Fund

| Revenues | FY18 Actuals | FY19 Adopted | FY20 Budget |
|-----------------------|---------------------|---------------------|--------------------|
| Taxes | \$1,414,467 | \$1,379,138 | \$1,380,516 |
| Total Revenues | \$1,414,467 | \$1,379,138 | \$1,380,516 |

| Expenditures | FY18 Actuals | FY19 Adopted | FY20 Budget |
|---------------------------|---------------------|---------------------|--------------------|
| Other Costs | \$1,414,467 | \$1,379,138 | \$1,380,516 |
| Total Expenditures | \$1,414,467 | \$1,379,138 | \$1,380,516 |

SUMMARY OF FUND BALANCE

| | Beginning Fund Balance | Revenues | Expenditures | Other Financing Resource | FY19 Net Change in Fund Balance | Unaudited Ending Fund Balance 2019 | % change in Fund Balance |
|--|---------------------------|-----------------------------|-------------------------------|-----------------------------|---------------------------------|------------------------------------|--------------------------|
| General Fund | 178,877,815 | 617,530,903 | (618,109,451) | 18,979,591 | 18,401,043 | 197,278,858 | 10.29% |
| Special Revenue Funds | - | - | - | - | - | - | 0 |
| Emergency 911 Fund | (2,005,714) | 23,062,071 | (15,653,656) | - | 7,408,416 | 5,402,701 | -369.37% |
| Community Dev Block Grant Fund | 664,643 | 5,725,790 | (4,748,721) | - | 977,069 | 1,641,711 | 147.01% |
| TSPLOST | 10,495 | - | - | - | - | 10,495 | 0.00% |
| Intergovernmental Grant Fund | (9,732,896) | 35,709,364 | (32,059,711) | - | 3,649,653 | (6,083,244) | -37.50% |
| Empowerment Zone Fund | - | 12,000 | - | - | 12,000 | 12,000 | 0.00% |
| Job Training Grant Fund | 777,967 | 5,882,754 | (5,248,617) | - | 634,136 | 1,412,103 | 81.51% |
| Home Investment Partnership Fund | 398,506 | 804,927 | (2,151,205) | - | (1,346,278) | (947,772) | -337.83% |
| 312 Trust Fund | - | - | (12,422) | - | (12,422) | (12,422) | -100.00% |
| Rental Rehabilitation Fund | 603 | - | - | - | - | 603 | 0.00% |
| Sec 108 Loan Trust Fund | 3,174,904 | 43,276 | - | - | 43,276 | 3,218,180 | 1.36% |
| Atlantic Station TAD Fund | 26,172,374 | 22,010,666 | (17,701,521) | - | 4,309,145 | 30,481,519 | 16.46% |
| Westside TAD Fund | 73,162,493 | 21,255,380 | (15,834,101) | - | 5,421,279 | 78,583,772 | 7.41% |
| NW Atlanta TAD Fund | 8,650,765 | 4,860,839 | (1,712,861) | - | 3,147,978 | 11,798,743 | 36.39% |
| Princeton Lakes TAD Fund | 5,239,284 | 2,164,533 | (1,879,526) | - | 285,007 | 5,524,291 | 5.44% |
| Eastside TAD Fund | 103,304,597 | 22,453,658 | (6,764,294) | - | 15,689,364 | 118,993,961 | 15.19% |
| Atlanta Beltline TAD Fund | 76,735,371 | 47,030,584 | (44,641,374) | - | 2,389,210 | 79,124,581 | 3.11% |
| Campbellton Road TAD Fund | 3,977,642 | 895,162 | (209,455) | - | 685,707 | 4,663,349 | 17.24% |
| Hollowell/M.L. King TAD Fund | 3,245,797 | 489,745 | (341,729) | - | 148,016 | 3,393,813 | 4.56% |
| Metropolitan Parkway TAD Fund | 1,628,615 | 237,077 | (40,201) | - | 196,876 | 1,825,491 | 12.09% |
| Stadium Neighborhoods TAD Fund | 117,621 | 126,881 | (31,671) | - | 95,210 | 212,832 | 80.95% |
| Hotel/Motel Tax Fund | - | 84,922,720 | (53,896,638) | (21,602,152) | 9,423,930 | 9,423,930 | 100.00% |
| Rental/Motor Vehicle Tax | - | 1,186,129 | (1,191,168) | - | (5,039) | (5,039) | 100.00% |
| Affordable Housing Fund | 45,234,709 | - | - | - | - | 45,234,709 | 0.00% |
| Perpetual Care | 133,800 | 16,973 | - | - | 16,973 | 150,772 | 12.69% |
| Special 1% Sales And Use Tax Fund | - | 153,699,239 | - | (153,699,239) | - | - | 0.00% |
| Trust Fund | 34,140,154 | 21,695,744 | (18,939,452) | 1,003,980 | 3,760,273 | 37,900,426 | 11.01% |
| Sub-Total | <u>375,031,729</u> | <u>454,285,510</u> | <u>(223,058,323)</u> | <u>(174,297,411)</u> | <u>56,929,776</u> | <u>431,961,505</u> | 15.18% |
| Capital Projects Funds | | | | | | | |
| Annual Bond Fund | 347,743 | 12,922 | - | - | 12,922 | 360,665 | 3.72% |
| 1989 Bond Project Fund | (65) | - | - | - | - | (65) | 0.00% |
| 1993 School Improvement Bond | 20,615 | 473 | - | - | 473 | 21,089 | 2.30% |
| 1994 Referendum G.O. Bond Fund | 374,831 | 8,604 | - | - | 8,604 | 383,435 | 2.30% |
| 1996 G.O. Public Improvement Bond Part B | 33,042 | 758 | - | - | 758 | 33,801 | 2.30% |
| 1997 G.O. Public Improvement Bond Fund | 254,939 | 5,852 | - | - | 5,852 | 260,791 | 2.30% |
| 2000 Park Improvement Bond Fund | 12,170 | 279 | - | - | 279 | 12,449 | 2.30% |
| 2001 Quality Of Life Fund | 20,056 | 1,224 | 33,282 | - | 34,506 | 54,563 | 172.05% |
| 2004 Quality Of Life Fund | 767 | 1,134 | 63,309 | - | 64,443 | 65,210 | 8402.86% |
| 2005 B Go Project Fund | - | - | - | - | - | - | 0.00% |
| 2005A Park Improvement Bond Fund | 1,591,356 | 49,051 | (511,883) | - | (462,832) | 1,128,524 | -29.08% |
| Public Safety Facility Fund | - | - | (3,359,100) | 3,359,100 | - | - | 0.00% |
| 2008A Quality Of Life Improvement | 1,485,371 | 24,239 | (4,623,395) | 3,233,860 | (1,365,295) | 120,076 | -91.92% |
| 2007 A&B AFCRA Zoo Bond Fund | - | - | (1,568,358) | 1,568,358 | - | - | 0.00% |
| 2014A Park Imp Revenue Refunding Bond | 763,089 | 4,220 | 193,011 | - | 197,230 | 960,319 | 25.85% |
| 2015 Infrastructure Bond Fund | 134,937,597 | 828,320 | (32,812,421) | - | (31,984,101) | 102,953,496 | -23.70% |
| 2015 Municipal Facilities Bond Fund | 25,384,442 | 1,072,976 | (6,601,082) | - | (5,528,106) | 19,856,336 | -21.78% |
| 2016 GO Project Fund | 181,683 | - | 1,622 | - | 1,622 | 183,305 | 0.89% |
| 2017 AFCRA Zoo Parking Project | 4,376,424 | 22,080,837 | (30,117,285) | 2,465,700 | (5,570,748) | (1,194,324) | -127.29% |
| 2017 URFA Refu Housing Bond Fund | - | - | (5,237,876) | 5,237,876 | - | - | 0.00% |
| 2017 Homeless Opportunity Bond Fund | - | 1,806,460 | (1,806,460) | - | - | - | 0.00% |
| TSPLOST Capital Fund | 27,207,869 | 56,601,090 | (26,336,837) | - | 30,264,253 | 57,472,122 | 111.23% |
| Park Improvement Fund | 1,286,063 | 14,823,943 | (6,809,899) | - | 8,014,044 | 9,300,107 | 623.15% |
| General Government Capital Fund | 41,141,124 | 7,933,507 | (2,693,004) | - | 5,240,503 | 46,381,627 | 12.74% |
| Capital Finance Fund | 56,229,391 | 3,305,147 | (39,988,378) | 1,375,000 | (35,308,231) | 20,921,160 | -62.79% |
| Special Assessment Fund | 4,459,938 | 1,371,171 | - | - | 1,371,171 | 5,831,109 | 30.74% |
| Solid Waste Management Fac Const Fund | 592,069 | 8,787 | (2,293,407) | 2,098,250 | (186,370) | 405,699 | -31.48% |
| Capital Asset - Finance Fund | 12,033,122 | 436,314 | (11,975,332) | 7,461,489 | (4,077,529) | 7,955,593 | -33.89% |
| Capital Finance - Recovery | (47) | 500 | 13,492 | - | 13,991 | 13,944 | -29908.49% |
| 2002 Traffic Court Facility Bond | 150,273 | 3,450 | - | - | 3,450 | 153,722 | 2.30% |
| 2016 Traffic Court Facility Refunding Bond | 3,705,588 | 59,258 | (3,722,050) | 3,722,050 | 59,258 | 3,764,846 | 1.60% |
| 2018 Public Safety Project | 49,008,077 | 4,251,835 | (7,049,442) | - | (2,797,606) | 46,210,471 | -5.71% |
| Sub-Total | <u>365,597,529</u> | <u>114,692,353</u> | <u>(187,201,493)</u> | <u>30,521,683</u> | <u>(41,987,457)</u> | <u>323,610,071</u> | -11.48% |
| Debt Service Fund | | | | | | | |
| Bond Sinking Fund | 33,932,823 | 64,187,344 | (38,092,410) | (3,233,860) | 22,861,074 | 56,793,897 | 67.37% |
| Grand Total | <u>953,439,895</u> | <u>1,250,696,109</u> | <u>(1,066,461,676)</u> | <u>(128,029,998)</u> | <u>56,204,435</u> | <u>1,009,644,331</u> | 5.89% |

EXPLANATIONS FOR CHANGE IN FUND BALANCE

GENERAL FUND:

Increase due to property taxes, local option sales taxes, hotel/motel tax growth and building permitting activities more than anticipated offset by savings related to vacancies and operating efficiencies.

SPECIAL REVENUE FUNDS:

Emergency 911 Fund

Increase due to change in wireless and land fee collection mythology offset by savings related to operating efficiencies.

Community Dev Block Grant Fund

Increase due to a timing issue of revenue vs. expenditures.

Intergovernmental Grant Fund

Increase due to a timing issue of revenue vs. expenditures.

Job Training Grant Fund

Increase due to a timing issue of revenue vs. expenditures.

Home Investment Partnership Fund

Decrease due to expenditures more than anticipated.

312 Trust Fund

Decrease due to expenditures related to the FY18 DW as Adult project.

Atlantic Station TAD Fund

Increase due to stronger tax increment collections than FY18 along with decreased bond interest expenses.

NW Atlanta TAD Fund

Increase due to stronger tax increment collections as well as decrease in redevelopment expenses vs. prior year.

Eastside TAD Fund

Increase due to increased tax collections as well as redevelopment expenses as compared to prior year.

Campbellton Road TAD Fund

Increase due to stronger tax increment collections as well as decrease in redevelopment expenses vs. prior year.

Metropolitan Parkway TAD Fund

Increase driven by increased tax collections vs. prior year.

Stadium Neighborhoods TAD Fund

Increase driven by increased tax collections vs. prior year.

Hotel/Motel Tax Fund

Increase due to Hotel/Motel occupancy tax collection activity related to Super Bowl LIII.

Rental/Motor Vehicle Tax

Decrease due to expenses Debt Service Payments.

Perpetual Care

Increase due to fees collected, Cash Pool Participation gains and interest, and decrease in expenses.

Trust Fund

Increase due to Cash Pool Participation gains, other Financing Sources, and decrease in expenses.

EXPLANATIONS FOR CHANGE IN FUND BALANCE

CAPITAL PROJECT FUNDS:

2001 Quality Of Life Fund

Increase due to expenditure credits to correct invoices related to Mars Legacy system.

2004 Quality Of Life Fund

Increase due to expenditure credits to correct invoices related to Mars Legacy system.

2005A Park Improvement Bond Fund

Decrease due to expenses related to park improvement projects.

2008A Quality Of Life Improvement

Decrease due to debt payment expenses and operating transfer out to Capital Finance Fund.

2014A Park Imp Revenue Refunding Bond

Increase due to reclassification of expenditures.

2015 Infrastructure Bond Fund

Decrease due to continued project expenditure activity charged to remaining bond funds.

2015 Municipal Facilities Bond Fund

Decrease due to continued project expenditure activity charged to remaining bond funds.

2017 AFCRA Zoo Parking Project

Decrease due to expenditures related to the Grant Park Parking Garage project.

TSPLOST Capital Fund

Increase due to TSPLOST revenues collected greater than FY19 expenditures.

Park Improvement Fund

Increase due to property taxes and local option sales taxes more than anticipated offset by savings related to operating efficiencies.

General Government Capital Fund

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

Capital Finance Fund

Decrease due to expenditures related to various projects such as the Department of Finance Business Process Transformation and Westside Quarry projects.

Special Assessment Fund

Increase due to higher than anticipated revenues collected from demolition of buildings and structures.

Solid Waste Management Fac Const Fund

Decrease due to expenses related to Debt Service Payments.

Capital Asset - Finance Fund

Decrease due to equipment and vehicle purchases, debt payments, and an operating transfer out to Fund 3151.

Capital Finance - Recovery

Increase due to reversal of FY18 Year End Accruals.

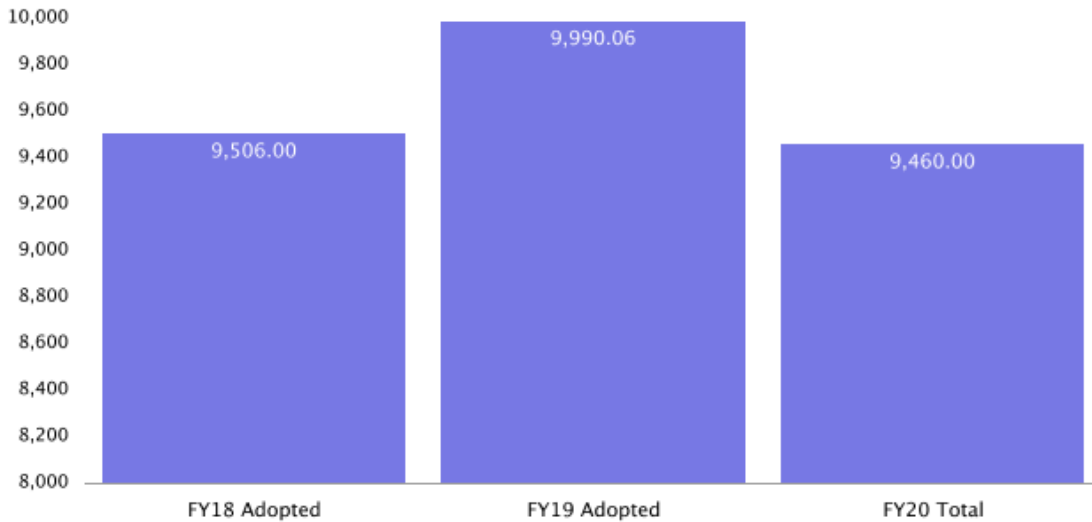
Bond Sinking Fund

Increase due to an increase in property tax revenue.

SUMMARY OF PERSONNEL

| | FY18 | FY19 | FY20 Adopted | | Total | FY20 vs. |
|---|-----------------|-----------------|-----------------|---------------|-----------------|-----------------|
| | Adopted | Adopted | Operating | Other | | FY19 |
| 030000 City Council | 46.00 | 48.00 | 48.00 | - | 48.00 | 0.00 |
| 040000 Executive Offices | 431.00 | 452.06 | 148.45 | 21.00 | 185.96 | (266.10) |
| 050000 Department of Atlanta Information Management | 155.67 | 153.67 | 148.67 | - | 148.67 | (5.00) |
| 080000 Department Of Law | 85.00 | 88.00 | 97.74 | 0.27 | 98.00 | 10.00 |
| 090000 Department Of Corrections | 365.00 | 361.00 | 225.00 | 2.50 | 227.50 | (133.50) |
| 100000 Department Of Finance | 160.92 | 168.00 | 146.67 | 11.50 | 158.17 | (9.83) |
| 110000 Department Of Procurement | 87.00 | 84.00 | 77.00 | 2.00 | 80.50 | (3.50) |
| 130000 Department Of Public Works | 991.33 | 1,050.33 | 960.75 | 4.00 | 965.00 | (85.33) |
| 140000 Dept of Parks & Recreation | 459.00 | 533.00 | 428.00 | 108.00 | 536.00 | 3.00 |
| 170000 Department Of Watershed Management | 1,512.00 | 1,685.00 | 1,382.00 | 384.50 | 1,766.50 | 81.50 |
| 180000 Department Of Aviation | 706.00 | 739.00 | 734.40 | 2.50 | 736.90 | (2.10) |
| 190000 Judicial Agencies | 186.00 | 185.00 | 148.00 | - | 148.00 | (37.00) |
| 220000 Department Of Human Resources | 139.00 | 146.00 | 153.00 | 5.00 | 158.00 | 12.00 |
| 230000 Department Of Fire Services | 1,150.00 | 1,186.00 | 1,153.00 | 1.00 | 1,154.00 | (32.00) |
| 240000 Department Of Police Services | 2,595.00 | 2,603.00 | 2,373.00 | 3.00 | 2,376.00 | (227.00) |
| 250000 Department of City Planning | 289.08 | 332.00 | 233.30 | 42.75 | 276.05 | (55.96) |
| 260000 Department Of The Solicitor | 79.00 | 86.00 | 80.00 | - | 80.00 | (6.00) |
| 270000 Board of Ethics & Independent Compliance | - | 7.00 | 9.00 | - | 9.00 | 2.00 |
| 280000 Atlanta Citizens Review Board | 8.00 | 9.00 | 8.00 | - | 8.00 | (1.00) |
| 290000 Department Of Audit | 17.00 | 18.00 | 21.00 | - | 21.00 | 3.00 |
| 300000 Department Of Public Defender | 39.00 | 56.00 | 36.00 | - | 36.00 | (20.00) |
| 310000 Department Of Enterprise Asset Management | - | - | 123.00 | - | 123.00 | 123.00 |
| 320000 Department Of Customer Service | - | - | 113.55 | 0.20 | 113.75 | 113.75 |
| 330000 Atlanta Department of Transportation | - | - | 6.00 | - | 6.00 | 6.00 |
| Total Full-Time Equivalent Employees | 9,506.00 | 9,990.06 | 8,853.53 | 588.21 | 9,460.00 | (530.07) |

Summary of Personnel



REVENUE
OVERVIEW

ECONOMIC OUTLOOK
REVENUE FORECAST SUMMARY

ADOPTED BUDGET
FY 2020



ECONOMIC OUTLOOK

THE ATLANTA MSA OUTLOOK FOR 2019

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

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 area's economy and its growth are extremely diverse, which decreases the economic risk associated with living and doing business in Atlanta. The area's leading high wage industries include computer systems design and management of companies and enterprises. The MSA's politics are very business friendly. Atlanta is a major business and logistics hub. Atlanta is an innovation hub. Atlanta is also an information hub. The early deployment of 5G – the next generation of cellular networks – will benefit Atlanta significantly. In order, the Atlanta MSA's top ten employers are Emory University/Emory Healthcare, Delta Airlines, Wal-Mart Stores, Home Depot, WellStar Health System, AT&T, Northside Hospital, Piedmont Healthcare, Marriott International, and Publix Supermarkets. Atlanta is the cultural center of the southeast. The population's level of educational attainment exceeds the national average. The hospitality industry is thriving.

The Atlanta MSA is dependent on two highly cyclical industries – distribution and new construction, and those tilts should work to the area's advantage in 2019. Exports account for about 8.6

percent of the area's GDP. The MSA therefore is not overly dependent on export markets. Immigrants account for about 13.4 percent of the MSA's population. Thus, changes in US immigration laws or stricter enforcement of existing immigration laws will affect the MSA's economic performance. The Atlanta MSA's main weakness is an overburdened infrastructure.

In 2019, the area's high concentration of college-educated workers, business partners, cyber security, high-tech companies, and research universities will continue to attract high technology companies in life sciences, software development, research & development, healthcare IT, professional and business services, and advanced manufacturing. The CDC and nonprofits such as the national headquarters of the American Cancer Society and the Arthritis Foundation attracts life sciences companies. New high tech development (e.g., healthcare IT, Fintech, cyber security, software development, mobile apps, and corporate innovation centers) are growing rapidly in Atlanta. That trend will continue. The information industry is highly concentrated in the Atlanta MSA, but it will expand modestly in 2019.

Atlanta's high-tech development depends on easy access to quality universities, especially university research centers that transfer new ideas and technologies to local businesses. For example, in the wake of the "Great Recession", the innovation district that developed around Tech

Square achieved the critical mass needed to attract high-tech companies to Midtown Atlanta. The innovation ecosystem in Midtown attracts established high-tech companies, high-tech startups, innovation centers, research and development centers, service providers, as well as venture capitalists. This vibrant innovation district is booming.

Accenture plans to expand its operations at Tech Square, adding hundreds of tech-related jobs over the next few years. In partnership with Georgia Tech, Keysight Technologies is expanding its presence by opening a software design center in Midtown, creating over 200 software and engineering jobs. Kaiser Permanente is establishing an IT campus in Midtown that will support 900 jobs when fully developed. NCR is building its new global headquarters campus in Midtown near Tech Square. The NCR campus will include a research, innovation, and design-thinking lab. In total, NCR will create over 1,800 jobs in Midtown. Over five years, Honeywell will create 830 jobs at its global headquarters for “Home and Building Technologies,” which will include a state-of-the-art software center. The UCB Solutions Accelerator recently opened at Technology Square. KPMG opened “Ignition” in Midtown, which is an innovation center that currently supports about 80 jobs, but will expand to employ about 160 professionals by the end of 2019. In the new Delta Advanced Manufacturing Pilot Facility at Georgia Tech, Boeing recently opened a manufacturing research and development center that will develop advanced manufacturing technologies. In 2018, Airbus and Georgia Tech opened a new aircraft design facility. In addition, many small and startup companies are locating near Tech Square. Pandora plans to open a regional headquarters in Midtown

Atlanta in early 2019 with space for 200 to 250 employees.

Just a few miles north of Tech Square, Buckhead is developing as a prominent high-tech cluster. For example, Salesforce will expand its presence, creating 600 jobs. GE’s first global digital operations center will be in the Prominence office tower, creating 250 jobs. The new GE digital hub will be across the street from the Atlanta Tech Village, a “co-working” space for technology companies. BetterCloud will expand its software development hub at the Piedmont Center, adding 150 jobs over the next two years. The Atlanta MSA’s high-tech development is not limited to the City of Atlanta. For example, Thyssenkrupp Elevator Americas Business Unit will create more than 650 new jobs in Cobb County at a new headquarters and innovation complex, which is scheduled for completion in 2022.

Compared to other large metropolitan areas with strong links to global markets the costs of living and doing business in the Atlanta MSA are low. Companies and nonprofit organizations looking to lower costs will continue to relocate to Atlanta. Access to workers, especially skilled labor, is vital to business success. Despite the limit that traffic congestion places on realistically accessible workers, many companies are attracted to Atlanta due to the large and diverse pool of available workers. The pool of talent is large and deep for occupations that require a college degree as well as for occupations that do not require college degrees. In addition, the high concentration of colleges and universities ensures an abundant supply of experienced faculty, newly minted college graduates, and student interns. Less positively, stricter issuance of H-1B and H4 visas may limit Atlanta’s ability to attract international talent.

On an annual average basis, the 29-county Atlanta MSA will add 47,100 jobs in 2019, a year-over-year increase of 1.7 percent. Atlanta therefore will account for 68 percent of the state's net job growth – down from 79 percent in 2014. Atlanta's high concentration of service producing industries, IT companies, distribution companies, e-commerce fulfillment centers, institutions of higher education, health care providers, life sciences companies and headquarters operations will keep the job machine in forward gear. Many of the headquarters and other large projects recently announced by the Georgia Department of Economic Development were located in the metropolitan area. Atlanta's outsized information industry will benefit from expanding film and television production as well as surging demand for more sophisticated wireless services and high-volume mobile data applications.

Major improvements at Hartsfield-Jackson Atlanta International Airport bode well for Atlanta's growth, especially the new international terminal. The airport is the world's busiest for passenger traffic and is the number one high-tech airport in the nation. It has excellent access to mass transit. Extreme weather events capable of shutting down the airport are relatively rare. The airport makes the Atlanta area an ideal location to operate corporate headquarters due to its large number of direct domestic and international flights. Multi-state and multi-national companies based in Atlanta are flying executives and salespeople everywhere almost every day.

Production sites near Hartsfield-Jackson Atlanta International Airport and/or near cold storage facilities appeal to manufacturers of perishable biomedical products (e.g., plasma-based pharmaceuticals) that require cold storage and cold shipping. Lightweight, highly

perishable, or time-sensitive products are well suited to air transportation, and therefore many high-tech production companies consider the extensive air cargo facilities at Hartsfield-Jackson to be essential to their operations. The airport also makes Atlanta an excellent hub from which to manage operations or provide business services to a geographically dispersed client base.

Due to its large meetings and convention industry, Atlanta is the sixth most-visited city by U.S. visitors – behind only Orlando in the South. The metro Atlanta market ranks seventh among US cities in terms of its inventory of hotel rooms. The Georgia Aquarium is Atlanta's most popular attraction. A major expansion of the Georgia Aquarium is in the works, which should boost its popularity even further. The new Mercedes-Benz Stadium will host the Super Bowl in 2019. Atlanta is also a popular destination for international visitors. Cyclical improvements in the national and regional economies will boost Georgia's hospitality industry. Hotel occupancy rates are at or near record levels, but growth in the supply of new rooms will exceed increases in the demand for rooms, reversing the upward trend in occupancy rates that the industry has benefitted from for several years. Airport improvements will help Atlanta to become even more popular as a destination for tourists, persons attending business meetings & conventions, trade shows, as well as sporting/cultural events. New attractions such as Porsche Customer and Driver Experience Center, the Chick-Fil-A College Football Hall of Fame, and the Delta Flight Museum will boost Atlanta's appeal to travelers.

The Atlanta MSA is highly specialized in transportation, logistics, warehousing, and wholesale trade, with employment concentrated these inherently cyclical

industries. The continued growth in US GDP in 2019 therefore bodes well for these highly cyclical industries and in turn for Atlanta, but the slower rate of GDP growth implies that this sector will grow more slowly than in recent years. Recent project announcements in the Atlanta MSA include Norfolk Southern, Hapag-Lloyd America, Vanriet Material Handling Systems – a manufacturer of automated transport and sorting solutions, KL Outdoor – a manufacturing and distribution center, Loloi Inc., Instacart, and Saddle Creek Logistics. UPS also is expanding rapidly. In 2019, Atlanta will continue to develop as an inland port for transportation, distribution and warehousing products. The connectivity of Georgia’s ports to the interstate system, rail, and air cargo is excellent. Among major US metros, Atlanta is a relatively low-cost, low-risk place to operate a warehouse. A substantial amount of high-tech warehouse/distribution space is under construction, which will provide the capacity for additional growth of Atlanta transportation and logistics cluster.

Given the federal budget situation, one major long-term plus for Atlanta is that the metro area is not very dependent on federal jobs. Only 2.9 percent of the Atlanta area’s nonfarm earnings come from federal employment versus 5.4 percent for the state and 4.1 percent for the nation. The Atlanta area’s only large federal employer is the CDC – about 9,200 employees. Atlanta is not the home of a major military base. Only 0.3 percent of nonfarm earnings come from military jobs versus 2.0 percent for the state and 1.2 percent for the nation. State and local government accounts for only 8.6 percent of earnings in metro Atlanta versus 11.1 percent for the state and 12.6 percent for the nation. Thus, public-sector restructuring should be less problematic

for Atlanta’s growth than for growth elsewhere in Georgia or the nation.

Due to above average growth in employment and population, the housing recovery is stronger in the Atlanta MSA than in most markets. Existing single-family home prices peaked in the second quarter of 2007, and bottomed out in the second quarter of 2012. From peak to trough, the metro area’s existing home prices declined by 27 percent, which exceeds the decline experienced by the nation. Home prices recovered relatively quickly in the Atlanta market, however. As of 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.

ATLANTA MSA BASELINE FORECAST, 2018-2019

| Atlanta, MSA | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---------------------------------------|---------|---------|---------|---------|---------|---------|
| Real Gross Metro Product, Bil of 2009 | \$299.8 | 311.4 | 325.0 | 334.5 | 347.2 | 358.7 |
| Percent change | 4.0 | 3.8 | 4.4 | 2.9 | 3.8 | 3.3 |
| Nonfarm Employment (thousands) | 2,503.3 | 2,582.1 | 2,663.9 | 2,723.7 | 2,772.7 | 2,817.1 |
| Percent change | 3.7 | 3.1 | 3.2 | 2.2 | 1.8 | 1.6 |
| Personal Income, Bil of | \$248.8 | 264.8 | 277.7 | 292.2 | 309.7 | 327.4 |
| Percent change | 8.3 | 6.4 | 4.9 | 5.2 | 6.0 | 5.7 |
| Unemployment Rate (percent) | 6.7 | 5.7 | 5.1 | 4.5 | 3.7 | 3.1 |

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 01/04/2018.

ATLANTA MSA BASELINE FORECAST 2019-2024

| Atlanta, MSA | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---------------------------------------|---------|---------|---------|---------|---------|---------|
| Real Gross Metro Product, Bil of 2009 | \$358.7 | 350.8 | 358.5 | 369.6 | 381.8 | 394.4 |
| Percent change | 3.3 | -2.2 | 2.2 | 3.1 | 3.3 | 3.3 |
| Nonfarm Employment (thousands) | 2,817.1 | 2,772.0 | 2,766.4 | 2,819.0 | 2,881.0 | 2,944.4 |
| Percent change | 1.6 | -1.6 | -0.2 | 1.9 | 2.2 | 2.2 |
| Personal Income, Bil of | \$327.4 | 326.4 | 340.4 | 360.5 | 383.2 | 407.0 |
| Percent change | 5.7 | -0.3 | 4.3 | 5.9 | 6.3 | 6.2 |
| Unemployment Rate (percent) | 3.1 | 6.0 | 6.4 | 5.6 | 4.3 | 3.9 |

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 2018.



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, the Carl Vinson Institute of Government at the University of Georgia, 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's Office of Revenue uses the Municast Financial modeling software by inputting the aforementioned key metrics into the tool as further enhancement of our multi-year forecasting.

CITY CHARTER REQUIREMENT

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

REVENUE ANTICIPATIONS

The adopted FY 2020 General Fund Revenue Anticipation is \$677.6 million.

The City's 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 FY 2020 Adopted Budget, there was 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 31% of General Fund revenues. Property tax revenues have continued the increase, which began in 2014 due to an improved housing market. The City continues to demonstrate a measured response by continuing to estimate property tax revenue growth conservatively.

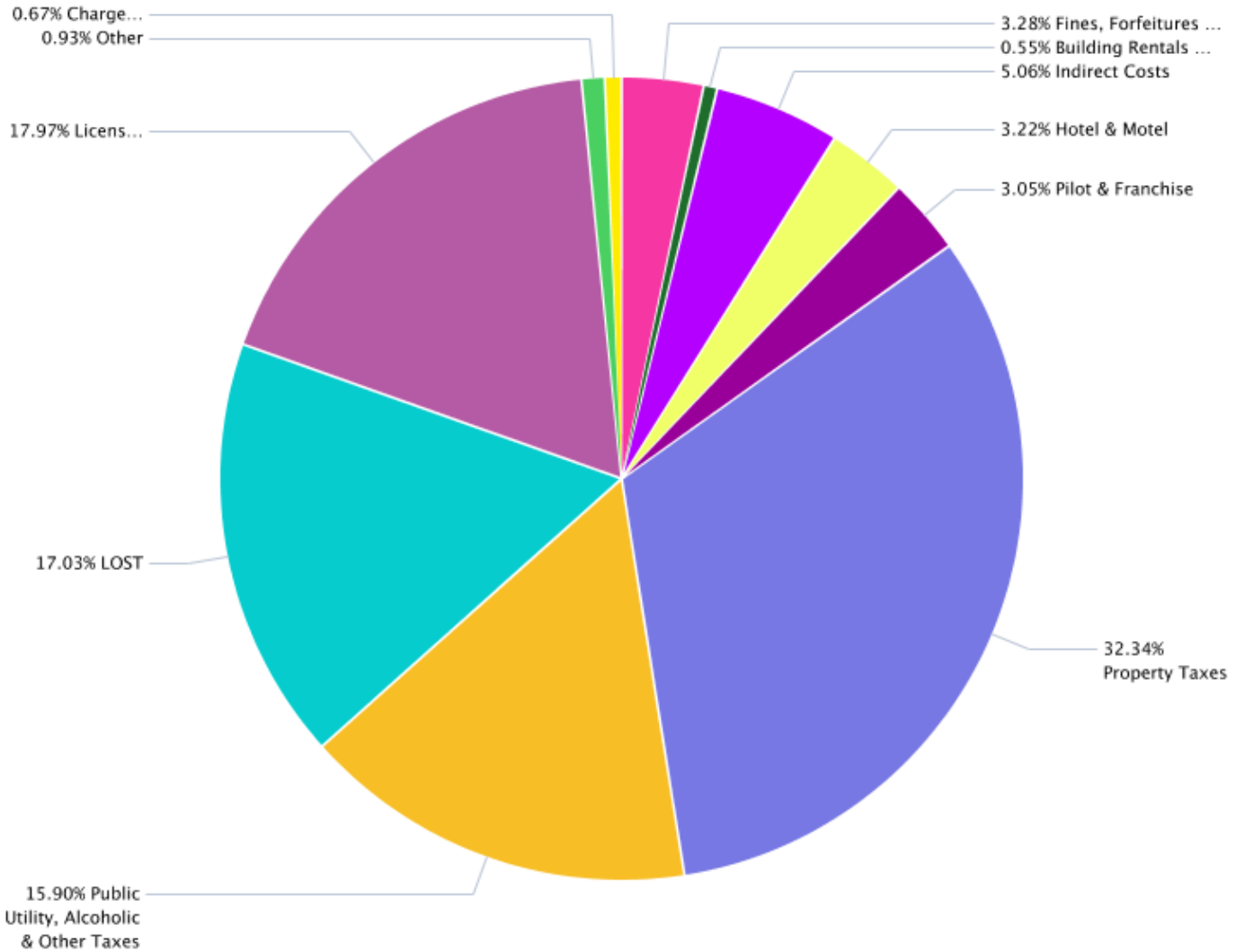
More discussion on Property Tax revenue assumptions is provided later in the trend narrative. Sales Tax revenue is the next largest share of General Fund revenues accounting for approximately 17% of General Fund revenues. Sales Tax revenue is highly elastic and demonstrates significant peak and troughs 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 in the adopted budget.

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

REVENUE BY MAJOR CATEGORY General Fund

| | FY17 Actual | FY18 Actual | FY19 Adopted | FY20 Adopted | % |
|--|----------------------|----------------------|----------------------|----------------------|-------------|
| Property Taxes | 198,105,145 | 206,522,773 | 208,451,068 | 219,141,924 | 32.34 |
| Public Utility, Alcoholic Beverage and Other Taxes | 101,005,269 | 106,442,797 | 106,923,683 | 107,712,019 | 15.90 |
| Local Option Sales Taxes | 103,354,450 | 110,183,776 | 108,730,000 | 115,427,417 | 17.03 |
| Licenses and Permits Revenue | 116,965,223 | 117,251,072 | 118,275,544 | 121,770,548 | 17.97 |
| Other Revenue | 85,236,931 | 26,664,277 | 7,332,494 | 6,287,547 | 0.93 |
| Charges For Current Services | 6,574,030 | 6,884,755 | 4,582,826 | 4,562,205 | 0.67 |
| Federal Revenues | - | 348,370 | - | - | - |
| State and Local Governments | - | 354,711 | - | - | - |
| Fines, Forfeitures and Penalties | 22,769,305 | 20,629,181 | 23,472,056 | 22,211,707 | 3.28 |
| Building Rentals and Concessions | 11,368,725 | 13,864,504 | 13,990,662 | 3,726,871 | 0.55 |
| Indirect Costs Recovery | 33,338,968 | 36,209,060 | 30,000,000 | 34,311,311 | 5.06 |
| Hotel & Motel Tax Revenue | 18,138,507 | 19,593,067 | 19,151,183 | 21,800,045 | 3.22 |
| Pilot & Franchise Fees | 19,887,243 | 20,483,276 | 20,483,276 | 20,677,178 | 3.05 |
| Total | \$716,743,795 | \$685,431,620 | \$661,392,792 | \$677,628,773 | 100% |



GENERAL FUND

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

PROPERTY TAXES

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|------------------------------|
| Property Taxes | \$198,105,145 | \$206,522,773 | \$208,451,068 | \$219,141,924 ⁽¹⁾ |

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

Current Year Property Taxes: FY 2020 Budget Anticipation - \$208,555,970 ⁽¹⁾

The City of Atlanta imposes a tax on real and personal property. Revenues are derived from the millage rate and the tax digest assessed values. The first year of tax digest growth in five years following the Great Recession was in 2013. The 2014 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 witnessed throughout the city of Atlanta.

The City’s current 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 5.0%. The 1999 Taxpayer’s 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 Budget Anticipation - \$4,635,535⁽¹⁾

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

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

Real Estate Transfer Tax: FY 2020 Budget Anticipation - \$2,781,822⁽¹⁾

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

These two revenue sources are impacted by trends in the housing market. According to the 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 anticipated to decline due to a rising interest rate environment.

Other Taxes: FY 2020 Budget Anticipation - \$3,168,597⁽¹⁾

This category consists of prior year property taxes, penalties & interest, and payments in lieu of taxes (PILOT). Other Taxes revenue growth is estimated to rise and reflects current collection trends.

PUBLIC UTILITY, ALCOHOL BEVERAGE & OTHER TAXES

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|--|----------------|----------------|-----------------|------------------------------|
| Public Utility, Alcohol Beverage and Other Taxes | \$101,005,269 | \$106,442,797 | \$106,923,683 | \$107,712,019 ⁽²⁾ |

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

Public Utility Franchise Fee: FY 2020 Budget Anticipation - \$43,121,943⁽²⁾

This category includes franchise fee assessments for electric, gas, cable and telecommunication companies. Georgia Power remits an annual payment in January of each year and the fee is based on 5% of gross receipts. The Telecommunications Act of 2008 (O.C.G.A. 46-5-1) invalidated existing municipal franchise agreements as of December 31, 2012 and streamlined the required compensation for a municipal authority from a percentage of gross receipts to a cap of 3% of actual local service revenues which reduced the City's revenue stream in this category. Due to current population trends and utility rate increases, this revenue category has not been adversely impacted. This revenue source correlates with Atlanta unemployment and real estate development trends and franchise fees are anticipated to grow at a rate of 1.2%. The growth rate is minimal due to negotiated changes to the collection amounts

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

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 Budget Anticipation - \$19,130,653⁽²⁾

Alcohol taxes are levied on wholesale distributors at the rate of .22 cents per liter. A 3% tax-by-the-drink is also assessed on patrons of eating and drinking alcohol establishments within the city limits. The anticipation reflects a 2% 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.

Insurance Premium Tax: FY 2020 Budget Anticipation - \$31,257,076⁽²⁾

The insurance premium tax is levied on every insurance company domestic or foreign, operating within the State of Georgia. Each insurance company is assessed a tax at the rate of 2.25% on the gross direct premiums. The insurance premium tax is remitted to the Georgia Department of Insurance. The City's share is based on the population of the City relative to all incorporated cities and the State population. The budget anticipation reflects 6.0% growth above the prior year and is based on historical trends and correlation to population growth.

Other Taxes: FY 2020 Budget Anticipation - \$14,202,347⁽²⁾

This category consists of various revenue sources including motor vehicle, other public utility taxes, and title ad valorem taxes. There is a slight decrease anticipated for this category in FY 2020 and is due mainly 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 of tangible personal property and related services. Proceeds from this tax are collected by the Georgia Department of Revenue and disbursed to the county and municipalities based on a negotiated allocation between Fulton County and the cities within the county. The City of Atlanta's share of the 1% LOST is 40.43%.

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Local Option Sales Tax | \$103,354,450 | \$110,183,776 | \$108,730,000 | \$115,427,417 |

FY 2020 Budget Anticipation:

Sales tax is one of the most economically sensitive governmental revenue sources with a close correlation to Atlanta retail sales activity, employment, and personal income levels. Sales tax revenue over the next fiscal period is anticipated at 6% over FY19. This anticipated revenue increase is 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 and building permits, and occupancy certificates.

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|------------------------------|
| Licenses and Permits | \$116,965,223 | \$117,251,072 | \$118,275,544 | \$121,770,548 ⁽³⁾ |

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

General Business/License Tax: FY 2020 Budget Anticipation - \$64,308,195⁽³⁾

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

The anticipation for current year general business/license tax revenue is based on 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 Budget Anticipation - \$35,761,115⁽³⁾

Building Permits account 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 revenue is anticipated to grow at a rate of 7% over the next fiscal year. 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, plumbing, electrical, and HVAC permits.

Other Licenses/Permits: FY 2020 Budget Anticipation - \$21,701,238⁽³⁾

This category contains all remaining revenues in the license/permits major revenue category with the exception of the building permits. These revenue sources include alcohol, professional, financial and insurance related licenses and other permits for Police, Fire and Public Works (right-of-way, sidewalk closure, parking, and driveway aprons). This anticipation is tied to residential and commercial development and reflects an increase of 1.0% over the next fiscal year. Revenues within this category are also correlated to infrastructure investments and the hospitality related sectors.

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

OTHER REVENUES

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Other Revenues | \$85,236,931 | \$26,664,277 | \$7,332,494 | \$6,287,547 |

FY 2020 Budget Anticipation:

The anticipation is being held relatively constant to the prior year because the historical trends in these revenues within this category, reveal an abundance of volatility due to the non-recurring revenues typically held in this category.

CHARGES FOR CURRENT SERVICES

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------------|----------------|----------------|-----------------|-----------------|
| Charges For Current Services | \$6,574,030 | \$6,884,755 | \$4,582,826 | \$4,562,205 |

FY 2020 Budget Anticipation:

Revenues in this category are projected to be consistent with historical trends.

FINES, FORFEITURES, AND PENALTIES

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|----------------------------------|----------------|----------------|-----------------|-----------------|
| Fines, Forfeitures and Penalties | \$22,769,305 | \$20,629,181 | \$23,472,056 | \$22,211,707 |

FY 2020 Budget Anticipation:

The FY 2020 Adopted Budget reflects historical performance and includes the guaranteed revenue assumption from the new agreement with outsourced parking vendor ATL Plus Parking, which was finalized in FY 2017. Traffic citations, a major metric, are down. APD stated that the Department’s primary focus is reducing major crimes and getting guns off the street, which resulted in a reduction in citations. The FY 2020 anticipation also holds 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 the housing of federal inmates.

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|----------------------------------|----------------|----------------|-----------------|-----------------|
| Building Rentals and Concessions | \$11,368,725 | \$13,864,504 | \$13,990,662 | \$3,726,871 |

FY 2020 Budget Anticipation:

Revenue from this category is heavily dependent on the availability of City of Atlanta property lease space, commercial development lease space and pricing. This revenue has been extremely impacted by the change in the City of Atlanta’s policy to discontinue the housing of federal immigration inmates. The downturn in the FY 2020 anticipation 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 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Indirect Cost Recovery | \$33,338,968 | \$36,209,060 | \$30,000,000 | \$34,311,311 |

FY 2020 Budget Anticipation:

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

HOTEL AND MOTEL TAX

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Hotel and Motel Tax | \$18,138,507 | \$19,593,067 | \$19,151,183 | \$21,800,045 |

FY 2020 Budget Anticipation:

Revenues in this category are anticipated to grow over the next fiscal period. This is in line with projected occupancy levels by CBRE Consulting / Hospitality Research over the following year 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 millage rate levied on Department of Watershed real property.

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|--------------------------|----------------|----------------|-----------------|-----------------|
| Pilot and Franchise Fees | \$19,887,243 | \$20,483,276 | \$20,483,276 | \$20,677,178 |

FY 2020 Budget Anticipation:

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.

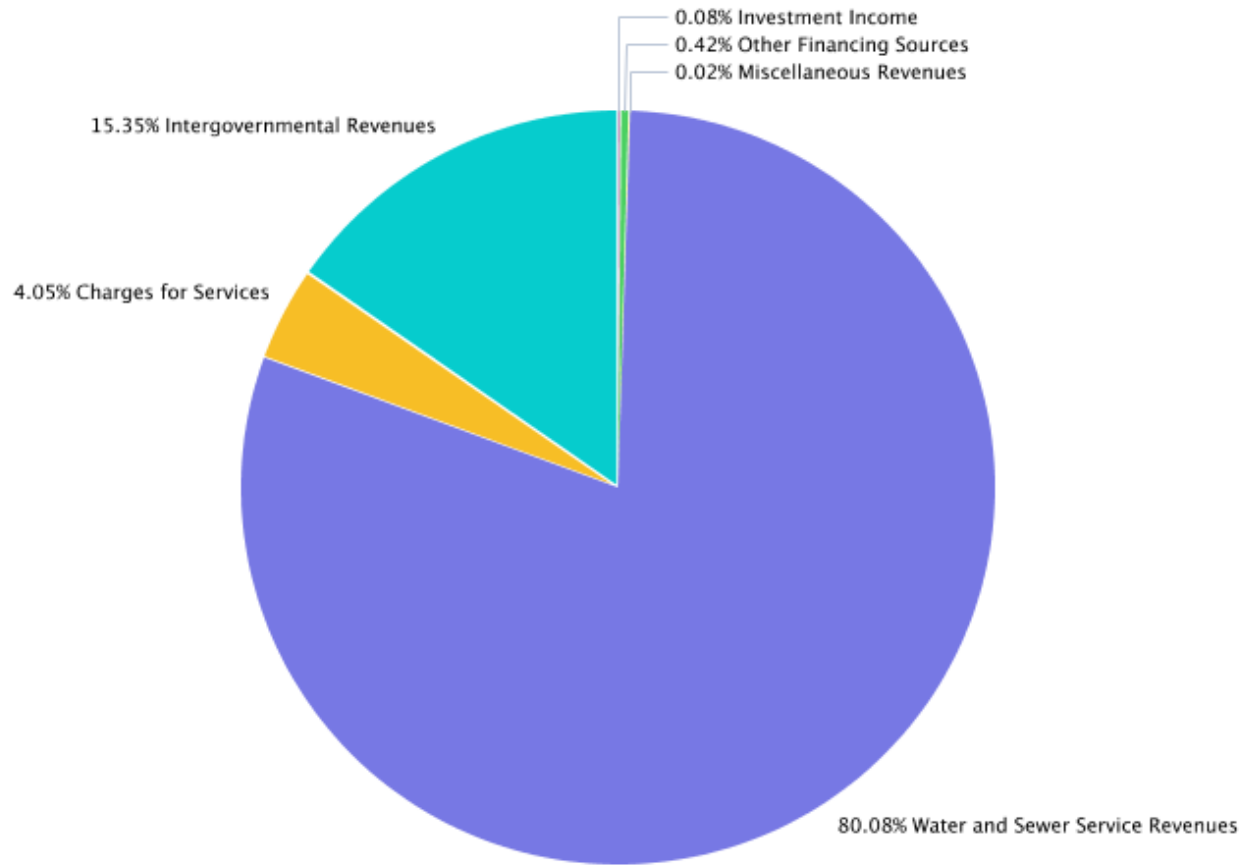
OVERALL GENERAL FUND FORECAST

| Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------|----------------|----------------|-----------------|-----------------|
| General Fund | \$716,743,795 | \$685,431,620 | \$661,392,792 | \$677,628,773 |

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.”

REVENUE BY MAJOR CATEGORY Water & Wastewater Revenue Fund

| | FY17 Actual | FY18 Actual | FY19 Adopted | FY20 Adopted | % |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|-------------|
| Water and Sewer Service Revenues | 460,663,986 | 462,302,142 | 459,973,640 | 474,766,290 | 80.08 |
| Charges for Services | 12,641,169 | (471,750) | 19,905,000 | 24,012,244 | 4.05 |
| Intergovernmental Revenues | 131,709,603 | 145,243,543 | 87,500,000 | 91,000,000 | 15.35 |
| Investment Income | 668,228 | 830,759 | 455,000 | 455,000 | 0.08 |
| Other Financing Sources | 2,598,342 | 2,708,629 | 2,500,000 | 2,500,000 | 0.42 |
| Miscellaneous Revenues | 72,519 | 79,296 | 120,000 | 120,000 | 0.02 |
| Total | \$608,353,848 | \$610,692,619 | \$570,453,640 | \$592,853,534 | 100% |



WATER AND WASTEWATER FUND

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

WATER AND SEWER SERVICE REVENUES

This category includes water and wastewater service charges.

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|----------------------------------|----------------|----------------|-----------------|-----------------|
| Water and Sewer Service Revenues | \$460,663,986 | \$462,302,142 | \$459,973,640 | \$474,766,290 |

FY 2020 Budget Anticipation:

The increase is due primarily to an expected increase in anticipated customer consumption and an increase in the number of active accounts. The Department does not plan to increase its water and sewer rates in FY 2020.

CHARGES FOR SERVICES

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Charges for Services | \$12,641,169 | (\$471,750) | \$19,905,000 | \$24,012,244 |

FY 2020 Budget Anticipation:

The increase above FY 2018 actuals is due primarily to an anticipated rise in fees collected from inter-jurisdictional customers and miscellaneous fees charged to government, commercial and residential customers.

INTERGOVERNMENTAL REVENUES

The Municipal Option Sales Tax (MOST) was established under authorizing legislation by the State and was initially placed in effect for a four-year term beginning on October 1, 2004. In March 2008, March 2012 and March 2016, City of Atlanta voters elected to renew the MOST for an additional four-year term.

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|----------------------------|----------------|----------------|-----------------|-----------------|
| Intergovernmental Revenues | \$131,709,603 | \$145,243,543 | \$87,500,000 | \$91,000,000 |

FY 2020 Budget Anticipation:

The FY 2020 anticipated revenues from the Municipal Option Sales Tax are \$130M, which is consistent with the amount collected in FY 2018. However, consistent with the FY 2018 budget, in FY 2020 \$91.0M will be transferred to the Water and Wastewater Revenue Fund and \$39.0M in the Water and Wastewater Renewal & Extension Fund.

INVESTMENT INCOME

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Investment Income | \$668,228 | \$830,759 | \$455,000 | \$455,000 |

FY 2020 Budget Anticipation:

The FY 2020 anticipated revenues reflect balances as a result of account regrouping coming from miscellaneous revenues.

OTHER FINANCING SOURCES

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|-------------------------|----------------|----------------|-----------------|-----------------|
| Other Financing Sources | \$2,598,342 | \$2,708,629 | \$2,500,000 | \$2,500,000 |

FY 2020 Budget Anticipation:

The FY 2020 Adopted fee of \$2.5M is in line with the FY 2019 Adopted Budget.

MISCELLANEOUS REVENUES

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Miscellaneous Revenues | \$72,519 | \$79,296 | \$120,000 | \$120,000 |

FY 2020 Budget Anticipation:

The Department based its estimate on revenues generated in prior fiscal years.

OVERALL WATER & WASTEWATER REVENUE FUND FORECAST

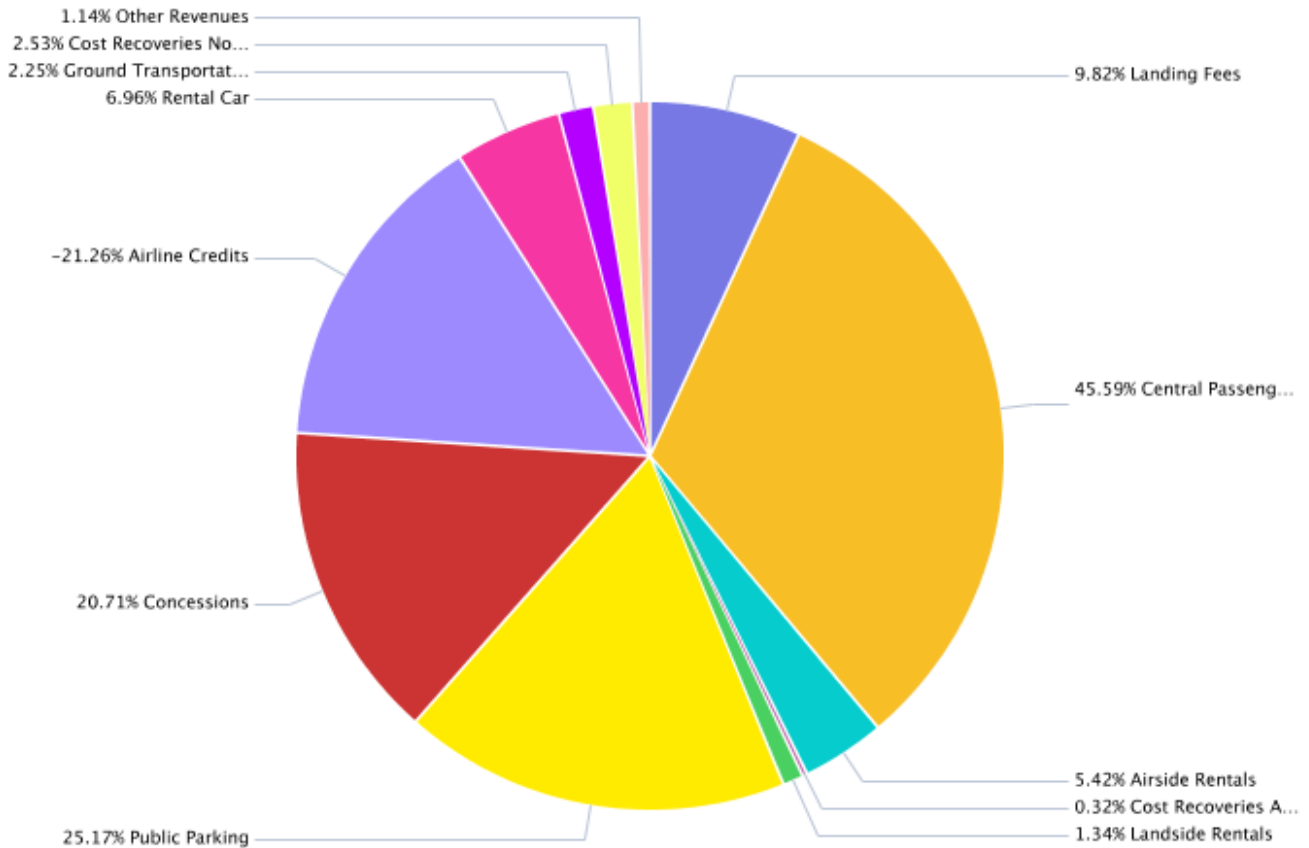
| Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|---------------------------------|----------------|----------------|-----------------|-----------------|
| Water & Wastewater Revenue Fund | \$608,353,848 | \$610,692,619 | \$570,453,640 | \$592,853,534 |

The Department of Watershed Management has implemented a department-wide reorganization, which has streamlined operations and aligned similar functions. The departmental reorganization was executed with an overall goal of reducing operational and maintenance expenses.

REVENUE BY MAJOR CATEGORY

Airport Revenue Fund

| | FY17 Actuals | FY18 Actuals | FY19 Adopted | FY20 Adopted | % |
|--|----------------------|----------------------|----------------------|----------------------|-------------|
| Aeronautical Revenues | | | | | |
| Landing Fees | 17,219,858 | 34,413,505 | 36,490,739 | 57,735,175 | 9.82 |
| Central Passenger Terminal Complex Rentals | 148,546,045 | 213,147,905 | 247,548,960 | 267,934,925 | 45.59 |
| Airside Rentals | 30,266,849 | 31,477,872 | 31,011,543 | 31,881,246 | 5.42 |
| Cost Recoveries : Airline | 37,890,011 | 10,808,807 | 1,888,725 | 1,887,440 | 0.32 |
| Sup-Total Aeronautical Revenues | 233,922,763 | 289,848,090 | 316,939,967 | 359,438,786 | 61.16 |
| Non-Aeronautical Revenues | | | | | |
| Landside Rentals | 9,236,020 | 8,475,309 | 10,066,932 | 7,871,336 | 1.34 |
| Public Parking | 131,895,218 | 147,609,046 | 145,376,736 | 147,936,062 | 25.17 |
| Concessions | 113,874,070 | 115,989,917 | 120,355,456 | 121,695,460 | 20.71 |
| Airline Credits | (61,167,043) | (108,254,922) | (121,043,037) | (124,955,827) | (21.26) |
| Rental Car | 40,358,962 | 42,010,127 | 40,760,176 | 40,926,498 | 6.96 |
| Other Commercial Revenues | - | - | - | - | - |
| Ground Transportation | 8,041,194 | 12,197,695 | 11,899,947 | 13,235,657 | 2.25 |
| Cost Recoveries : Non Airlines | 15,401,479 | 13,364,484 | 11,384,000 | 14,848,000 | 2.53 |
| Interest Income | (59,221) | 783,741 | - | - | - |
| Other Revenues | 5,847,340 | 4,217,581 | 6,266,217 | 6,689,852 | 1.14 |
| Miscellaneous Revenue | 63,825 | 2,018,615 | - | - | - |
| Sub-Total Non-Aeronautical Revenues | 263,491,844 | 238,411,593 | 225,066,427 | 228,247,038 | 38.84 |
| Total | \$497,414,607 | \$528,259,683 | \$542,006,394 | \$587,685,824 | 100% |



AVIATION FUND

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

Aeronautical

LANDING FEES

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Landing Fees | \$17,219,858 | \$34,413,505 | \$36,490,739 | \$57,735,175 |

FY 2020 Budget Anticipation:

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

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 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| CPTC Rentals | \$148,546,045 | \$213,147,905 | \$247,548,960 | \$267,934,925 |

FY 2020 Budget Anticipation:

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

AIRSIDE RENTALS

Airside rentals are rental revenue collected for space occupied by the Airport's numerous airline and airline-support tenants.

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Airside Rentals | \$30,266,849 | \$31,477,872 | \$31,011,543 | \$31,881,246 |

FY 2020 Budget Anticipation:

Minimal growth is expected from this revenue stream. Several leases will be escalated by 3%, in FY 2020. The increase over the prior year is due to a one-time reclassification of several non-airline tenants.

CPTC COST RECOVERIES

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| CPTC Cost Recoveries | \$37,890,011 | \$10,808,807 | \$1,888,725 | \$1,887,440 |

FY 2020 Budget Anticipation:

These charges were incorporated into a consolidated terminal rental rate that was effective October 1, 2017. The agreement is now based on equalized rates and charges previously charged to this category are now incorporated into the equalized CPTC rental rate.

Non-Aeronautical

LANDSIDE RENTALS

Landside rentals are revenues collected for space occupied in any of the Airport's off-airfield or landside properties.

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Landside Rentals | \$9,236,020 | \$8,475,309 | \$10,066,932 | \$7,871,336 |

FY 2020 Budget Anticipation:

The current projections reflect no substantive growth. The base rent for some leases will experience standard escalations based on the lease agreement; however, this will have minimal impact on revenues. The decrease, compared to the prior year, is due to a one-time reclassification of several non-airline tenants.

PUBLIC PARKING

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Public Parking | \$131,895,218 | \$147,609,046 | \$145,376,736 | \$147,936,062 |

FY 2020 Budget Anticipation:

Parking will increase in FY2020; however, a decrease in revenue is expected going forward due to certain ongoing construction projects that will impact parking capacity. Efforts will be made to maximize the use of available capacity and mitigate the impact of any potential loss.

INSIDE CONCESSIONS

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Inside Concessions | \$113,874,070 | \$115,989,917 | \$120,355,456 | \$121,695,460 |

FY 2020 Budget Anticipation:

The projected increase in enplanements and concessionaires' gross revenues will have a positive impact on concessions revenues.

INSIDE CONCESSIONS CREDIT AND PER PASSENGER REVENUE CREDIT

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|-----------------|-----------------|-----------------|
| Airlines Credits | (\$61,167,043) | (\$108,254,922) | (\$121,043,037) | (\$124,955,827) |

FY 2020 Budget Anticipation:

These credits will reflect changes in direct correlation to Inside Concessions Revenues and Enplaned Passengers growth. As these increase, so will these airline credits.

RENTAL CAR

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Rental Car | \$40,358,962 | \$42,010,127 | \$40,760,176 | \$40,926,498 |

FY 2020 Budget Anticipation:

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

GROUND TRANSPORTATION

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Ground Transportation | \$8,041,194 | \$12,197,695 | \$11,899,947 | \$13,235,657 |

FY 2020 Budget Anticipation:

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

COST RECOVERIES: NON-AIRLINE

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------------|----------------|----------------|-----------------|-----------------|
| Cost Recoveries: Non-Airline | \$15,401,479 | \$13,364,484 | \$11,384,000 | \$14,848,000 |

FY 2020 Budget Anticipation:

These recoverable costs are increasing now that the facility is aging. Some capital projects that began in FY2019 are expected to be completed on FY2020. Escalators and elevators will receive a major overhaul as well as the HVAC system.

INVESTMENT INCOME

This category is for interest earned on the Department's Fund equity in the Cash Pool. The Department does earn interest on its Fund 5501 equity in the Investment Cash Pool and as a result of the Cash Pool Memorandum of Understanding (MOU).

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Investment Income | (\$59,221) | \$783,741 | \$0 | \$0 |

FY 2020 Budget Anticipation:

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

OTHER REVENUES

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Other Revenues | \$5,911,165 | \$6,236,196 | \$6,266,217 | \$6,689,852 |

FY 2020 Budget Anticipation:

This category is expected to increase above FY 2019 adopted budget. The Airport will continue to recover the operating and maintenance cost from the cell phone providers, there will be an increase in security charges due to BORN violations now that all employees are screened and a new requirement by TSA to fingerprint every two years.

OVERALL AVIATION REVENUE FUND FORECAST

| Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|---------------------------------|----------------|----------------|-----------------|-----------------|
| Aviation Operating Revenue Fund | \$497,414,607 | \$528,259,683 | \$542,006,394 | \$587,685,824 |

Aviation revenues are projected to increase primarily due to the FY2020 GARBS issuance, which will have a positive impact on both the landing fees and CPTC rental rates.

CITY PLAZA OPERATING FUND

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|---------------------------|----------------|----------------|-----------------|-----------------|
| City Plaza Operating Fund | 1,452,608 | \$966,954 | \$1,015,600 | \$1,009,120 |

FY 2020 Budget Anticipation:

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

EMERGENCY TELEPHONE SYSTEM FUND

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| E-911 Revenue | \$16,904,174 | \$19,599,727 | \$19,986,175 | \$20,100,382 |

FY 2020 Budget Anticipation:

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

FLEET SERVICES FUND

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Fleet Services Revenue | \$54,171,099 | \$32,520,611 | \$33,400,588 | \$33,488,846 |

FY 2020 Budget Anticipation:

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

GROUP INSURANCE FUND

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Group Insurance | \$146,180,835 | \$143,296,998 | \$153,520,750 | \$150,433,941 |

FY 2020 Budget Anticipation:

The Group Insurance Fund source of income is derived from city contributions of 71% of overall healthcare cost, as well as employee payroll deductions and retiree pension contributions.

HOTEL/MOTEL TAX FUND

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------|----------------|----------------|-----------------|-----------------|
| Hotel/Motel Tax | \$72,583,062 | \$78,403,629 | \$76,635,386 | \$76,712,025 |

FY 2020 Budget Anticipation:

Revenues in this category are anticipated to remain relatively stable and have a nominal average annual growth rate of less than 0.5%. 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 revenue budget. 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.

RENTAL/MOTOR VEHICLE TAX FUND

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

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|--------------------------|----------------|----------------|-----------------|-----------------|
| Rental/Motor Vehicle Tax | \$1,253,762 | \$1,414,467 | \$1,379,138 | \$1,380,516 |

FY 2020 Budget Anticipation:

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 budget trend for the fund.

SOLID WASTE SERVICES REVENUE FUND

The Solid Waste Services Revenue Fund supports the operation of sanitary services activities, including collection and disposal of solid waste, recycling, yard waste and bulk rubbish, street sweeping, de-littering, debris removal, right-of-way-cutting, dead animal removal, education, and enforcement. It also includes land post-closure management and city-wide emergency response operations. Revenue is generated from user fees or charges for the aforementioned services.

| Major Revenue Category | FY 2017 Actual | FY 2018 Actual | FY 2019 Adopted | FY 2020 Adopted |
|------------------------------|----------------|----------------|-----------------|-----------------|
| Solid Waste Services Revenue | \$54,553,392 | \$55,917,819 | \$51,717,571 | \$62,955,593 |

FY 2020 Budget Anticipation:

Solid Waste Fund revenues are primarily comprised of user fees to cover the cost of operations. The increase in the FY2020 anticipation is based on a fee increase and is approximately 22% above the prior-year budget amount. This fee increase was approved in FY2019 and is effective for the FY2020 billing cycle to fund expanded services and equipment upgrades.



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

OPERATIONAL
SUMMARIES

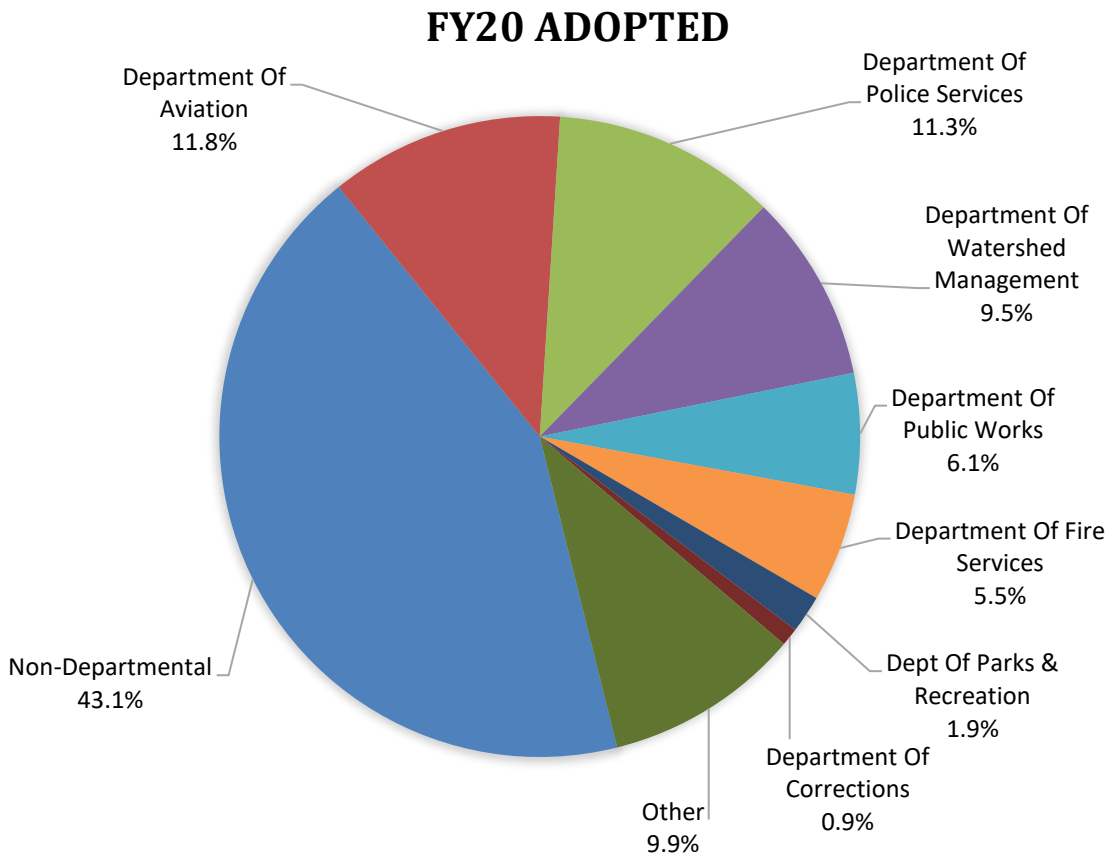
ADOPTED BUDGET
FY 2020



OPERATIONAL DEPARTMENTAL SUMMARY OVERVIEW

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

The operational departmental summaries provide an overview of services along with the financial and position data for fiscal years 2017 to 2020. There is also an explanation of major variances between FY2019 Adopted and the FY2020 Adopted budgets.



The operating budget totals \$2.2B, and the largest percent of the total or 43.1% is attributable to the citywide non-departmental operating budget. The non-departmental budget includes reserves and debt service costs for the general fund as well as for the enterprise funds including Aviation and Watershed Management.



CITY COUNCIL

Mission Statement

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

Summary of Operations

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

The members of the Atlanta City Council are as follows:

District 1: **Carla Smith**

District 2: **Amir R. Farokhi**

District 3: **Antonio Brown**

District 4: **Cleta Winslow**

District 5: **Natalyn M. Archibong**

District 6: **Jennifer N. Ide**

District 7: **Howard Shook**

District 8: **J.P. Matzigkeit**

District 9: **Dustin Hillis**

District 10: **Andrea L. Boone**

District 11: **Marci Collier Overstreet**

District 12: **Joyce M. Sheperd**

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

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

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

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

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

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

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

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

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

Divisions/Offices Descriptions

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

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

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

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

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

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

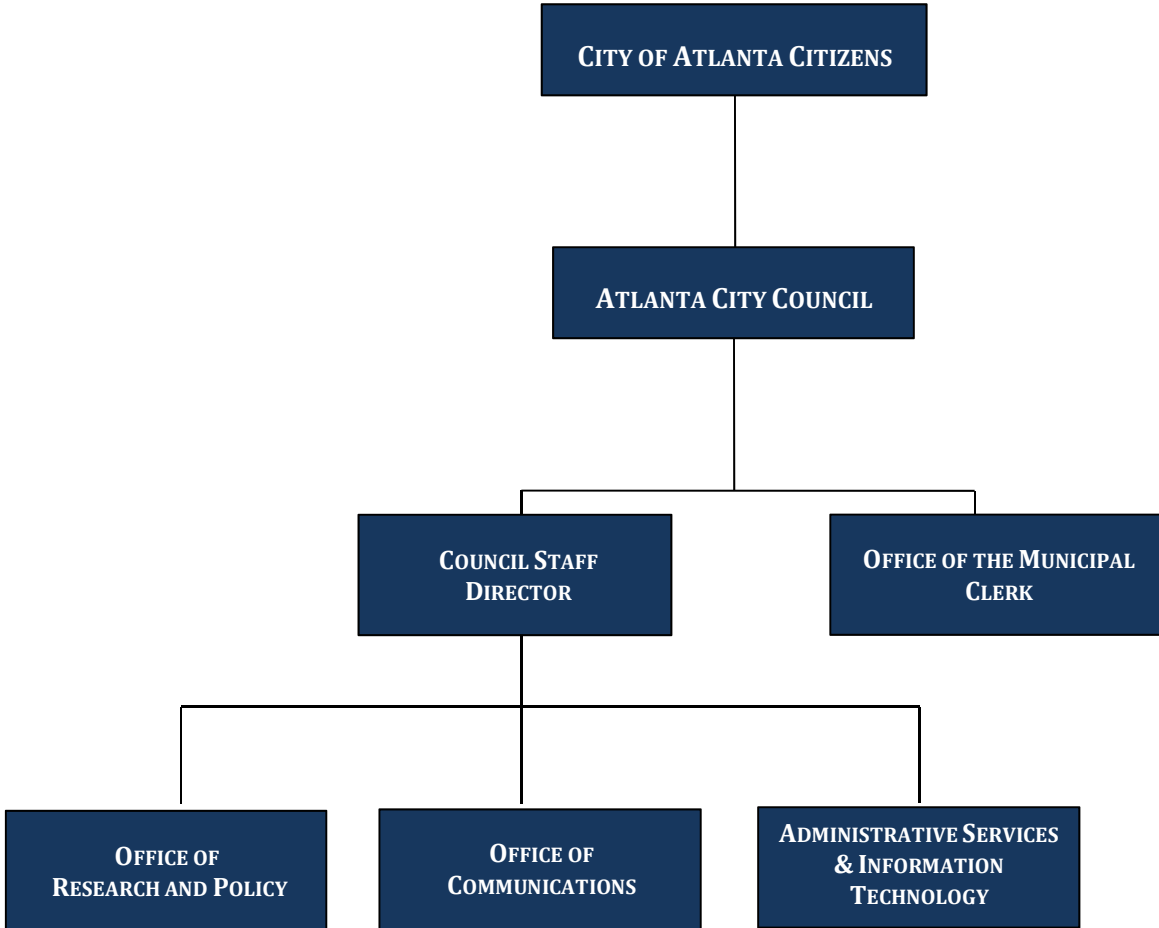
The *Office of the Municipal Clerk* (OMC) or as it is more commonly referred - "the Clerk's Office" - is the City of Atlanta's central repository for information regarding all legislative actions of the governing authority. The Municipal Clerk serves as designated custodian and administrator of the City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

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

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

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

ORGANIZATIONAL CHART
CITY COUNCIL





FY20 OPERATING BUDGET HIGHLIGHTS

City Council General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$2,632,880 | \$2,833,967 | \$3,203,219 | Salaries, Regular | \$3,203,219 | \$0 |
| \$2,172,760 | \$2,059,101 | \$3,135,568 | Salaries, Perm Part-Time | \$3,287,568 | \$152,000 |
| - | - | - | Salaries, Sworn | - | - |
| \$201,384 | \$345,362 | \$228,487 | Salaries, Extra Help | \$228,487 | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$538,768 | \$487,805 | \$426,644 | Pen Cont Gen Emp Pen Fd | \$413,855 | (\$12,789) |
| \$158,702 | \$152,800 | \$96,544 | Defined Contribution | \$66,347 | (\$30,197) |
| \$1,281 | \$1,092 | - | Workers' Compensation | - | - |
| \$749,366 | \$690,152 | \$462,162 | Other Personnel Costs | \$505,148 | \$42,987 |
| \$6,455,140 | \$6,570,280 | \$7,552,624 | TOTAL PERSONNEL | \$7,704,624 | \$152,000 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$391,213 | \$719,016 | \$687,312 | Purchased / Contracted Services | \$1,271,312 | \$584,000 |
| \$57,773 | \$44,084 | \$85,845 | Supplies | \$99,345 | \$13,500 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | \$2,500 | \$2,500 |
| \$1,608,726 | \$1,815,692 | \$3,112,619 | Other Costs | \$3,240,619 | \$128,000 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$25,000 | \$50,000 | \$5,000 | Other Financing Uses | \$17,655 | \$12,655 |
| \$2,082,711 | \$2,628,791 | \$3,890,776 | TOTAL OTHER EXPENSES | \$4,631,431 | \$740,655 |
| \$8,537,851 | \$9,199,072 | \$11,443,400 | TOTAL PERSONNEL AND OTHER EXPENSES | \$12,336,055 | \$892,655 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$8,537,851 | \$9,199,072 | \$11,443,400 | General Fund | \$12,336,055 | \$892,655 |
| \$8,537,851 | \$9,199,072 | \$11,443,400 | TOTAL EXPENSES | \$12,336,055 | \$892,655 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 48.00 | 46.00 | 48.00 | Full Time Equivalent | 48.00 | - |



FY20 OPERATING BUDGET HIGHLIGHTS

City Council General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$0 | |
| Salaries, Perm Part-Time | \$152,000 | Increase due to funding for perm part-time Council staff. |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$12,789) | Decrease due to personnel and pension rate adjustments. |
| Defined Contribution | (\$30,197) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$42,987 | Increase due personnel adjustments. |
| TOTAL PERSONNEL | \$152,000 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$584,000 | Increase due to additional funding for the Participatory Budget Pilot Project. |
| Supplies | \$13,500 | Increase due to costs associated with the Legislative Management System, subscriptions, and licenses. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$2,500 | Increase due to motor fuel and repair/maintenance costs to support the acquisition of a new vehicle purchased in FY19. |
| Other Costs | \$128,000 | Increase due to additional funding for councilmember expense accounts. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$12,655 | Increase to properly align the budget to account for costs associated with GMA lease payments. |
| TOTAL OTHER EXPENSES | \$740,655 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$892,655 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|------------------|-------------|
| General Fund | \$892,655 | |
| TOTAL EXPENSES | \$892,655 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|------------------------------|
| Full Time Equivalent | - | No change in staffing level. |

EXECUTIVE OFFICES

Mission Statement

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

Core Functions

The core functions include: developing programming (for after-school, recreational, cultural, seniors, etc.), maintaining facilities (making parks & facilities safe, clean and inviting), and community engagement.

Summary of Operations

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

Divisions/Offices Descriptions

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

The Office of Communications provides strategic counsel on message development for the Mayor and the City of Atlanta (COA); plans and executes special events and projects that advance administrative priorities; manages relationships with local and national print, broadcast and online media outlets; organizes Mayoral press conferences, interviews and announcements; and partners with the City's public information officers on projects. The Office manages digital communications through the City of Atlanta website at www.atlantaga.gov and via

social media channels such as Facebook, Instagram, Twitter and YouTube.

The Mayor's Office of Communications also includes the operations of City Channel 26.

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

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

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

The Office of Intergovernmental Affairs was established to create and maintain working relationships with state, federal and local government entities; and chambers of commerce in order to maximize the City's opportunities to impact public policy, increase revenues, and foster its growing stature as a global city.

The Office of International Affairs plans, develops and implements the international activities in the Office of the Mayor. The Office assists in facilitating

trade, economic development, tourism and cultural incentives of the City of Atlanta through liaison with local, national and international agencies; cooperate with the consular corps and supporting its interests and objectives, providing guidance on protocol appropriate for visiting dignitaries; welcome international visitors to Atlanta from all walks of life and presenting the city and its resources in the optimal manner and managing and supporting the city's sister-city committees, by suggesting fund-raising strategies; and producing new guidelines for consideration of additional applications to the program.

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

The Office of Cultural Affairs supports programs and services that educate and expose the public to a rich and diverse range of cultural expressions and aspires to make the arts available to everyone.

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

The Office of Contract Compliance serves as a liaison linking small, minority, female, and disadvantaged businesses with City of Atlanta related business opportunities. OCC encourages equal opportunity for all businesses and individuals in the Atlanta workplace through the administration of the City's various diversity programs.

The Office of Innovation Delivery and Performance drives progress on mayoral priorities and delivers solutions to Atlanta's most pressing needs. The team is responsible for developing the Mayor's proposed operating budget for the City, running the City's performance management and analytics program

(FOR Atlanta), managing and implementing large-scale strategic projects, and developing innovative new solutions in specific areas of city operations.

FY2019 Accomplishments

Office of the Mayor

- APD raises
- Immigration and Customs Enforcement (ICE) Executive Order
- Human trafficking initiatives
- Expanded warming center programming
- Super Bowl LIII
- Re-opened Child Murders cases
- Filled open seats / turned over entire cabinet
- MOST renewal
- ATL311 app
- Broke ground on Westside Park
- More Marta plan approved
- Launched "Fix It"
- Civil code enforcement reform
- Adoption of Atlanta Transportation Plan
- Norfolk Southern partnership with Georgia Governor
- Oracle cloud implementation
- Creation of ADOT
- Launched Open Checkbook
- Credit Card policy reform
- Bonus reform
- Clean energy plan
- Acquisition of Beltline property
- Solid Waste improvements
- Fight the Blight program
- Critical new programs for Affordable Housing
- Center for Workforce Innovation
- Gulch
- Bloomberg Climate Challenge
- Southside Community Manager
- Census 2020 preparations
- Center for Financial Empowerment grant
- My Brother's Keeper alliance
- Bank on Atlanta kick off
- Pre-Exposure Prophylaxis (PrEP) legislation
- ACDC resolution signed
- Food Forest legislation enacted
- \$5M / year in energy efficiency benefits to City facilities

Office of Emergency Preparedness

- Primary City Coordinator and Mayor's Office Liaison for major disruptions and special events including: winter weather events; Super Bowl LIII; and the College Football Playoffs.
- Established City Vector-Borne Illness Preparedness Program.
- Developed and implemented inclusive Community Preparedness Education and outreach program targeting seniors and youth with over 35+ events hosted throughout the City.
- Submitted and won the \$400K, 18-month Critical Infrastructure Resilience Institute (CIRI) / Department of Homeland Security (DHS) Grant, and Phase II was awarded.
- Led coordination of Public Safety Familiarization tours and integration program with Centers for Disease Control and Prevention (CDC)/Emory/Children's Healthcare of Atlanta (CHOA).
- Mayor's Office Liaison to Urban Area Security Initiative (UASI) and Co-Lead of Cyber-Security Working Group, leveraging best practices and lessons learned across six jurisdictions.
- Development of focused cost recovery and documentation program, resulting in 59% reimbursement of eligible costs, the highest in the city's history.

Office of Workplace Safety

- Successful roll out and implementation of (phase 1) Personal Protective Equipment (PPE) vending machines. Affording employees 24/7 direct access to safety equipment.
- Expanded the Safety Floor Warden program to the following facilities: Atlanta Workforce Development Agency (AWDA), Georgia Hill, Public Safety Training Annex, Birdine and Dunbar neighborhood centers, and the COA Fitness Center.
- Partnered with the Office of Emergency Preparedness and Department of Enterprise Assets Management (DEAM) to identify critical shelter in place (SIP) locations across the organization, updated evacuation maps to include the identified SIP's, installed signage visible to employees and visitors, and updated the City Hall emergency alert system to include shelter in place alert in English and Spanish.

- Delivered a total of 48,000 hours of safety related training to employees across the organization in the areas of Defensive Driving, Occupational Safety & Health, First Aid/CPR, Active Shooter (in partnership with APD-SWAT), and safety training for leadership.
- Partnered with the Department of Human Resources, including Employee Assistance Program (EAP) to develop a Citywide Workplace Violence and Bullying policy, to ensure the safety, health and well-being of all employees across the organization.

Office of the Chief Equity Officer

- Developed a comprehensive equity policy agenda addressing issues of housing, affordability and homelessness, economic opportunity, equitable infrastructure investment, and the justice system.
- Helped strengthen the affordable housing efforts of the Atlanta Beltline, by advising in the development of an inclusionary zoning proposal to ensure specific proportions of affordable housing in residential developments along the Beltline.
- Advised the Mayor, Public Safety Chiefs, and members of Cabinet on justice issues including police transparency, access to justice, and alternative justice models.
- Provided policy support and counsel to the Office of Immigrant Affairs and other departments on immigrant rights issues.
- Worked across City departments to initiate the development of targeted-hire standards for public projects.
- Worked across City departments to initiate the development of a coordinated youth engagement strategy.
- Initiated an innovative partnership between the City of Atlanta and GE to strengthen trust between Atlanta Police Department (APD) and Atlanta's communities by leveraging General Electric (GE's) management and technical expertise and resources to improve APD's recruiting, training, data assessment and transparency practices.

Office of Intergovernmental Affairs

- State legislation passed to give the City of Atlanta three additional Municipal Option Sales Tax (MOST) referendums beginning in 2020.
- State legislation passed to cap the COA property tax assessments at 2.6 percent.

- Lobbied Congressional delegation for a \$1.875 million Community Oriented Policing Services (COPS) grant, which was awarded.
- Finalized 2 community annexations into the City of Atlanta.

Office of International Affairs

- In partnership with Georgia Tech secured \$2.25 million grant from the U.S. Department of Education for the Atlanta Global Studies Center, a national resource center and a foreign language and area studies.
- Provided support for the grant renewal application of Georgia State University's Center for Urban Language Teaching and Research (CULTR).
- In collaboration with the Office of Cultural Affairs secured Atlanta as the first U.S. city to be part of the Fair Saturday initiative. The initiative is a global mobilization that aims to create a positive social impact through arts and culture.
- In partnership with Invest Atlanta and Metropole Toulouse, facilitated the third International Startup Exchange cohort consisting of seven Atlanta and Toulouse, France based companies.
- Partnered with the German American Cultural Foundation, Georgia World Congress Center, and the Metro Atlanta Chamber to grow the German Christmas Market in Atlanta from 12 booths to 80 booths.
- As part of the Wunderbar Together program implemented by the Federal Republic of Germany's Cultural Institute and supported by the Bundesverband der Deutschen Industrie (Federation of German Industries), partnered with the German Consulate and the Goethe Institute to create and bring together the first Spotlight Bauhaus, a light show displayed across the Atlanta Fulton Public Library.
- Supported the Netherlands government in the opening of the new Dutch Consulate in Atlanta. The new Consulate will facilitate economic, diplomatic, and cultural ties between the City of Atlanta and the Netherlands.
- Partnered with the Consulate of the Netherlands and the Women's Entrepreneurship Initiative (WEI) to facilitate the participation of a WEI entrepreneur at the 2019 Global Entrepreneurship Summit in The Hague.
- In partnership with the Office of Emergency Preparedness and Hartsfield- Jackson Atlanta International Airport, facilitated an Emergency Preparedness seminar for members of the Consular Corps.
- Welcomed more than 80 international delegations and high-level dignitaries interested in learning about the city and furthering diplomatic ties.
- Provided support to 70 Consular/trade offices, 31 binational chambers of commerce, 17 sister cities, and local international organizations as well as the US Department of State, and Embassies in Washington to welcome incoming delegations, coordinate events, and exchanges around best practices, economic development, diplomacy, culture, and education.
- Provided protocol training and guidance to City agencies to ensure cultural competency and awareness when dealing with foreign delegations.
- Participated in diplomatic, educational, and international business speaking engagements on behalf of the City and the Mayor to further the city's global positioning.
- Participated and supported the 2019 Young African Leaders Initiative "Mandela Washington Fellowship," a State Department initiative aimed to provide mentorship, resources, and connections to the fellows and program leaders.
- Provided expert assistance to small and medium sized companies through the Passport to Exports initiative.
- Supported the establishment of the first IoT (Internet of Things) ATL Living labs with a 2019 focus on Urban Agricultural Technology. The annual program will focus on IoT and technology solutions to help ensure equity and inclusion in the wave of strong economic growth.
- Facilitated a partnership between Welcoming Atlanta and Argos, a Colombian conglomerate in the cement industry to support the construction of a playground in the Colony South community in Atlanta.
- In partnership with the Office of Resilience and economic development partners, attracted the Smart City Expo Atlanta, the first smart city expo in the United States.
- Participated in four international trade missions to Brazil, Canada, Spain and the Netherlands to further economic and

diplomatic partnerships and to attract international events to the city.

- Hosted Canada Day, Caribbean Heritage Month Celebration, Daegu Art Exhibit, German Urban Planning, Montego Bay Sister Cities Brunch, and the Father O'Reilly Ceremony at City Hall to support the international community and showcase the diversity of our city.
- Supported Hartsfield- Jackson Atlanta International Airport in the establishment of international sister airport agreements, international connections, and strategic MOUs with countries such as the Netherlands, the Czech Republic, France, Liberia, China, Canada, and Germany.
- Supported Sage, a UK leader in cloud business management solutions based in Atlanta, and the One Atlanta Office, in facilitating the creation of the first diversity and inclusion report focused on understanding and furthering diversity and inclusion in the workplace.

Office of Special Events (MOSE)

- MOSE processed 510 outdoor event permits.
- Mitigated over 52 escalated permit issues, including denials.
- Planned and managed over 26 City of Atlanta Signature Events on behalf of the Mayor.

Office of Contract Compliances

- Contract Monitoring: OCC monitored 672 active contracts with an approximate value of \$3.58 Billion. FY19 Diversity Attainment breaks out as follows:
EBO: 521 contracts, valued at \$3,084,703,354, with 33% participation.
SBO: 98 contracts, valued at \$198,812,898, with 51% participation (SBO Includes Sheltered Market).
DBE: 53 contracts, valued at \$297,721,426, with 36% participation.
The above totals 40% participation attainment across all diversity programs in FY19.
- Airport Concessions: OCC actively monitored 386 locations, 12 Rental Car locations and two Concessions Related Service Management Contracts at Hartsfield-Jackson Atlanta International Airport.
- Renew Atlanta Bond Program: 132 Contracts/task orders are being monitored by OCC under this program in FY19. They have a

combined contract value of \$132.04 Million, with tracked participation of 38.5% across all diversity programs. The Renew Atlanta team also achieved partnership success with the emergence of Public, Private, Partnerships (P3s) in FY2019 – The Buckhead Community Improvement District (CID), the Midtown Alliance, and The Path Foundation.

- Awards and Recognition: The State Farm Arena renovation work was completed during FY 2019. The total amount diversity/inclusion eligible scope available on this contracting opportunity was \$136,595,220. OCC assisted to facilitate Minority and Female Owned Business participation to the tune of 36%. OCC participated on the Business Connect Advisory Council as part of the Superbowl 53 experience and gave insight and shared best practices as to the engagement of Small, Minority, Disadvantaged, and Female Businesses on contracting opportunities with the NFL.

One Atlanta

The One Atlanta Office leverages the combined power of government, private and non-profit partners, and communities to dismantle systemic inequities and barriers to opportunity. As part of this mandate, this office focuses on resilience, equity, diversity and inclusion initiatives; LGBTQ affairs; sustainability efforts; ways to eliminate human trafficking in our city; and being a more welcoming city to our foreign-born residents. Collectively, we work to create One Atlanta – an affordable, resilient and equitable Atlanta that is a safe and welcoming city with world-class employees, infrastructure and services; an ethical, transparent, and fiscally responsible government; thriving neighborhoods, communities, and businesses; and residents who are equipped for success.

Equity, Diversity and Inclusion:

- Launched City's first-ever fully staffed Office of Equity, Diversity and Inclusion tasked with focusing on public policy issues such as criminal justice reform, housing affordability, LGBTQ Affairs, economic empowerment, youth development and health disparities.
- Held implicit bias training for 25 command staff APD officers, April 2019. Discussions are currently underway about expanding the training to include all command staff in FY20.

- Supported Chief Housing Officer on housing affordability initiatives.
- Mayor Bottoms signed historic legislation establishing a Task Force to explore options of transforming the underutilized Atlanta City Detention Center into a community center for wellness and healing, skills-building, economic mobility, and crime prevention.
- The City of Atlanta hosted its first meeting of the Atlanta City Detention Center Task Force to begin the process of reimagining the Atlanta City Detention Center into a facility that would focus on ways to break down systemic barriers to success and increase access to opportunities for all communities.
- Reinvigorated My Brother's Keeper Atlanta (MBK ATL) with the Mayor's 100 Men to Mentors Challenge, a partnership with Big Brothers Big Sisters of Metro Atlanta (BBBS) to recruit more positive male mentors to eliminate BBBS's waiting list. This program is part of a larger MBK ATL initiative, which will be launched by the Mayor in early September 2019.
- Conducted several MENformational sessions with over 300 men citywide from City of Atlanta employees, residents and organizations seeking to provide positive male role models for Mayor Bottoms' Men to Mentors Challenge.
- Partnered with Fulton County Superior Court on the program My Journey Matters which seeks to generate and support sustainable "life skills" among program participants through the acquisition of job skills and training, educational assistance, social awareness and personal responsibility, and reduce the high rate of recidivism by providing employment opportunities with the City of Atlanta.
- Joined National League of Cities and Democracy at Work Institute fellowship for researching best practices and piloting employee-owned/co-op business models.

LGBTQ Affairs:

- Atlanta scored 105% and achieved the Human Rights Campaign Municipal Equality Index "All-Star" status—the only Georgia city to do so.
- Appointed the City of Atlanta's first-ever, full-time LGBTQ Affairs Coordinator.
- In May 2018, Mayor Bottoms joined Mayor's Against LGBTQ Discrimination.

- Mayor Keisha Lance Bottoms formed a 34-member LGBTQ Advisory Board composed of citywide leaders and advocates.
- Launched the City's first-ever LGBTQ social media channels on Facebook, Twitter and Instagram.
- Held City's first-ever Citywide recognition of the uprising at Stonewall Inn.
- Held a historic pride reception at Atlanta City Hall with hundreds of LGBTQ Atlantans, Congressman John Lewis, Human Rights Campaign President Chad Griffin, APD Chief Erika Shields and others.
- Mayor Keisha Lance Bottoms signed a resolution that calls on the State of Georgia to ban conversion therapy.
- In June 2019, Mayor Keisha Lance Bottoms co-hosted a very special Drag Queen Story Hour event at Atlanta City Hall, with local drag queen Miss Terra Cotta Sugarbaker.
- In observance of National Pride Month and the 50th anniversary of the Uprising at the Stonewall Inn, Mayor Keisha Lance Bottoms presented the Stonewall 50 exhibit, an exhibit honoring 50 key figures in the fight for LGBTQ equality and held a special art installation featuring LGBTQ-themed artwork at City Hall.

Health:

- Hired the first-ever Chief Health Officer for the City of Atlanta with a focus on combating the leading causes of illness and disability in Atlanta, improving health literacy rates, and assessing emerging health needs to improve community health.
- In partnership with AID Atlanta, the Mayor's Office of Equity, Diversity & Inclusion offered free 60-second HIV testing for World AIDS Day on Friday, November 30th, 2018.
- Mayor Keisha Lance Bottoms' legislation to expand access to PrEP was unanimously approved by the Atlanta City Council authorizing an intergovernmental agreement with the Fulton County Board of Health to allocate \$100,000 to the PrEP Expansion Project.

Human Trafficking:

- Published new website with 11,400 views in 8 months:
 - <https://www.endhumantraffickingatl.org/>.
- Public launch of the Senior Human Trafficking Fellow initiative:

- <https://www.atlantaga.gov/Home/Components/News/News/11713/672>.
- over 100 community members attended to learn more about this new initiative in the Mayor's Office.
- Hosted Human Trafficking Roundtable with 50 key stakeholders as well as 15 public and private sector organizations represented.
- Created new visual signage and audio announcement messaging at Hartsfield-Jackson Atlanta International Airport:
 - Launched PSA campaign announcement on air-train.
 - Added new signage defining labor trafficking.
 - Added new signage defining sex trafficking.
- Training Launch:
 - Launched new training portal: <https://www.endhumantraffickingatl.org/training>.
 - Trained the entire Fulton County Public Library Leadership Staff (approx. 45 in attendance).
 - Approx. 250 Super Bowl Captains introduced to the training in person.
 - 10,000 Super Bowl Volunteers trained through online portal with certificate access.
 - Entire Atlanta Police Department (APD) Force attended this one-hour training on human trafficking in December 2018 and January 2019.
 - Trainings began in December 2018 and will continue, indefinitely.
 - Outcome Goals: To educate the community about what labor trafficking is and how to identify it in their communities; to provide information about the definitions of labor and sex trafficking; to share ways the community can respond to these issues.
- Launched a Career Apprenticeship Program for Human Trafficking Survivors with two women survivors working with ATL311 Call Center and soon to hire two more apprentices.
- Installed signage in City Hall pursuant to SB104/HB141 that requires all government buildings to post signage that addresses victims of human trafficking and ways to seek help. In partnership with the Welcoming Atlanta team, the signs were translated into the seven most commonly spoken languages in our region.

Sustainability / Energy Team:

- Unanimously passed Clean Energy Atlanta, a comprehensive plan to transition the City and community to 100% clean energy by 2035.
- Selected to participate in the American Cities Climate Challenge, funded by Bloomberg Philanthropies and valued at \$2-3 million, to support bold solutions to meet or exceed Atlanta's equivalent of the U.S. emission reduction targets under the Paris Climate Agreement.
- The Atlanta Better Buildings Challenge (ABBC), a public/private partnership initiative in which local building owners voluntarily commit to reduce their energy and water consumption by 20% by 2020, has achieved its energy reduction goal with a 20.3% reduction two year ahead of the 2020 goal. Through the success of the Atlanta Better Buildings Challenge, participants have saved over \$380 million. (ABBC is the #1 city in participation in the U.S. in Department of Energy (DOE's) Better Buildings Challenge program).
- Commercial Buildings Energy Efficiency Ordinance Enforcement - Ordinance requiring commercial buildings over 25,000 sq. ft. to benchmark their energy and water usage annually and perform energy audits every ten years. Provided extensive community outreach, trainings, and one-on-one technical assistance to building owners and property managers.
- Began construction on Solar Atlanta, an initiative to install solar panels on City-owned buildings.
- Completed the Water Efficient Restaurant Certificate (WERC) Pilot which provided water assessments and pre-rinse spray valves to 20 local restaurants.
- Submitted the Carbon Disclosure Project (CDP) 2018 City Questionnaire and Greenhouse Gas Inventory disclosure as part of the Compact of Mayors commitment.
- Completed the biennial American Council for an Energy-Efficient Economy's (ACEEE) City Energy Efficiency Scorecard.
- Solarize Atlanta Residential: helped support 250+ Atlanta homes by getting the most affordable solar energy in Georgia history through the innovative community-bulk purchase model.

- Energy Savings Performance Contracts: construction continues with the City's guaranteed energy savings performance contract, which will install \$100+ million in energy efficiency and capital improvements at various DEAM, DPR, DOA, DPW, and DWM sites.

Sustainability / Urban Agriculture:

- AgLanta Conference - Host of 340 attendees to Southeast's largest urban agricultural conference. Secured sponsorship funding to distribute 70 scholarships to Atlanta residents. 20+ States represented. 10+ Countries represented.
- AgLanta Eats - Host of 750 attendees to Atlanta's largest hyperlocal (grown in the city) food festival at the Atlanta Botanical Garden. Event raised \$25,000 to support AgLanta Grows-A-Lot program.
- AgLanta Grows-A-Lot - Successful launch of fifth and sixth out of ten formerly vacant, blighted city-owned properties now community gardens and farms. Secured sponsorship for community composting to existing on all ten sites.
- Successfully secured sponsorship of \$45,000 from WholeFoods Market in support of AgLanta Grows-A-Lot program.
- Access AgLanta - Successfully secured sponsorship of \$118,000 and launched a ride-share program for 300 resident families receiving Supplemental Nutrition Assistance Program (SNAP) subsidies in USDA-defined food desert areas with deeply discounted rides to farmers markets where their SNAP benefits are doubled.
- Urban Agriculture Tool Bank - Successfully secured sponsorship of \$30,000 and launched a tool bank for urban growers to access necessary commercial-grade tools for economic development and market competitiveness. Growers will also receive free tool training on use and maintenance. This program will be housed at the Atlanta Community Tool Bank.
- Urban Food Forest at Browns Mill - Secured \$12,000 in grants from the National Football League to build a community gardens and orchard.

Sustainability / Electric Vehicles (EV):

- City of Atlanta was crowned a winning metro area for Electrify America's Cycle 2 Zero

Emission Vehicle (ZEV) Investment Plan. Metro Atlanta will be receiving ~12 DC Fast Charging stations, which will greatly optimize the city's EV charging landscape.

- City of Atlanta was awarded \$223,420 in grant funding from the Department of Energy to be utilized for the procurement of electric vehicles and charging stations for city fleets.
- Funding secured for an EV Technical Advisor to work on electrification projects from January 2019 – March 2020.

Sustainability/Waste/Diversion:

- Work with Compost Council to update State of Georgia Community Compost Rules, August 2018. Significantly increasing the volume of compost that can be created in urban community farms and gardens. Rule Change (391-3-4-16) Passed August 2018.
 - Piloting programs at Browns Mill Food Forest and Truly Living Well to accept community food scraps to create onsite compost.
 - Work with Lifecycle Building Center to build compost bins out of reclaimed wood for Grows-A-Lot Community Gardens.
- COA selected by Building Material Reuse Association to partner with Lifecycle Building Center to develop deconstruction pilot program, November 2018. This program will train COA residents & youth on living wage construction skills, reduce C&D waste (construction & demolition), and develop entrepreneurial opportunities through re-use.
- Partner with Constituent Services, EcoSneakers, Foot Locker & others to collect & distribute 2,500 pair of new shoes to needy & homeless residents / National Football League (NFL) Week February 2019.
- Mapped rescue potential of regional food waste through a 3-month project with Natural Resources Defense Council (NRDC) and convening at their National Food Waste Summit in New York, February 2019. Have begun working locally with EPA Region IV, EPD, and Atlanta Public Schools to develop solutions to reduce food waste by 10% in the next year for the City of Atlanta.
- Graduated 100 External Sustainability Ambassadors in 2018/2019. 8-week course focused on all areas of Office of Resilience's work.

- Hosted viewing of documentary 'Wasted' and held panel discussion on how we can all reduce food waste.

Welcoming Atlanta / Office of Immigrant Affairs:

- Launched iSpeak ATL, a citywide Language Access Plan, to train all constituent-facing employees in cultural competency and how to serve non-English speaking constituents.
- Led community engagement and policy directives to ICE Detention prohibiting the Atlanta Corrections and Detention Center from housing non-violent immigrant detainees.
- Led a multi-lingual Census 2020 canvassing campaign among historically under-counted communities of limited English proficiency and immigrant communities.
- Gathered city, community, and non-profit partners across metropolitan Atlanta to help address housing issues, crime, and code violations.
- Hired human trafficking fellow and secured funding to address labor trafficking with \$357,000 in grant funds from Humanity United.
- Launched initiative with Uber, Catholic Charities Atlanta, and Lutheran Family Services to provide free transportation and meal services to families separated at the U.S. - Mexico border and reunited in Atlanta.
- Hosted a roundtable discussion to mobilize the corporate legal community to provide pro-bono legal services to Atlantans at risk of family separation due to President Trump's deportation efforts, including 27 representatives from 13 law firms.
- Added four new citizenship corners to a total of 25 corners at local libraries, schools, businesses, and Centers of Hope that offer citizenship materials for City residents who qualify.
- Public Service Announcement was broadcasted in Atlanta's top six foreign languages across 20 multi-ethnic media outlets on the benefits of citizenship.

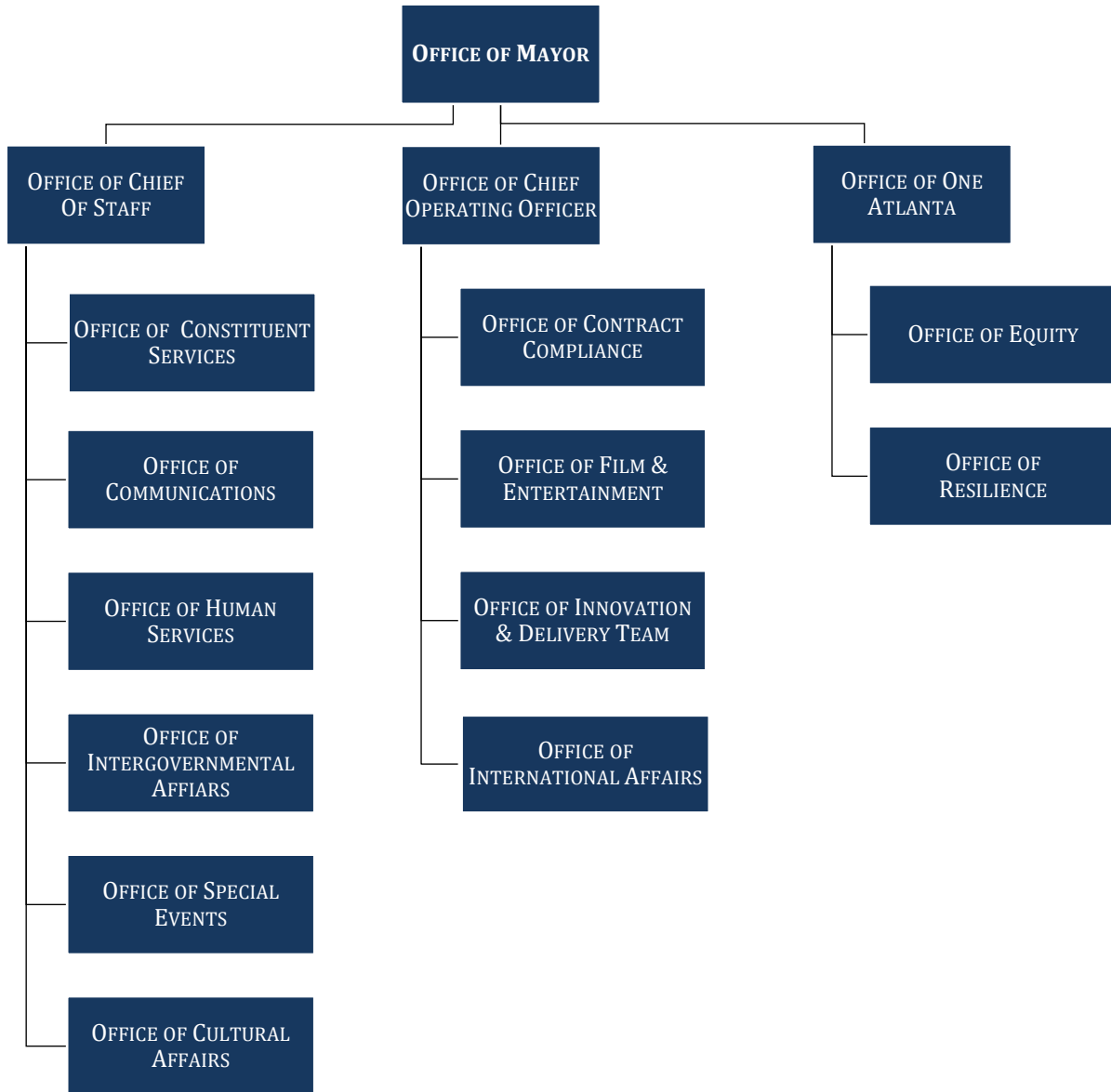
FY2020 Adopted Program Highlights

Office of Cultural Affairs

- Increase operating and project support for arts organizations and artists through Contracts for Arts Services, power2give, and the Saturday School program (providing free arts educational programming and classes to children and youth at four City of Atlanta Recreation Centers).
- Host annual ELEVATE Public Art festival in the Pittsburg community for seven days in mid-October. This years' ELEVATE is striving to work closely with neighborhood residents to celebrate their neighborhood and showcase world-class art through various mediums.
- Public Safety Public Art Commissions with DEAM: Administrate 15 new public artworks for five newly built municipal spaces including the Zone 3 Police Precinct and numerous Fire Stations.
- MLK Jr. Dr. Innovation Corridor Public Art Program in partnership with Renew Atlanta: nine major public artwork sites will be completed and installed by the close of FY 20.
- Expand Mural Bike Rack Program.

ORGANIZATIONAL CHART

EXECUTIVE OFFICES



PERFORMANCE METRICS

EXECUTIVE OFFICES

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|--|------------------------------|----------------------------|----------------------------|----------------------------|
| <i>An Ethical, Transparent and Fiscally Responsible Government</i> | | | | |
| Number of firms certified to participate in Equal Business Opportunity Program | 1,353 | 1,200 | 1,353 | 1,353 |
| Percentage City contracts paid to Minority and Female owned firms | MBE - 29.51% FBE - 12.19% | MBE - 26.7% FBE - 11.1% | MBE - 26.7% FBE - 11.1% | MBE - 26.7% FBE - 11.1% |
| Citywide million metric tons of CO2e greenhouse gas emissions | N/A | 498,871 | 498,871 | 498,871 |





FY20 OPERATING BUDGET HIGHLIGHTS Executive Offices

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| \$18,347,437 | \$19,475,017 | \$18,082,942 | Salaries, Regular | \$11,569,920 | (\$6,513,022) |
| \$29,205 | \$57,174 | \$4,520 | Salaries, Perm Part-Time | - | (\$4,520) |
| - | - | - | Salaries, Sworn | - | - |
| \$1,272,572 | \$3,078,589 | \$1,376,550 | Salaries, Extra Help | \$510,582 | (\$865,968) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$146,640 | \$196,149 | \$105,854 | Overtime | \$2,751 | (\$103,104) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | \$62,917 | - | Pen Cont Police Pen Fd | - | - |
| \$2,821,892 | \$2,855,141 | \$2,582,585 | Pen Cont Gen Emp Pen Fd | \$661,030 | (\$1,921,555) |
| \$803,043 | \$930,866 | \$750,779 | Defined Contribution | \$226,821 | (\$523,958) |
| \$93,495 | \$150,173 | \$97,664 | Workers' Compensation | \$16,286 | (\$81,378) |
| \$2,534,584 | \$2,921,639 | \$3,987,685 | Other Personnel Costs | \$1,318,674 | (\$2,669,012) |
| \$26,048,868 | \$29,727,664 | \$26,988,579 | TOTAL PERSONNEL | \$14,306,063 | (\$12,682,516) |
| | | | OTHER EXPENSES | | |
| \$19,334,878 | \$24,034,229 | \$15,557,761 | Purchased / Contracted Services | \$6,179,479 | (\$9,378,282) |
| \$4,574,111 | \$4,425,484 | \$4,691,948 | Supplies | \$213,042 | (\$4,478,906) |
| (\$174,675) | \$121,656 | \$170,738 | Capital Outlays | \$128,077 | (\$42,661) |
| \$144,066 | \$99,308 | \$133,654 | Interfund / Interdepartmental Charges | \$71,624 | (\$62,030) |
| \$70,162 | \$41,560 | \$62,918 | Other Costs | \$21,198 | (\$41,720) |
| - | - | \$187,865 | Debt Service | \$187,865 | \$0 |
| - | - | - | Conversion / Summary | - | - |
| - | \$18,514 | \$0 | Other Financing Uses | \$0 | \$0 |
| \$23,948,541 | \$28,740,751 | \$20,804,884 | TOTAL OTHER EXPENSES | \$6,801,285 | (\$14,003,599) |
| \$49,997,409 | \$58,468,415 | \$47,793,463 | TOTAL PERSONNEL AND OTHER EXPENSES | \$21,107,348 | (\$26,686,115) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------------------|---------------------|-----------------------|
| \$39,287,883 | \$48,015,529 | \$36,337,592 | General Fund | \$19,850,488 | (\$16,487,104) |
| \$1,020,147 | \$1,072,104 | \$1,283,889 | Airport Revenue Fund | \$769,510 | (\$514,379) |
| \$0 | - | \$0 | Building Permits Fund | \$0 | \$0 |
| - | - | \$0 | Parks Facilities Revenue Fund | \$0 | \$0 |
| \$1,343,211 | \$1,344,192 | \$1,427,283 | Solid Waste Services Revenue Fund | \$393,480 | (\$1,033,803) |
| \$8,302,457 | \$7,994,453 | \$8,744,698 | Water & Wastewater Revenue Fund | \$93,870 | (\$8,650,828) |
| \$43,710 | \$42,138 | \$0 | Fleet Service Fund | \$0 | \$0 |
| \$49,997,409 | \$58,468,415 | \$47,793,463 | TOTAL EXPENSES | \$21,107,348 | (\$26,686,115) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 349.00 | 391.50 | 412.00 | Full Time Equivalent | 148.45 | (263.55) |



FY20 OPERATING BUDGET HIGHLIGHTS

Executive Offices General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$14,294,626 | \$14,976,161 | \$13,268,008 | Salaries, Regular | \$10,840,284 | (\$2,427,724) |
| \$29,205 | \$57,174 | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$1,141,490 | \$2,907,948 | \$1,303,894 | Salaries, Extra Help | \$510,582 | (\$793,313) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$120,429 | \$179,901 | \$104,338 | Overtime | \$2,723 | (\$101,615) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$1,848,732 | \$1,915,350 | \$1,728,550 | Pen Cont Gen Emp Pen Fd | \$556,650 | (\$1,171,900) |
| \$651,122 | \$752,506 | \$578,191 | Defined Contribution | \$211,267 | (\$366,924) |
| \$48,706 | \$108,543 | \$86,731 | Workers' Compensation | \$16,286 | (\$70,445) |
| \$1,884,210 | \$2,193,703 | \$2,997,637 | Other Personnel Costs | \$1,187,680 | (\$1,809,958) |
| \$20,018,520 | \$23,091,286 | \$20,067,351 | TOTAL PERSONNEL | \$13,325,472 | (\$6,741,879) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$14,897,210 | \$20,365,417 | \$11,357,754 | Purchased / Contracted Services | \$5,932,178 | (\$5,425,577) |
| \$4,346,381 | \$4,287,405 | \$4,440,193 | Supplies | \$212,944 | (\$4,227,249) |
| (\$188,456) | \$112,789 | \$126,957 | Capital Outlays | \$99,207 | (\$27,750) |
| \$144,066 | \$99,308 | \$133,654 | Interfund / Interdepartmental Charges | \$71,624 | (\$62,030) |
| \$70,162 | \$40,809 | \$23,818 | Other Costs | \$21,198 | (\$2,620) |
| - | - | \$187,865 | Debt Service | \$187,865 | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$18,514 | - | Other Financing Uses | - | - |
| \$19,269,363 | \$24,924,243 | \$16,270,241 | TOTAL OTHER EXPENSES | \$6,525,016 | (\$9,745,226) |
| \$39,287,883 | \$48,015,529 | \$36,337,592 | TOTAL PERSONNEL AND OTHER EXPENSES | \$19,850,488 | (\$16,487,104) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$39,287,883 | \$48,015,529 | \$36,337,592 | General Fund | \$19,850,488 | (\$16,487,104) |
| \$39,287,883 | \$48,015,529 | \$36,337,592 | TOTAL EXPENSES | \$19,850,488 | (\$16,487,104) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 232.30 | 280.60 | 301.35 | Full Time Equivalent | 134.00 | (167.35) |



FY20 OPERATING BUDGET HIGHLIGHTS

Executive Offices

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-----------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$2,427,724) | Decrease due to the Office of Enterprise Assets Management (OEAM) and ATL 311 transition to standalone departments per Ordinances 18-O-1456 and 18-O-1474. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$793,313) | Decrease due to OEAM and ATL 311 transition to standalone departments per Ordinances 18-O-1456 and 18-O-1474. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$101,615) | Decrease due to OEAM and ATL 311 transition to standalone departments per Ordinances 18-O-1456 and 18-O-1474. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$1,171,900) | Decrease due to OEAM and ATL 311 transition to standalone departments per Ordinances 18-O-1456 and 18-O-1474. |
| Defined Contribution | (\$366,924) | Decrease due to OEAM and ATL 311 transition to standalone departments per Ordinances 18-O-1456 and 18-O-1474. |
| Workers' Compensation | (\$70,445) | Decrease due to OEAM and ATL 311 transition to standalone departments per Ordinances 18-O-1456 and 18-O-1474. |
| Other Personnel Costs | (\$1,809,958) | Decrease due to OEAM and ATL 311 transition to standalone departments per Ordinances 18-O-1456 and 18-O-1474. |
| TOTAL PERSONNEL | (\$6,741,879) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$5,425,577) | Decrease due to OEAM and ATL 311 transition to standalone departments per Ordinances 18-O-1456 and 18-O-1474. This line includes funding for the arts and HIV support. |
| Supplies | (\$4,227,249) | Decrease due to OEAM and ATL 311 transition to standalone departments per Ordinances 18-O-1456 and 18-O-1474. This line includes general office supplies, and software. |
| Capital Outlays | (\$27,750) | Decrease due to OEAM and ATL 311 transition to standalone departments per Ordinances 18-O-1456 and 18-O-1474. This line includes equipment expenses. |
| Interfund / Interdepartmental Charges | (\$62,030) | Decrease due to OEAM and ATL 311 transition to standalone departments per Ordinances 18-O-1456 and 18-O-1474. This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | (\$2,620) | Decrease due to OEAM and ATL 311 transition to standalone departments per Ordinances 18-O-1456 and 18-O-1474. This line includes business meeting expenses. |
| Debt Service | - | This line includes the Atlanta Vision EV Fleet contract. |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$9,745,226) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$16,487,104) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-----------------------|-------------|
| General Fund | (\$16,487,104) | |
| TOTAL EXPENSES | (\$16,487,104) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | (167.35) | Change in staffing level due to department reorganization. |



FY20 OPERATING BUDGET HIGHLIGHTS

Executive Offices Airport Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$501,249 | \$558,074 | \$633,032 | Salaries, Regular | \$470,428 | (\$162,604) |
| - | - | \$4,520 | Salaries, Perm Part-Time | - | (\$4,520) |
| - | - | - | Salaries, Sworn | - | - |
| \$886 | \$10,253 | \$1,028 | Salaries, Extra Help | - | (\$1,028) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$811 | \$569 | \$27 | Overtime | \$27 | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$89,031 | \$100,538 | \$87,205 | Pen Cont Gen Emp Pen Fd | \$94,680 | \$7,475 |
| \$20,036 | \$22,609 | \$22,559 | Defined Contribution | \$9,528 | (\$13,032) |
| - | - | - | Workers' Compensation | - | - |
| \$90,888 | \$106,127 | \$119,644 | Other Personnel Costs | \$95,746 | (\$23,898) |
| \$702,901 | \$798,170 | \$868,015 | TOTAL PERSONNEL | \$670,409 | (\$197,606) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$273,312 | \$251,489 | \$344,059 | Purchased / Contracted Services | \$84,003 | (\$260,056) |
| \$30,153 | \$22,445 | \$43,034 | Supplies | \$98 | (\$42,936) |
| \$13,781 | - | \$28,781 | Capital Outlays | \$15,000 | (\$13,781) |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$317,246 | \$273,935 | \$415,874 | TOTAL OTHER EXPENSES | \$99,101 | (\$316,773) |
| \$1,020,147 | \$1,072,104 | \$1,283,889 | TOTAL PERSONNEL AND OTHER EXPENSES | \$769,510 | (\$514,379) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------|------------------|-----------------------|
| \$1,020,147 | \$1,072,104 | \$1,283,889 | Airport Revenue Fund | \$769,510 | (\$514,379) |
| \$1,020,147 | \$1,072,104 | \$1,283,889 | TOTAL EXPENSES | \$769,510 | (\$514,379) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|------|-----------------------|
| 11.30 | 13.35 | 14.45 | Full Time Equivalent | 9.00 | (5.45) |



FY20 OPERATING BUDGET HIGHLIGHTS

Executive Offices Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$162,604) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Salaries, Perm Part-Time | (\$4,520) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$1,028) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$7,475 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$13,032) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$23,898) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| TOTAL PERSONNEL | (\$197,606) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$260,056) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. This line includes communications and travel expenses. |
| Supplies | (\$42,936) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. This line includes general office supplies, equipment, and software. |
| Capital Outlays | (\$13,781) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. This line includes equipment expenses. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$316,773) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$514,379) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|--------------------|-------------|
| Airport Revenue Fund | (\$514,379) | |
| TOTAL EXPENSES | (\$514,379) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | (5.45) | Change in staffing level due to department reorganization. |



FY20 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Solid Waste Services Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$635,891 | \$765,515 | \$753,759 | Salaries, Regular | \$259,207 | (\$494,552) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$9,825 | \$31,809 | \$9,431 | Salaries, Extra Help | \$0 | (\$9,431) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$4,898 | \$1,102 | \$253 | Overtime | - | (\$253) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$102,720 | \$96,039 | \$104,461 | Pen Cont Gen Emp Pen Fd | \$9,700 | (\$94,761) |
| \$26,533 | \$36,222 | \$28,788 | Defined Contribution | \$6,026 | (\$22,762) |
| \$810 | - | \$5,823 | Workers' Compensation | - | (\$5,823) |
| \$101,769 | \$111,395 | \$149,026 | Other Personnel Costs | \$35,248 | (\$113,777) |
| \$882,446 | \$1,042,083 | \$1,051,541 | TOTAL PERSONNEL | \$310,181 | (\$741,360) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$460,765 | \$301,861 | \$375,742 | Purchased / Contracted Services | \$83,299 | (\$292,443) |
| - | \$248 | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$460,765 | \$302,109 | \$375,742 | TOTAL OTHER EXPENSES | \$83,299 | (\$292,443) |
| \$1,343,211 | \$1,344,192 | \$1,427,283 | TOTAL PERSONNEL AND OTHER EXPENSES | \$393,480 | (\$1,033,803) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------------------|------------------|-----------------------|
| \$1,343,211 | \$1,344,192 | \$1,427,283 | Solid Waste Services Revenue Fund | \$393,480 | (\$1,033,803) |
| \$1,343,211 | \$1,344,192 | \$1,427,283 | TOTAL EXPENSES | \$393,480 | (\$1,033,803) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|------|-----------------------|
| 16.45 | 16.40 | 16.55 | Full Time Equivalent | 5.45 | (11.10) |



FY20 OPERATING BUDGET HIGHLIGHTS

Executive Offices

Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|----------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$494,552) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$9,431) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$253) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$94,761) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Defined Contribution | (\$22,762) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Workers' Compensation | (\$5,823) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Other Personnel Costs | (\$113,777) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| TOTAL PERSONNEL | (\$741,360) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$292,443) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. This line includes training and travel expenses. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$292,443) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$1,033,803) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------------------|----------------------|-------------|
| Solid Waste Services Revenue Fund | (\$1,033,803) | |
| TOTAL EXPENSES | (\$1,033,803) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | (11.10) | Change in staffing level due to department reorganization. |



FY20 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|-----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$2,915,671 | \$3,175,266 | \$3,428,143 | Salaries, Regular | - | (\$3,428,143) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$120,370 | \$128,579 | \$62,197 | Salaries, Extra Help | - | (\$62,197) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$20,502 | \$14,576 | \$1,235 | Overtime | - | (\$1,235) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | \$62,917 | - | Pen Cont Police Pen Fd | - | - |
| \$781,409 | \$743,214 | \$662,368 | Pen Cont Gen Emp Pen Fd | - | (\$662,368) |
| \$105,353 | \$119,529 | \$121,241 | Defined Contribution | - | (\$121,241) |
| \$1,633 | (\$508) | \$5,110 | Workers' Compensation | - | (\$5,110) |
| \$457,717 | \$510,414 | \$721,378 | Other Personnel Costs | - | (\$721,378) |
| \$4,402,654 | \$4,753,988 | \$5,001,672 | <i>TOTAL PERSONNEL</i> | - | (\$5,001,672) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$3,702,226 | \$3,115,461 | \$3,480,206 | Purchased / Contracted Services | \$80,000 | (\$3,400,206) |
| \$197,576 | \$115,386 | \$208,721 | Supplies | - | (\$208,721) |
| - | \$8,867 | \$15,000 | Capital Outlays | \$13,870 | (\$1,130) |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | \$751 | \$39,100 | Other Costs | - | (\$39,100) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$3,899,803 | \$3,240,465 | \$3,743,027 | <i>TOTAL OTHER EXPENSES</i> | \$93,870 | (\$3,649,157) |
| \$8,302,457 | \$7,994,453 | \$8,744,698 | TOTAL PERSONNEL AND OTHER EXPENSES | \$93,870 | (\$8,650,828) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---------------------------------|-----------------|-----------------------|
| \$8,302,457 | \$7,994,453 | \$8,744,698 | Water & Wastewater Revenue Fund | \$93,870 | (\$8,650,828) |
| \$8,302,457 | \$7,994,453 | \$8,744,698 | TOTAL EXPENSES | \$93,870 | (\$8,650,828) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|------|-----------------------|
| 79.50 | 81.15 | 79.65 | Full Time Equivalent | - | (79.65) |



FY20 OPERATING BUDGET HIGHLIGHTS

Executive Offices

Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|----------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$3,428,143) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$62,197) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$1,235) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$662,368) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Defined Contribution | (\$121,241) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Workers' Compensation | (\$5,110) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Other Personnel Costs | (\$721,378) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| TOTAL PERSONNEL | (\$5,001,672) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$3,400,206) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. This line includes training and registration expenses. |
| Supplies | (\$208,721) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Capital Outlays | (\$1,130) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. This line includes equipment purchases for Municipal TV Production (Channel 26). |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | (\$39,100) | Decrease due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$3,649,157) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$8,650,828) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|----------------------|-------------|
| Water & Wastewater Revenue Fund | (\$8,650,828) | |
| TOTAL EXPENSES | (\$8,650,828) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | (79.65) | Change in staffing level due to department reorganization. |



ATLANTA INFORMATION MANAGEMENT

Mission Statement

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

Core Functions

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

Summary of Operations

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

Divisions/Offices Descriptions

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

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

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

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

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

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

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

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

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

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

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

Goals

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

Objectives

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

FY2019 Accomplishments

- Information Security Awareness Campaign Phase III
- Consolidation of Wireless Network Redundancy 55 Equipment
- Solid Waste Service Online
- Kiva-Accela Data Migration
- Implementation of DPW Online Permitting Phase I
- Benchmark Application Restore
- Service Order Management (SOM) DWM Grease
- SOM DPR
- Maximo Optimization Upgrade Project
- Capricorn
- Open Enrollment
- Open Counter Implementation
- eBuilder Software Implementation Capital Projects
- Network Upgrades Phases 1 and 2
- Operation Shield CCTV Expansion Project (Bond)

- Mini Precincts and Satellite Locations Infrastructure Enhancements for Body Worn Cameras
- ShotSpotter Deployment
- Provision GeoEvent GIS Server
- SOOFA IMPLEMENTATION
- Pipe Yard Peyton Rd Trailer Installation

FY2020 Adopted Program Highlights

Strengthen the Core

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

Increase Alignment

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

Innovate and Accelerate

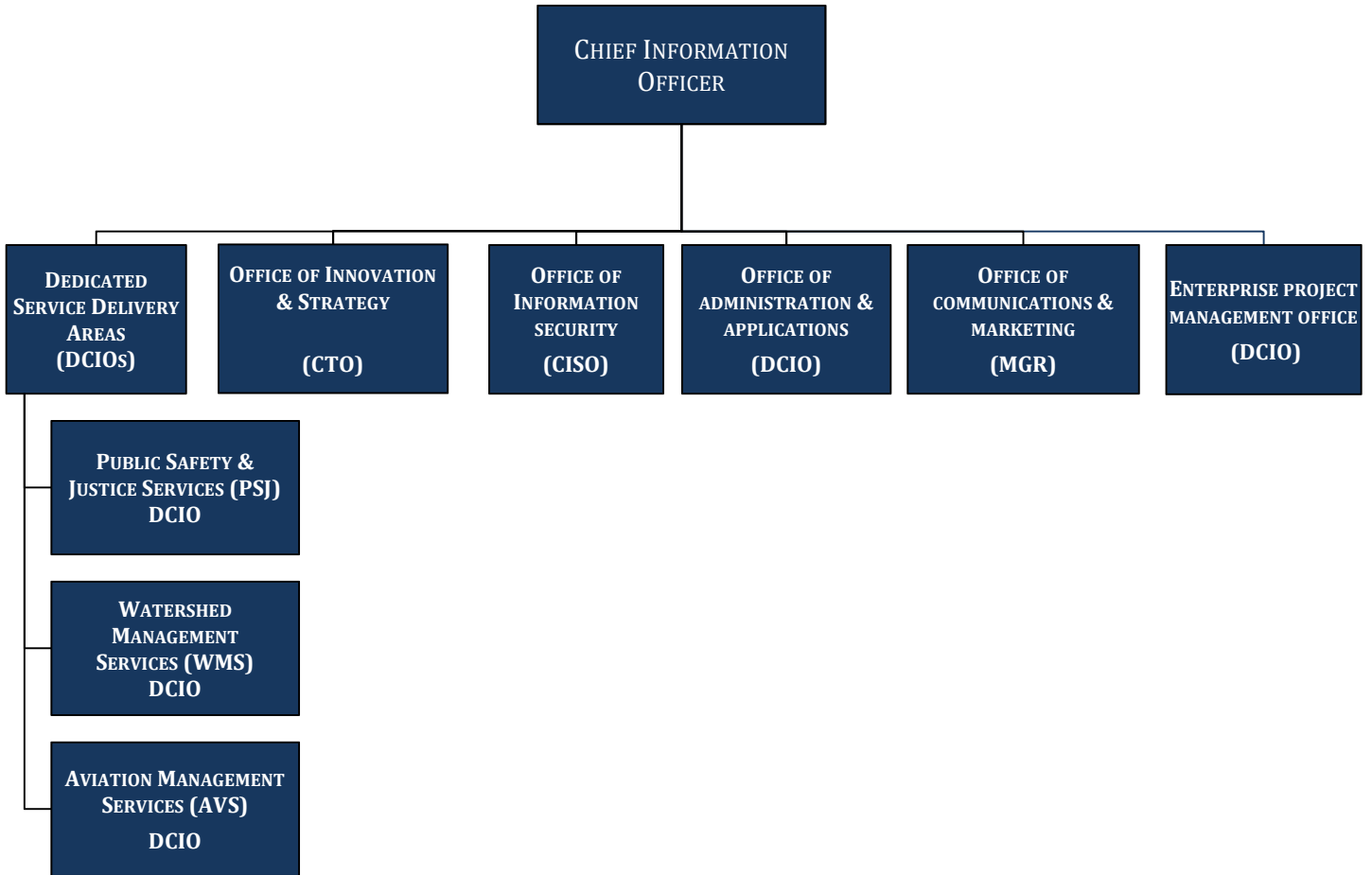
- Optimize cloud utilization and deployment
- Support a highly skilled talent environment
- Support Smart City investments
- Develop comprehensive Cloud Strategy

Application Modernization

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

ORGANIZATIONAL CHART

ATLANTA INFORMATION MANAGEMENT



PERFORMANCE METRICS

ATLANTA INFORMATION MANAGEMENT

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|---|------------------|------------------|------------------|------------------|
| <i>Fiscal Accountability & Governmental Efficiency</i> | | | | |
| Network Availability (%) | 99.86% | 99.74% | 99.99% | 99.99% |
| Server Availability (%) | 98.98% | 98.98% | 99.00% | 99.00% |
| Median # of days to resolve customer service requests | 6 | 1 | 3 | 3 |





FY20 OPERATING BUDGET HIGHLIGHTS

Department of Atlanta Information Management

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|-------------------------|-------------------------|---------------------|---------------------|--------------------|
| \$10,487,147 | \$11,036,989 | \$10,395,696 | \$11,348,107 | \$952,411 |
| - | \$2,755 | - | - | - |
| - | - | - | - | - |
| \$498,032 | \$691,734 | \$277,072 | \$19,647 | (\$257,424) |
| - | - | - | - | - |
| \$4,367 | \$16,500 | \$0 | \$0 | \$0 |
| - | - | - | - | - |
| - | (\$2,615) | - | - | - |
| \$968,176 | \$949,221 | \$799,982 | \$865,811 | \$65,829 |
| \$494,713 | \$538,346 | \$427,369 | \$285,619 | (\$141,750) |
| \$9,204 | \$1,477 | \$6,582 | \$6,582 | \$0 |
| \$1,298,010 | \$1,336,285 | \$1,333,849 | \$1,302,720 | (\$31,129) |
| \$13,759,649 | \$14,570,691 | \$13,240,549 | \$13,828,487 | \$587,938 |
| | | | | |
| \$19,407,341 | \$23,445,970 | \$23,694,778 | \$24,715,978 | \$1,021,200 |
| \$1,302,621 | \$1,664,745 | \$842,386 | \$964,383 | \$121,997 |
| \$79,412 | \$83,000 | \$166,846 | \$161,802 | (\$5,044) |
| \$54,669 | \$23,801 | \$49,441 | \$49,441 | \$0 |
| \$7,691 | \$6,600 | \$5,770 | \$6,500 | \$730 |
| - | - | - | - | - |
| - | - | \$0 | \$0 | \$0 |
| \$400,000 | - | \$0 | \$110,047 | \$110,047 |
| \$21,251,734 | \$25,224,116 | \$24,759,221 | \$26,008,151 | \$1,248,930 |
| \$35,011,383 | \$39,794,806 | \$37,999,770 | \$39,836,638 | \$1,836,868 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|-------------------------|-------------------------|---------------------|---------------------|--------------------|
| \$30,195,347 | \$35,287,478 | \$31,068,962 | \$30,944,933 | (\$124,029) |
| \$464,428 | \$513,221 | \$441,829 | \$525,559 | \$83,729 |
| \$0 | - | \$0 | \$0 | \$0 |
| \$292,865 | \$345,297 | \$357,384 | \$1,629,509 | \$1,272,125 |
| \$3,535,812 | \$3,105,432 | \$5,632,268 | \$6,235,850 | \$603,581 |
| \$522,273 | \$543,052 | \$499,326 | \$500,787 | \$1,461 |
| \$659 | \$327 | \$0 | \$0 | \$0 |
| \$35,011,383 | \$39,794,806 | \$37,999,770 | \$39,836,638 | \$1,836,868 |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|--------|--------------------|
| 147.00 | 140.67 | 149.67 | 148.67 | (1.00) |



FY20 OPERATING BUDGET HIGHLIGHTS
Department of Atlanta Information Management
General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|--|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$9,392,972 | \$10,043,213 | \$9,315,931 | \$10,344,098 | \$1,028,168 |
| - | \$2,755 | - | - | - |
| - | - | - | - | - |
| \$471,418 | \$672,527 | - | - | - |
| - | - | - | - | - |
| \$4,367 | \$16,500 | - | - | - |
| - | - | - | - | - |
| - | (\$554) | - | - | - |
| \$825,724 | \$804,038 | \$687,768 | \$789,099 | \$101,331 |
| \$448,203 | \$499,573 | \$393,879 | \$260,696 | (\$133,183) |
| \$9,204 | \$1,477 | \$6,582 | \$6,582 | - |
| \$1,152,225 | \$1,216,650 | \$1,207,276 | \$1,186,681 | (\$20,595) |
| \$12,304,113 | \$13,256,179 | \$11,611,436 | \$12,587,157 | \$975,721 |
| | | | <i>OTHER EXPENSES</i> | |
| \$16,046,952 | \$20,254,029 | \$18,582,131 | \$17,234,377 | (\$1,347,753) |
| \$1,302,621 | \$1,664,745 | \$653,338 | \$795,609 | \$142,271 |
| \$79,412 | \$83,000 | \$166,846 | \$161,802 | (\$5,044) |
| \$54,558 | \$22,926 | \$49,441 | \$49,441 | - |
| \$7,691 | \$6,600 | \$5,770 | \$6,500 | \$730 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$400,000 | - | - | \$110,047 | \$110,047 |
| \$17,891,234 | \$22,031,299 | \$19,457,526 | \$18,357,776 | (\$1,099,750) |
| \$30,195,347 | \$35,287,478 | \$31,068,962 | \$30,944,933 | (\$124,029) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---------------------|-----------------------|
| | | | FUND | |
| \$30,195,347 | \$35,287,478 | \$31,068,962 | \$30,944,933 | (\$124,029) |
| \$30,195,347 | \$35,287,478 | \$31,068,962 | \$30,944,933 | (\$124,029) |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 130.46 | 127.24 | 137.72 | 137.02 | (0.70) |



FY20 OPERATING BUDGET HIGHLIGHTS
Department of Atlanta Information Management
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|--|
| PERSONNEL | | |
| Salaries, Regular | \$1,028,168 | Increase due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$101,331 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$133,183) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$20,595) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$975,721 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | (\$1,347,753) | Decrease due to realignment of the budget to support personnel related cost. |
| Supplies | \$142,271 | Increase due to funding for Envoy Management systems, Website SSL certificates, and mandated online security awareness training. |
| Capital Outlays | (\$5,044) | Decrease due to realignment of the budget to support anticipated vehicle purchases. |
| Interfund / Interdepartmental Charges | - | This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | \$730 | Increase due to business meeting expenses more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$110,047 | Increase due to costs associated with GMA Lease payments. |
| TOTAL OTHER EXPENSES | (\$1,099,750) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$124,029) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| General Fund | (\$124,029) | |
| TOTAL EXPENSES | (\$124,029) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | (0.70) | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department of Atlanta Information Management
Airport Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$197,923 | \$161,501 | \$180,408 | Salaries, Regular | \$156,474 | (\$23,933) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | \$23,880 | Salaries, Extra Help | - | (\$23,880) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$29,046 | \$24,098 | \$21,083 | Pen Cont Gen Emp Pen Fd | - | (\$21,083) |
| \$8,169 | \$6,015 | \$5,840 | Defined Contribution | \$4,016 | (\$1,825) |
| - | - | - | Workers' Compensation | - | - |
| \$19,267 | \$12,724 | \$21,289 | Other Personnel Costs | \$16,821 | (\$4,467) |
| \$254,406 | \$204,339 | \$252,500 | TOTAL PERSONNEL | \$177,311 | (\$75,188) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$210,023 | \$308,882 | \$180,582 | Purchased / Contracted Services | \$343,873 | \$163,292 |
| - | - | \$8,748 | Supplies | \$4,374 | (\$4,374) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$210,023 | \$308,882 | \$189,330 | TOTAL OTHER EXPENSES | \$348,247 | \$158,918 |
| \$464,428 | \$513,221 | \$441,829 | TOTAL PERSONNEL AND OTHER EXPENSES | \$525,559 | \$83,729 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|-----------------------|------------------|-----------------------|
| \$464,428 | \$513,221 | \$441,829 | Airport Revenue Fund | \$525,559 | \$83,729 |
| \$464,428 | \$513,221 | \$441,829 | TOTAL EXPENSES | \$525,559 | \$83,729 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 2.54 | 2.54 | 1.73 | Full Time Equivalent | 1.53 | (0.20) |



FY20 OPERATING BUDGET HIGHLIGHTS
Department of Atlanta Information Management
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| PERSONNEL | | |
| Salaries, Regular | (\$23,933) | Decrease due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$23,880) | Decrease due to Extra Help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$21,083) | Decrease due to pension rate adjustment. |
| Defined Contribution | (\$1,825) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$4,467) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | (\$75,188) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | \$163,292 | Increase due to costs related to network upgrades and system security management. |
| Supplies | (\$4,374) | Decrease due to general office supplies less than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$158,918 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$83,729 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$83,729 | |
| TOTAL EXPENSES | \$83,729 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | (0.20) | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department of Atlanta Information Management
Solid Waste Services Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$52,466 | \$53,132 | \$55,249 | Salaries, Regular | \$65,946 | \$10,696 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$3,145 | \$2,284 | \$2,697 | Pen Cont Gen Emp Pen Fd | - | (\$2,697) |
| \$2,536 | \$2,688 | \$1,921 | Defined Contribution | \$2,705 | \$784 |
| - | - | - | Workers' Compensation | - | - |
| \$2,299 | \$2,399 | \$5,852 | Other Personnel Costs | \$8,321 | \$2,469 |
| \$60,446 | \$60,502 | \$65,718 | TOTAL PERSONNEL | \$76,971 | \$11,253 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$232,419 | \$284,795 | \$291,666 | Purchased / Contracted Services | \$1,552,538 | \$1,260,872 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$232,419 | \$284,795 | \$291,666 | TOTAL OTHER EXPENSES | \$1,552,538 | \$1,260,872 |
| \$292,865 | \$345,297 | \$357,384 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,629,509 | \$1,272,125 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|-----------------------------------|--------------------|-----------------------|
| \$292,865 | \$345,297 | \$357,384 | Solid Waste Services Revenue Fund | \$1,629,509 | \$1,272,125 |
| \$292,865 | \$345,297 | \$357,384 | TOTAL EXPENSES | \$1,629,509 | \$1,272,125 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 0.61 | - | 0.75 | Full Time Equivalent | 0.75 | - |



FY20 OPERATING BUDGET HIGHLIGHTS
Department of Atlanta Information Management
Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| PERSONNEL | | |
| Salaries, Regular | \$10,696 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$2,697) | Decrease due to pension rate adjustment. |
| Defined Contribution | \$784 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$2,469 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$11,253 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | \$1,260,872 | Increase to properly align the contracted services budget with anticipated costs related to Oracle and Siebel licenses. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$1,260,872 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,272,125 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------------------|-------------------------|--------------------|
| Solid Waste Services Revenue Fund | \$1,272,125 | |
| TOTAL EXPENSES | \$1,272,125 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|------------------------------|
| Full Time Equivalent | - | No change in staffing level. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department of Atlanta Information Management
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$480,284 | \$403,989 | \$461,329 | Salaries, Regular | \$407,782 | (\$53,547) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$26,614 | \$19,207 | \$253,192 | Salaries, Extra Help | \$19,647 | (\$233,544) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | (\$2,061) | - | Pen Cont Police Pen Fd | - | - |
| \$40,141 | \$31,695 | \$28,303 | Pen Cont Gen Emp Pen Fd | - | (\$28,303) |
| \$24,729 | \$20,233 | \$16,693 | Defined Contribution | \$13,176 | (\$3,517) |
| - | - | - | Workers' Compensation | - | - |
| \$46,095 | \$34,105 | \$52,052 | Other Personnel Costs | \$45,655 | (\$6,397) |
| \$617,864 | \$507,168 | \$811,569 | <i>TOTAL PERSONNEL</i> | \$486,260 | (\$325,308) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$2,917,948 | \$2,598,264 | \$4,640,399 | Purchased / Contracted Services | \$5,585,189 | \$944,790 |
| - | - | \$180,300 | Supplies | \$164,400 | (\$15,900) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$2,917,948 | \$2,598,264 | \$4,820,699 | <i>TOTAL OTHER EXPENSES</i> | \$5,749,589 | \$928,890 |
| \$3,535,812 | \$3,105,432 | \$5,632,268 | TOTAL PERSONNEL AND OTHER EXPENSES | \$6,235,850 | \$603,581 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---------------------------------|----------------|-----------------------|
| \$3,535,812 | \$3,105,432 | \$5,632,268 | Water & Wastewater Revenue Fund | \$6,235,850 | \$603,581 |
| \$3,535,812 | \$3,105,432 | \$5,632,268 | TOTAL EXPENSES | \$6,235,850 | \$603,581 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 6.54 | 5.88 | 4.46 | Full Time Equivalent | 4.36 | (0.10) |



FY20 OPERATING BUDGET HIGHLIGHTS
Department of Atlanta Information Management
Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| PERSONNEL | | |
| Salaries, Regular | (\$53,547) | Decrease due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$233,544) | Decrease to properly align the budget to support contract services. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$28,303) | Decrease due to pension rate adjustment. |
| Defined Contribution | (\$3,517) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$6,397) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | (\$325,308) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | \$944,790 | Increase to properly align the contracted services budget with anticipated costs related to Oracle and Siebel licenses. |
| Supplies | (\$15,900) | Decrease due to general office supplies less than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$928,890 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$603,581 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|-------------------------|--------------------|
| Water & Wastewater Revenue Fund | \$603,581 | |
| TOTAL EXPENSES | \$603,581 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | (0.10) | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department of Atlanta Information Management
Emergency Telephone System

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$363,049 | \$375,606 | \$382,780 | Salaries, Regular | \$373,807 | (\$8,973) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$70,119 | \$87,106 | \$60,131 | Pen Cont Gen Emp Pen Fd | \$76,712 | \$16,581 |
| \$11,049 | \$9,864 | \$9,035 | Defined Contribution | \$5,026 | (\$4,009) |
| - | - | - | Workers' Compensation | - | - |
| \$78,056 | \$70,476 | \$47,381 | Other Personnel Costs | \$45,242 | (\$2,139) |
| \$522,273 | \$543,052 | \$499,326 | TOTAL PERSONNEL | \$500,787 | \$1,461 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| \$522,273 | \$543,052 | \$499,326 | TOTAL PERSONNEL AND OTHER EXPENSES | \$500,787 | \$1,461 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|----------------------------|----------------|-----------------------|
| \$522,273 | \$543,052 | \$499,326 | Emergency Telephone System | \$500,787 | \$1,461 |
| \$522,273 | \$543,052 | \$499,326 | TOTAL EXPENSES | \$500,787 | \$1,461 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 5.00 | 5.00 | 5.00 | Full Time Equivalent | 5.00 | - |



FY20 OPERATING BUDGET HIGHLIGHTS
Department of Atlanta Information Management
Emergency Telephone System

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$8,973) | Decrease due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$16,581 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$4,009) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$2,139) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$1,461 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,461 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|----------------------------|-------------------------|--------------------|
| Emergency Telephone System | \$1,461 | |
| TOTAL EXPENSES | \$1,461 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|------------------------------|
| Full Time Equivalent | - | No change in staffing level. |



LAW

Mission Statement

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

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

Core Functions

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

Summary of Operations

The City Attorney is the chief legal advisor for the City of Atlanta and is the commissioner of the Department of Law. In that role, the City Attorney provides legal counsel to the Mayor and to the Atlanta City Council. The Department of Law is vested with exclusive authority and jurisdiction in all matters of law relating to the executive and legislative branches of city government and every department, office, division, bureau, institution, commission, committee, board and agencies. The Department of Law represents the City of Atlanta in a wide range of commercial transactions; litigates all matters on behalf of the City of Atlanta;

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

Divisions/Offices Descriptions

The Department is comprised of four major units:

The Litigation Division handles lawsuits in which the City of Atlanta, any of its employees, elected officials or its agents are named as defendants. This Division handles both tort litigation, employment matters and constitutional claims filed in federal or state court. This Division also supervises the Claims Department which manages claims filed against the City of Atlanta and pursues lawful recovery of revenue on behalf of the City of Atlanta.

The Transactions Division provides legal counsel to the City of Atlanta on all matters heard by the Civil Service Board, the Department of Enterprise Assets Management, Department of Finance, Department of Procurement, the Renew Atlanta Bond Program, the License Review Board and other boards and authorities. This Division also provides legal counsel on commercial transactions, including municipal financings, tax

matters city-wide, real estate matters and Parks and Recreation. In addition, this Division serves as the legal liaison with the City of Atlanta's Invest Atlanta, the Atlanta Beltline, Inc., the Housing Authority of the City of Atlanta and three Community Improvement Districts.

The Operations Division serves as Counsel to the following: the Department of Watershed Management providing legal counsel related to billing and customer service issues and Watershed's construction program; the Department of Aviation, providing counsel on a broad variety of matters; the Department of Public Works, Atlanta Police Department, Atlanta Fire Department, and the Department of Corrections. The Operations Group also provides advice and counsel to the Human Resources Department and the Department of City Planning providing legal advice and support regarding operations.

The City Attorney Group provides legal counsel to the Mayor and the City Council. The City Attorney and the City Attorney Group is also responsible for the administration of the Department of Law, including strategic planning, human resource functions, budget and financial analysis, IT support, invoicing and vendor maintenance, among other things. Also seated within the City Attorney Division is the Compliance & Technology Unit, which provides support to Atlanta Information Management and other City entities with respect to technology agreements. It is also responsible for proactively evaluating, reviewing and improving compliance standards and processes within the City of Atlanta, with a centralized focus on preventing and reducing liability related to the City of Atlanta's compliance with federal, state and local laws and regulations. This Unit is responsible for conducting thorough and impartial investigations into the affairs of any City of Atlanta department, board, office, commission, institution, authority, retirement system or any other instrumentality or agency thereof.

Goals

- Being customer-service focused by being fully engaged with our client-departments to help them provide world-class service to the citizens of Atlanta and to maintain sound infrastructure.

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

FY2019 Accomplishments

- *Super Bowl LIII*: The Law Department provided legal support to the City of Atlanta related to its hosting of Super Bowl LIII and, helping to make Super Bowl LIII a world class success. Leading up to the Super Bowl operational period, the Law Department took the lead in drafting Super Bowl related legislation, such as ordinances creating the Temporary Entertainment District, and allowing alcohol establishments to operate until 4 am during the week leading up to the Super Bowl. The Law Department reviewed all purchasing agreements for supplies and equipment related to the Super Bowl and worked closely with City Departments to efficiently process license and permit applications necessary for things such as road closures, and Super Bowl related special events. The Department drafted memoranda of understanding with more than 40

- local, state and federal law enforcement and first responder agencies who assisted the City with securing the event and assisting the Atlanta Police Department with the development of a multi-layered, comprehensive security plan to keep more than 1 million visitors to the City of Atlanta safe for Super Bowl LIII. Additionally, during the 10-day Super Bowl operational period, the Law Department also provided personnel to be on-call 24 hours a day to address any legal issues which may have been raised by any City officials. The Law Department also drafted legislation to issue a moratorium on the issuance of DPW permits for construction and activity in the rights of way.
- *Cyberattack Insurance Claims:* The Law Department, in collaboration with Risk Management, Atlanta Information Management and the Office of Emergency Preparedness, as well as in conjunction with outside counsel, is assisting in the preparation and submission of insurance claims, which total approximately five million, four hundred thousand dollars (\$5,400,000) as of March 8, 2019, related to the City's March 22, 2018 cyberattack.
 - *Gulch Land Swap:* In connection with the Gulch transaction and pursuant to Ordinance 17-O-1793 as amended by Ordinance 18-O-1484, the Atlanta City Council approved an exchange transaction with CIM of certain City property located at 2 City Plaza in exchange for certain CIM property located at 175 and 185 Spring Street and certain property owned or to be potentially owned by CIM located at 160 Trinity Avenue. The parties are currently negotiating terms of the exchange agreement. On March 18, 2019, City Council adopted Ordinance 19-O-1112 which authorized the City to enter into a 10-year lease agreement with CIM for the 160 Trinity Avenue property. The City will pay rent into escrow during the lease term, and the rent will be refunded to the City when the Gulch bonds are validated and the exchange transaction is closed.
 - *APS Deed Transfers:* The Law Department led negotiations with APS and drafted legislation to authorize the transfer of Grove Park/Woodson Elementary to APS. The Law Department is working with APS, the Department of Parks and Recreation, the Department of Public Works, the Department of Enterprise Assets Management, and the Administration to resolve the outstanding issues and introduce legislation to transfer the remaining 7 properties to APS.
 - *DeKalb County School District v. City of Atlanta:* A lawsuit seeking a declaratory judgement that Atlanta Ordinance 17-O-1420, which annexed 744 acres located within DeKalb County along the City's eastern edge, absorbing (among other things) Emory University, the Centers for Disease Control and Prevention, and Children's Healthcare of Atlanta (the "Emory Annexation"), is void because its means of passage violated the procedural rules set forth in § 2-402(c) of the Atlanta City Charter. DCSD also seeks injunctive relief requiring that the City halt implementation and enforcement of the provisions of Ord. 17-O-1420 that require affected public-school students within the Emory Annexation to enroll in the Atlanta Independent School District ("APS") school system by July 1, 2018. On June 29, 2018, the Fulton County Superior Court granted Petitioner DCSD's motion for an interlocutory injunction and enjoined the expansion of APS into the annexed areas until such time as the assigned judge issues a final decision on the merits.
 - *143 Alabama Transaction:* Legislation was adopted authorizing: (1) land assemblage required for a land swap with MARTA and a purchase from AFCRA; (2) the transfer of the assembled property to Invest Atlanta and sale of the same to Pope & Land; and (3) the purchase from Pope & Land of a condominium unit at 143 Alabama for office space. The terms of the agreements between the parties are being negotiated.
 - *Park Land Acquisitions:* Legislation was adopted authorizing the acquisition of several park lands, including: (1) Piedmont Park expansion, which was closed on May 25, 2018; (2) Cornell Boulevard/Klaus Park & Preserve on Cornell Boulevard, which was closed on June 5, 2018; and (3) Doctor's Memorial Park on Fairburn Road, which was closed on June 21, 2018.
 - *Bitsy Grant Sublease:* The Law Department worked with the Bobby Jones Foundation and the Department of Parks and Recreation to finalize negotiations for the City's sublease of the substitute hard courts at the Bitsy Grant Tennis Center. Legislation authorizing the sublease was approved as part of the 2017 Bobby Jones land swap with the State of Georgia.

- *Bobby Jones Clubhouse Sublease and MOU:* Legislation was adopted authorizing a non-profit group to sublease the Bobby Jones Clubhouse and manage the adjacent park. The Law Department is working with Councilmember Matzigkeit and the Department of Parks and Recreation to finalize the sublease and MOU with the non-profit group.
- *Rodney Cook Sr. Park:* The Law Department successfully negotiated an agreement with the National Monument Foundation for the development of Rodney Cook Sr. Park in Historic Vine City. The City is currently developing a park and stormwater detention pond in Vine City neighborhood. The Law Department continues to advise on a variety of issues, including property acquisition and environmental remediation associated with the pond.
- *Solid Waste Rate Structure Overhaul Legislation:* The Law Department provided legal assistance with the solid waste rate structure for all solid waste collections in the City. After months of public hearings and substitutions, the legislation drafted by the Law Department received unanimous approval by City Council on November 5, 2018. Having operated under the same flat rates and conditions for approximately 14 years, the solid waste enterprise fund was experiencing annual rising costs, leading to expenses that outpaced revenue. Revising the solid waste rate structure helped the City find a path forward for better operations, improved services, and a sustainable business model.
- *Flood Damage Revenue Recovery:* The Law Department provided legal advice to the Department of Finance in on-going efforts to recover monies related to a city-wide flood event in 2009. The Law Department recovered fifteen million, three hundred thousand dollars (\$15,300,000) during Q3-Q4 and over thirty-nine million dollars (\$39,000,000) since 2011.
- *Occupational Tax Payment Recovery:* The Law Department provided legal guidance in recovering over two hundred and fifty thousand dollars (\$250,000) in occupational tax payments.
- *Quiet Title-Watershed:* As part of quiet-title actions filed against the City, the Law Department recovered over twenty-one thousand dollars (\$21,000).
- *Water and Sewer Bill Collections:* The Law Department collected one hundred and forty-one thousand, four hundred and seventy dollars (\$141,470) in past due water/sewer bills on behalf of the Department of Watershed Management.
- *Judgments Awarded – Distressed Property Litigation:* The Law Department recovered seventy-nine thousand, five hundred and seventy dollars (\$79,570) in Q4, which represents the value of court-ordered judgements secured by the Law Department in quiet-title and related litigation. Because of this work, outstanding, overdue bills for property taxes, solid waste fees and watershed services are changed from mere claims to a judgment, that is, an enforceable amount certain. The total amount recovered during CY18 is two hundred and fifty-eight thousand, six hundred and ten dollars (\$258,610).
- *Contract Disputes:* The Law Department provided legal advice to the Department of Watershed Management related to two on-going contract disputes worth in excess of two million dollars (\$2,000,000). One contract is related to the provision of repair services at our Hemphill water treatment facility, and the other involves the construction of a storm water vault near the former Atlanta Civic Center property.
- *Defeated HB 465:* Legislation was considered by a committee at the General Assembly to regulate all water and sewer providers, thus taking away portions of local control. The Law Department worked with Watershed and Intergovernmental Affairs to have the committee table the Bill.
- *Honeywell Agreement - Occupational Tax Calculation:* The Law Department reached an agreement with Honeywell, Inc. regarding the methodology for the calculation of occupation tax due as well as for future occupation taxes.
- *Impact Fees:* The Law Department worked with City Council and the Mayor's Office to re-establish the Impact Fee Advisory Committee. Among other tasks, the re-established Advisory Committee will review the impact fee study prepared in 2017 by Duncan Associates and Kimley-Horn & Associates and recommend whether the City's impact fee ordinance should be updated based on the 2017 study. The Law Department will work with the Advisory Committee, City Council and the Mayor's Office

- on any proposed amendments to the City's impact fee ordinance.
- *Dockless Mobility Devices*: The Law Department assisted with legislative efforts to regulate the use of dockless mobility devices throughout the City working with various City departments, Georgia Municipal Association, industry leaders, and stakeholders. The Ordinance adopted by City Council establishes (1) a permitting process for dockless mobility device companies, (2) rules regarding operation of the dockless mobility devices on City streets, and (3) provides enforcement procedures for dockless mobility device companies and users who do not comply with City Code requirements.
 - *Department of Aviation 2018 Commercial Paper Program*: The Law Department provided legal assistance to the Department of Aviation (DOA) for the issuance of three hundred fifty million dollars (\$350,000,000) for the DOA's 2018 Commercial Paper Program. The purpose of the program is to fund capital projects at Hartsfield Jackson Atlanta International Airport as part of its ATLNext project.
 - *Water and Wastewater Revenue Refunding Bonds, Series 2018C*: The Law Department provided legal guidance to the Department of Watershed Management for the issuance of three hundred twenty-seven million seven hundred twenty thousand dollars (\$327,720,000) Water and Wastewater System Revenue Refunding Bonds, Series 2018C. The proceeds were used to obtain fixed interest rates for prior floating interest rate bonds.
 - *Department of Watershed Management Environmental Impact Bonds*: The Law Department provided legal assistance to the Department of Watershed Management for the issuance of fourteen million twenty thousand dollars (\$14,020,000) in Water and Wastewater System Subordinate Lien Reserve Bonds, Series 2018D (Environmental Impact Bonds (EIB)). The EIBs will provide financing for green infrastructure and resilience projects.
 - *Water and Wastewater Revenue Refunding bonds, Series 2018A*: The Law Department provided legal guidance on the issuance of fifty-two million, five hundred ten thousand dollars (\$52,510,000) in refunding bonds. The refunded amount represents three hundred sixteen thousand nine hundred one dollars (\$316,901) in present value savings to the City of Atlanta.
 - *Office of Contract Compliance Title VI Plan*: The Law Department assisted the Office of Contract Compliance in finalizing the City's Title VI Plan. Each year, the City must complete a Title VI plan ensuring that it does not discriminate in the provision of transportation services. Failure to do so puts federal and state transportation funding in jeopardy. After several months of working with the Office of Contract Compliance, a plan was submitted to and approved by the Mayor last year.
 - *Office of Revenue*: The Law Department assisted the Office of Revenue with contract negotiations and drafting of a multi-year software upgrade with Tyler Technologies. The Office of Revenue is currently using outdated software named BLIS (Business License Information System) dating from 1993. Tyler is implementing new software that will move the Office of Revenue to a cloud-based system with a target date of April 2020.
 - *Office of Cultural Affairs*: The Law Department provided legal counsel and guidance regarding grants in excess of one hundred thousand dollars (\$100,000).
 - *Mayor's Office of Film and Entertainment*: The Law Department provides legal advice to the Atlanta Mayor's Office of Film and Entertainment (AMOFE), which serves as Atlanta's ambassador to the motion picture industry. The Law Department supports AMOFE's permitting function and drafts and negotiates contracts with major Hollywood production studios for film and television projects.
 - *Title VI Compliance*: Law Department attorneys coordinated with the Department of Procurement and the Airport to ensure the City remains in compliance with requirements of Title VI of the Civil Rights Act in City procurements and contracts.
 - *Small Cell Networks*: The Law Department negotiated agreements with small cell networks to increase connectivity throughout the Airport.
 - *Safety Act Certification*: The Law Department helped the Airport apply for designation and certification from the Department of Homeland Security to receive legal liability protection for qualified anti-terrorism technologies.

- *Airport Noise Insulation Program:* The Law Department is providing ongoing legal advice to DOA and DOP regarding FAA AIP grant requirements as it relates to the airport's noise program.
- *Airport 2030 Capital Plan:* The Law Department provided legal advice related to projects associated with DOA's 2030 Master Plan, which includes the recommended six billion, two hundred thousand-dollar (\$6,200,000) development plan for the airport.
- *Security Fence:* The Law Department assisted in the approval of new security measures along the fence at the airport. Most of the razor wire work has been completed.
- *ATLNext:* The Law Department provided legal support for construction projects associated with the Department of Aviation's six billion-dollar (\$6,000,000,000) capital improvement plan, including but not limited to modernization of the central passenger terminal complex and construction of an additional parking deck.
- *Green Acres:* The Law Department assisted in the procurement process and preparation of sustainable design, build, finance, operate and maintenance agreement related to the repurposing of municipal solid waste generated by H-JAIA.
- *Emergency Back-Up Generators at the Airport:* The Law Department prepared contracts to provide 100% emergency generation of the Central Passenger terminal complex at the Airport.
- *Worldwide Airports Lawyers Association:* A Law Department attorney was a presenter at the Worldwide Airports Lawyers Association annual conference in London. She provided expert analysis on biometrics and our Airport.
- *American Bar Association:* Two members of the Law Department moderated and paneled the ABA Air and Space Sections conference on cybersecurity and deregulation in the airline industry.
- *State and Local Government Law CLE:* A Law Department attorney presented and moderated a panel at the ABA Section of State and Local Government Law 2018 Fall CLE and Networking Conference on the Fair Housing Act and Affordable Housing.
- *Atlanta Local Government Seminar:* The Law Department developed and presented, along with the City of Atlanta Ethics Office, its seventh annual seminar on local government law for

Atlanta City Council members, attorneys, City staff, and members of our sister agencies. Presenters from the Law Department and specially invited speakers educated attendees on subjects including implicit bias and debiasing, updates in employment law, confidentiality and ethics issues, cybersecurity, social media, and professionalism. The seminar was approved by the State Bar of Georgia for 7.3 hours of Continuing Legal Education credit, including two Ethics hours and two Professionalism hours. The seminar was provided at a cost of approximately one hundred and five dollars (\$105) per attorney, compared to a cost of one hundred seventy-five dollars (\$175) per attorney for a comparable local government seminar. The in-house seminar provides over half of each attorney's CLE requirements at a savings to the City of approximately five thousand, two thousand one hundred and eighty-six dollars (\$2,186) annually for the Law Department. Similar 50% savings are achieved for additional attorneys at the City who attend the seminar, including City Council members, City Staff and members of our sister agencies.

- *Open Records Requests:* The Law Department assisted in the review of numerous documents and responded to multiple open records requests regarding: (1) the December 17, 2017 power outage at Hartsfield-Jackson Atlanta International Airport, (2) the City's March 22, 2018 cyberattack, and (3) the City Auditor's Construction Audit report.
- *Open Records and Open Meetings Training:* The Department of Law conducted numerous training sessions regarding compliance with the requirements of the Georgia Open Records Act and Georgia Open Meetings Act. City entities receiving the training include: The Department of Public works; the Mayor's Cabinet; the City Auditor's Office; the Department of Aviation; and the Department of Finance.

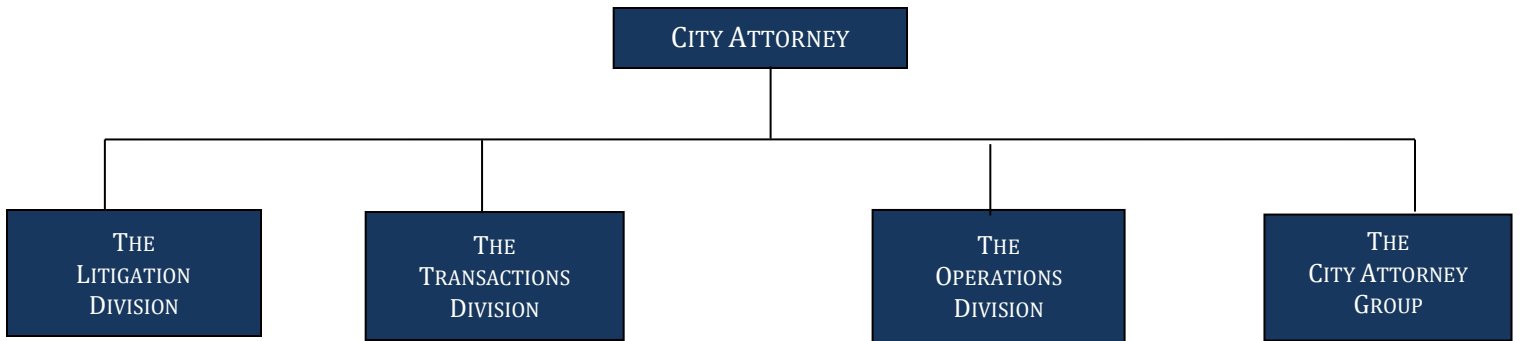
FY2020 Adopted Program Highlights

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

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

ORGANIZATIONAL CHART

LAW



PERFORMANCE METRICS

LAW

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|---|------------------|------------------|------------------|------------------|
| <i>Fiscal Accountability & Governmental Efficiency</i> | | | | |
| Resolved litigation settlements and judgments | 126 | 95 | N/A | N/A |
| Total amount of claim settlements | \$1,088,262 | \$1,434,245 | N/A | N/A |
| Number of claims settled | 328 | 314 | N/A | N/A |
| Pending claims | 853 | 1060 | N/A | N/A |
| Pending lawsuits | 1663 | 800 | N/A | N/A |





FY20 OPERATING BUDGET HIGHLIGHTS Department Of Law

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| \$5,925,071 | \$5,881,239 | \$7,455,473 | Salaries, Regular | \$8,136,613 | \$681,141 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$128,117 | \$792,860 | \$0 | Salaries, Extra Help | \$0 | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$64 | \$121 | \$500 | Overtime | \$500 | \$1 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$645,210 | \$669,772 | \$493,808 | Pen Cont Gen Emp Pen Fd | \$527,310 | \$33,502 |
| \$266,717 | \$283,536 | \$219,193 | Defined Contribution | \$287,661 | \$68,468 |
| \$7,123 | \$8,309 | \$2,868 | Workers' Compensation | \$1,747 | (\$1,121) |
| \$697,256 | \$704,547 | \$874,231 | Other Personnel Costs | \$835,390 | (\$38,841) |
| \$7,669,559 | \$8,340,385 | \$9,046,073 | TOTAL PERSONNEL | \$9,789,223 | \$743,150 |
| | | | OTHER EXPENSES | | |
| \$11,184,333 | \$14,909,283 | \$11,854,005 | Purchased / Contracted Services | \$12,604,005 | \$750,000 |
| \$62,878 | \$78,238 | \$80,000 | Supplies | \$80,000 | \$0 |
| - | - | - | Capital Outlays | \$0 | \$0 |
| - | \$284 | - | Interfund / Interdepartmental Charges | - | - |
| \$15,031 | \$14,370 | \$27,000 | Other Costs | \$27,000 | \$0 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$11,262,242 | \$15,002,175 | \$11,961,005 | TOTAL OTHER EXPENSES | \$12,711,005 | \$750,000 |
| \$18,931,801 | \$23,342,560 | \$21,007,078 | TOTAL PERSONNEL AND OTHER EXPENSES | \$22,500,228 | \$1,493,150 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---------------------------------|---------------------|-----------------------|
| \$6,451,342 | \$9,052,717 | \$7,016,102 | General Fund | \$6,635,692 | (\$380,410) |
| \$6,320,417 | \$7,539,450 | \$6,924,109 | Airport Revenue Fund | \$7,390,077 | \$465,968 |
| \$0 | - | \$0 | Building Permits Fund | \$0 | \$0 |
| \$6,160,041 | \$6,750,393 | \$7,066,867 | Water & Wastewater Revenue Fund | \$8,474,459 | \$1,407,593 |
| \$18,931,801 | \$23,342,560 | \$21,007,078 | TOTAL EXPENSES | \$22,500,228 | \$1,493,150 |

| FY17 | FY18 | FY19 | FY19 AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|-----------------------------------|-------|-----------------------|
| 84.00 | 83.53 | 86.47 | Full Time Equivalent | 97.74 | 11.27 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Law General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$3,106,829 | \$3,192,997 | \$3,943,867 | Salaries, Regular | \$3,542,799 | (\$401,068) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$111,643 | \$406,155 | \$0 | Salaries, Extra Help | \$0 | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$30 | \$61 | \$500 | Overtime | \$500 | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$265,171 | \$320,657 | \$235,687 | Pen Cont Gen Emp Pen Fd | \$225,010 | (\$10,677) |
| \$149,947 | \$151,462 | \$118,161 | Defined Contribution | \$141,156 | \$22,995 |
| \$5,944 | \$8,309 | \$1,747 | Workers' Compensation | \$1,747 | - |
| \$375,835 | \$397,658 | \$436,781 | Other Personnel Costs | \$395,121 | (\$41,660) |
| \$4,015,400 | \$4,477,299 | \$4,736,743 | TOTAL PERSONNEL | \$4,306,333 | (\$430,410) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$2,404,428 | \$4,536,856 | \$2,239,359 | Purchased / Contracted Services | \$2,289,359 | \$50,000 |
| \$24,545 | \$33,079 | \$30,000 | Supplies | \$30,000 | \$0 |
| - | - | - | Capital Outlays | - | - |
| - | \$284 | - | Interfund / Interdepartmental Charges | - | - |
| \$6,970 | \$5,199 | \$10,000 | Other Costs | \$10,000 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$2,435,943 | \$4,575,418 | \$2,279,359 | TOTAL OTHER EXPENSES | \$2,329,359 | \$50,000 |
| \$6,451,342 | \$9,052,717 | \$7,016,102 | TOTAL PERSONNEL AND OTHER EXPENSES | \$6,635,692 | (\$380,410) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------|--------------------|-----------------------|
| \$6,451,342 | \$9,052,717 | \$7,016,102 | General Fund | \$6,635,692 | (\$380,410) |
| \$6,451,342 | \$9,052,717 | \$7,016,102 | TOTAL EXPENSES | \$6,635,692 | (\$380,410) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 42.45 | 42.78 | 41.48 | Full Time Equivalent | 44.70 | 3.22 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Law General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$401,068) | Decrease due to salary and personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$10,677) | Decrease due to pension rate adjustment. |
| Defined Contribution | \$22,995 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$41,660) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | (\$430,410) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$50,000 | Increase due to mayoral priority investments for disparity studies. |
| Supplies | \$0 | This line includes general office supplies. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | This line includes business meeting and Commissioner contingency expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$50,000 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$380,410) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|--------------------|-------------|
| General Fund | (\$380,410) | |
| TOTAL EXPENSES | (\$380,410) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 3.22 | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Law Airport Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,301,123 | \$1,140,728 | \$1,675,497 | Salaries, Regular | \$1,746,332 | \$70,835 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$8,237 | \$257,275 | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$27 | \$32 | \$0 | Overtime | - | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$193,082 | \$153,391 | \$104,826 | Pen Cont Gen Emp Pen Fd | \$137,652 | \$32,826 |
| \$50,542 | \$60,952 | \$46,786 | Defined Contribution | \$58,375 | \$11,588 |
| - | - | - | Workers' Compensation | - | - |
| \$126,962 | \$122,241 | \$197,991 | Other Personnel Costs | \$198,709 | \$718 |
| \$1,679,972 | \$1,734,619 | \$2,025,101 | TOTAL PERSONNEL | \$2,141,068 | \$115,968 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$4,618,288 | \$5,775,712 | \$4,865,509 | Purchased / Contracted Services | \$5,215,509 | \$350,000 |
| \$18,292 | \$24,534 | \$25,000 | Supplies | \$25,000 | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$3,864 | \$4,585 | \$8,500 | Other Costs | \$8,500 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$4,640,445 | \$5,804,831 | \$4,899,009 | TOTAL OTHER EXPENSES | \$5,249,009 | \$350,000 |
| \$6,320,417 | \$7,539,450 | \$6,924,109 | TOTAL PERSONNEL AND OTHER EXPENSES | \$7,390,077 | \$465,968 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------|--------------------|-----------------------|
| \$6,320,417 | \$7,539,450 | \$6,924,109 | Airport Revenue Fund | \$7,390,077 | \$465,968 |
| \$6,320,417 | \$7,539,450 | \$6,924,109 | TOTAL EXPENSES | \$7,390,077 | \$465,968 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 17.95 | 18.14 | 20.23 | Full Time Equivalent | 20.54 | 0.31 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Law

Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$70,835 | Increase due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$32,826 | Increase due to pension rate adjustment. |
| Defined Contribution | \$11,588 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$718 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$115,968 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$350,000 | Increase due to document management/ time keeping system and mayoral investments for disparity studies. |
| Supplies | - | This line includes general office supplies. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | This line includes business meeting and Commissioner contingency expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$350,000 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$465,968 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|------------------|-------------|
| Airport Revenue Fund | \$465,968 | |
| TOTAL EXPENSES | \$465,968 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 0.31 | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,517,119 | \$1,547,514 | \$1,836,109 | Salaries, Regular | \$2,847,483 | \$1,011,374 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$8,237 | \$129,430 | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$7 | \$29 | \$0 | Overtime | \$0 | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$186,957 | \$195,724 | \$153,295 | Pen Cont Gen Emp Pen Fd | \$164,648 | \$11,353 |
| \$66,229 | \$71,123 | \$54,246 | Defined Contribution | \$88,131 | \$33,884 |
| \$1,180 | - | \$1,121 | Workers' Compensation | - | (\$1,121) |
| \$194,459 | \$184,648 | \$239,459 | Other Personnel Costs | \$241,560 | \$2,102 |
| \$1,974,187 | \$2,128,468 | \$2,284,230 | TOTAL PERSONNEL | \$3,341,822 | \$1,057,593 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$4,161,617 | \$4,596,716 | \$4,749,137 | Purchased / Contracted Services | \$5,099,137 | \$350,000 |
| \$20,041 | \$20,625 | \$25,000 | Supplies | \$25,000 | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$4,197 | \$4,585 | \$8,500 | Other Costs | \$8,500 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$4,185,854 | \$4,621,926 | \$4,782,637 | TOTAL OTHER EXPENSES | \$5,132,637 | \$350,000 |
| \$6,160,041 | \$6,750,393 | \$7,066,867 | TOTAL PERSONNEL AND OTHER EXPENSES | \$8,474,459 | \$1,407,593 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---------------------------------|--------------------|-----------------------|
| \$6,160,041 | \$6,750,393 | \$7,066,867 | Water & Wastewater Revenue Fund | \$8,474,459 | \$1,407,593 |
| \$6,160,041 | \$6,750,393 | \$7,066,867 | TOTAL EXPENSES | \$8,474,459 | \$1,407,593 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 21.95 | 22.61 | 24.76 | Full Time Equivalent | 32.50 | 7.74 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Law

Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$1,011,374 | Increase due to reallocation of positions and personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$11,353 | Increase due to pension rate and personnel adjustments. |
| Defined Contribution | \$33,884 | Increase due to pension rate and personnel adjustments. |
| Workers' Compensation | (\$1,121) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | \$2,102 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$1,057,593 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$350,000 | Increase due to document management/ time keeping system, and mayoral priority investments for disparity studies. |
| Supplies | - | This line includes general office supplies. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | This line includes business meeting and Commissioner contingency expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$350,000 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,407,593 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|--------------------|-------------|
| Water & Wastewater Revenue Fund | \$1,407,593 | |
| TOTAL EXPENSES | \$1,407,593 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 7.74 | Change in staffing level due to citywide consolidation efforts. |



CORRECTIONS

Mission Statement

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

Vision Statement

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

Summary of Operations

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

Goals and Objectives

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

Divisions

Office of the Chief is responsible for the overall operation and direction of the Atlanta City Detention Center. This office also ensures that the agency's strategic plan and objectives are proactive and consistent with the City of Atlanta's mission, vision and values. This division manages the Inmate Work Detail including trash pick-ups, graffiti removal, tire abatement, grass cutting and clean & close as well as agency accreditation, internal investigations, inspections, information technology, media & community relations, warming center staffing & operations, Junior Corrections Leadership Academy and FOR Atlanta Stats.

Detention Services Division is responsible for the security and care of those persons who are arrested for crimes in the City, awaiting pretrial court proceedings or trial, convicted of ordinance and misdemeanor offenses who are sentenced to serve time, those receiving medical treatment at health facilities as well as state inmates participating in the PAT3 re-entry program. This division is also responsible for out-of-jurisdiction transportation and boarding of inmates who are awaiting pretrial court proceedings, trial or sentencing in other jurisdictions.

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

FY2019 Accomplishments

- **Preparing Adult Offenders to Transition through Training and Therapy (PAT3).** Expanded the PAT3 re-entry program in collaboration with the Georgia Department of Corrections and the City of Atlanta Department of Watershed Management to include the City of Atlanta Department of Public Works. The first group of state inmates have successfully completed the transition phase.
- **Justice and Mental Health Program and Second Chance Act Re-entry Grants.** These grants funded programs that served medium to high-risk male inmates who suffer from mental health and substance abuse disorders. The in-house therapeutic initiative is called Atlanta Re-entry and Treatment program (ART), and to date, 59 men have successfully completed the program's pre-release treatment. The overall recidivism rate for program participants is 32%. Many of ART's participants gained employment, found supportive housing or have reunited with family. Both grants ended on September 30, 2018 and have been closed out with the Department of Justice.
- **Warming Center Operations and Staffing Support.** ACDC spearheads the opening of the City's warming centers multiple times a year including delivery of more than 13,000 meals and personal hygiene supplies, cleaning supplies and providing transportation and cleaning crews during inclement weather events.
- **Inmate Work Detail.** Eligible inmates earn "good time" on their respective sentences by participating in the Inmate Work Detail Program. Eligible inmates are defined as non-violent, minimum-security detainees who are charged with misdemeanor offenses. The Inmate Work Detail assists with trash and debris pick-ups, tire abatement, graffiti removal and grass cutting in public right-of-ways.
- **Love Our City Community Improvement Campaign.** In partnership with ATL311, beginning on Valentine's Day each year and for a period of two weeks, citizens are encouraged to submit requests for trash pick-up, graffiti removal, tire abatement and grass-cutting.
- **Senior Citizen & Youth Meal Programs.** The department provided more than 25,000 meals to feed children who participate in the summer program and more than 10,000 meals on an annual basis to seniors housed at local senior centers.
- **Clean & Close Support.** The Inmate Work Detail assists in cleaning and closing properties that have been deemed structurally unsound by the Atlanta Police Department - Code Enforcement Unit to eradicate blight by properly boarding up vacant properties and cutting overgrowth of grass and weeds. To date, 198 vacant properties throughout the city have been successfully cleaned and closed since the launch of the initiative in 2014.
- **Cash Bail Reform.** Implemented elimination of cash bonds at the Atlanta City Detention Center on March 1, 2018 including a new signature bond process except for certain offenses and/or circumstances where signature bonds are not applicable. Between March 1, 2018 to March 25, 2019 a total of 6,044 have been released on signature bonds per the ordinance.
- **Hosea Helps' (formerly Hosea Feed the Hungry).** For the first time in the organization's 47-year history, they partnered with the Atlanta City Detention Center to help prepare a traditional holiday meal to feed thousands of the city's needy families and homeless population for Thanksgiving, Christmas and the Dr. Martin Luther King, Jr. Day. The Atlanta City Detention Center, which operates the largest commercial kitchen in the City of Atlanta, provided full use of its kitchen equipment, refrigerated storage space, loading dock, and kitchen staff to help facilitate the massive meal prep operations.

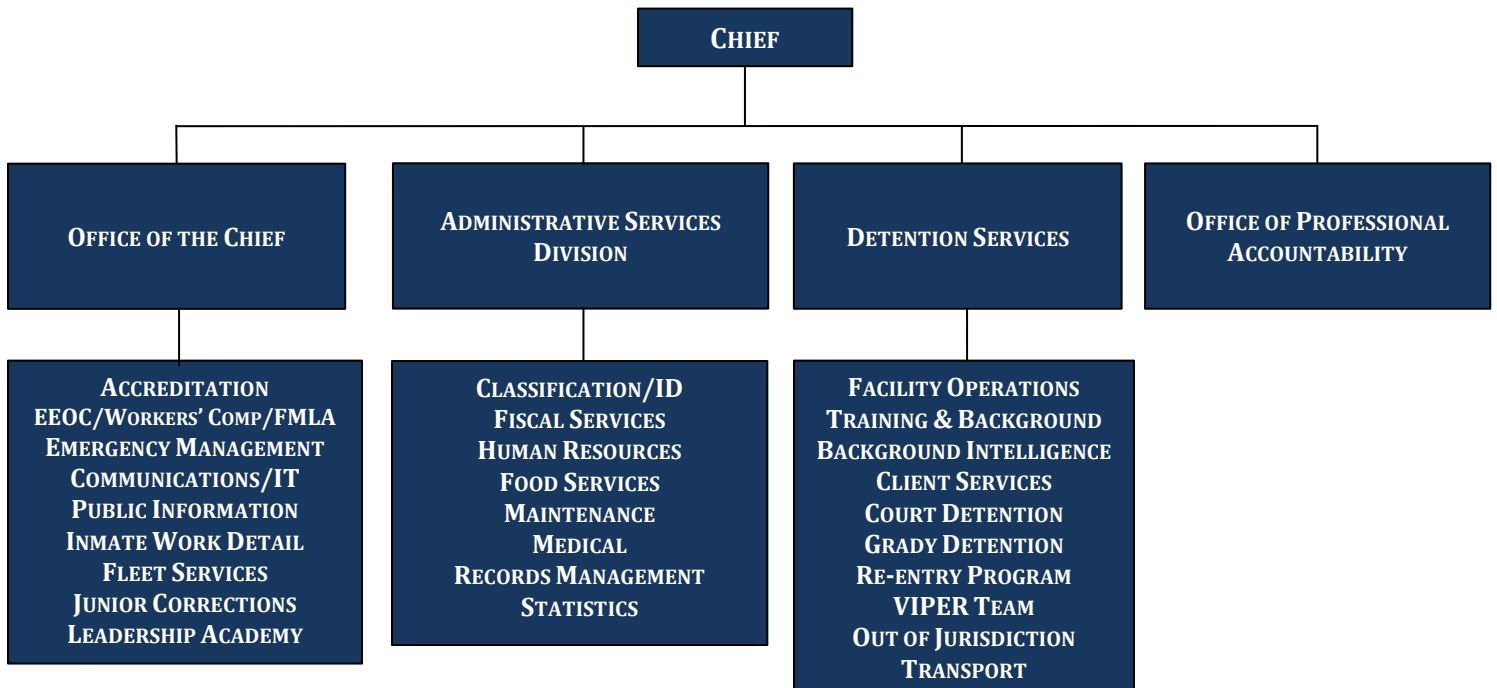
- **A Salute to Women in Public Safety Lunch & Learn.** On March 28, 2019, the Atlanta City Detention Center hosted the 2nd Annual *A Salute to Women in Public Safety Lunch & Learn*, featuring City of Decatur Fire Chief Toni Washington, in partnership with City of Atlanta Department of Human Resources. Approximately 200 people attended the lunch & learn in observance of National Women’s History Month.
- **Junior Corrections Office Leadership Academy.** Launched in 2012, the Junior Corrections Officer Leadership Academy is a seven-week program for middle and high school students designed to enhance their leadership skills and expose them to career opportunities in public safety and criminal justice through facility tours, field trips, guest speakers and classroom instruction. Classes are held twice a year. To date, the department has hosted 15 classes, and 231 students have graduated from the program.

FY2020 Adopted Program Highlights

- **Atlanta City Detention Center 2.0.** Implementation of the *Atlanta City Detention Center 2.0: Changing public perception of the City’s jail to an institution of opportunity that is in the business of changing lives.*
- **Software Integration Initiative.** Integration of all city law enforcement software programs to enhance efficiency and help create positive identification for all those that come in contact with the Atlanta City Detention Center, City of Atlanta Municipal Court, and Atlanta Police Department.

ORGANIZATIONAL CHART

CORRECTIONS



PERFORMANCE METRICS

CORRECTIONS

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|--------------------------------------|------------------|------------------|------------------|------------------|
| Public Safety | | | | |
| Total Number of bookings in the Jail | 30,699 | 26,850 | 35,000 | 19,500 |
| Average Daily Population of the Jail | 574 | 473 | 100-150 | 100-125 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Corrections General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$2,707,524 | \$2,686,177 | \$2,673,302 | Salaries, Regular | \$2,803,648 | \$130,346 |
| \$40,264 | \$3,224 | - | Salaries, Perm Part-Time | - | - |
| \$10,541,806 | \$11,453,227 | \$11,077,647 | Salaries, Sworn | \$7,189,673 | (\$3,887,975) |
| \$47,476 | \$199,517 | \$49,767 | Salaries, Extra Help | - | (\$49,767) |
| \$5,612 | \$45,884 | \$8,202 | Salaries, Extra Help-Sworn | - | (\$8,202) |
| \$3,617,211 | \$3,479,721 | \$1,287,605 | Overtime | \$500,000 | (\$787,605) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| \$174 | \$3,434 | - | Pen Cont Police Pen Fd | - | - |
| \$3,875,352 | \$3,762,260 | \$3,375,090 | Pen Cont Gen Emp Pen Fd | \$2,266,337 | (\$1,108,752) |
| \$250,125 | \$238,496 | \$232,915 | Defined Contribution | \$229,157 | (\$3,758) |
| \$291,359 | \$381,793 | \$243,765 | Workers' Compensation | \$243,765 | - |
| \$2,500,428 | \$2,380,325 | \$3,088,564 | Other Personnel Costs | \$2,938,834 | (\$149,729) |
| \$23,877,330 | \$24,634,057 | \$22,036,856 | TOTAL PERSONNEL | \$16,171,414 | (\$5,865,442) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$2,259,371 | \$2,309,340 | \$2,044,476 | Purchased / Contracted Services | \$623,484 | (\$1,420,992) |
| \$8,311,920 | \$8,052,176 | \$8,365,928 | Supplies | \$3,098,797 | (\$5,267,131) |
| - | - | - | Capital Outlays | - | - |
| \$148,010 | \$100,609 | \$142,094 | Interfund / Interdepartmental Charges | \$142,094 | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$2,408,476 | \$48,347 | \$47,992 | Other Financing Uses | \$89,530 | \$41,538 |
| \$13,127,777 | \$10,510,471 | \$10,600,491 | TOTAL OTHER EXPENSES | \$3,953,906 | (\$6,646,585) |
| \$37,005,107 | \$35,144,528 | \$32,637,347 | TOTAL PERSONNEL AND OTHER EXPENSES | \$20,125,320 | (\$12,512,027) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$37,005,107 | \$35,144,528 | \$32,637,347 | General Fund | \$20,125,320 | (\$12,512,027) |
| \$37,005,107 | \$35,144,528 | \$32,637,347 | TOTAL EXPENSES | \$20,125,320 | (\$12,512,027) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 359.00 | 359.00 | 355.00 | Full Time Equivalent | 225.00 | (130.00) |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Corrections General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-----------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$130,346 | Increase due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | (\$3,887,975) | Decrease due to position abolishments related to the restructure of city jail operations. |
| Salaries, Extra Help | (\$49,767) | Decrease due to restructure of city jail operations resulting in reductions to Extra Help. |
| Salaries, Extra Help-Sworn | (\$8,202) | Decrease due to restructure of city jail operations resulting in reductions to Extra Help-Sworn. |
| Overtime | (\$787,605) | Decrease due to restructure of city jail operations resulting in reductions to overtime. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$1,108,752) | Decrease due to pension rate and personnel adjustments related to the restructure of city jail operations. |
| Defined Contribution | (\$3,758) | Decrease due to pension rate and personnel adjustments related to the restructure of city jail operations. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$149,729) | Decrease due to personnel adjustments related to the restructure of city jail operations. |
| TOTAL PERSONNEL | (\$5,865,442) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$1,420,992) | Decrease due to restructure of city jail operations resulting in reductions to contractual related services. |
| Supplies | (\$5,267,131) | Decrease due to Grady Hospital water contract reallocation to Nondepartmental. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$41,538 | Increase due to costs associated with GMA lease payments. |
| TOTAL OTHER EXPENSES | (\$6,646,585) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$12,512,027) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-----------------------|-------------|
| General Fund | (\$12,512,027) | |
| TOTAL EXPENSES | (\$12,512,027) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|--|
| Full Time Equivalent | (130.00) | Change in staffing level due to restructure of city jail operations. |

FINANCE

Mission Statement

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

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

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

Core Functions

- Budget Preparation and Administration.
- Financial Policy Development, Reporting and Compliance.
- Debt and Investment Administration.
- Revenue Administration, Collection, and Forecasting.
- Financial and Risk Analysis.
- Financial and Technology Process Efficiency.
- Grants Management.

Summary of Operations

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

Divisions/Offices Descriptions

The Office of Administrative and Legislative Services is responsible for operations optimization and

management of the administrative and legislative functions of the Department of Finance. This includes policy development and implementation, coordination of responses to open records inquiries, management of the centralized department contracts and purchasing controls, supporting Senior Leadership with workforce planning, staff supervision, and staff skills development and training. This office is also responsible for departmental budget development and ongoing expense management, providing administrative support to the CFO and Finance/Executive Committee in the management of the legislative review process and management of the City's Records Management division.

The Office of Budget & Fiscal Policy (OBFP) provides centralized budgeting, monitoring, and strategic financial analysis for general, capital, and enterprise-funded departments within City government. OBFP evaluates personnel, resource allocation, and operational issues and produces financial and operational data for both internal and external audiences. Key deliverables include monthly and quarterly financial status and variance reporting, annual budget and fund balance forecasting, and proposed, adopted, and five-year planning budget publications. Additionally, the OBFP serves as technical and administrative support for Planning and Budgeting Cloud Service (PBCS). PBCS is a planning application which supports citywide planning, budgeting, and forecasting in a cloud-based module. Lastly, the OBFP conducts professional development and training seminars for the PBCS system and the ATLCLOUD Budgetary Control module.

The Office of the Controller is responsible for ensuring that the assets of the City are properly accounted for and expended in a manner consistent with applicable laws, policies, plans and procedures. The Office of the Controller's functions and duties include management of general accounting, shared services (payroll and accounts payable), financial statement reporting, coordination of external audits, coordination of the department's responses to compliance issues, and development of financial policies and procedures.

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

The Office of Grants Management administers and manages grants awarded to the City of Atlanta. These include the competitive grants awarded and the entitlement funds allocated to the City from Federal Agencies, the State and various Foundations. The entitlement grants are allocated to the City of Atlanta from the U.S. Department of Housing and Urban Development (HUD), which includes the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), Home Investment Partnership Program (HOME) and Housing Opportunities for Persons living with HIV/AIDS (HOPWA). These funds provide support to very low, low and moderate-income citizens living in the City of Atlanta, and very low, low and moderate-income citizens living with HIV/AIDS in the metropolitan statistical area. The competitive grants are awarded to the City from other Federal agencies such as the Department of Justice, Department of Transportation, Department of Homeland Security, Department of Labor, etc. In addition, the Office of Grants Management is responsible for projects and grants accounting, grant research, submitting grant applications and grant compliance oversight for other federal and state grants awarded to the City.

The Office of Revenue manages billing and collection, business licensing, revenue assurance and auditing, revenue anticipations and reporting, accounts receivable, lien recordings, and payment processing. The billing and self-reporting accounts include general business license, hotel/motel tax, car rental tax, alcohol tax, franchise fees, building and land rental leases, professional tax accounts, and revenue and tax compliance with the City Code

of Ordinances. Revenue audits ensure that businesses accurately report all revenues due to the City. The accounts receivable function ensures timely review and analysis of aged accounts and enforcement actions including the placement of liens and issuance of citations. The payment processing activities include ensuring daily bank deposits, accounting and posting of City receipts to the general ledger and the management of various electronic payment platforms.

The Office of Financial Systems Services ensures that the financial management systems comply with established policies and information technology security requirements. The Office of Financial Systems Services serves as the Chief Financial Officer's principal interface with the licensor of the City's database applications, provides maintenance and support for the database applications, and develops, arranges and manages the independent verification and validation of new financial systems software and/or modifications to existing systems. Additionally, the Office of Financial Systems Services provides functional systems support to enable the Department of Finance to enhance current software solutions and integrate applications with internal and external systems.

The Office of Management Consulting provides financial business process support through the identification and development of process change within the Department of Finance and citywide. This office serves as a liaison inherent to responsibilities unique to the Department of Finance including organizational performance metrics and financial reporting. This office supports operations through financial modeling, developing structured financial controls, contract negotiation and oversight of global citywide initiatives. Management Consulting supports internal organizations in the completion of financial processes through benchmarking and developing best practices for planning, project development, management and software implementation. Additionally, this office is also responsible for support of FOR Atlanta and Smart Cities on behalf of the Chief and/or Deputy Chief Financial Officer.

The Office of Enterprise Risk Management (ERM) has responsibility for evaluating, identifying, and analyzing the potential risk exposures of the City and recommending appropriate risk controls and

mitigation measures. This office also has the responsibility for the administration of the City's self-insured Workers' Compensation program. ERM directs the purchase and placement of all insurance products as the City is self-insured for general liability purposes, but transfers risk by purchasing coverage in select areas. Additionally, ERM is responsible for overseeing and administering the Airport's Owner Controlled Insurance Program (OCIP).

FY2019 Accomplishments

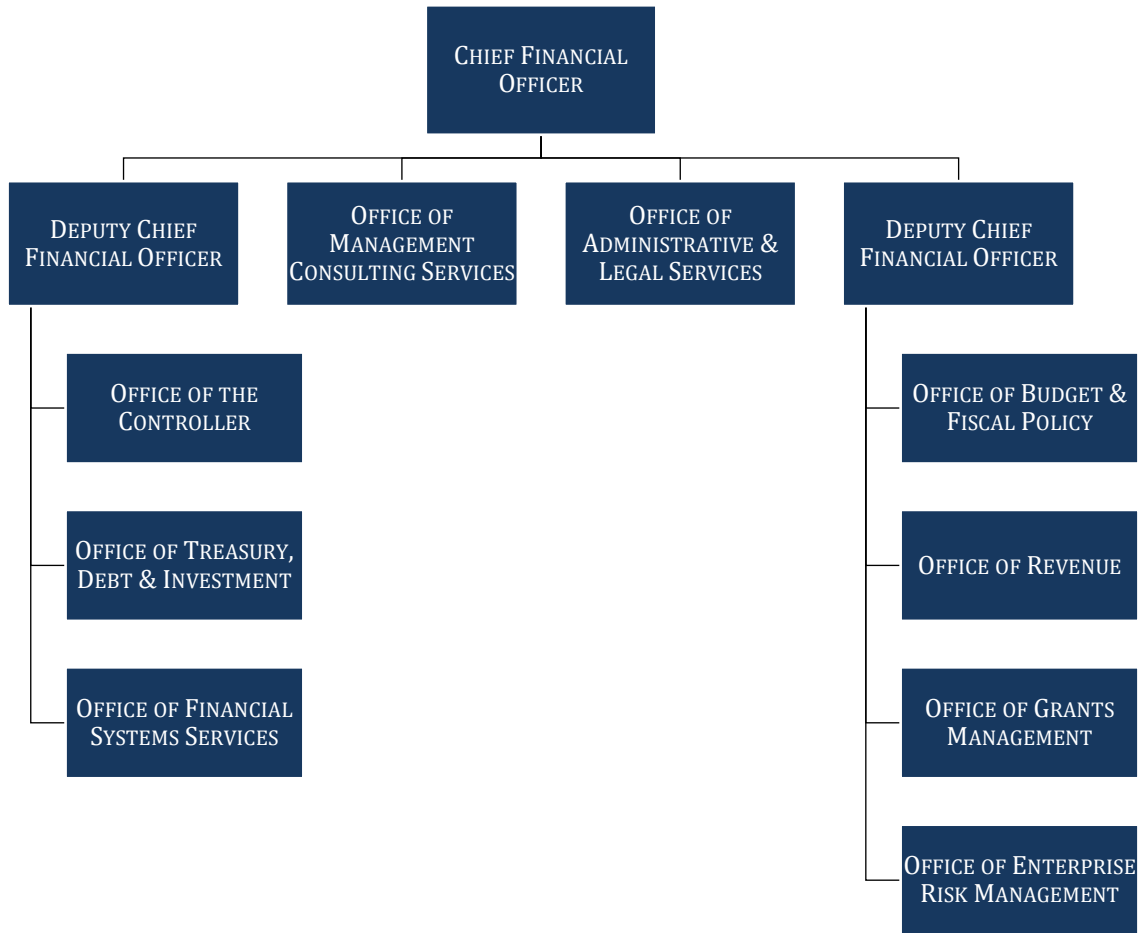
- Received \$200,000 from the Kendada Foundation to support the City of Atlanta Affordable Housing Officer.
- Implemented the upgrade to the eCivis grant tracking application.
- Implemented Open Check Book application to provide transparency to City of Atlanta expenses.
- Implemented GASB 75 reporting for Postemployment Benefit Plans in FY18 CAFR footnotes and financial statements.
- Successfully completed the FY18 audit on schedule after the cyber incident.
- Outsourced wage payments, taxes, and garnishments to Automatic Data Processing, LLC (ADP) to increase productivity and efficiency.
- Adopted the FY 2019 Budget without the utilization of fund balance.
- Issued \$1.2 Billion in new debt for Aviation Bond Anticipation Notes (\$500M) and Watershed Management Commercial Paper, lease agreement and Environmental Impact Bonds (\$734M).
- Issued the City's first Environmental Impact Bond.
- Awarded the Government Finance Officers Association (GFOA) Distinguished Budget Award for fiscal year 2019 (7th consecutive year).
- Implemented ATLcloud ERP System.
- Implemented Planning & Budgeting Cloud Service (PBCS) system and used it to prepare and publish the Budget Book for FY 2020.
- Integrated ATLcloud to PBCS for easier and accurate data synchronization.

FY2020 Adopted Program Highlights

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

ORGANIZATIONAL CHART

FINANCE



PERFORMANCE METRICS

FINANCE

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|--|------------------|------------------|------------------|------------------|
| <i>An Ethical, Transparent and Fiscally Responsible Government</i> | | | | |
| Percentage of Invoices Paid Within 30 Days | 60.10% | 90% | 90% | 90% |
| Unrestricted General Fund Reserves (in millions) | \$194 | \$174 | \$167 | \$169 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Finance

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| \$8,685,838 | \$9,309,878 | \$9,731,208 | Salaries, Regular | \$10,842,810 | \$1,111,602 |
| \$23,884 | \$25,766 | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$249,615 | \$425,163 | \$456,621 | Salaries, Extra Help | \$419,804 | (\$36,817) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$25,619 | \$33,061 | \$21,814 | Overtime | \$109,908 | \$88,094 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$899,082 | \$879,072 | \$803,275 | Pen Cont Gen Emp Pen Fd | \$973,627 | \$170,352 |
| \$385,896 | \$431,053 | \$331,253 | Defined Contribution | \$236,740 | (\$94,513) |
| \$5,428 | \$38,035 | \$397 | Workers' Compensation | \$14,480 | \$14,083 |
| \$1,080,745 | \$1,130,863 | \$2,108,687 | Other Personnel Costs | \$1,491,773 | (\$616,915) |
| \$11,356,107 | \$12,272,891 | \$13,453,255 | TOTAL PERSONNEL | \$14,089,142 | \$635,887 |
| OTHER EXPENSES | | | | | |
| \$2,630,999 | \$2,212,862 | \$3,046,685 | Purchased / Contracted Services | \$2,826,544 | (\$220,141) |
| \$261,927 | \$387,328 | \$277,543 | Supplies | \$268,695 | (\$8,848) |
| - | - | - | Capital Outlays | - | - |
| \$47,765 | \$8,734 | \$21,077 | Interfund / Interdepartmental Charges | \$21,077 | \$0 |
| \$1,310,794 | \$1,184,115 | \$1,293,967 | Other Costs | \$885,883 | (\$408,084) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$1,053,290 | \$2,942,847 | \$1,096,412 | Other Financing Uses | \$1,000,000 | (\$96,412) |
| \$5,304,775 | \$6,735,886 | \$5,735,684 | TOTAL OTHER EXPENSES | \$5,002,199 | (\$733,485) |
| \$16,660,881 | \$19,008,777 | \$19,188,939 | TOTAL PERSONNEL AND OTHER EXPENSES | \$19,091,340 | (\$97,598) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------------------|---------------------|-----------------------|
| \$14,860,561 | \$17,403,614 | \$16,717,021 | General Fund | \$17,153,613 | \$436,592 |
| \$428,971 | \$401,519 | \$713,201 | Airport Revenue Fund | \$512,788 | (\$200,413) |
| \$0 | - | \$0 | Building Permits Fund | \$0 | \$0 |
| \$574,518 | \$473,991 | \$571,546 | Solid Waste Services Revenue Fund | \$563,181 | (\$8,365) |
| \$796,832 | \$729,653 | \$1,187,172 | Water & Wastewater Revenue Fund | \$861,758 | (\$325,414) |
| - | - | \$0 | Group Insurance Fund | \$0 | \$0 |
| - | \$0 | - | Rental/Motor Vehicle Tax Fund | \$0 | \$0 |
| \$16,660,881 | \$19,008,777 | \$19,188,939 | TOTAL EXPENSES | \$19,091,340 | (\$97,598) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 145.67 | 144.67 | 152.67 | Full Time Equivalent | 146.67 | (6.00) |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Finance

General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$7,632,885 | \$8,321,475 | \$8,604,441 | Salaries, Regular | \$9,765,472 | \$1,161,032 |
| \$23,884 | \$25,766 | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$249,615 | \$403,354 | \$418,373 | Salaries, Extra Help | \$406,000 | (\$12,373) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$19,849 | \$31,008 | \$18,906 | Overtime | \$107,000 | \$88,094 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$730,112 | \$734,305 | \$677,536 | Pen Cont Gen Emp Pen Fd | \$841,409 | \$163,874 |
| \$345,589 | \$393,701 | \$297,189 | Defined Contribution | \$211,030 | (\$86,160) |
| \$4,982 | \$32,163 | \$397 | Workers' Compensation | \$397 | - |
| \$927,325 | \$995,583 | \$1,875,626 | Other Personnel Costs | \$1,282,259 | (\$593,367) |
| \$9,934,240 | \$10,937,356 | \$11,892,468 | TOTAL PERSONNEL | \$12,613,567 | \$721,100 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$2,255,229 | \$2,037,435 | \$2,602,922 | Purchased / Contracted Services | \$2,664,190 | \$61,269 |
| \$261,860 | \$295,628 | \$254,175 | Supplies | \$255,612 | \$1,437 |
| - | - | - | Capital Outlays | - | - |
| \$47,765 | \$8,734 | \$21,077 | Interfund / Interdepartmental Charges | \$21,077 | - |
| \$1,308,176 | \$1,181,615 | \$849,967 | Other Costs | \$599,167 | (\$250,800) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$1,053,290 | \$2,942,847 | \$1,096,412 | Other Financing Uses | \$1,000,000 | (\$96,412) |
| \$4,926,320 | \$6,466,259 | \$4,824,553 | TOTAL OTHER EXPENSES | \$4,540,046 | (\$284,507) |
| \$14,860,561 | \$17,403,614 | \$16,717,021 | TOTAL PERSONNEL AND OTHER EXPENSES | \$17,153,613 | \$436,592 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$14,860,561 | \$17,403,614 | \$16,717,021 | General Fund | \$17,153,613 | \$436,592 |
| \$14,860,561 | \$17,403,614 | \$16,717,021 | TOTAL EXPENSES | \$17,153,613 | \$436,592 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 120.01 | 123.01 | 131.01 | Full Time Equivalent | 135.01 | 4.00 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Finance

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$1,161,032 | Increase to properly align the budget to support personnel services. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$12,373) | Decrease due to Extra Help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$88,094 | Increase to properly align the budget to support personnel services. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$163,874 | Increase due to personnel and pension rate adjustments. |
| Defined Contribution | (\$86,160) | Decrease due to pension rate adjustment. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$593,367) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$721,100 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$61,269 | Increase to align the budget to support contractual obligations. This line includes contracts for financial, legal, operational, and technical services. |
| Supplies | \$1,437 | Increase due to general office supplies more than anticipated. This line includes office/copier supplies and software license agreements. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | (\$250,800) | Decrease to reallocate funding to support Personnel and Purchased/Contracted Services. This line includes business meeting expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | (\$96,412) | Decrease to properly align the budget to account for costs associated with GMA lease payments. |
| TOTAL OTHER EXPENSES | (\$284,507) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$436,592 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|------------------|-------------|
| General Fund | \$436,592 | |
| TOTAL EXPENSES | \$436,592 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 4.00 | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$446,331 | \$475,686 | \$518,462 | Salaries, Regular | \$506,682 | (\$11,780) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$2,677 | \$489 | \$1,880 | Overtime | \$1,879 | (\$1) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$112,986 | \$98,929 | \$82,990 | Pen Cont Gen Emp Pen Fd | \$91,960 | \$8,969 |
| \$11,494 | \$13,720 | \$15,549 | Defined Contribution | \$13,124 | (\$2,425) |
| \$446 | - | - | Workers' Compensation | - | - |
| \$69,805 | \$67,482 | \$124,668 | Other Personnel Costs | \$113,808 | (\$10,860) |
| \$643,739 | \$656,305 | \$743,549 | TOTAL PERSONNEL | \$727,453 | (\$16,096) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$152,975 | \$70,097 | \$161,492 | Purchased / Contracted Services | \$0 | (\$161,492) |
| - | \$3,251 | \$13,131 | Supplies | - | (\$13,131) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$118 | - | \$269,000 | Other Costs | \$134,305 | (\$134,695) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$153,093 | \$73,348 | \$443,623 | TOTAL OTHER EXPENSES | \$134,305 | (\$309,318) |
| \$796,832 | \$729,653 | \$1,187,172 | TOTAL PERSONNEL AND OTHER EXPENSES | \$861,758 | (\$325,414) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---------------------------------|------------------|-----------------------|
| \$796,832 | \$729,653 | \$1,187,172 | Water & Wastewater Revenue Fund | \$861,758 | (\$325,414) |
| \$796,832 | \$729,653 | \$1,187,172 | TOTAL EXPENSES | \$861,758 | (\$325,414) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|------|-----------------------|
| 12.33 | 12.33 | 11.33 | Full Time Equivalent | 3.83 | (7.50) |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Finance

Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$11,780) | Decrease due to reallocation of positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$1) | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$8,969 | Increase due to personnel and pension rate adjustments. |
| Defined Contribution | (\$2,425) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$10,860) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | (\$16,096) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$161,492) | Decrease due to cost reallocation. |
| Supplies | (\$13,131) | Decrease due to cost reallocation. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | (\$134,695) | Decrease due to business meeting expenses less than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$309,318) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$325,414) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|--------------------|-------------|
| Water & Wastewater Revenue Fund | (\$325,414) | |
| TOTAL EXPENSES | (\$325,414) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | (7.50) | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Solid Waste Services Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$340,668 | \$269,759 | \$280,912 | Salaries, Regular | \$277,998 | (\$2,914) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$3,093 | \$1,565 | \$1,028 | Overtime | \$1,029 | \$1 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$55,984 | \$45,838 | \$42,749 | Pen Cont Gen Emp Pen Fd | \$40,258 | (\$2,491) |
| \$12,856 | \$7,762 | \$6,720 | Defined Contribution | \$2,718 | (\$4,002) |
| - | \$5,872 | - | Workers' Compensation | \$14,083 | \$14,083 |
| \$47,809 | \$39,722 | \$64,700 | Other Personnel Costs | \$51,659 | (\$13,041) |
| \$460,410 | \$370,518 | \$396,110 | TOTAL PERSONNEL | \$387,745 | (\$8,365) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$114,041 | \$17,703 | \$168,158 | Purchased / Contracted Services | \$162,353 | (\$5,805) |
| \$67 | \$85,770 | \$7,278 | Supplies | \$13,083 | \$5,806 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$114,108 | \$103,473 | \$175,436 | TOTAL OTHER EXPENSES | \$175,436 | \$0 |
| \$574,518 | \$473,991 | \$571,546 | TOTAL PERSONNEL AND OTHER EXPENSES | \$563,181 | (\$8,365) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|-----------------------------------|----------------|-----------------------|
| \$574,518 | \$473,991 | \$571,546 | Solid Waste Services Revenue Fund | \$563,181 | (\$8,365) |
| \$574,518 | \$473,991 | \$571,546 | TOTAL EXPENSES | \$563,181 | (\$8,365) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 9.00 | 6.00 | 6.00 | Full Time Equivalent | 6.00 | - |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| PERSONNEL | | |
| Salaries, Regular | (\$2,914) | Decrease to properly align the budget to support personnel services. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$1 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$2,491) | Decrease due to pension rate adjustments. |
| Defined Contribution | (\$4,002) | Decrease due to pension rate adjustments. |
| Workers' Compensation | \$14,083 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | (\$13,041) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | (\$8,365) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | (\$5,805) | Decrease to align the budget to support contractual obligations. This line includes Solid Waste billing software and FIFA recording fees. |
| Supplies | \$5,806 | Increase due to supplies more than anticipated. This line includes Solid Waste billing software expenses. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$0 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$8,365) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------------------|-------------------------|--------------------|
| Solid Waste Services Revenue Fund | (\$8,365) | |
| TOTAL EXPENSES | (\$8,365) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|------------------------------|
| Full Time Equivalent | - | No change in staffing level. |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Finance Airport Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$265,954 | \$242,958 | \$327,393 | Salaries, Regular | \$292,658 | (\$34,736) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | \$21,808 | \$38,248 | Salaries, Extra Help | \$13,804 | (\$24,444) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| \$15,957 | \$15,871 | \$11,795 | Defined Contribution | \$9,869 | (\$1,926) |
| - | - | - | Workers' Compensation | - | - |
| \$35,806 | \$28,076 | \$43,692 | Other Personnel Costs | \$44,047 | \$354 |
| \$317,717 | \$308,712 | \$421,128 | TOTAL PERSONNEL | \$360,377 | (\$60,751) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$108,753 | \$87,627 | \$114,113 | Purchased / Contracted Services | - | (\$114,113) |
| - | \$2,680 | \$2,960 | Supplies | - | (\$2,960) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$2,500 | \$2,500 | \$175,000 | Other Costs | \$152,411 | (\$22,589) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$111,253 | \$92,807 | \$292,072 | TOTAL OTHER EXPENSES | \$152,411 | (\$139,661) |
| \$428,971 | \$401,519 | \$713,201 | TOTAL PERSONNEL AND OTHER EXPENSES | \$512,788 | (\$200,413) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|-----------------------|------------------|-----------------------|
| \$428,971 | \$401,519 | \$713,201 | Airport Revenue Fund | \$512,788 | (\$200,413) |
| \$428,971 | \$401,519 | \$713,201 | TOTAL EXPENSES | \$512,788 | (\$200,413) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 3.33 | 3.33 | 4.33 | Full Time Equivalent | 1.83 | (2.50) |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|--|
| PERSONNEL | | |
| Salaries, Regular | (\$34,736) | Decrease due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$24,444) | Decrease due to Extra Help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | (\$1,926) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$354 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | (\$60,751) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | (\$114,113) | Decrease due to cost reallocation. |
| Supplies | (\$2,960) | Decrease due to cost reallocation. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | (\$22,589) | Decrease due to business meeting expenses less than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$139,661) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$200,413) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | (\$200,413) | |
| TOTAL EXPENSES | (\$200,413) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | (2.50) | Change in staffing level due to citywide consolidation efforts. |



PROCUREMENT

Mission Statement

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

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

The Procurement Department plays a strategic role in ensuring the city receives the best value for dollars expended on purchasing across the enterprises. Procurement professionals engage with agencies as early as practical to add valuable oversight, to coordinate legal and ethical guidelines, strategize to reduce risks, and marshal market intelligence to optimize outcomes.

Core Functions

- Procure commodities
- Procure services
- Construction
- Manage surplus auctions

Summary of Operations

The Department of Procurement (the “DOP”) is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The DOP is directly responsible for the purchasing of commodities, services and construction for all departments and agencies greater than the Petty Cash limit.

Divisions/Offices Descriptions

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

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

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

Small Purchases is responsible for the oversight and procurement of all city purchases above the Petty Cash limit and under \$20,000.

Information Systems/ERP is responsible for the management of the department business systems and e-procurement modules in the Oracle system. Services include system maintenance, data production, training and troubleshooting.

Goals

- To maximize the value the City receives on spending within the city’s public policy goals.
- To provide operations that are both efficient and effective.
- To deliver outstanding customer service by a well-trained, professional and organized staff.
- To ensure compliance to the City’s Procurement Code.
- To achieve the highest standard of professional, public procurement through Integrity, Transparency, and Ethical practices.
- To build a transparent, and fiscally responsible acquisition and procurement process.

Objectives

- Maximizing competition through ethical and open procurement processes.
- Training to ensure that procurement professional exhibit the highest standards of professionalism and responsiveness to stakeholders.
- Standardizing procurement processes and procedures across the enterprise.

- Using technology and data more effectively to improve performance and deliver best value for dollars spent.
- Enhancing the transparency of procurement transactions.
- Pursuing opportunities to employ sustainable procurement practices.
- Implementing Best Practices to enhance procurement processes.
- Improving the City Code to reflect Best in Class Procurement practices.

FY2019 Accomplishments

Commodities Division

- Successfully procured and awarded 123 annual supply contracts for 13 departments for diverse commodities totaling approximately \$122,745,381.
- Awarded 44 new contracts and 79 extensions by engaging User Agency.
- Completed 290 online auctions of surplus property generating \$707,028 in revenue.
- Enabled the separation of duties by issuing purchase orders for all User Agency small purchases under \$20,000; Performed sourcing for all City Departments and Agencies.
- Maintained a minimum of two (2) to three (3) contracted vendors for new Commodity contracts to mitigate supply interruptions.
- Ensured that Commodities Division contracts are in place for three (3) years with two (2) one (1) year renewal options to enable consistency, continuity, and deliver best price or value to the City.
- Enabled the success of Super Bowl LIII by processing over 105 Commodities and Services purchase orders for User Agency.
- Rendered aid for the cyber-attack by procuring technology software and hardware to restore the City back to normalcy for over \$10,000,000.
- Procured and executed a contract for Directional Signage for various User Agencies for \$3,420,026.
- Procured and executed a contract for Light, Medium, and Heavy-Duty Trucks for \$823,169.
- Procured and executed a contract for C-Rock Salt for \$755,400.
- Procured and executed a contract for Runway Lights and Parts for the Department of Aviation in the amount of \$308,059.
- Conducted training to educate User Agencies on the Procurement Code.
- Implemented ATLCLOUD to enable transparency

of spending for Commodities and Small Purchases.

- Implemented ATLCLOUD to ensure electronic submission of all bids.
- Trained the vendor community on ATLCLOUD to increase participation.
- Developed and deployed the Small Purchase Pamphlet providing User Agencies a simplistic “Cheat Sheet” on how to properly request Small purchases within the Code.
- Provided Procurement 101 training to multiple User Agencies regarding the proper purchasing of Small purchases and Supply items.
- Created a Small Purchase Team to complete the consolidation of the Department of Procurement and provide centralized oversight and control of Small Purchase buys.

Services Division

- Successfully procured and executed 177 formal service procurements to include new solicitations, alternatives, task orders and renewals totaling approximately \$181,026,957.
- Successfully procured and awarded fifteen (15) contracts for Construction Services through the newly authorized Request for Qualified Contractor (RFQC) procurement method.
- Successfully procured and executed the Solar Program in the amount of \$14,710,565.
- Successfully procured and awarded two (2) contracts for Food and Beverage Services at City Plaza guaranteeing the City revenue for the next ten (10) years.
- Successfully procured and executed West Lake Bridge Design in the amount of \$1,181,585; \$112,265 less than the User Agency’s estimate.
- Effectively procured and executed Public Access Television – Channel 26 in an amount of \$180,000.
- Successfully procured and executed External Financial Audit Services in the amount of \$1,439,900.
- Successfully procured and executed Street Resurfacing in the amount of \$3,983,344.
- Successfully procured and executed Newsstand Management and Operations guaranteeing the City revenue for the next five (5) years.
- Successfully procured and executed Café 55 Management and Operations guaranteeing the City revenue for the next four (4) years.

- Effectively awarded and executed City of Atlanta Fitness Center Management in an amount of \$380,000.
- Successfully executed an emergency contract for the Disposal of Municipal Solid Waste in the amount of \$3,902,500 to ensure no threat to public safety and health.
- Successfully procured and executed Hartsfield-Jackson Atlanta International Airport Manifold Improvements Project to create a cost effective and sustainable solution to the state of the soil/pipe/valve system in the amount of \$5,459,032.
- Successfully executed an emergency contract for the Collapsed Roadway near 1299 W. Wesley Road and Nancy Creek Road in the amount of \$3,000,000 and \$2,500,000 respectively.

Operations

- Created a pre-solicitation announcement “Synopsis” capability designed to enhance competition and improve bidder responsiveness.
- Implemented a Code Change to authorize higher pay to Procurement Appeals Hearing Officers designed to incentivize the hiring of and maintaining additional Hearing Officers to support the City.
- Successfully developed City code establishing a requirement to post Procurement Solicitations on the State webpage to increase competition and visibility of City requirements.
- Employed new data metrics creating more visibility into the procurement process to aid in determining areas of improvement.
- Developed in-house Procurement Management Report facilitating accountability and tracking of acquisitions in the procurement and Contract Administration phases.
- Improved Procurement forms utilized in solicitations.
- Standardized Procurement documents.
- Successfully completed more than 449 Open Records Requests.
- Formed a Procurement Outreach Team to improve vendor communications and interactions with the Procurement Department.
- Proposed legislation establishing “New” City Code requiring Market Research be performed to improve documentation and support of all requirements, more specifically alternative procurement methods.
- Developing Acquisition Cycle Times in

Partnership with the Department of Watershed Management.

- Proposed legislation to adjust the City Code expanding the use of the Local Preference Program.
- Proposed new legislation authorizing the CPO to waive Minor Informalities and Irregularities in Bids and Proposals enabling increased competition.
- Attended vendor events sponsored by user agencies to assist with distributing vendor information and registration of vendors.
- Successfully registered over 4,200 suppliers.
- Conducted 23 procurement training classes with User Agencies.

Technology

- Successfully implemented the ATLCloud e-procurement system allowing for an electronic solicitation and contract process.
- Deployed DocuSign to allow for electronic signature of documents.
- Revised the look and feel of the Procurement website to conform with other city departments.
- Launched new pages on the Procurement site for Supplier information, Synopsis, Tabulations, and Pre-Conference Sign-in Sheets.
- Successfully registered over 4,200 suppliers.

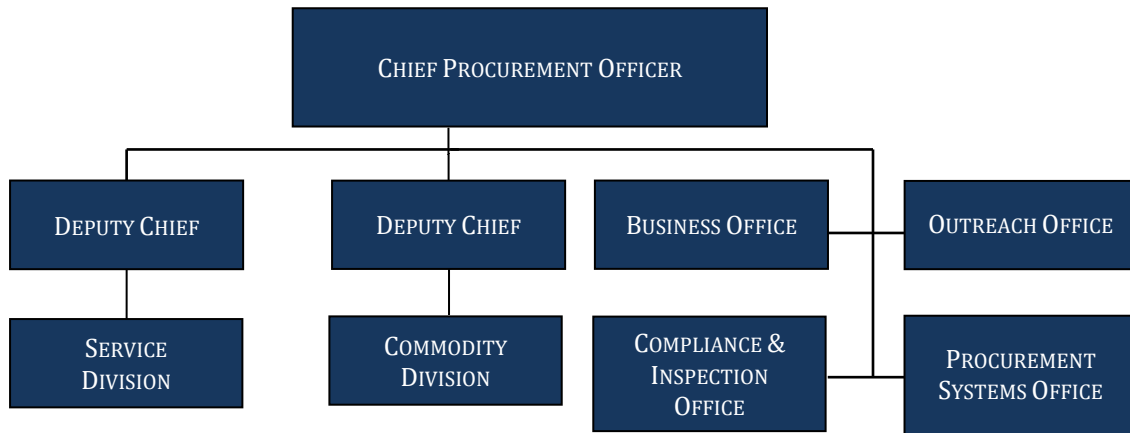
FY2020 Adopted Program Highlights

- The Department of Procurement, in partnership with the Department of Watershed Management will work to develop and implement City Wide Acquisition Process Cycle Times to allow accurate tracking of City requirements.
- Continue outreach training efforts for external and internal customers.
- Continue efforts towards reviewing contracts, both commodities and services, to identify cost savings opportunities.
- The restructure of the Department of Procurement. This will result in better control and monitoring of spending across the City/Departments.
- Continue to review the City Code for opportunities to improve.
- Create a city-wide standardized Quality Assurance process.
- Seek improvements to the City Source Selection process.

- Continue to work with the Independent Procurement Review Office.
- Build a Department Training Program developing DOP personnel.
- Build a Procurement Customer Guide for City Agencies and Departments.
- Update DOP Standard Operating Procedures.

ORGANIZATIONAL CHART

PROCUREMENT



PERFORMANCE METRICS

PROCUREMENT

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|---|------------------|------------------|------------------|------------------|
| <i>Fiscal Accountability & Governmental Efficiency</i> | | | | |
| Average number of days from advertisement to contract authorization, all solicitations - Services | 216 | 238 | 276 | 210 |
| Average number of days from advertisement to contract authorization, all solicitations - Goods | 44 | 32 | 67 | 60 |
| Average number of days from CPO to execution, duration for all solicitations – Services | 34 | 43 | 30 | 30 |





FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Procurement

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| \$3,830,642 | \$3,950,609 | \$4,232,851 | Salaries, Regular | \$5,320,549 | \$1,087,698 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$14,849 | \$2,686 | \$17,583 | Salaries, Extra Help | \$12,500 | (\$5,083) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$4,667 | \$168 | \$4,103 | Overtime | \$1,911 | (\$2,192) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$685,061 | \$601,290 | \$554,607 | Pen Cont Gen Emp Pen Fd | \$768,848 | \$214,241 |
| \$131,876 | \$149,949 | \$129,172 | Defined Contribution | \$127,327 | (\$1,845) |
| \$18,070 | \$37,297 | \$21,844 | Workers' Compensation | \$20,032 | (\$1,812) |
| \$545,323 | \$505,162 | \$933,214 | Other Personnel Costs | \$676,495 | (\$256,719) |
| \$5,230,488 | \$5,247,161 | \$5,893,375 | TOTAL PERSONNEL | \$6,927,662 | \$1,034,287 |
| OTHER EXPENSES | | | | | |
| \$103,778 | \$164,238 | \$213,894 | Purchased / Contracted Services | \$230,090 | \$16,196 |
| \$83,389 | \$311,641 | \$80,049 | Supplies | \$92,821 | \$12,772 |
| - | \$11,783 | \$25,000 | Capital Outlays | \$1,500 | (\$23,500) |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$1,504 | \$3,380 | \$10,000 | Other Costs | \$12,500 | \$2,500 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$188,671 | \$491,043 | \$328,943 | TOTAL OTHER EXPENSES | \$336,911 | \$7,968 |
| \$5,419,159 | \$5,738,203 | \$6,222,317 | TOTAL PERSONNEL AND OTHER EXPENSES | \$7,264,573 | \$1,042,255 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------------------|--------------------|-----------------------|
| \$1,983,053 | \$2,036,539 | \$2,405,140 | General Fund | \$3,232,746 | \$827,606 |
| \$1,306,549 | \$1,589,004 | \$1,504,359 | Airport Revenue Fund | \$1,666,054 | \$161,695 |
| \$0 | - | - | Building Permits Fund | - | - |
| \$19,595 | \$45,321 | \$98,119 | Solid Waste Services Revenue Fund | \$101,920 | \$3,801 |
| \$1,940,154 | \$1,946,650 | \$2,056,686 | Water & Wastewater Revenue Fund | \$2,078,408 | \$21,722 |
| \$169,809 | \$120,688 | \$158,013 | Fleet Service Fund | \$185,444 | \$27,431 |
| \$5,419,159 | \$5,738,203 | \$6,222,317 | TOTAL EXPENSES | \$7,264,573 | \$1,042,255 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 82.00 | 81.00 | 82.00 | Full Time Equivalent | 77.00 | (5.00) |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,389,290 | \$1,470,947 | \$1,542,707 | Salaries, Regular | \$2,403,931 | \$861,225 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$2,983 | (\$140) | \$12,500 | Salaries, Extra Help | \$12,500 | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$1,955 | \$96 | \$1,616 | Overtime | \$1,616 | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$214,906 | \$165,639 | \$156,780 | Pen Cont Gen Emp Pen Fd | \$295,884 | \$139,104 |
| \$53,359 | \$67,869 | \$53,643 | Defined Contribution | \$60,443 | \$6,801 |
| \$16,683 | \$22,464 | \$20,032 | Workers' Compensation | \$20,032 | - |
| \$236,047 | \$215,282 | \$441,654 | Other Personnel Costs | \$262,131 | (\$179,524) |
| \$1,915,222 | \$1,942,157 | \$2,228,932 | <i>TOTAL PERSONNEL</i> | \$3,056,538 | \$827,606 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$37,510 | \$43,866 | \$114,581 | Purchased / Contracted Services | \$131,458 | \$16,877 |
| \$28,816 | \$47,136 | \$26,627 | Supplies | \$33,250 | \$6,623 |
| - | - | \$25,000 | Capital Outlays | \$1,500 | (\$23,500) |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$1,504 | \$3,380 | \$10,000 | Other Costs | \$10,000 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$67,830 | \$94,382 | \$176,208 | <i>TOTAL OTHER EXPENSES</i> | \$176,208 | - |
| \$1,983,053 | \$2,036,539 | \$2,405,140 | TOTAL PERSONNEL AND OTHER EXPENSES | \$3,232,746 | \$827,606 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------|--------------------|-----------------------|
| \$1,983,053 | \$2,036,539 | \$2,405,140 | General Fund | \$3,232,746 | \$827,606 |
| \$1,983,053 | \$2,036,539 | \$2,405,140 | TOTAL EXPENSES | \$3,232,746 | \$827,606 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 26.38 | 26.38 | 28.38 | Full Time Equivalent | 24.38 | (4.00) |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Procurement

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$861,225 | Increase due to salary and personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$139,104 | Increase due to pension rate adjustment. |
| Defined Contribution | \$6,801 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$179,524) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$827,606 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$16,877 | Increase due to copier lease/usage and training expenses more than anticipated. |
| Supplies | \$6,623 | Increase due to general office supplies and purchases for computers and software more than anticipated. |
| Capital Outlays | (\$23,500) | Decrease to properly align the budget to support contracted services and supply purchases. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | This line includes educational materials and business meeting expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$827,606 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|------------------|-------------|
| General Fund | \$827,606 | |
| TOTAL EXPENSES | \$827,606 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | (4.00) | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Fleet Service Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$107,614 | \$80,193 | \$102,305 | Salaries, Regular | \$124,740 | \$22,435 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | \$937 | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$1,374 | (\$130) | \$1,290 | Overtime | - | (\$1,290) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$32,957 | \$22,851 | \$26,337 | Pen Cont Gen Emp Pen Fd | \$34,920 | \$8,583 |
| \$477 | (\$57) | \$978 | Defined Contribution | - | (\$978) |
| - | - | - | Workers' Compensation | - | - |
| \$27,386 | \$16,894 | \$27,102 | Other Personnel Costs | \$25,784 | (\$1,318) |
| \$169,809 | \$120,688 | \$158,013 | TOTAL PERSONNEL | \$185,444 | \$27,431 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| \$169,809 | \$120,688 | \$158,013 | TOTAL PERSONNEL AND OTHER EXPENSES | \$185,444 | \$27,431 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|-----------------------|----------------|-----------------------|
| \$169,809 | \$120,688 | \$158,013 | Fleet Service Fund | \$185,444 | \$27,431 |
| \$169,809 | \$120,688 | \$158,013 | TOTAL EXPENSES | \$185,444 | \$27,431 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 3.00 | 3.00 | 3.00 | Full Time Equivalent | 3.00 | - |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Fleet Service Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$22,435 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$1,290) | Decrease due to overtime less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$8,583 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$978) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$1,318) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$27,431 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$27,431 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Fleet Service Fund | \$27,431 | |
| TOTAL EXPENSES | \$27,431 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|------------------------------|
| Full Time Equivalent | - | No change in staffing level. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Airport Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|--|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$965,438 | \$941,432 | \$1,039,461 | \$1,234,213 | \$194,752 |
| - | - | - | - | - |
| - | - | - | - | - |
| (\$15) | - | \$958 | - | (\$958) |
| - | - | - | - | - |
| \$133 | \$125 | \$86 | - | (\$86) |
| - | - | - | - | - |
| - | - | - | - | - |
| \$143,354 | \$141,623 | \$150,943 | \$179,450 | \$28,507 |
| \$41,184 | \$37,081 | \$32,029 | \$26,932 | (\$5,097) |
| \$330 | \$14,833 | - | \$0 | \$0 |
| \$111,596 | \$95,310 | \$197,624 | \$185,381 | (\$12,243) |
| \$1,262,021 | \$1,230,404 | \$1,421,101 | \$1,625,976 | \$204,875 |
| | | | <i>OTHER EXPENSES</i> | |
| \$25,582 | \$114,682 | \$62,363 | \$33,357 | (\$29,006) |
| \$18,947 | \$232,135 | \$20,895 | \$6,721 | (\$14,173) |
| - | \$11,783 | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| \$44,529 | \$358,600 | \$83,257 | \$40,078 | (\$43,179) |
| \$1,306,549 | \$1,589,004 | \$1,504,359 | \$1,666,054 | \$161,695 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|----------------|-----------------------|
| | | | FUND | |
| \$1,306,549 | \$1,589,004 | \$1,504,359 | \$1,666,054 | \$161,695 |
| \$1,306,549 | \$1,589,004 | \$1,504,359 | \$1,666,054 | \$161,695 |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 20.34 | 20.34 | 21.59 | 21.59 | - |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$194,752 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$958) | Decrease due to Extra Help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$86) | Decrease due to overtime less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$28,507 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$5,097) | Decrease due to personnel adjustments. |
| Workers' Compensation | \$0 | |
| Other Personnel Costs | (\$12,243) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$204,875 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$29,006) | Decrease due to copier lease/usage and training expenses less than anticipated. |
| Supplies | (\$14,173) | Decrease due to general office supplies, purchases for computers, software, and furniture less than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$43,179) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$161,695 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$161,695 | |
| TOTAL EXPENSES | \$161,695 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|------------------------------|
| Full Time Equivalent | - | No change in staffing level. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Solid Waste Services Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$17,193 | \$40,519 | \$81,767 | Salaries, Regular | \$85,918 | \$4,151 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$13 | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| \$1,032 | \$2,217 | \$3,508 | Defined Contribution | \$3,157 | (\$350) |
| - | - | - | Workers' Compensation | - | - |
| \$1,357 | \$2,585 | \$12,845 | Other Personnel Costs | \$12,845 | \$0 |
| \$19,595 | \$45,321 | \$98,119 | TOTAL PERSONNEL | \$101,920 | \$3,801 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| \$19,595 | \$45,321 | \$98,119 | TOTAL PERSONNEL AND OTHER EXPENSES | \$101,920 | \$3,801 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|-----------------------------------|----------------|-----------------------|
| \$19,595 | \$45,321 | \$98,119 | Solid Waste Services Revenue Fund | \$101,920 | \$3,801 |
| \$19,595 | \$45,321 | \$98,119 | TOTAL EXPENSES | \$101,920 | \$3,801 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 1.45 | 1.45 | 1.45 | Full Time Equivalent | 1.45 | - |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$4,151 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | (\$350) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$0 | |
| TOTAL PERSONNEL | \$3,801 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$3,801 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------------------|-------------------------|--------------------|
| Solid Waste Services Revenue Fund | \$3,801 | |
| TOTAL EXPENSES | \$3,801 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|------------------------------|
| Full Time Equivalent | - | No change in staffing level. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,351,106 | \$1,417,518 | \$1,466,611 | Salaries, Regular | \$1,471,747 | \$5,136 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$11,882 | \$1,889 | \$4,125 | Salaries, Extra Help | - | (\$4,125) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$1,204 | \$76 | \$1,111 | Overtime | \$295 | (\$816) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$293,831 | \$271,177 | \$220,547 | Pen Cont Gen Emp Pen Fd | \$258,593 | \$38,047 |
| \$35,825 | \$42,839 | \$39,015 | Defined Contribution | \$36,794 | (\$2,221) |
| \$1,057 | - | \$1,812 | Workers' Compensation | - | (\$1,812) |
| \$168,936 | \$175,091 | \$253,990 | Other Personnel Costs | \$190,354 | (\$63,636) |
| \$1,863,842 | \$1,908,591 | \$1,987,209 | TOTAL PERSONNEL | \$1,957,783 | (\$29,426) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$40,686 | \$5,690 | \$36,950 | Purchased / Contracted Services | \$65,275 | \$28,325 |
| \$35,626 | \$32,370 | \$32,528 | Supplies | \$52,850 | \$20,322 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | \$2,500 | \$2,500 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$76,312 | \$38,060 | \$69,477 | TOTAL OTHER EXPENSES | \$120,625 | \$51,148 |
| \$1,940,154 | \$1,946,650 | \$2,056,686 | TOTAL PERSONNEL AND OTHER EXPENSES | \$2,078,408 | \$21,722 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---------------------------------|--------------------|-----------------------|
| \$1,940,154 | \$1,946,650 | \$2,056,686 | Water & Wastewater Revenue Fund | \$2,078,408 | \$21,722 |
| \$1,940,154 | \$1,946,650 | \$2,056,686 | TOTAL EXPENSES | \$2,078,408 | \$21,722 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 29.83 | 29.83 | 27.58 | Full Time Equivalent | 26.58 | (1.00) |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Procurement Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$5,136 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$4,125) | Decrease due to Extra Help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$816) | Decrease due to overtime less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$38,047 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$2,221) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$1,812) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$63,636) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | (\$29,426) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$28,325 | Increase due to copier lease/usage and training expenses more than anticipated. |
| Supplies | \$20,322 | Increase due to general office supplies, purchases for computers, software, and furniture more than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$2,500 | Increase due to educational materials and business meeting expenses more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$51,148 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$21,722 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|------------------|-------------|
| Water & Wastewater Revenue Fund | \$21,722 | |
| TOTAL EXPENSES | \$21,722 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | (1.00) | Change in staffing level due to citywide consolidation efforts. |



PUBLIC WORKS

Mission Statement

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

Vision Statement

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

Core Functions

- Transportation Services
- Solid Waste Services
- Fleet Management

Summary of Operations

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

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

Divisions/Offices Descriptions

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

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

Office of Transportation (OOT) is responsible for overseeing and maintaining the City's transportation infrastructure in the Public Right-of-Way. It provides a variety of services to the residents of Atlanta, internal operating departments, and other agencies. This office is comprised of Transportation Operations Maintenance, including signals maintenance, signs and striping, the Atlanta Traffic Control Center, and Engineering Services, including Capital Projects, ROW Management, Engineering, Planning and Design.

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

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

Goals

The Department of Public Works has set clear performance objectives and expectations for FY20, these are:

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

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

FY2019 Accomplishments

- Reduced vacancies by 10%.
- Created an employee/management partnership committee.
- Developed cross training program on heavy equipment.
- Implemented career succession planning.
- Completed 35 lane miles of thermoplastic striping.
- On track to complete 111.0 lane miles of resurfacing through the Local Maintenance and Improvement Grant (LMIG) program.
- Completed 12,500 feet of sidewalk repairs.
- Successfully implemented new parking management contract.
- Implemented managed competition opportunities for parts.
- Implemented light & medium/heavy duty Xpress Lube Shop.
- Implemented a second emission station.
- Improved preventative maintenance (PM) compliance by 34%.
- Improved vehicle availability to 95.5%.
- Implemented vehicle customer service center.
- Upgraded Fleet Management Software.
- Increased responsibility for Atlanta Traffic Control Center (ATCC) special event Traffic Management by DPW/DOT ATCC. Only events with attendance above 40,000 are now managed from Georgia Department of Transportation, Traffic Management Control (TMC).

- Repaired 20,160 potholes via the Fix-It Pothole Program.
- Completed 100% Street Condition Assessment.
- Completed 50% Sidewalk Condition Assessment.
- Completed Northside Pedestrian Bridge.
- Completed Solid Waste Route Optimization.
- Enhanced use of technology to confirm service delivery – Rubicon.
- Updated Equipment Placement Plan.
- Incorporated Side Loaders into Solid Waste Collections.
- Virtual Relocation of the Fuel and Fleet Management Software servers.
- Attained over \$630,000 in vehicle and equipment resells.
- Attained a 95% city-wide preventative maintenance (PM) Compliance rating.
- Attained a 95% city-wide Emission Compliance rating.
- Purchased over \$20 million in city vehicles and equipment.

FY2020 Adopted Program Highlights

Transportation

- Complete interstate lighting repairs.
- Assess feasibility of converting all city-owned street lighting to LED with SMART controls to eliminate lighting failures and reduce maintenance costs throughout City.
- Traffic Signal Preventative Maintenance Program.
- Capacity for traffic counts.
- Replace Spring Street Bridge.
- Complete Martin Luther King, Jr. Drive Corridor Project.

Solid Waste

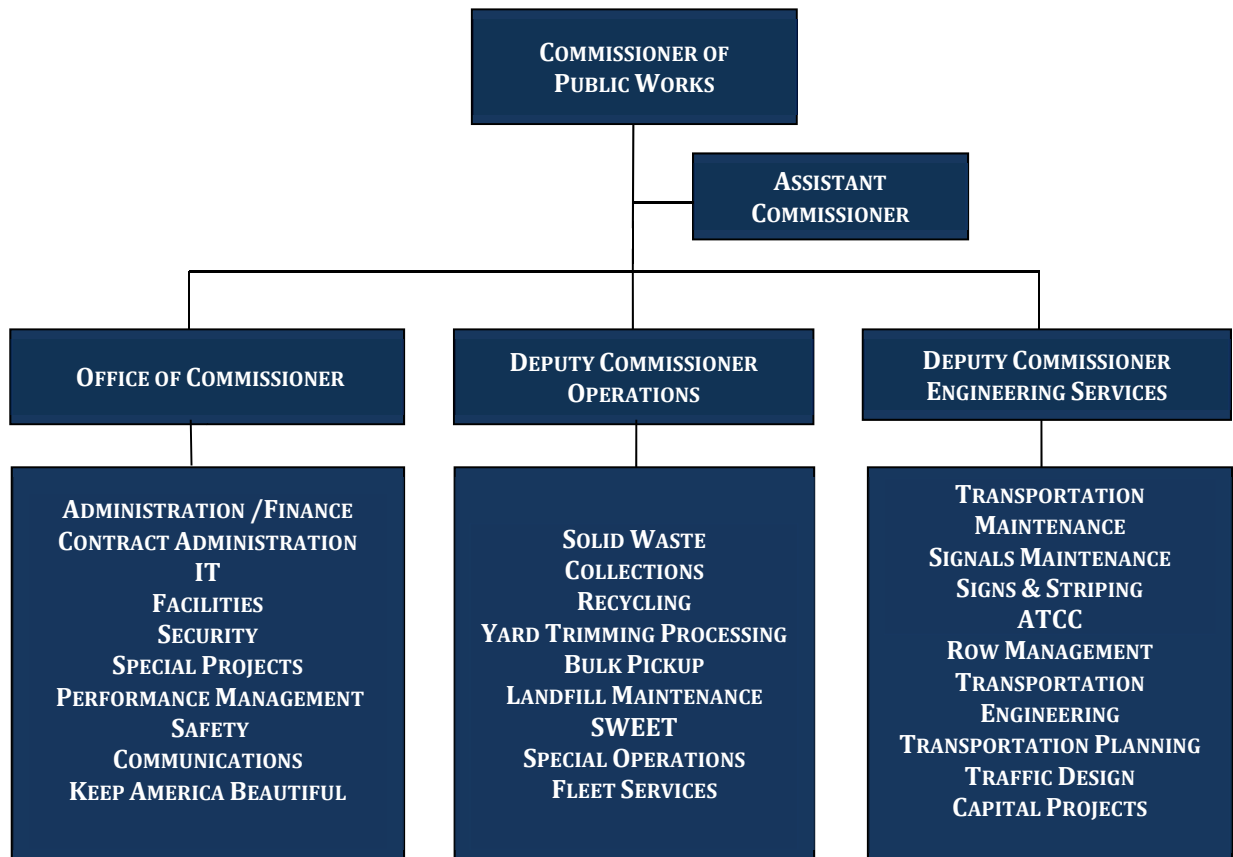
- Expand deployment of automated side-loader units to increase efficiencies with one person units where feasible.
- Cross Train Labor and CDL Drivers.
- Enhanced service implementation through staffing increase and equipment order.
- Work with Airport to develop compost program for yard waste to reduce material disposal costs.
- Develop glass recycling drop-off program.
- Analyze feasibility of developing and deploying WasteZero program.

Fleet

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

ORGANIZATIONAL CHART

PUBLIC WORKS



PERFORMANCE METRICS

PUBLIC WORKS

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|---|------------------|------------------|------------------|------------------|
| Transportation | | | | |
| Sustainability | | | | |
| % of reactive bridge inspections completed within 10 days of report or request | 90% | 90% | 90% | 90% |
| % of bridge repairs completed within 12 business days of work order creation | 97% | 90% | 90% | 90% |
| % pothole repairs completed within 5 business days | 95% | 49% | 90% | 90% |
| % of asphalt point repairs completed within 24 business days of work order creation | 82% | 62% | 90% | 90% |
| % of concrete repairs completed within 32 business days of work order creation | 77% | 42% | 90% | 90% |
| % emergency traffic sign repairs completed within 24 hours of receipt/report | 97% | 86% | 90% | 90% |
| Solid Waste Services | | | | |
| Fiscal Accountability & Governmental Efficiency | | | | |
| % of single family garbage pickups on scheduled day | 99.92% | 99.94% | 99.9% | 99.9% |
| % of yard trimmings pickups collected on scheduled day | 92.91% | 92.73% | 99.9% | 99.9% |
| % recycling pickups collected on scheduled day | 99.91% | 99.93% | 99.9% | 99.9% |
| Fleet Services | | | | |
| Public Safety | | | | |
| Average vehicle availability - Patrol Cars | 96% | 100% | 100% | 100% |
| Average vehicle availability - Motorcycles | 100% | 100% | 100% | 100% |
| Average vehicle availability - Aerial Buckets | 100% | 100% | 100% | 100% |
| Average vehicle availability - Ladders | 100% | 100% | 100% | 100% |
| Average vehicle availability - Pumpers | 100% | 100% | 100% | 100% |
| Fiscal Accountability & Governmental Efficiency | | | | |
| Average vehicle availability - Rear Loaders | 96% | 100% | 100% | 100% |
| Sustainability | | | | |
| Average vehicle availability - Pothole Trucks | 100% | 100% | 100% | 100% |





FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|---|----------------------|-----------------------|
| \$30,689,837 | \$33,746,537 | \$34,439,596 | Salaries, Regular | \$38,556,273 | \$4,116,677 |
| - | \$86,955 | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$933,484 | \$719,935 | \$540,256 | Salaries, Extra Help | \$353,548 | (\$186,708) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$3,437,559 | \$4,679,716 | \$1,966,871 | Overtime | \$2,352,076 | \$385,205 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | \$824 | - | Pen Cont Police Pen Fd | - | - |
| \$7,767,033 | \$7,574,789 | \$7,543,350 | Pen Cont Gen Emp Pen Fd | \$7,923,072 | \$379,722 |
| \$739,116 | \$877,519 | \$983,074 | Defined Contribution | \$732,236 | (\$250,838) |
| \$1,927,906 | \$2,819,654 | \$1,924,274 | Workers' Compensation | \$3,506,527 | \$1,582,253 |
| \$5,829,343 | \$5,879,865 | \$8,095,675 | Other Personnel Costs | \$7,456,744 | (\$638,931) |
| \$51,324,278 | \$56,385,794 | \$55,493,097 | TOTAL PERSONNEL | \$60,880,476 | \$5,387,380 |
| | | | OTHER EXPENSES | | |
| \$41,944,440 | \$30,643,959 | \$26,946,907 | Purchased / Contracted Services | \$30,576,408 | \$3,629,501 |
| \$25,170,137 | \$27,948,722 | \$26,155,537 | Supplies | \$25,707,070 | (\$448,467) |
| \$1,856,602 | \$611,580 | \$882,817 | Capital Outlays | \$282,246 | (\$600,571) |
| \$9,748,538 | \$9,565,060 | \$10,114,083 | Interfund / Interdepartmental Charges | \$9,843,800 | (\$270,282) |
| \$2,198 | \$11,897 | \$5,846 | Other Costs | \$4,011 | (\$1,836) |
| - | - | \$0 | Debt Service | \$2,457,649 | \$2,457,649 |
| - | - | \$0 | Conversion / Summary | \$0 | \$0 |
| \$9,884,667 | \$3,867,192 | \$1,951,941 | Other Financing Uses | \$4,150,193 | \$2,198,252 |
| \$88,606,582 | \$72,648,411 | \$66,057,131 | TOTAL OTHER EXPENSES | \$73,021,376 | \$6,964,246 |
| \$139,930,860 | \$129,034,205 | \$121,550,227 | TOTAL PERSONNEL AND OTHER EXPENSES | \$133,901,853 | \$12,351,625 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|-----------------------------------|----------------------|-----------------------|
| \$58,453,752 | \$53,248,147 | \$47,954,438 | General Fund | \$51,727,267 | \$3,772,829 |
| \$51,978,685 | \$45,901,399 | \$42,740,530 | Solid Waste Services Revenue Fund | \$51,610,407 | \$8,869,877 |
| \$795,537 | \$623,458 | \$607,219 | Water & Wastewater Revenue Fund | \$776,671 | \$169,452 |
| \$28,702,887 | \$29,261,202 | \$30,248,039 | Fleet Service Fund | \$29,787,507 | (\$460,532) |
| - | - | - | Group Insurance Fund | \$0 | \$0 |
| \$139,930,860 | \$129,034,205 | \$121,550,227 | TOTAL EXPENSES | \$133,901,853 | \$12,351,625 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|----------|---------------------------|--------|-----------------------|
| 897.00 | 924.33 | 1,000.33 | Full Time Equivalent | 960.75 | (39.58) |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|--|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$10,171,522 | \$12,152,633 | \$9,922,957 | \$13,570,665 | \$3,647,708 |
| - | \$27,139 | - | - | - |
| - | - | - | - | - |
| \$490,115 | \$396,477 | \$267,997 | - | (\$267,997) |
| - | - | - | - | - |
| \$1,348,982 | \$1,584,330 | \$175,252 | \$163,285 | (\$11,967) |
| - | - | - | - | - |
| - | - | - | - | - |
| \$2,040,324 | \$2,174,139 | \$2,125,604 | \$2,152,464 | \$26,861 |
| \$324,611 | \$400,126 | \$414,558 | \$294,568 | (\$119,991) |
| \$310,954 | \$222,293 | \$173,038 | \$169,040 | (\$3,998) |
| \$1,870,888 | \$1,971,069 | \$1,921,955 | \$1,810,795 | (\$111,160) |
| \$16,557,396 | \$18,928,206 | \$15,001,360 | \$18,160,815 | \$3,159,455 |
| | | | <i>OTHER EXPENSES</i> | |
| \$26,502,114 | \$16,602,480 | \$18,010,107 | \$17,836,354 | (\$173,753) |
| \$11,591,930 | \$13,536,575 | \$11,809,718 | \$11,809,718 | \$0 |
| \$802,206 | \$572,447 | \$175,001 | \$175,001 | - |
| \$2,069,908 | \$1,409,434 | \$1,688,175 | \$1,688,175 | \$0 |
| \$1,031 | \$11,812 | \$4,011 | \$4,011 | - |
| - | - | - | - | - |
| - | - | - | - | - |
| \$929,167 | \$2,187,192 | \$1,266,067 | \$2,053,193 | \$787,126 |
| \$41,896,356 | \$34,319,941 | \$32,953,078 | \$33,566,452 | \$613,374 |
| \$58,453,752 | \$53,248,147 | \$47,954,438 | \$51,727,267 | \$3,772,829 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---------------------|-----------------------|
| \$58,453,752 | \$53,248,147 | \$47,954,438 | \$51,727,267 | \$3,772,829 |
| \$58,453,752 | \$53,248,147 | \$47,954,438 | \$51,727,267 | \$3,772,829 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 259.44 | 278.99 | 349.00 | Full Time Equivalent | 273.03 | (75.97) |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$3,647,708 | Increase due to salary adjustments and \$15 per hour living wage increase. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$267,997) | Decrease to properly align the budget to support personnel services. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$11,967) | Decrease due to overtime less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$26,861 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$119,991) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$3,998) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$111,160) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$3,159,455 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$173,753) | Decrease to properly align the contracted services budget with anticipated costs. |
| Supplies | \$0 | This line includes utility expenses. |
| Capital Outlays | - | This line includes purchases of small equipment and vehicles. |
| Interfund / Interdepartmental Charges | \$0 | This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | - | This line includes business meeting expense. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$787,126 | Increase to properly align the budget to account for costs associated with GMA lease payments. |
| TOTAL OTHER EXPENSES | \$613,374 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$3,772,829 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|--------------------|-------------|
| General Fund | \$3,772,829 | |
| TOTAL EXPENSES | \$3,772,829 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | (75.97) | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Fleet Service Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|--|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$7,529,387 | \$7,449,026 | \$8,064,461 | \$8,219,050 | \$154,589 |
| - | - | - | - | - |
| - | - | - | - | - |
| - | \$14,262 | \$12,671 | \$0 | (\$12,671) |
| - | - | - | - | - |
| \$433,947 | \$411,541 | \$333,320 | \$333,320 | \$0 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$2,020,018 | \$1,845,647 | \$1,759,315 | \$1,759,315 | \$0 |
| \$155,274 | \$168,700 | \$186,197 | \$138,045 | (\$48,152) |
| \$64,333 | \$201,628 | \$87,962 | \$107,578 | \$19,616 |
| \$1,268,825 | \$1,250,161 | \$1,593,670 | \$1,617,955 | \$24,285 |
| \$11,471,785 | \$11,340,965 | \$12,037,596 | \$12,175,263 | \$137,668 |
| | | | <i>OTHER EXPENSES</i> | |
| \$5,200,805 | \$4,642,647 | \$4,663,438 | \$4,310,930 | (\$352,508) |
| \$11,662,900 | \$12,935,716 | \$13,176,675 | \$12,954,518 | (\$222,157) |
| - | \$10,578 | \$15,500 | \$15,500 | \$0 |
| \$367,396 | \$331,296 | \$354,831 | \$331,296 | (\$23,536) |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| \$17,231,102 | \$17,920,237 | \$18,210,444 | \$17,612,244 | (\$598,200) |
| \$28,702,887 | \$29,261,202 | \$30,248,039 | \$29,787,507 | (\$460,532) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|----------------|-----------------------|
| | | | FUND | |
| \$28,702,887 | \$29,261,202 | \$30,248,039 | \$29,787,507 | (\$460,532) |
| \$28,702,887 | \$29,261,202 | \$30,248,039 | \$29,787,507 | (\$460,532) |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 175.83 | 172.49 | 175.49 | 180.16 | 4.67 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works Fleet Service Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$154,589 | Increase due to \$15 per hour living wage increase. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$12,671) | Decrease due to Extra Help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$0 | |
| Defined Contribution | (\$48,152) | Decrease due to personnel adjustments. |
| Workers' Compensation | \$19,616 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | \$24,285 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$137,668 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$352,508) | Decrease to properly align the contracted services budget with anticipated operational needs. |
| Supplies | (\$222,157) | Decrease due to electricity cost less than anticipated. |
| Capital Outlays | \$0 | This line includes small equipment purchases. |
| Interfund / Interdepartmental Charges | (\$23,536) | Decrease due to motor/fuel and repair/maintenance cost less than anticipated. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$598,200) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$460,532) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|--------------------|-------------|
| Fleet Service Fund | (\$460,532) | |
| TOTAL EXPENSES | (\$460,532) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 4.67 | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Solid Waste Services Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|--|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$12,533,460 | \$13,800,184 | \$16,120,188 | \$16,346,779 | \$226,591 |
| - | \$59,816 | - | - | - |
| - | - | - | - | - |
| \$443,369 | \$309,197 | \$259,588 | \$352,648 | \$93,060 |
| - | - | - | - | - |
| \$1,588,387 | \$2,619,049 | \$1,397,553 | \$1,794,725 | \$397,173 |
| - | - | - | - | - |
| - | \$824 | - | - | - |
| \$3,563,400 | \$3,464,469 | \$3,579,926 | \$3,906,348 | \$326,422 |
| \$254,568 | \$302,927 | \$377,676 | \$292,064 | (\$85,612) |
| \$1,520,301 | \$2,342,856 | \$1,630,271 | \$3,154,310 | \$1,524,040 |
| \$2,596,075 | \$2,593,843 | \$4,481,720 | \$3,920,852 | (\$560,868) |
| \$22,499,560 | \$25,493,165 | \$27,846,921 | \$29,767,726 | \$1,920,805 |
| | | | <i>OTHER EXPENSES</i> | |
| \$10,241,520 | \$9,398,833 | \$4,273,362 | \$8,429,124 | \$4,155,761 |
| \$1,915,306 | \$1,476,431 | \$1,169,144 | \$942,833 | (\$226,311) |
| \$1,054,396 | \$28,555 | \$692,316 | \$91,745 | (\$600,571) |
| \$7,311,234 | \$7,824,330 | \$8,071,077 | \$7,824,330 | (\$246,747) |
| \$1,168 | \$85 | \$1,836 | - | (\$1,836) |
| - | - | - | \$2,457,649 | \$2,457,649 |
| - | - | - | - | - |
| \$8,955,500 | \$1,680,000 | \$685,874 | \$2,097,000 | \$1,411,126 |
| \$29,479,124 | \$20,408,234 | \$14,893,609 | \$21,842,681 | \$6,949,072 |
| \$51,978,685 | \$45,901,399 | \$42,740,530 | \$51,610,407 | \$8,869,877 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---------------------|-----------------------|
| | | | FUND | |
| \$51,978,685 | \$45,901,399 | \$42,740,530 | \$51,610,407 | \$8,869,877 |
| \$51,978,685 | \$45,901,399 | \$42,740,530 | \$51,610,407 | \$8,869,877 |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 446.74 | 457.85 | 465.84 | 495.56 | 29.72 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works

Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$226,591 | Increase due to \$15 per hour living wage increase. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$93,060 | Increase due to Extra Help for expanded SWS commercial services. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$397,173 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$326,422 | Increase due to pension and personnel adjustments. |
| Defined Contribution | (\$85,612) | Decrease due to personnel adjustments. |
| Workers' Compensation | \$1,524,040 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | (\$560,868) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$1,920,805 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$4,155,761 | Increase due to contracted services for disposal of municipal solid waste, yard trimmings, and post closure maintenance and care of landfills. |
| Supplies | (\$226,311) | Decrease due to properly align the supplies budget to support waste disposal related costs. |
| Capital Outlays | (\$600,571) | Decrease due to equipment refresh in previous year not anticipated in FY20. |
| Interfund / Interdepartmental Charges | (\$246,747) | Decrease due to maintenance/repair costs for new SWS rear loaders less than anticipated. |
| Other Costs | (\$1,836) | Decrease due to refunds less than anticipated. |
| Debt Service | \$2,457,649 | Increase due to 19-O-1002 First Municipal Master Lease Agreement. |
| Conversion / Summary | - | |
| Other Financing Uses | \$1,411,126 | Increase due to costs associated with 5402 Solid Waste R&E Fund debt service payments. |
| TOTAL OTHER EXPENSES | \$6,949,072 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$8,869,877 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------------------|--------------------|-------------|
| Solid Waste Services Revenue Fund | \$8,869,877 | |
| TOTAL EXPENSES | \$8,869,877 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 29.72 | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$455,468 | \$344,695 | \$331,990 | Salaries, Regular | \$419,779 | \$87,789 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | \$900 | \$900 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$66,242 | \$64,796 | \$60,747 | Overtime | \$60,747 | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$143,291 | \$90,534 | \$78,506 | Pen Cont Gen Emp Pen Fd | \$104,945 | \$26,439 |
| \$4,662 | \$5,765 | \$4,643 | Defined Contribution | \$7,559 | \$2,917 |
| \$32,319 | \$52,876 | \$33,004 | Workers' Compensation | \$75,599 | \$42,595 |
| \$93,555 | \$64,793 | \$98,330 | Other Personnel Costs | \$107,143 | \$8,813 |
| \$795,537 | \$623,458 | \$607,219 | TOTAL PERSONNEL | \$776,671 | \$169,452 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| \$795,537 | \$623,458 | \$607,219 | TOTAL PERSONNEL AND OTHER EXPENSES | \$776,671 | \$169,452 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|---------------------------------|------------------|-----------------------|
| \$795,537 | \$623,458 | \$607,219 | Water & Wastewater Revenue Fund | \$776,671 | \$169,452 |
| \$795,537 | \$623,458 | \$607,219 | TOTAL EXPENSES | \$776,671 | \$169,452 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 15.00 | 15.00 | 10.00 | Full Time Equivalent | 12.00 | 2.00 |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$87,789 | Increase due to \$15 per hour living wage increase. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$900 | Increase due to Extra Help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$26,439 | Increase due to pension rate adjustments. |
| Defined Contribution | \$2,917 | Increase due to personnel adjustments. |
| Workers' Compensation | \$42,595 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | \$8,813 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$169,452 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$169,452 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|-------------------------|--------------------|
| Water & Wastewater Revenue Fund | \$169,452 | |
| TOTAL EXPENSES | \$169,452 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 2.00 | Change in staffing level due to citywide consolidation efforts. |



PARKS AND RECREATION

Mission Statement

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

Core Functions

- Recreation Programs: Provide and promote recreation programs and services for all ages and abilities to include senior services, youth development, sports, aquatics, after school activities, Camp Best Friends summer program, fitness and wellness, music and culture, and outdoor adventure.
- Parks Maintenance and Operations: Preserve and protect parks, recreation facilities, and open spaces that are safe, clean and accessible.
- Planning, Design and Development of parks and recreation facilities.

Summary of Services

The City of Atlanta's Department of Parks and Recreation (DPR) manages more than 100 facilities and 412 parks totaling 4,962 (5.6% of the City's land) inside the city limits along with 209 acres at Lake Allatoona.

The parks, recreation and cultural facilities, and open spaces vary from small recreation centers to large cultural facilities and unique amenities, such as the Chastain Park Amphitheater and Historic Fourth Ward Park Skate Park. DPR reopened all closed recreation centers in January 2011, and in 2013 the department built upon earlier pilot projects to transform the community recreation facilities into Centers of Hope. The facility inventory currently includes 33 recreation centers, 4 indoor and 11 outdoor pools, 8 spray grounds, 134 playgrounds, 162 tennis courts, 5 tennis centers, 80 basketball courts, 5 volleyball courts, 54 baseball fields, 10 soccer fields, 9 mini soccer pitches, 6 football fields, 2 skate parks, 144 pavilions, five dog parks, and 13 community gardens. Special recreational facilities include two

nature preserves, three 18-hole golf courses and one 9-hole golf course, Southside Sports Complex, Lake Allatoona Resident Camp, the Outdoor Activity Center, John A. White Junior Training Golf Course, and Historic Oakland Cemetery.

Offices

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

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

The Office of Park Design is responsible for providing park and facility planning, acquisitions, project management, design and construction of capital projects, grants management, departmental GIS coverage and serving as a liaison with partners such as the Atlanta Beltline, Inc.

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

The Management Services Office (MSO) is responsible for performance management and analytics, partnerships, community engagement, legislative activities, strategic plan, contract services, and marketing & communications support, and serves as a liaison to information technology and human resources departments.

Strategic Priorities

DPR's 2013–2017 Strategic Plan built upon the 2008–2011 Strategic Plan, which set the groundwork for DPR becoming one of the largest parks and recreation departments accredited by the Commission for Accreditation of Park and

Recreation Agencies (CAPRA). In 2013, DPR identified seven strategies for pursuing its mission. In 2017, there was a newly elected Mayoral Administration, and Mayor Bottoms' administration coincided with a new Department of Parks and Recreation Commissioner and the department's five-year reaccreditation in 2018. To align with Mayor Bottoms' strategic priorities and meet reaccreditation requirements, the 2013-2017 Strategic Plan has been extended through the year 2021. These strategies will continue to help DPR accomplish its mission and guide DPR towards its vision through 2021:

- **Deliver exceptional spaces and diverse experiences.** We will provide parks, facilities and programs that are accessible, attractive, and exceed the expectations of our customers.
- **Create a culture of innovation.** We will foster a work environment that engages and motivates both employees and our stakeholders to help develop innovative solutions.
- **Enhance safety and security in all operations.** We will ensure that system-wide safety and security are driving factors in all departmental actions and activities.
- **Expand our impact through collaboration.** We will merge our strengths with the strengths of others to enhance our programs and facilities.
- **Enhance our organizational capacity.** We will support and invest in an effective, efficient workforce through training, broadened recruitment and proficient business practices.
- **Plan and build a marketing support system.** We will develop and implement a marketing strategy that enhances our image, improves our positioning and promotes our offerings.
- **Communicate effectively.** We will foster an environment of effective communication that leads to increased understanding, awareness and trust.

Objectives

- Extend 2013-2017 Strategic Plan to 2021.
- Retain accreditation through the Commission of Accreditation for Parks and Recreation Agencies (CAPRA).
- Complete a Comprehensive Parks and Recreation Master Plan by 2021.
- Participate in Atlanta Community Schoolyards to Parkgrounds Initiative.

- Plan and implement the Cities Connecting Children to Nature Initiative.
- Broaden youth engagement programs and senior activities.
- Improve golf services business model.
- Grow the parkland and greenspace inventory according to the criteria set in the 2030 Project Greenspace plan.
- Bolster alternative funding and partnerships to foster public and private partnerships, as well as friends of parks groups and conservancies to maximize available resources and enable DPR to provide consistent and exceptional services in parks and recreation services.
- Evaluate and update service agreements with business partners.
- Work with City departments to enhance current initiatives and explore new ways of working together.
- Update marketing and communications plan.
- Expand marketing efforts and resources.
- Leverage the work order and asset management system.
- Complete the annual DOJ ADA transition plan.
- Conduct safety and security assessments of all parks and recreation facilities.

FY2019 Accomplishments

Awards & Recognition

- Three Youth Basketball teams won the Georgia Recreation and Park Association (GRPA) state tournament, and three youth football teams won the Football Championships in Gatlinburg, TN.
- Featured in regional television show highlighting the skate parks at Arthur Langford, Jr. Recreation Center and Historic Fourth Ward Park.
- Received the Trees City USA Award for the 32nd year.
- Received Saint Louis Chapter American Institute of Architects Merit Award in Architecture for the Martin Luther King, Jr. Recreation and Aquatic Center.
- Received a Design Award of Excellence from the Atlanta Urban Design Commission for Noble Park.
- Created first urban food forest in Georgia and the largest in the United States at the 7.1 acre Browns Mill Food Forest Park.

- Finalist for the Land Deal of the Year award from the Atlanta Business Chronicle's Best in Atlanta Real Estate Awards for Piedmont Park expansion project.

Parks and Recreation Services

- Served 80,177 meals and 84,576 snacks during the previous academic school year.
- Operated 15 after school sites including 33 Centers of Hope and two Police Athletic League sites.
- Increased afterschool enrollment by 17% to over 2,500 students during FY 2019.
- Enrolled 3,859 youth in FY2019 in Camp Best Friends summer program.
- Successfully operated 11 Atlanta Teen Leaders sites.
- Served over 680 seniors at three senior summer camp locations and operated 12 Prime Time Senior sites serving over 2,000 senior citizens.
- Leveraged the Play Mobile to engage over 4,000 youth and seniors living or visiting parks without recreation centers throughout the May – November 2018 program season.
- Hosted the 2nd Annual Atlanta Teen Leaders Summer Basketball League, hosting over 100 teens across the metro-Atlanta area during the months of June and July.
- Around 35 Seniors represented the City of Atlanta in the National Golden Olympics in Albuquerque, New Mexico.
- Expanded "at-promise" youth strategy in partnership with the Atlanta Police Department and the Mayor's Office.

Parks and Recreation Facilities

- Initiated updating the Westside Park at Bellwood Quarry master plan and initial phase of development.
- Installed new playgrounds at Isabel Gates Park, Center Hill Park, Channing Valley Park, Noble Park, and Pittman Park.
- Initiated Pittman Park Master Plan process.
- Completed construction on Bitsy Grant Tennis Center that includes twelve new hard courts along with renovated women and men's restrooms.
- Completed \$2.8m Atlanta Memorial Park Northwest Beltline Connector Trail and site improvements.

- Repaired Candler Park Golf Course Clubhouse roof.
- Construction underway to renovate the on-course restrooms at Alfred "Tup" Holmes Golf Course.
- Initiated erosion control work at Chastain Park Golf Course.
- Cook Park construction nearly complete (September 2019) that will include a new playground, green infrastructure, splashpad, multiple pavilions, walking paths, and exercise equipment.
- \$3.3m investment of Kathryn Johnston Memorial Park construction underway. The park will include a new playground, exercise equipment, green infrastructure, security lighting, and a shade structure.
- Completed ADA improvements to Chastain Park Golf Course Clubhouse.
- Completed \$2.2m John F. Kennedy Park improvements in partnership with the Super Bowl LIII Legacy Committee.
- Completed phase one of the Sara J. Gonzalez Park renovations to include a new playground, multipurpose lawn, and plaza area.
- Phase one construction of Indian Creek Park underway. Walkways installed, demolition of abandoned structure, and invasive removal.
- Completed \$400k renovation to Armand Park to serve as a trail head for South Fork Peachtree Creek Trail and includes an embankment slide, new playground, multipurpose lawn, and green infrastructure amenities.
- Added nine mini soccer pitches at seven parks throughout city parks in collaboration with US Soccer Foundation.
- Completed bunker renovation project at Browns Mill Golf Course and Chastain Park Golf Course.
- Initiated bunker renovation at Alfred "Tup" Holmes Golf Course.
- Took over maintenance management of the SW Beltline & Eastside Extension Beltline trails.
- Partnered with the Atlanta Hawks to renovate outdoor basketball courts, including sports flooring, posts and backboards at Selena Butler Park.
- Partnered with Nancy Lieberman Foundation to renovate outdoor basketball courts at Dunbar Recreation Center and Thomasville Recreation Center.
- Completed renovation of restrooms at Browns Mill Golf Course between holes four and five.

- Contracted with Trees Atlanta to offer a series of free arboricultural programs including pruning classes, educational tours along Atlanta’s Beltline linear arboretum and a free speaker series.
- Instituted an extensive permitting process for gated park events with attendance between 250-50,000 visitors. The Office of Reservations was able to double its revenue earned on rentals from ball fields and pavilions over the previous twelve months.
- Planted over 1,500 community-based, small tree plantings with the City of Atlanta. The Department also utilized ruminants to clear invasive species from parkland.
- Partnered with Friends of Bitsy Grant to install two new shaded grandstands at Bitsy Grant Tennis Center.
- Connected over 30 security cameras to VIC on Southwest Beltline Trail.

FY2020 Adopted Program Highlights

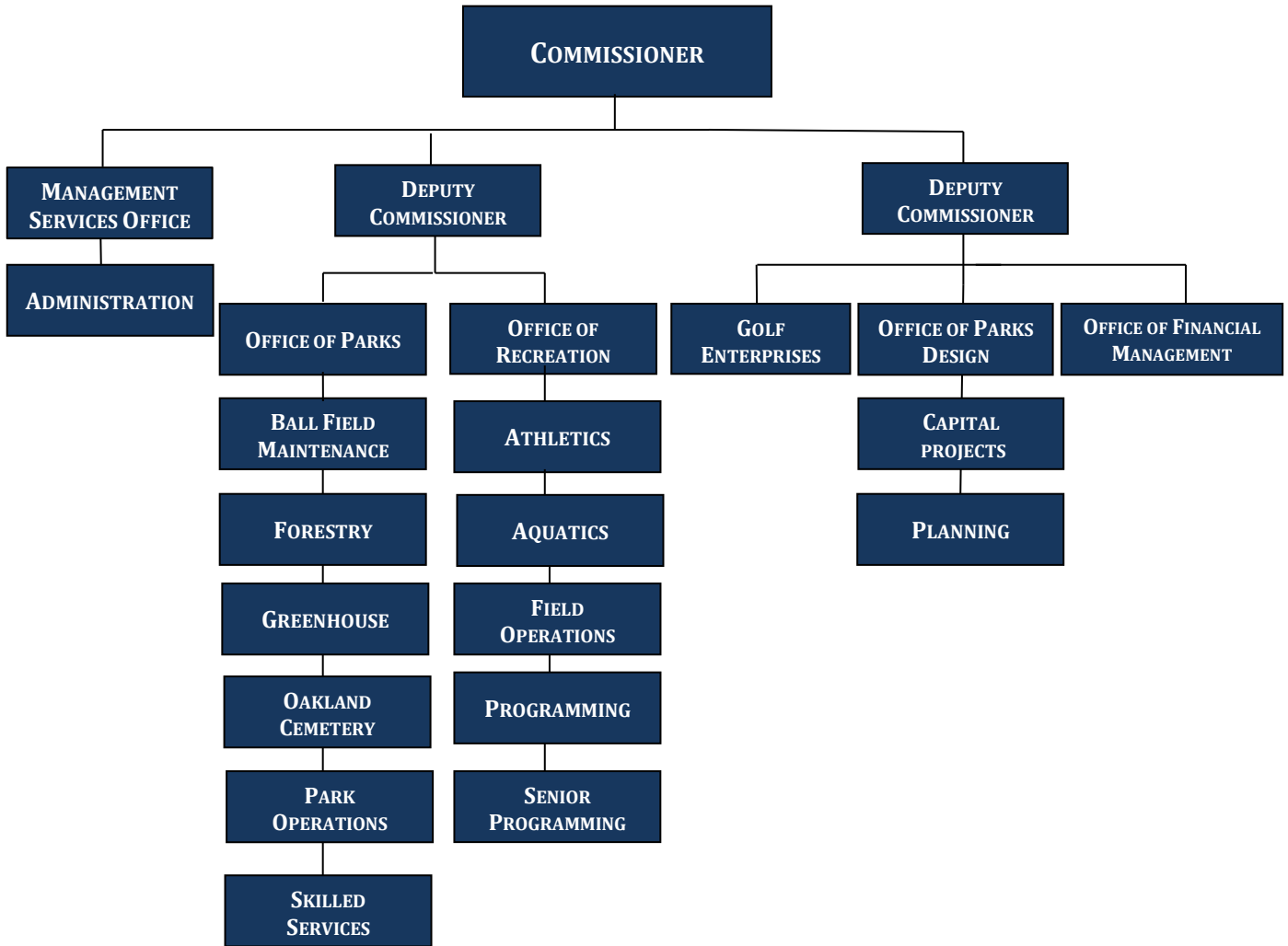
- Develop a Student Before Athlete program designed to focus on classroom and college preparation.
- Develop partnership with Atlanta Metro and Atlanta Tech that will give teens the opportunity to participate in different vocational programs.
- Work to establish technology classes such as coding, software development, and movie and film production.
- Develop a sustainable funding strategy for Centers of Hope and Camp Best Friends, while growing youth participation, improving quality of programs and providing on-going staff development.
- Increase adult and senior citizen utilization of recreation facilities.
- Develop a partnership management strategy to further develop guidelines for forming, measuring impact and recognition of business partnerships.
- Increase number of youth served as a part of DPR’s summer, afterschool and athletics programming.
- Incorporate innovative programming including a focus on STEAM and technology at the afterschool and Camp Best Friends sites.
- Integrate City of Atlanta golf courses to support the Department’s youth development programs and outreach.

Parks and Recreation Facilities Planning & Development

- Begin second phase of Indian Creek Park to include new playground, pavilion, outdoor classroom, and a bridge over a creek and complete community engagement, design, permitting, and construction of Indian Creek Park.
- Complete Lang Carson, Mozley, and Pittman parks vision plans.
- Begin Lillian Cooper Shepherd Park renovations and improvements.
- Complete initial phase of development at Westside Park and Preserve at Bellwood Quarry.
- Design and install new playgrounds at Center Hill, Collier, Knight, South Atlanta, Anderson, Mozley, West Manor, John A. White parks.
- Complete construction of Cook Park, Noble Park, Armand Park, and the Grant Park Gateway project.
- Complete the Atlanta Memorial Park Trail.
- Complete Bunker renovation at Alfred “Tup” Holmes Golf Course.
- Complete erosion control work at Chastain Golf Course.
- Develop operations, maintenance, and programming plan for Cook Park, Westside Park at Bellwood Quarry, Grant Park Gateway, Kathryn Johnston Park, Indian Creek Park, J.F. Kennedy Park, and Armand Park.
- Work with Atlanta Public Schools to develop a working relationship that better leverages both organizations’ facilities and coordinates programming opportunities and access to facilities.
- Continue incorporating green infrastructure in the scoping and implementation of Park planning and construction projects in partnership with the Department of Watershed Management.
- Develop strategic land acquisition plan to connect trails, parks, greenspace and communities in accordance with the 2030 Project Greenspace plan.
- Develop a capital budget and capital improvement plan to help manage proactive maintenance and repairs.
- Improve Park Operations’ facilities.

ORGANIZATIONAL CHART

PARKS AND RECREATION



PERFORMANCE METRICS

PARKS AND RECREATION

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|---|------------------|------------------|------------------|------------------|
| <i>Office of Recreation</i> | | | | |
| <i>Youth Development</i> | | | | |
| Total Number Enrolled in COH Afterschool Program | 2,159 | 2,247 | 2,000 | 2,100 |
| Total Number Enrolled in Camp Best Friends | 3,932 | 3,904 | 3,800 | 3,900 |
| Total Number Enrolled in Athletic Programming | 3,048 | 3,816 | 3,000 | 3,000 |
| Total Youth COH Attendance | 218,147 | 227,838 | 190,000 | 195,000 |
| <i>Fiscal Stability</i> | | | | |
| Total recreation revenue collected | \$2,394,276 | \$2,699,548 | \$1,800,000 | \$1,850,000 |
| <i>Office of Parks</i> | | | | |
| <i>Fiscal Accountability & Governmental Efficiency</i> | | | | |
| Percentage of mulching/mowing completed on schedule | 87% | 82% | 95% | 95% |
| Percentage of litter/limb removal completed on schedule | 100% | 96% | 95% | 95% |
| Percentage of park garbage cans collected on schedule | 99% | 96% | 100% | 100% |
| Percentage of park trimming and blowing completed on schedule | 85% | 81% | 80% | 80% |
| Percentage of Arborist Inspections completed within schedule | 95% | 92% | 85% | 85% |
| <i>Public Safety</i> | | | | |
| Percentage of park Forestry completed on schedule | 73% | 66% | 88% | 88% |
| <i>Office of Parks Design</i> | | | | |
| <i>Sustainability</i> | | | | |
| % of active capital projects on/ahead of schedule | 100% | 98% | 98% | 98% |
| % of capital projects closed on/ahead of schedule | N/A | N/A | 95% | 95% |
| % of active capital projects on/under budget | 100% | 98% | 98% | 98% |
| % of capital projects closed on/under budget | N/A | N/A | 98% | 95% |
| Percentage of capital projects closed on/ahead of schedule | N/A | N/A | N/A | N/A |
| Total \$ value of ADA citations addressed (cumulative) | \$1,849,331 | \$577,683 | \$2,000,000 | \$2,000,000 |



FY20 OPERATING BUDGET HIGHLIGHTS

Dept of Parks & Recreation

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| \$12,714,991 | \$15,010,677 | \$14,750,173 | Salaries, Regular | \$16,926,724 | \$2,176,551 |
| \$242,229 | (\$82,283) | - | Salaries, Perm Part-Time | \$300,000 | \$300,000 |
| - | - | - | Salaries, Sworn | - | - |
| \$1,813,091 | \$1,070,819 | \$1,014,497 | Salaries, Extra Help | \$1,100,000 | \$85,503 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$904,068 | \$828,854 | \$423,663 | Overtime | \$659,389 | \$235,726 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$3,296,828 | \$3,328,019 | \$2,903,592 | Pen Cont Gen Emp Pen Fd | \$2,822,771 | (\$80,821) |
| \$317,000 | \$383,847 | \$303,693 | Defined Contribution | \$233,262 | (\$70,431) |
| \$444,600 | \$200,087 | \$596,692 | Workers' Compensation | \$596,692 | \$0 |
| \$2,481,724 | \$2,587,372 | \$3,448,076 | Other Personnel Costs | \$3,316,612 | (\$131,464) |
| \$22,214,531 | \$23,327,392 | \$23,440,385 | TOTAL PERSONNEL | \$25,955,450 | \$2,515,065 |
| | | | OTHER EXPENSES | | |
| \$8,329,669 | \$7,532,381 | \$7,179,540 | Purchased / Contracted Services | \$7,629,538 | \$449,999 |
| \$6,106,814 | \$6,215,737 | \$5,375,415 | Supplies | \$5,375,415 | \$0 |
| \$208,025 | \$24,019 | \$140,000 | Capital Outlays | \$190,000 | \$50,000 |
| \$2,017,860 | \$2,018,303 | \$2,052,715 | Interfund / Interdepartmental Charges | \$2,052,715 | \$0 |
| \$140 | - | \$0 | Other Costs | \$0 | \$0 |
| \$1,786,627 | - | \$0 | Debt Service | \$0 | \$0 |
| - | - | - | Conversion / Summary | - | - |
| \$6,986,495 | \$21,929,347 | \$747,061 | Other Financing Uses | \$596,143 | (\$150,918) |
| \$25,435,630 | \$37,719,786 | \$15,494,730 | TOTAL OTHER EXPENSES | \$15,843,811 | \$349,081 |
| \$47,650,160 | \$61,047,177 | \$38,935,116 | TOTAL PERSONNEL AND OTHER EXPENSES | \$41,799,261 | \$2,864,145 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------------------|---------------------|-----------------------|
| \$44,517,860 | \$39,344,422 | \$38,935,115 | General Fund | \$41,799,261 | \$2,864,146 |
| \$3,128,002 | \$21,703,877 | \$0 | Civic Center Revenue Fund | \$0 | \$0 |
| \$4,299 | (\$1,121) | \$0 | Parks Facilities Revenue Fund | \$0 | \$0 |
| - | - | \$0 | Solid Waste Services Revenue Fund | - | \$0 |
| - | - | \$0 | Water & Wastewater Revenue Fund | - | \$0 |
| \$47,650,160 | \$61,047,177 | \$38,935,116 | TOTAL EXPENSES | \$41,799,261 | \$2,864,145 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 393.00 | 430.00 | 448.00 | Full Time Equivalent | 428.00 | (20.00) |



FY20 OPERATING BUDGET HIGHLIGHTS
Dept of Parks & Recreation
General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$12,432,544 | \$15,011,308 | \$14,750,173 | Salaries, Regular | \$2,176,551 |
| \$242,229 | (\$82,283) | - | Salaries, Perm Part-Time | \$300,000 |
| - | - | - | Salaries, Sworn | - |
| \$1,810,305 | \$1,070,819 | \$1,014,497 | Salaries, Extra Help | \$85,503 |
| - | - | - | Salaries, Extra Help-Sworn | - |
| \$859,695 | \$828,854 | \$423,663 | Overtime | \$235,726 |
| - | - | - | Pen Cont Fire Pen Fd | - |
| - | - | - | Pen Cont Police Pen Fd | - |
| \$3,225,388 | \$3,328,250 | \$2,903,592 | Pen Cont Gen Emp Pen Fd | (\$80,821) |
| \$312,462 | \$383,847 | \$303,693 | Defined Contribution | (\$70,431) |
| \$444,600 | \$200,087 | \$596,692 | Workers' Compensation | - |
| \$2,415,407 | \$2,587,519 | \$3,448,076 | Other Personnel Costs | (\$131,464) |
| \$21,742,630 | \$23,328,400 | \$23,440,385 | TOTAL PERSONNEL | \$2,515,065 |
| | | | <i>OTHER EXPENSES</i> | |
| \$7,851,560 | \$7,294,906 | \$7,179,539 | Purchased / Contracted Services | \$449,999 |
| \$5,711,289 | \$5,883,227 | \$5,375,415 | Supplies | - |
| \$208,025 | \$24,019 | \$140,000 | Capital Outlays | \$50,000 |
| \$2,017,860 | \$2,018,303 | \$2,052,715 | Interfund / Interdepartmental Charges | - |
| - | - | - | Other Costs | - |
| - | - | - | Debt Service | - |
| - | - | - | Conversion / Summary | - |
| \$6,986,495 | \$795,567 | \$747,061 | Other Financing Uses | (\$150,918) |
| \$22,775,229 | \$16,016,022 | \$15,494,730 | TOTAL OTHER EXPENSES | \$349,081 |
| \$44,517,860 | \$39,344,422 | \$38,935,115 | TOTAL PERSONNEL AND OTHER EXPENSES | \$2,864,146 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------|-----------------------|
| | | | FUND | |
| \$44,517,860 | \$39,344,422 | \$38,935,115 | General Fund | \$2,864,146 |
| \$44,517,860 | \$39,344,422 | \$38,935,115 | TOTAL EXPENSES | \$2,864,146 |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 384.00 | 422.00 | 440.00 | 428.00 | (\$12.00) |
| | | | Full Time Equivalent | |



FY20 OPERATING BUDGET HIGHLIGHTS

Dept of Parks & Recreation

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$2,176,551 | Increase due to \$15 per hour living wage increase and additional park maintenance staffing requirements. |
| Salaries, Perm Part-Time | \$300,000 | Increase to properly align the budget to support personnel related costs. |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$85,503 | Increase due to Camp Best Friends and seasonal park maintenance staffing. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$235,726 | Increase due to additional funding for staff in the forestry division, recreational warming centers, and skill services for after hours emergency safety repairs. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$80,821) | Decrease due to pension rate adjustment. |
| Defined Contribution | (\$70,431) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$131,464) | Decrease to properly align the budget to support personnel related cost. |
| TOTAL PERSONNEL | \$2,515,065 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$449,999 | Increase due to support of new investments in the network of parks, greenspace and recreational centers senior programming. |
| Supplies | - | This line includes utility costs for recreational facilities. |
| Capital Outlays | \$50,000 | Increase due to additional funding for Recreation Center equipment. |
| Interfund / Interdepartmental Charges | - | This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | (\$150,918) | Decrease to properly align the budget to account for costs associated with GMA lease payments. |
| TOTAL OTHER EXPENSES | \$349,081 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$2,864,146 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|--------------------|-------------|
| General Fund | \$2,864,146 | |
| TOTAL EXPENSES | \$2,864,146 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | (12.00) | Change in staffing level due to citywide consolidation efforts. |



WATERSHED MANAGEMENT

Vision Statement

To distinguish ourselves as leaders in innovation, service and value

Mission Statement

- Delivering excellent customer service through a motivated, skilled, and empowered workforce
- Ensuring treatment and delivery of high quality drinking water as well as collection and reclamation of wastewater to a high standard, while implementing innovative solutions for resource recovery
- Sustainable stormwater management, integrated planning and mitigation of the adverse impacts of flooding, while leveraging partnerships to protect, restore and enhance our watersheds
- Building the capacity to be a strong partner in the resilience of our City

Values

- Teamwork – focusing our collective strengths to deliver service.
- Integrity – adhering to high ethical standards; doing the right thing at the right time for the right reasons.
- Customer Centric – understanding needs and delivering on our promises.
- Accountability – accepting responsibility for our actions.
- Employee Commitment – valuing our employees as our most valuable resource.

Summary of Operations

The Department of Watershed Management is dedicated to providing high quality drinking water, wastewater, and stormwater services to residential, business, and wholesale customers at a fair and

reasonable cost while enhancing and protecting urban waterways and regional water resources.

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

Division/Offices Descriptions

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

The Office of Water Treatment and Reclamation is responsible for drinking water production and wastewater treatment. Drinking water production includes the operation and maintenance of water supply intakes, two drinking water treatment plants¹, drinking water storage (both raw water and finished water), and pumping stations. Wastewater treatment includes the operation and maintenance of three permitted wastewater treatment (reclamation) facilities, six combined sewer (including water quality control) facilities, and sixteen sewage pumping stations. Operations include chemical, mechanical, and electrical systems and daily and monthly sampling and reporting. This Office leads our coordination for the North Area Water Treatment Plant that is operated and maintained under a separate contract and jointly owned with Fulton County.

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

The Office of Linear Infrastructure Operations is responsible for operating, maintaining, and repairing the City's 2,790 miles of water distribution lines; 2,150 miles of wastewater collection system sewers, and system appurtenances, including maintaining system reliability and compliance. In the event of asset failure, OLIO provides rapid response to minimize impacts to the community and the environment. Operations include managing a work order system to schedule, track, and report on work in response to technical customer service requests and linear infrastructure emergency maintenance needs including water main breaks and sanitary sewer failures. The OLIO team also coordinates with the Department of Public Works to provide for cleaning and clearing the City's separate storm sewer system to prevent or relieve flooding. New meter installations are performed by the Office of Linear Infrastructure Operations.

The Office of Watershed Protection has primary responsibility for oversight of the City's stormwater management program including Municipal Separate Storm Sewer System (MS4) permit compliance and other functions that support the improvement and protection of surface water quality in the City's waterways including the Fats, Oils and Grease (FOG) program; Industrial Pretreatment Program; Site Development and Compliance Services (stormwater management, erosion and sediment control and site plan reviews); and Watershed Management (flow monitoring, water quality monitoring and stream walks). This Office serves as DWM's oversight of all compliance programs and related matters to ensure a comprehensive and cohesive approach for permit and regulatory compliance of our operations including monitoring, tracking and reporting measures. Watershed Protection is also engaged in regional planning coordination and implementation of programs targeted to protect and enhance water quality. This Office provides laboratory services through our EPA certified facility to test and monitor raw water, drinking water and wastewater quality on a continuous basis. Watershed Protection coordinates design, construction, operations, and maintenance of stormwater management facilities and systems including ecological enhancement and green infrastructure measures.

The Office of Engineering Services is responsible for development and implementation of water and wastewater masterplans that serve as a basis for the DWM's five-year Capital Improvement Program. The Office has oversight of the City's drinking water, wastewater, and combined sewer systems capital program implementation from planning and design through construction. This Team also provides project management support for implementation of capital projects for watershed protection, green infrastructure and stormwater management. In

addition to capital program management, this Office is responsible for DWM's asset management program, water and sewer system reviews for development services, technical support for the water and wastewater facilities and linear infrastructure operations as well as geographic information systems for our linear assets.

The Office of Financial Administration is responsible for all aspects of financial management, including financial planning and budgeting, determination of rates, fees, and charges, inter-jurisdictional billing, accounting, collections, and tracking expenditures. DWM's procurement planning division is under the Office of Financial Administration as well as the sale of meters and the Department's affordability program, Care and Conserve.

The Office of Customer & Business Services is responsible for customer service operations including customer relations, meter field operations, and billing services. DWM's Customer Assurance and Satisfaction Team (or CAST) handles escalated service requests by interfacing with the customer and the operating units to assure the work is completed and the customer is satisfied with the resolution. This Office is also responsible for reviewing billing adjustment requests and any requests for scheduling a Water and Sewer Appeals Board hearing. Currently, most small meter repairs are performed by this Office.

Strategic Priorities

The Department has developed the following eight strategic priorities to serve as key drivers to achieve the goals and objectives of the utility. In addition, the priorities inform a course of action for disciplined decision making and implementation of critical programs and initiatives that shape the future of DWM:

Service Delivery - Goal Statement: Deliver highly-effective customer service and outreach to all classes of customers through the use of technology and proactive communication.

Infrastructure Reliability - Goal Statement: Plan for and sufficiently invest in our infrastructure assets to facilitate full compliance with regulatory requirements, including the public health needs of our stakeholders and protection of our environmental resources.

Workforce Development - Goal Statement: Build a pipeline of highly skilled workers and leverage the skills of current employees to meet our business demands and customer expectations.

Operational Efficiency - Goal Statement: Efficient delivery of core services to customers through

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

Financial Resiliency - Goal Statement: Responsibly manage the full life-cycle costs of the utility; establishing and maintaining an effective balance between long-term debt, asset value, operating revenues and operational and maintenance expenditures; resulting in predictable rates consistent with community and regulatory expectations to adequately invest in current and future needs.

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

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

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

FY2019 Accomplishments

Service Delivery

- Implemented innovative equipment lease program to address critical equipment needs.
- FY-19 Equipment Purchase (163-pieces Equipment/Vehicles).
- Implemented Vehicle Share Program for fleet optimization.
- Reduced and maintained industry average for estimated bills to less than 3%.
- Completed 37,000 register repairs representing \$8M in monthly billings.
- Maintained HappyOrNot customer satisfaction rating of 96%.
- Completed over 5 miles (> 27,500 linear feet) of water main replacements in support of the Renew Atlanta Program.
- Procured new water main maintenance equipment to replace a significant amount of obsolete and damaged equipment.
- Implemented large diameter pipeline assessment programs.
- Completed Renovation/Construction of Customer Service Centers at first floor City Hall and Entry Level at 2 City Plaza Building at 72 Marietta Street and DWM Commissioner's office.

Infrastructure Reliability

- Continued construction of the new \$350 million raw water supply including 5-mile tunnel and 2.4-billion-gallon storage facility at the Bellwood Quarry.
- Substantial Completion of Civic Center Storage Vault.
- Substantial Completion of Clear Creek CSO Various Improvement and Flow Monitoring project.
- Commenced construction on:
 - \$113M in Energy Savings Contracts with Noresco and Schneider Electric
 - \$11M Nutrient Recovery project
 - Two MOST-funded stormwater assessment and repair Contracts
 - RM Clayton Instrumentation and Control Reliability and Restoration project
 - Utoy WRC Aeration Basin Cleaning and Slide Gate Replacement project

Workforce Development

- Implemented StreamWorks workforce development program implementation.
- Expanded the Preparing Adult Offenders to Transition through Training and Therapy (PAT³). Upon completion of the vocational training phase, two participants have become full-time DWM employees.
- Advanced initiatives to promote the current and future pipeline of Watershed talent.
- Developed and implemented plans to strengthen recruiting, build career paths, and address compensation, skill and communication gaps.

Operational Efficiency

- Commenced construction of \$114 million of guaranteed energy performance with projected \$8 million in annual energy savings.
- Atlanta Better Business Challenge MVP Award Recipient for Energy Reduction.
- Reduced the completion time of escalated complaints to no more than 10 business days.
- Developed and implemented a strategic communications plan for DWM.
- Increased traffic to all DWM digital platforms (all DWM websites, social media, etc.)

Financial Resiliency

- Collected more than \$17 million from delinquent commercial customers, multifamily and vacant accounts.
- Secured Critical Financing:

- Closed \$12.5 million Environmental Impact Bond eight projects in Proctor Creek.
- Closed on \$250 million refinancing and \$50 million new money to support capital improvement program.
- Received GFOA award of Excellence in Financial Reporting for the sixth year in a row.

Compliance

- Reduced water loss volume by 5%.
- Flow Monitoring with the assistance from AIM developed an APP for real time monitoring data at key monitoring locations.

Digital Transformation

- Relaunched DWM website with focus on customer centricity.
- Implemented the use of a comprehensive meter testing database for the Large Meter Testing Program, which can be accessed by Office of Customer Care and Business Services.
- Implementation and expansion of WaterStat dashboard to account for departmental and office metrics.

Safety and Security

- Continued growth of the safety program which decreased the cost of Worker's Compensation by over 60% over previous year.
- Implemented OSHA 10/30 into the curriculum, 220 employees trained to date.
- Remote Security Units fully implemented reducing cost of Security Contract by more than \$200,000 annually.

FY2020 Adopted Program Highlights

Service Delivery

- Implement improvements to address identified gaps in service delivery.
- Expand customer engagement and feedback mechanisms.
- Execute customer survey to measure DWM perception, customer service and thoughts about water quality.
- Develop and implement customer conveniences such as self-service options via web, mobile app, kiosk, and additional service locations.
- Expand customer communication methods by using integrated marketing strategies (traditional and non-traditional) i.e. direct mail, text, social media, advertising, radio PSA's, etc.

Infrastructure Reliability

- "Driller Mike" to complete 5 miles of tunneling from the Quarry to Chattahoochee Intake Pump Station.
- Optimize inventory of parts and equipment to complete preventive maintenance activities and to address emergency maintenance.
- Execute all CIP projects using DWM's Project Delivery System governance program and e-Builder as the repository for all project data and reporting.

Workforce Development

- Achieve 100% of distribution or wastewater collections licensure compliance for crew supervisor level positions and above.
- Complete succession plans for all offices and streamline the on-boarding process for mission-critical positions.
- Reduce Overtime Payments by 33% by creating additional positions and adding new outside/private contracts to support operations, all without overall budget increase.

Operational Efficiency

- Reduce the vacancy rate and time to fill by 30%. Improve retention of wanted staff by 10%.
- Focus preventative maintenance within treatment facilities.
- Implement capital improvements that will result in reductions of operation and maintenance expenditures. (e.g., energy conservation projects)
- Consistently conduct performance reviews of key organizational areas and critical functions to identify key performance indicators (KPIs), assess performance, and recommend improvements.

Financial Resiliency

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

Compliance

- Maintain full compliance with Safe Drinking Water Act.
- Execute and ensure full compliance with the new CSO permit requirements.
- Using an integrated planning approach, continue implementation of DWM's Green Infrastructure Strategic Action Plan, in close collaboration with the Clean Water Atlanta Consent Decree compliance program.
- Continue implementation strategies and processes that will enable the City to complete its commitments under the first amended consent decree within the current schedule.

Digital Transformation

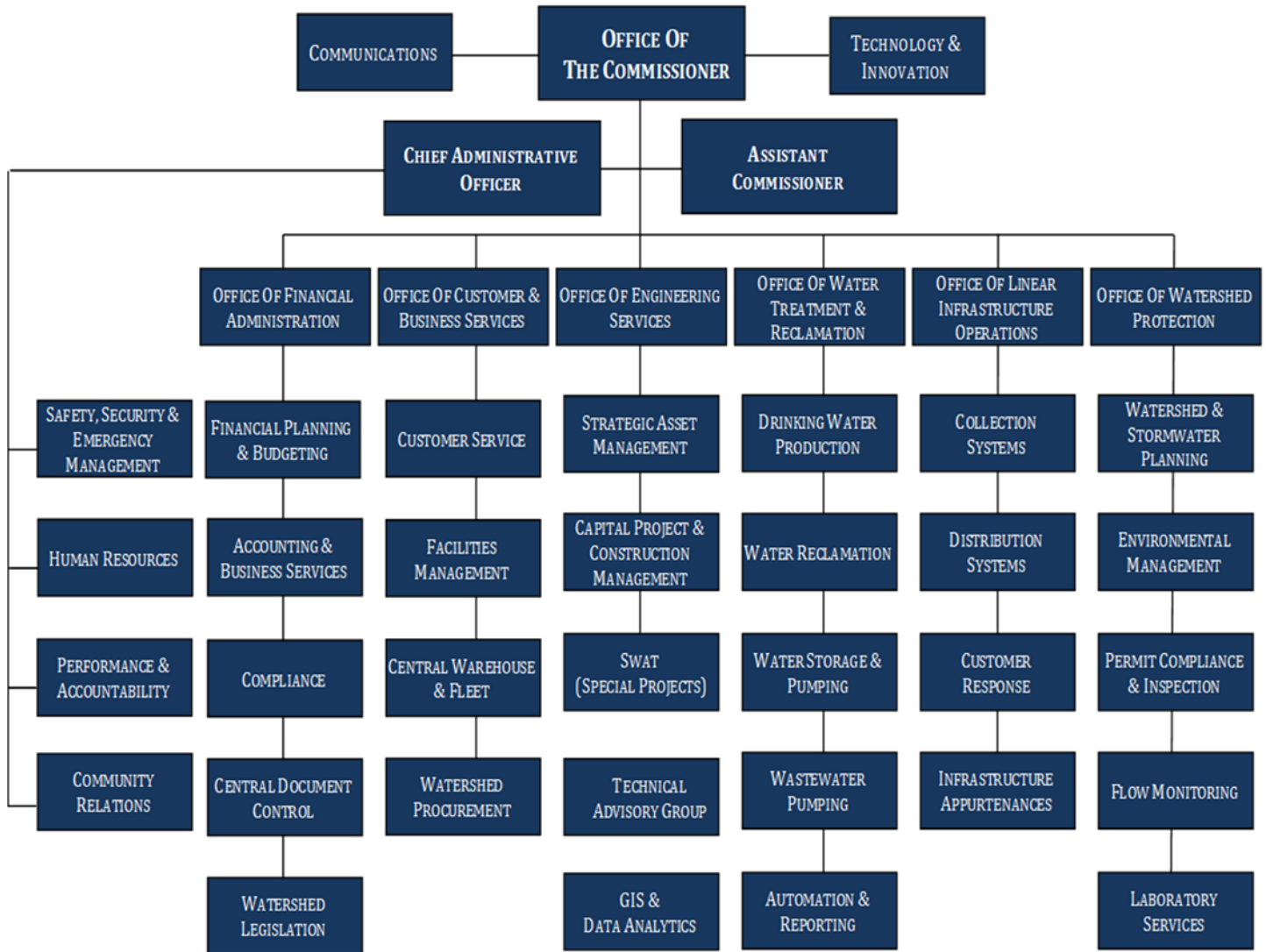
- Maximize usage of data analytics tool across all offices.
- Develop and outline a governance process for the smart utility implementation plan that result in significant buy-in from staff and ensure alignment with the Department's overall business objectives.
- Implement Automated Metering Infrastructure & Automated valve pilot.

Safety and Security

- Continue to cultivate a culture of safety within the Department.
- Continue to expand the use of security cameras throughout the Department's identified locations.
- Complete Vulnerability Assessment as required by the America's Water Infrastructure Act of 2018.
- Complete the Upgrade to the Video Management Platform Software for the Security Operations Center.
- Increase the number of Safety Training Hours provide by 10%.

ORGANIZATIONAL CHART

WATERSHED MANAGEMENT



PERFORMANCE METRICS

WATERSHED MANAGEMENT

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|--|-------------------|--------------------|---------------------------|----------------------------|
| <i>Fiscal Accountability and Governmental Efficiency</i> | | | | |
| <i>Financial Management</i> | | | | |
| Estimated bills as a percent of bills mailed | 5.11% | 5.11% | 3.00% | 3.00% |
| <i>Service Delivery</i> | | | | |
| Customer service complaints per 1,000 bills issued ¹ | 13.8 | 13.8 | <15.0 | <15.0 |
| Technical Service Calls per 1,000 bills issued ² | 23.1 | 23.1 | <25.0 | <25.0 |
| Service work orders completed within target time frame | 91.4% | 91.4% | 90% | 90% |
| <i>Compliance & Safety</i> | | | | |
| Drinking water compliance rate | 100% | 100% | 100% | 100% |
| Wastewater treatment compliance rate ³ | 99.60% | 99.60% | 100% | 100% |
| <i>Infrastructure Maintenance & Reliability</i> | | | | |
| Number of main breaks per 1000 | 3.52 | 3.52 | <2.3 | <2.3 |
| Number of sewage spills per 100 miles of sewer | 9.6 | 9.6 | <8.5 | <8.5 |
| Number of water system breaks per 100 miles of pipe ⁴ | 20.0 | 20.0 | <15 | <15 |
| <i>Sustainability</i> | | | | |
| <i>Operational Efficiency</i> | | | | |
| Dollars spent per million gallons of water produced (water/wastewater), \$/mgal | DW 564 WW 925 | DW564 WW925 | DW500-600 WW 900-1,000 | DW 500-600 WW 900-1,000 |
| Purchased power per million gallons of water treated (water/wastewater), kWh/mgal | DW2152 WW 3059 | DW 2152 WW 3059 | DW 2150 WW 3100 | DW 2150 WW 3100 |

Notes:

¹ Customer complaints are limited to billing complaints. Tracking of this data began in June 2013. The target has been adjusted for FY2017 to reflect a more aggressive goal.

² Safety spot audit scores are unavailable; OSS plans to develop a program to track this metric

³ AS a percentage of days in compliance out of the last 365 days as of the end of the period.

⁴ The DWM will also look at water system leaks in the future.





FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Watershed Management

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|---|----------------------|-----------------------|
| \$50,270,626 | \$54,980,247 | \$58,842,942 | Salaries, Regular | \$67,047,874 | \$8,204,932 |
| - | \$1,539 | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$2,526,905 | \$2,810,142 | \$700,000 | Salaries, Extra Help | \$700,000 | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$5,109,588 | \$5,938,778 | \$1,837,608 | Overtime | \$2,975,000 | \$1,137,392 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| \$274,929 | \$175,514 | - | Pen Cont Police Pen Fd | - | - |
| \$11,275,096 | \$11,231,032 | \$9,982,172 | Pen Cont Gen Emp Pen Fd | \$11,849,982 | \$1,867,810 |
| \$1,464,772 | \$1,723,924 | \$1,635,758 | Defined Contribution | \$1,229,573 | (\$406,184) |
| \$1,192,132 | \$1,065,285 | \$1,591,614 | Workers' Compensation | \$962,212 | (\$629,402) |
| \$8,665,101 | \$8,823,720 | \$11,137,845 | Other Personnel Costs | \$11,389,651 | \$251,806 |
| \$80,779,150 | \$86,750,180 | \$85,727,938 | TOTAL PERSONNEL | \$96,154,293 | \$10,426,355 |
| OTHER EXPENSES | | | | | |
| \$31,067,200 | \$34,329,839 | \$55,584,234 | Purchased / Contracted Services | \$61,331,345 | \$5,747,111 |
| \$41,707,021 | \$38,788,989 | \$45,794,288 | Supplies | \$44,914,266 | (\$880,022) |
| \$812,746 | \$666,211 | \$597,000 | Capital Outlays | \$0 | (\$597,000) |
| \$5,680,409 | \$5,197,475 | \$5,867,273 | Interfund / Interdepartmental Charges | \$5,230,602 | (\$636,672) |
| \$10,978,111 | \$9,424,572 | \$2,354,470 | Other Costs | \$2,287,700 | (\$66,770) |
| \$658 | - | - | Debt Service | \$340,000 | \$340,000 |
| - | - | \$0 | Conversion / Summary | - | \$0 |
| - | \$200,000 | \$0 | Other Financing Uses | \$0 | \$0 |
| \$90,246,145 | \$88,607,086 | \$110,197,266 | TOTAL OTHER EXPENSES | \$114,103,913 | \$3,906,647 |
| \$171,025,295 | \$175,357,267 | \$195,925,204 | TOTAL PERSONNEL AND OTHER EXPENSES | \$210,258,206 | \$14,333,002 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|---------------------------------|----------------------|-----------------------|
| \$6,208 | \$2,930 | \$0 | General Fund | \$0 | \$0 |
| - | (\$353) | - | Airport Revenue Fund | \$0 | \$0 |
| \$171,019,087 | \$175,354,689 | \$195,925,204 | Water & Wastewater Revenue Fund | \$210,258,206 | \$14,333,002 |
| \$171,025,295 | \$175,357,267 | \$195,925,204 | TOTAL EXPENSES | \$210,258,206 | \$14,333,002 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|----------|----------|----------|---------------------------|----------|-----------------------|
| 1,162.00 | 1,096.00 | 1,266.00 | Full Time Equivalent | 1,382.00 | 116.00 |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Watershed Management
Water & Wastewater Revenue Fund

| FY17 ACTUAL | FY18 ACTUAL | FY19 | | FY20 | VARIANCE |
|----------------------|----------------------|----------------------|---|----------------------|---------------------|
| EXPENDITURE | EXPENDITURE | ADOPTED | EXPENDITURES AND APPROPRIATIONS | BUDGET | FY20-FY19 |
| | | | <i>PERSONNEL</i> | | |
| \$50,270,626 | \$54,980,247 | \$58,842,942 | Salaries, Regular | \$67,047,874 | \$8,204,932 |
| - | \$1,539 | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$2,526,905 | \$2,810,142 | \$700,000 | Salaries, Extra Help | \$700,000 | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$5,109,588 | \$5,938,778 | \$1,837,608 | Overtime | \$2,975,000 | \$1,137,392 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| \$274,929 | \$175,514 | - | Pen Cont Police Pen Fd | - | - |
| \$11,275,096 | \$11,231,032 | \$9,982,172 | Pen Cont Gen Emp Pen Fd | \$11,849,982 | \$1,867,810 |
| \$1,464,772 | \$1,723,924 | \$1,635,758 | Defined Contribution | \$1,229,573 | (\$406,184) |
| \$1,185,924 | \$1,062,695 | \$1,591,614 | Workers' Compensation | \$962,212 | (\$629,402) |
| \$8,665,101 | \$8,823,720 | \$11,137,845 | Other Personnel Costs | \$11,389,651 | \$251,806 |
| \$80,772,942 | \$86,747,591 | \$85,727,938 | TOTAL PERSONNEL | \$96,154,293 | \$10,426,355 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$31,067,200 | \$34,330,247 | \$55,584,234 | Purchased / Contracted Services | \$61,331,345 | \$5,747,111 |
| \$41,707,021 | \$38,788,989 | \$45,794,288 | Supplies | \$44,914,266 | (\$880,022) |
| \$812,746 | \$666,211 | \$597,000 | Capital Outlays | - | (\$597,000) |
| \$5,680,409 | \$5,197,080 | \$5,867,273 | Interfund / Interdepartmental Charges | \$5,230,602 | (\$636,672) |
| \$10,978,111 | \$9,424,572 | \$2,354,470 | Other Costs | \$2,287,700 | (\$66,770) |
| \$658 | - | - | Debt Service | \$340,000 | \$340,000 |
| - | - | - | Conversion / Summary | - | - |
| - | \$200,000 | - | Other Financing Uses | - | - |
| \$90,246,145 | \$88,607,099 | \$110,197,266 | TOTAL OTHER EXPENSES | \$114,103,913 | \$3,906,647 |
| \$171,019,087 | \$175,354,689 | \$195,925,204 | TOTAL PERSONNEL AND OTHER EXPENSES | \$210,258,206 | \$14,333,002 |

| FY17 ACTUAL | FY18 ACTUAL | FY19 | | FY20 | VARIANCE |
|----------------------|----------------------|----------------------|---------------------------------|----------------------|---------------------|
| EXPENDITURE | EXPENDITURE | ADOPTED | FUND | BUDGET | FY20-FY19 |
| \$171,019,087 | \$175,354,689 | \$195,925,204 | Water & Wastewater Revenue Fund | \$210,258,206 | \$14,333,002 |
| \$171,019,087 | \$175,354,689 | \$195,925,204 | TOTAL EXPENSES | \$210,258,206 | \$14,333,002 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE |
|-------------|-------------|-------------|----------------------------------|-------------|------------------|
| | | | | | FY20-FY19 |
| 1,162.00 | 1,096.00 | 1,266.00 | Full Time Equivalent | 1,382.00 | 116.00 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Watershed Management Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|---------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$8,204,932 | Increase due to fully funding all DWM positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$1,137,392 | Increase to properly align the budget to support anticipated overtime costs. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$1,867,810 | Increase due to personnel and pension rate adjustments. |
| Defined Contribution | (\$406,184) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$629,402) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | \$251,806 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$10,426,355 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$5,747,111 | Increase due to service/maintenance contracts. |
| Supplies | (\$880,022) | Decrease due to utility costs, chemicals/raw materials and warehouse supplies less than anticipated. |
| Capital Outlays | (\$597,000) | Decrease due to transfer of small equipment purchases to fund 5052. |
| Interfund / Interdepartmental Charges | (\$636,672) | Decrease due to motor/fuel and repair maintenance costs less than anticipated. |
| Other Costs | (\$66,770) | Decrease due to business meeting expenses less than anticipated. |
| Debt Service | \$340,000 | Increase due to Dell equipment lease. |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$3,906,647 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$14,333,002 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|---------------------|-------------|
| Water & Wastewater Revenue Fund | \$14,333,002 | |
| TOTAL EXPENSES | \$14,333,002 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 116.00 | Change in staffing level due to citywide consolidation efforts. |



AVIATION

Mission Statement

The mission of the Department of Aviation (Department) is to provide the Atlanta region a safe, secure and cost-competitive gateway to the world that drives economic development, operates with the highest level of customer service and efficiency, and exercises fiscal and environmental responsibility.

Core Functions

- Operate a safe, secure, cost-competitive, and efficient airport.
- Create and foster a work environment conducive to employee growth, positive engagement, job efficiency, and success.
- Enhance and deliver "Best-in-Class" customer experience.
- Preserve ATL's financial health.
- Promote sustainability and environmental stewardship.
- Be the most effective economic engine stimulating job growth.

Summary of Operations

Hartsfield-Jackson Atlanta International Airport (ATL/Airport) is the "World's Busiest and Most Efficient Airport". In calendar year 2018 ATL handled over 107 million incoming and outgoing passengers along with 895,682 aircraft operations. It is the principle air carrier airport servicing both Georgia and the Southeastern United States. The Airport occupies a 4,750-acre site in Clayton and Fulton counties, approximately ten miles south of downtown Atlanta. It also serves as a primary transfer point in the national air transportation system. Two major airlines use ATL as a key airport in their operations, Delta Air Lines and Southwest Airlines. This has resulted in a large number of destination offerings to and from Atlanta relative to other similarly-sized metropolitan areas. According to the last economic impact study, the Airport's direct regional economic impact is estimated to generate an estimated total business revenue of more than

\$34.8 billion annually, with an indirect and induced impact of \$29.5 billion annually. Including these indirect and induced effects, the total economic impact of the Airport is \$64.3 billion annually. The Airport is the chief economic engine of metro Atlanta and one of the single-largest economic generators in the Southeastern United States.

The City of Atlanta's (City) Department of Aviation is responsible for operating ATL. Each day more than 6.6% of the nation's air travelers use the Airport, prompting many experts to consider ATL as the most important transportation node in the United States and perhaps the world. As such, the continued safe and efficient functioning of ATL is of critical importance to City, State, and National interests. It is the Department's responsibility to ensure that this is accomplished in a manner that achieves maximum efficiency while ensuring that ATL passengers enjoy the best possible experience in air travel.

ATL operates 24 hours per day, 365 days per year. The Department employs 781 full-time employees, as well as 260 firefighters and 214 police officers. This does not include over 63,000 airline employees, concessionaires, contractors, and other professionals whose expertise and professionalism facilitate more than 2,500 aircraft operations per day. So effective are these collective efforts, that for the 15th consecutive year (as of 2018), ATL was recognized for Excellence in Efficiency by the Air Transport Research Society.

All of this is difficult enough on a day when everything goes right, but more than 100 times per year, events occur at ATL that are outside of the realm of business-as-usual and require immediate, thorough, and professional action by the Department's employees to keep the World's busiest and most effective airport up and running. These are called "irregular operations" and can take the form of severe weather, aircraft emergencies, or security breaches (up to and including terrorist actions). The Department must ensure that ATL has adequate resources available,

both in personnel and materials, to deal with these situations as they arise. Otherwise, airline performance declines, and the reverberating effects are felt throughout the United States as well as the World's air transportation system.

Division/Office Descriptions

The Office of the General Manager provides strategic direction for the Department and oversees the operations of ATL. The office facilitates ATL's goal of being a premier airport by providing support services to all units within the Department.

The Human Resources/Training, Strategies, & Organizational Development Division leads the Department's strategic initiative of building a high performance organization. The division has two business units that have differing, though complimentary, areas of responsibility. The team focuses on the mission of operational excellence and efficiency, while simultaneously implementing programs that allow for the professional and personal growth and the preparation of the Department's talent for greater leadership roles. HR/TSOD works on the development and implementation of employee engagement initiatives.

The Office of Public Affairs helps the Airport accomplish its mission by clearing the path for effective, uninterrupted operations. Advocating for and promoting significant Department priorities, the division's functions include government and community relations, international affairs and public relations. The division monitors legislative action on the Federal, State and Local levels and establishes engaging relationships with respective policy makers. The unit also manages employee communications, with an eye on enhanced employee engagement. Additionally, it directs the Department's Speakers Bureau, the Partners in Education program and other meaningful initiatives that impact the community. In its execution, the division's focus is to help tell the story of ATL's growth and achievements while engaging with political, business and civic leaders and other key stakeholders.

The Office of Policy & Communications is tasked with overseeing all media relations, issues management, crisis communications and social media for the Department. This division develops and executes strategic communications programs,

externally, and cultivates beneficial relationships with the press resulting in positive media coverage for the Airport. Filming and open records requests are also routed through this division.

The Office of Finance and Administration is responsible for the proper accounting, budgeting, financial analysis, cash management, financing of ATL's capital program, and financial risk management for the Department. To accomplish this, the office is divided into three divisions: Accounting, Capital Finance and Financial Planning & Analysis. Each of these business units performs a unique function that seeks to ensure sound financial management, solid financial health, and strict adherence to the City's policies and procedures regarding the procurement of goods and services.

The Atlanta Information Management Division provides the leadership and vision for the implementation of technology at ATL. The division sets technological and platform standards as well as guides the priorities of the various divisions and individuals involved in the promotion and use of technology throughout the Department and ATL. The division is responsible for coordinating and managing all information systems development efforts, capital development IT implementation, IT security compliance, telecom management and processes and procedures. In addition, it further develops and implements the Wi-Fi and cellular passenger systems, as well as the intranet / internet / extranet focused infrastructure requirements. The division's mission is to provide business value, through collaboration and participation with its business partners by leveraging the right technology to enable timely, secure, cost effective, high quality services that exceed customer's expectations.

Internal Audit is an independent business unit established within the Department to examine and evaluate activities as a service to senior management. The objective of internal auditing is to assist members of the Department in the effective discharge of their responsibilities. The division is responsible for examining and evaluating the adequacy and effectiveness of the Department's internal control systems, risk management systems, and governance practices. Internal Audit provides independent assessments and appraisals of activities and work to promote a control-conscious, proactive risk management environment.

The Planning & Development bureau is divided into four functional units. These units are Executive, Project Development, Facility Management, and Planning & Environmental. The office identifies and implements the Department's Capital Improvement Plan as well as its Renewal and Replacement Plan. It also provides department-wide planning, environmental services, and facilities management. Overall, the bureau classifies its activities as either capital or operating. Its capital activities include the delivery of major projects (both buildings and other infrastructure such as runways). The office operating activities are characterized by administration, grants management, general planning, infrastructure management, engineering, and the management of the Noise Program.

The Commercial Division is responsible for: optimizing aeronautical and non-aeronautical revenues through asset management strategies; leading the development of new passenger and cargo route development for ATL; leading the Department's marketing and branding efforts to drive revenue and to enhance and attract new and innovative products and services to ATL; and managing all airline relationships, leases and property holdings at the Airport. The division is comprised of four business units: Parking, Concessions, Properties & Airline Affairs, and Marketing. Parking and Concessions (food & beverage, retail, and car rentals) are the airport's chief revenue generators accounting for \$147.6 million and \$164.7 million respectively. This FY2019 data accounted for over 60% of total revenue.

- The Parking unit's primary responsibility is to ensure the parking operation provides efficient, courteous and professional customer service to the traveling public and accurately account for and safeguard parking revenues. This unit manages 31,422 parking spaces, however due to construction the airport will continue to lose parking spaces during the course of fiscal year 2019. The completion of the ATL West Parking Deck will mitigate these losses when it comes online in 2020. The parking facilities are organized into six distinct categories of parking, which consists of hourly, daily, economy, airport park ride, gold reserve and park ride reserve providing airport parking at both the Domestic and International Terminals.

- The Airport Concessions program consists of 323 retail, food and beverage, and service concession locations throughout the atrium, concourses, International and Domestic terminals covering approximately 326,000 square feet. This includes all the ATM and vending banks, food court seating and all service locations that are leased. The program offers travelers exemplary food service and excellent dining experiences. Upscale dining is also available at Hartsfield-Jackson. Our concessions mission is to surpass expectations by delighting customers and ensuring their loyalty year after year.
- *Marketing and Creative Services* is the division responsible for marketing and branding efforts to drive revenue and enhance and attract new, innovative products and services to ATL. This division which reports to the Senior Deputy General Manager, consists of three business units: Digital, Strategy, Creative Services, and Concessions Marketing.
- The Airport Diversity Office partners with the City's Office of Contract Compliance to ensure that contracts issued on behalf of the Department maximizes opportunities for small, minority, and women-owned firms.

The Office of Operations, Maintenance, & Transportation is responsible for the operations and maintenance of ATL. The organization is primarily responsible for ensuring seamless adherence to regulations and other mandates necessary to maintain ATL's operating certificate. It consists of six functional business units within the Department.

- The Operations unit at ATL consists of two business units (Airside Operations and Landside Operations) staffed by a team with the knowledge, competencies, and skills necessary to ensure the safe, secure, and efficient operation of ATL. Staff members develop, implement, and evaluate actions and programs to comply with the mandates for a Category X commercial airport operator.
- The Maintenance unit keeps ATL runways, taxiways, roadways, and support facilities safe and operational. It ensures that the runways' lighting systems work properly and that all 37 support facilities are maintained. The

Maintenance unit also oversees the maintenance and repair of roadway lights and conducts daily inspections of the airfield to ensure that navigational signs and airfield lights are repaired. Additionally, the maintenance unit provides sewage systems maintenance, daily inspecting all area drains and curb inlets throughout ATL.

- The Airport People Mover (APM) system unit performs recurring strategic and operational functions supporting two automated people mover systems. The Plane Train® underground transit system safely expedites movement between baggage claim, security, and seven concourses for more than 88 million connecting and terminating passengers each year. The ATL SkyTrain annually provides more than five million passengers service between the Rental Car Center (RCC), Georgia International Convention Center (GICC)/ Gateway Center Hotel and Office Complex, and the Domestic Terminal.
- The Ground Transportation (GT) unit is responsible for providing safe, efficient, and comfortable ground transportation options to the traveling public with an emphasis on customer service excellence. It performs both administrative and regulatory functions pursuant to City and State requirements for commercial ground transportation operators within the State of Georgia operating at ATL.
- The Customer Service Unit oversees programs and initiatives that will deliver our vision “to be the global leader in airport efficiency and customer service excellence”.
- The Asset Management & Sustainability Division provides a pro-active approach to monitor long-term thinking about our facilities’ development and ownership, focuses on the total cost of facility ownership to better link capital investment and ongoing operating costs. The division also provides clear data on project performance; institutes an industry best management practice that maximizes and links the efficient use of available funds and further integrates environmental, social, and financial performance.

The Public Safety and Security division responds to a wide variety of dynamic and challenging situations each day to ensure the safe and secure operation of ATL 24-hours per day, seven days per week. The office is responsible for ensuring seamless adherence to regulations and other mandates necessary to maintain ATL’s public safety, life safety, and security program, including compliance with Transportation Security Regulation 1542. It consists of two functional business units and three functional safety elements within the Department and maintains operational control over the portions of the City’s Police and Fire departments which are dedicated to supporting ATL.

- The Centralized Command & Control Center (C4) houses the Airport Operations Center (AOC) for day-to-day operations and Emergency Operations Center (EOC) for high-stress events. It streamlines the Department’s daily and emergency operations by centralizing the protocol for inputting, processing, coordinating, and analyzing information. C4 provides Airport situational awareness, real-time information about airfield, terminal and landside operations, airport security, and facility resources.
- The Security unit is structured to provide operational, strategic, and tactical-level security mandate requirements. It performs the following vital security services to airlines, tenants, and Airport users: Background checks; security awareness training; access media; vehicle permits and decals; security access control system; physical security; compliance and enforcement; guard services contract and public safety systems contract.
- The functional safety elements are the safety management system, fire safety and departmental employee safety program management. The elements oversee the implementation of safety initiatives designed to minimize exposure to hazardous conditions.

Strategic Priorities

The Department's Strategic Plan encompasses six strategic priorities that serve as a guide for the Airport's activities. Additionally, they directly affect the Airport's ability to serve its customers (including the airlines and their passengers), support the people working at Hartsfield-Jackson, and be a Critical Regional economic generator. The priorities are as follows which also serve as the basis for which the Departmental goals and objectives are created.

- Employee engagement and satisfaction.
- Enhance and deliver "Best-in-Class" customer experience.
- Preserve Airport's financial health.
- Promote sustainability and environmental stewardship.
- Focus on our role as economic engine.
- Operate a safe, secure, cost-competitive, and efficient Airport.

Employee Engagement and Satisfaction

The goal is to create and foster a work environment conducive to employee growth, positive engagement, job efficiency, and success.

The objectives are:

- Build and support collaborative teams whose members are individually and collectively accountable, knowledgeable, and empowered to achieve their stated objective.
- Nurture a culture of continuous improvement for our people, and our processes, focusing on developing leadership skills by providing professional development, training, and timely constructive feedback.
- To engage employees in a manner in which they feel valued through appropriate communication and employee recognition. Ensure employees understand their unique role in supporting and advancing the Airport's mission and vision.

Enhance and Deliver Best-in-Class Customer Experience

The goal is to be the highest rated North American large hub Airport and improve ratings for operational excellence. Aviation will establish a customer service baseline with ATL surveys, and

improve Airport Service Quality (ASQ) to 87% overall.

The objectives are:

- Provide world class customer service and satisfaction for passengers and those that transport or meet/greet them by providing helpful friendly staff, efficient facilities, and world class amenities.
- Ensure the Airport's focus on efficiency, operational excellence, and customer service is supported by the business partners who provide services at ATL.
- Continue to focus on providing a safe and secure environment for our passengers, employees, and visitors.

Preserve the Airport's Financial Health

The goal is to achieve optimum financial results through performance and education. The Department will maintain debt-service coverage of at least 1.5 times, develop training curriculum for non-financial Directors and Managers, and complete funding plans in response to the new Master Plan.

The objectives are:

- Maintain a long-term financial plan that ensures the department has financial resources to support its operations, capital development plan, debt service, and supports the implementation of the Master Plan and lease negotiations.
- Maximize non-aeronautical revenues to ensure ATL's financial flexibility and maintain a competitive Cost per Enplanement (CPE) that encourages the addition of new carriers by controlling total airport operating costs, debt, and airline costs so goals are achieved and customer service is supported.
- Develop employees' knowledge of financial health to assist decision-making that maximizes value when planning both operational and capital expenditures to ensure prudent use of ATL's available funds.

Promote Sustainability and Environmental Stewardship

The goal is to become one of the world's "greenest" airports by demonstrating leadership in sustainability projects that are unique, visible and innovative, and improving accomplishments in

recycling, alternative energy, electricity and water efficiency and greenhouse gas emissions.

The objectives are:

- Adopt green construction and procurement policies and promote green infrastructure.
- Implement ATL's Sustainability Management Plan (SMP) focusing on energy reduction, integrated water management, emissions reduction, and waste management. Provide employee training on the SMP.
- Minimize impact on the local environment by continuing to implement best practices that result in reducing emissions noise, and subsurface contamination while responding quickly should an environmental incident occur.

Economic Generator

The goal is to be the most effective economic engine.

The objectives are:

- Provide adequate facilities to attract new cargo development and increase existing cargo presence. Partner with Local and State entities to persuade operators to operate and grow in Atlanta.
- Focus on increasing jobs through new development in the Airport Master Plan.
- Focus on relationships and programs with Local, State, and Federal Government entities.

Safety and Security

The goal is to focus on providing a safe and secure environment for our passengers, employees and visitors.

The objectives are:

- Maintain Federal certifications to operate the Airport (FAA and TSA).
- Instill a culture of constant safety vigilance for passengers, employees, and visitors.
- Prepare vulnerability assessment to prepare the Airport for various scenarios.

FY2019 Accomplishments

ATL maintained its ranking for the 21st consecutive year as the "World's Busiest Airport" with more than 107 million passengers and 896 thousand aircraft operations.

One of ATL's chief goals is to create and foster a work environment conducive to employee growth, positive engagement, job efficiency and success. ATL has taken steps to achieve these goals through hundreds of hours of employee training, supervisor and manager training, and working to hire and retain the best talent available to help the Airport remain a world class organization.

Hartsfield-Jackson's Safety & Security Team has built upon previous work and improved the following:

- Managed a Human Trafficking Awareness campaign and press event, as well as conducted a related symposium and training exercises.
- Conducted the second annual OneATL Safety and Risk Management Expo, which drew hundreds of employees with its series of presentations, demonstrations and exhibits. The daylong event began with an annual Foreign Objects Debris (FOD) walk, followed by the expo and Safety Awards luncheon at the Georgia International Convention Center.

Super Bowl LIII - Throughout the week leading up to Super Bowl LIII, more than 500,000 people including 150,000 out-of-state visitors flocked to Atlanta to experience the Big Game and activities surrounding the National Football League (NFL) championship. Super Bowl LIII required the support of the City, Mayor Keisha Lance Bottoms, more than 10,000 Super Bowl LIII volunteers, and more than 40 Federal, State and Local agencies. Atlanta Super Bowl Host Committees social media posts reached 10,685,401 people across Facebook, Instagram and Twitter between January 25, 2019 - February 4, 2019. The event brought in 5,800 media from 23 countries.

ATL Next made significant progress in fiscal year 2019, with some highlights noted below:

- The North Canopy was completed in October 2018 and now illuminates the night sky.
- ATL celebrated one million man-hours worked by New South - McCarthy - Synergy, Joint Venture on the combined landside modernization work.
- Pedestrian bridge construction commenced in February 2019.
- Concourse T-North extension enabling work construction continues with the relocation of

Delta Air Lines facilities and the demolition of a portion of the North Economy lot.

- Runway 9L end-around taxiway Phase I completed in November 2018.
- Significant progress has been made on the ATL West Parking Deck with work beginning on the 7th level of the deck in April of 2019.

FY2020 Adopted Program Highlights

ATLNext – completion of South Canopy and continuing project work and exterior work – which includes all enabling work, underground, foundation, piers, canopy, etc. Façade/Vestibule – which includes all work at the entry doors and new “skin” on building exterior and Interior – electrical work and column strengthening.

Airside – The airfield consists of runways, taxiways, apron areas, de-icing pads, navigational aids, non-licensed vehicle roads and support facilities. The Airport has five parallel runways. Runway 10-28, the newest runway was completed in 2006 and has significantly increased arrival capacity. However, as customer demand continues to grow, ATL’s capacity will be put to the test. To ensure efficiency in Airport operations while providing world-class customer service in the coming years, Hartsfield-Jackson will continue to enhance capacity and efficiency on the airfield through the ATL Next program.

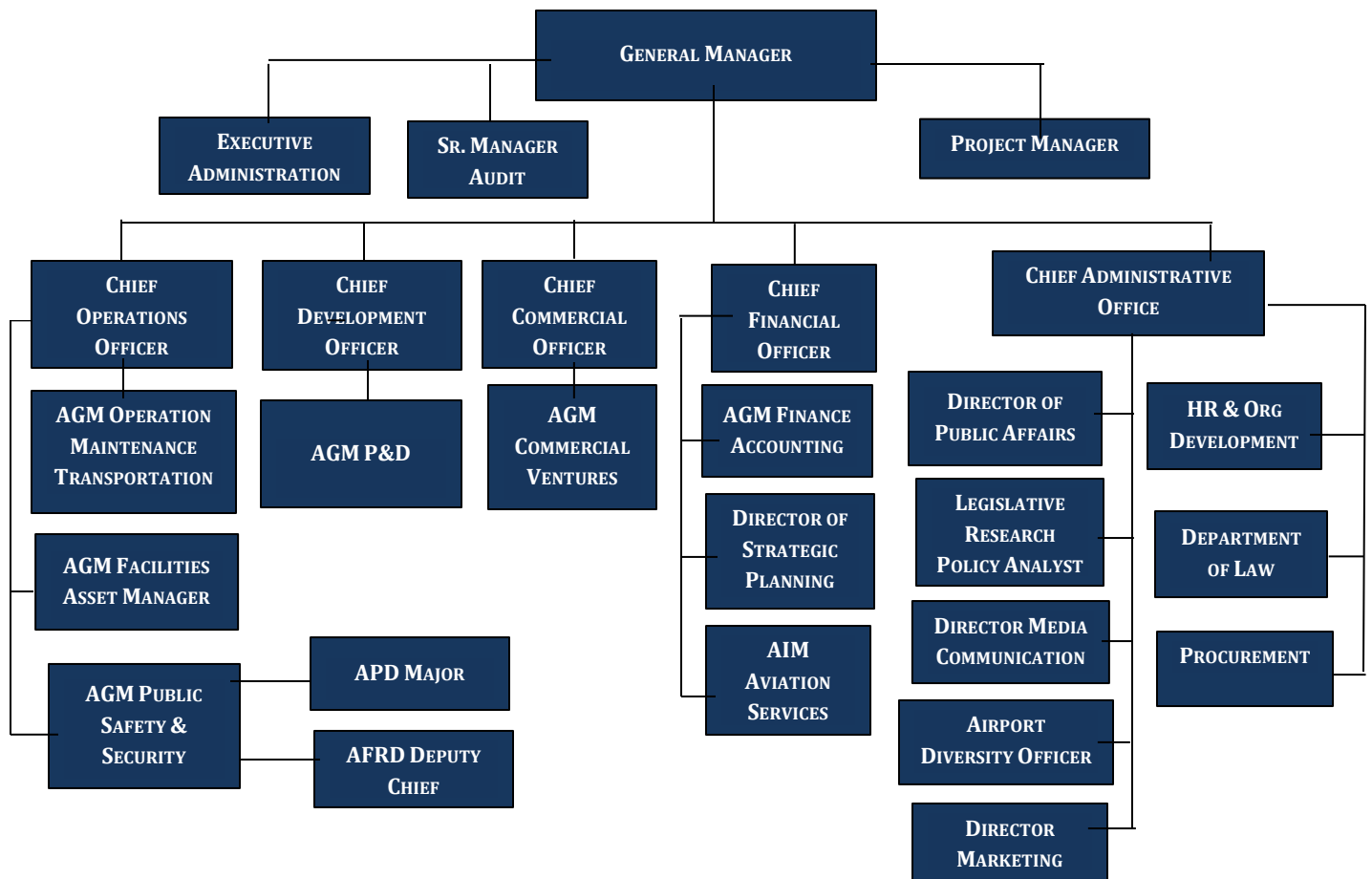
Central Passenger Terminal Complex (CPTC) – The CPTC consists of two independent processing facilities for Domestic and International passengers, with associated gates and seven concourses. Revamping the Domestic complex will enhance the customer experience while boosting the facilities’ aesthetic appeal. ATL began buildout in October 2017 of the massive canopies that will run alongside the North and South sides of the Domestic Terminal. Inside, renovations have been underway on Concourses T, A, B, and C. Upgrades include elevating and slanting the ceilings and adding glass to allow for the introduction of more natural light and the creation of a more open feel. In the Domestic Terminal atrium, plans call for incorporating engineered trees and other foliage for a park-like feel. In addition, the Airport will extend Concourse T to include up to five more gates and add four to six gates to the International Terminal. Finally, ATL’s Plane Train will see an improved train turn back that will increase the efficiency of the train system.

Parking Decks – The North and South parking decks currently fill to capacity at some point during more than six months each year. Increasing demand, combined with the aging conditions of the decks, requires updating or replacing these aging facilities. To minimize disruption and loss of parking spaces and revenue, the Airport will phase in construction of the decks. A new ATL West parking deck will be constructed first. This deck, adjacent to the Sky Train Gateway station next to the Georgia International Convention Center, is connected to the Airport via a 2-minute ride on the SkyTrain. The new ATL Select Park-Ride lot on Sullivan Road will provide 1,500 additional parking spaces for customers. The domestic terminal North and South decks will be constructed or refurbished following the completion of the new ATL West Deck.

Support facilities are critical to ATL’s daily operations and often go unnoticed by passengers. The Airport’s fire stations provide daily life safety services and are essential for maintaining the Airport’s operating certificates. ATL will continue to renew and replace these facilities over the course of the ATLNext program. The replacement of Fire Station 40 will take place early in the program with the new LEED-certified facility due to be operational in 2019. These new facilities will reduce congestion on the roadways and improve customer service. The “ATLNext” program is also creating support facilities for commercial vehicles and constructing Runway 9L End-Around Taxiway to enhance airport operations and efficiency.

ORGANIZATIONAL CHART

AVIATION



PERFORMANCE METRICS

AVIATION

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|---|------------------|------------------|------------------|------------------|
| <i>Fiscal Accountability & Governmental Efficiency</i> | | | | |
| Customer satisfaction with the Airport | 85% | 85% | 85% | 87% |
| Bond Coverage Factor | 1.78 | 2.10 | 1.94 | 1.75 |
| Airport parking revenue (in millions) | \$131.9M | \$147.6M | \$146.0M | \$147.9M |
| Airport concessions revenue (in millions) | \$162.3M | \$169.3M | \$176.5M | \$185.0M |
| <i>Business Growth & Tourism</i> | | | | |
| # of passengers traveling through Airport (millions) | 104.3M | 105.2M | 107.4M | 110.4M |
| Cargo volume (in metric tons) | 673,210 | 692,663 | 689,000 | 704,000 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Aviation

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|---|----------------------|-----------------------|
| \$30,749,105 | \$32,437,746 | \$35,232,011 | Salaries, Regular | \$40,687,222 | \$5,455,212 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$297,800 | \$290,202 | \$405,000 | Salaries, Extra Help | \$676,249 | \$271,249 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$2,211,770 | \$2,069,685 | \$1,636,286 | Overtime | \$1,256,372 | (\$379,913) |
| \$781 | - | - | Pen Cont Fire Pen Fd | - | - |
| - | \$6,996 | - | Pen Cont Police Pen Fd | - | - |
| \$4,937,471 | \$4,839,324 | \$4,271,139 | Pen Cont Gen Emp Pen Fd | \$4,957,709 | \$686,570 |
| \$1,106,261 | \$1,191,174 | \$1,047,965 | Defined Contribution | \$806,158 | (\$241,807) |
| \$271,496 | \$206,047 | \$257,166 | Workers' Compensation | \$105,593 | (\$151,574) |
| \$4,714,584 | \$4,707,752 | \$6,262,406 | Other Personnel Costs | \$6,608,290 | \$345,884 |
| \$44,289,269 | \$45,748,925 | \$49,111,972 | TOTAL PERSONNEL | \$55,097,593 | \$5,985,621 |
| | | | OTHER EXPENSES | | |
| \$124,476,440 | \$134,938,320 | \$162,694,431 | Purchased / Contracted Services | \$180,612,724 | \$17,918,293 |
| \$16,026,247 | \$14,348,486 | \$16,361,823 | Supplies | \$17,089,590 | \$727,767 |
| \$140,259 | \$349,372 | \$933,338 | Capital Outlays | \$1,433,788 | \$500,450 |
| \$1,871,293 | \$1,941,235 | \$1,866,436 | Interfund / Interdepartmental Charges | \$1,941,235 | \$74,800 |
| \$3,250,328 | \$3,653,650 | \$4,172,943 | Other Costs | \$4,718,548 | \$545,605 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$848,800 | \$2,710,000 | \$0 | Other Financing Uses | \$0 | \$0 |
| \$146,613,366 | \$157,941,064 | \$186,028,970 | TOTAL OTHER EXPENSES | \$205,795,886 | \$19,766,915 |
| \$190,902,635 | \$203,689,989 | \$235,140,942 | TOTAL PERSONNEL AND OTHER EXPENSES | \$260,893,479 | \$25,752,537 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|---------------------------------|----------------------|-----------------------|
| - | - | \$0 | General Fund | \$0 | \$0 |
| \$190,902,635 | \$203,689,989 | \$235,140,942 | Airport Revenue Fund | \$260,893,479 | \$25,752,537 |
| - | - | \$0 | Water & Wastewater Revenue Fund | \$0 | \$0 |
| - | - | \$0 | Fleet Service Fund | \$0 | \$0 |
| \$190,902,635 | \$203,689,989 | \$235,140,942 | TOTAL EXPENSES | \$260,893,479 | \$25,752,537 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 595.00 | 657.00 | 689.00 | Full Time Equivalent | 734.40 | 45.40 |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Aviation
Airport Revenue Fund

| FY17 ACTUAL | FY18 ACTUAL | FY19 | | FY20 | VARIANCE |
|----------------------|----------------------|----------------------|---|----------------------|---------------------|
| EXPENDITURE | EXPENDITURE | ADOPTED | EXPENDITURES AND APPROPRIATIONS | BUDGET | FY20-FY19 |
| | | | <i>PERSONNEL</i> | | |
| \$30,749,105 | \$32,437,746 | \$35,232,011 | Salaries, Regular | \$40,687,222 | \$5,455,212 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$297,800 | \$290,202 | \$405,000 | Salaries, Extra Help | \$676,249 | \$271,249 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$2,211,770 | \$2,069,685 | \$1,636,286 | Overtime | \$1,256,372 | (\$379,913) |
| \$781 | - | - | Pen Cont Fire Pen Fd | - | - |
| - | \$6,996 | - | Pen Cont Police Pen Fd | - | - |
| \$4,937,471 | \$4,839,324 | \$4,271,139 | Pen Cont Gen Emp Pen Fd | \$4,957,709 | \$686,570 |
| \$1,106,261 | \$1,191,174 | \$1,047,965 | Defined Contribution | \$806,158 | (\$241,807) |
| \$271,496 | \$206,047 | \$257,166 | Workers' Compensation | \$105,593 | (\$151,574) |
| \$4,714,584 | \$4,707,752 | \$6,262,406 | Other Personnel Costs | \$6,608,290 | \$345,884 |
| \$44,289,269 | \$45,748,925 | \$49,111,972 | TOTAL PERSONNEL | \$55,097,593 | \$5,985,621 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$124,476,440 | \$134,938,320 | \$162,694,431 | Purchased / Contracted Services | \$180,612,724 | \$17,918,293 |
| \$16,026,247 | \$14,348,486 | \$16,361,823 | Supplies | \$17,089,590 | \$727,767 |
| \$140,259 | \$349,372 | \$933,338 | Capital Outlays | \$1,433,788 | \$500,450 |
| \$1,871,293 | \$1,941,235 | \$1,866,436 | Interfund / Interdepartmental Charges | \$1,941,235 | \$74,800 |
| \$3,250,328 | \$3,653,650 | \$4,172,943 | Other Costs | \$4,718,548 | \$545,605 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$848,800 | \$2,710,000 | - | Other Financing Uses | - | - |
| \$146,613,366 | \$157,941,064 | \$186,028,970 | TOTAL OTHER EXPENSES | \$205,795,886 | \$19,766,915 |
| \$190,902,635 | \$203,689,989 | \$235,140,942 | TOTAL PERSONNEL AND OTHER EXPENSES | \$260,893,479 | \$25,752,537 |

| FY17 ACTUAL | FY18 ACTUAL | FY19 | | FY20 | VARIANCE |
|----------------------|----------------------|----------------------|-----------------------|----------------------|---------------------|
| EXPENDITURE | EXPENDITURE | ADOPTED | FUND | BUDGET | FY20-FY19 |
| \$190,902,635 | \$203,689,989 | \$235,140,942 | Airport Revenue Fund | \$260,893,479 | \$25,752,537 |
| \$190,902,635 | \$203,689,989 | \$235,140,942 | TOTAL EXPENSES | \$260,893,479 | \$25,752,537 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE |
|-------------|-------------|-------------|----------------------------------|-------------|------------------|
| | | | | | FY20-FY19 |
| 595.00 | 657.00 | 689.00 | Full Time Equivalent | 734.00 | 45.00 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Aviation

Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|---------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$5,455,212 | Increase due to personnel and salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$271,249 | Increase due to Extra Help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$379,913) | Decrease due to overtime less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$686,570 | Increase due to personnel and pension rate adjustments. |
| Defined Contribution | (\$241,807) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$151,574) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | \$345,884 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$5,985,621 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$17,918,293 | Increase due to Contractual Services for ATL Select parking facility, airfield markings for runway, taxiway, etc. Also, Customer Services contracts for AATC, TBI, Emergency Generator, US & Lighting Monitors, Airfield Lighting Vault & Slope & SIDA Boundary Cleaning, Curbside Mgmt Svcs, Terminal to Terminal Shuttle Svcs, Taxi Overflow Operations and AAAE/ABT Tracking Software for TNC. |
| Supplies | \$727,767 | Increase due to airfield sign replacement and electricity cost more than anticipated. |
| Capital Outlays | \$500,450 | Increase due to equipment refresh for servers and Big Belly Trash Compactors. |
| Interfund / Interdepartmental Charges | \$74,800 | Increase due to motor/fuel and repair/maintenance cost more than anticipated. |
| Other Costs | \$545,605 | Increase due to property tax payment (due every third year). |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$19,766,915 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$25,752,537 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|---------------------|-------------|
| Airport Revenue Fund | \$25,752,537 | |
| TOTAL EXPENSES | \$25,752,537 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 45.00 | Change in staffing level due to citywide consolidation efforts. |



COURT OPERATIONS

Mission Statement

The mission of the Judicial Agencies of the City of Atlanta is to dispense justice, equality, and fairness while promoting respect for the justice system.

Vision Statement

The vision of the Judicial Agencies of the City of Atlanta is to be best in class in the areas of customer service, transparency, and efficiency.

Core Functions

- Case Adjudication
- Court Administration
- Exceptional customer service

Summary of Operations

Judicial Agencies provides efficient and effective court services for criminal and traffic offenses arising in Atlanta.

Divisions/Offices Descriptions

Courtroom Operations ensures that all cases filed are properly and efficiently adjudicated. There are nine courtrooms within operations handling probation revocation hearings, bond forfeitures, community court, traffic, parking, DUI, city ordinance and false alarm offenses.

Finance processes all financial transactions.

Data Entry/Call Center processes all citations filed, schedules court hearings, and answers a high volume of incoming calls.

Pretrial/Ombudsman/Warrants/Bonds releases defendants based on criminal history records, researches court related cases, processes and verify warrant information, and processes all bond related activities.

Community Court provides alternative sentencing options and diversion programming.

Administration oversees the budget, human resource, and technology.

FY2019 Accomplishments

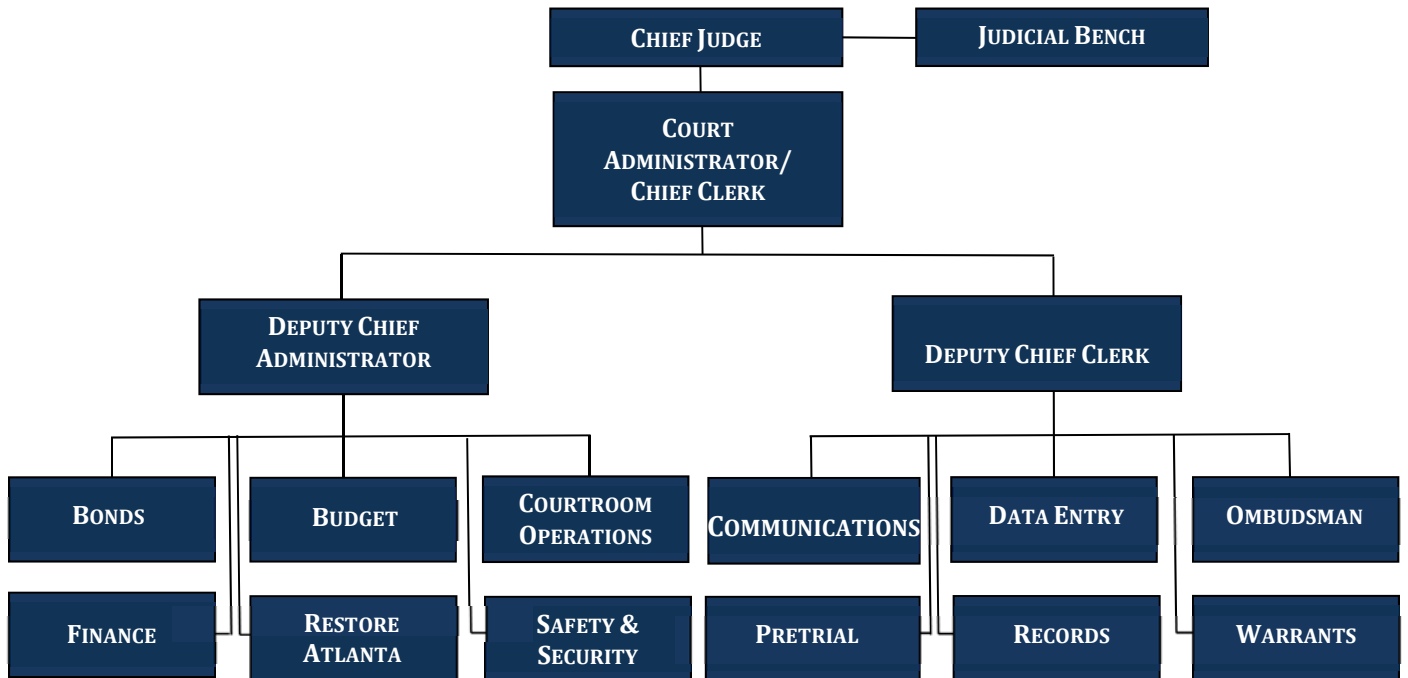
- Established an Open Records Request policy to promote transparency and access to the public.
- Partnered with the Department of Customer Service to receive all court calls and streamline information to citizens establishing improved accessibility to court-based information (resulting in a reduction of constituent-based concerns and complaints).
- Conducted cross-training sessions with the Department of Customer Service to enhance customer service experience.
- IVR system upgrades including improved call prompt mapping to streamline callers' requests.
- Enhanced the court's internal docketing system resulting in improved efficient processing of cases.
- Expanded the Failure to Appear (FTA) daily walk-in dockets to efficiently process outstanding cases.
- Improved the court experience for citizens with building upgrades including new signage, improved facility maintenance and new security system.
- Launched online portal to search for public case information.
- Received Department of Behavioral Health and Developmental Disabilities (DBHDD) grant to support mental health and social services.
- Municipal Court of Atlanta Bench appointed the Interim Court Administrator/ Chief Clerk of Court.

FY2020 Adopted Program Highlights

- Expand the defendant court date notification process across several mobile technology platforms.
- Improve online resources enhancing defendant's ability to access forms and find information about their cases.
- Continue to implement recommendations and best practices identified by the Municipal Court of Atlanta Improvement Task Force to promote access to justice and ensure public safety.

ORGANIZATIONAL CHART

COURT OPERATIONS



PERFORMANCE METRICS

COURT OPERATIONS

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|--|------------------|------------------|------------------|------------------|
| Public Safety | | | | |
| # of Traffic cases filed in Court | 169,268 | 137,105 | 171,020 | 165,889 |
| # of DUI cases filed in Court | 2,041 | 3,783 | 2,617 | 2,538 |
| # of Parking cases filed in Court | 2,887 | 2,725 | 3,462 | 3,358 |
| # of Criminal cases filed in Court | 17,356 | 15,529 | 18,519 | 17,963 |
| # of False Alarm cases filed in Court | 762 | 472 | 881 | 855 |
| # of Housing cases filed in Court | 4,323 | 6,429 | 3,347 | 3,247 |
| Municipal Court total revenue | \$18,613,799 | \$17,109,855 | \$20,116,000 | \$19,512,520 |
| Case Clearance Rate - Traffic | 112% | 100% | 100% | 100% |
| Case Clearance Rate - Criminal | 108% | 100% | 100% | 100% |
| % of revenue collected vs. anticipated | 92% | 85% | 100% | 100% |



FY20 OPERATING BUDGET HIGHLIGHTS

Judicial Agencies General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$7,660,989 | \$8,965,558 | \$8,128,715 | Salaries, Regular | \$8,128,715 | \$0 |
| \$9,122 | \$12,232 | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$274,695 | \$294,728 | \$41,507 | Salaries, Extra Help | \$41,507 | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$45,535 | \$44,284 | \$24,479 | Overtime | \$24,479 | \$0 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$1,550,836 | \$1,439,132 | \$1,310,061 | Pen Cont Gen Emp Pen Fd | \$1,291,492 | (\$18,569) |
| \$258,084 | \$306,226 | \$179,375 | Defined Contribution | \$204,267 | \$24,892 |
| \$124,848 | \$41,023 | \$36,199 | Workers' Compensation | \$36,199 | - |
| \$1,083,171 | \$1,070,173 | \$1,392,753 | Other Personnel Costs | \$1,386,430 | (\$6,323) |
| \$11,007,280 | \$12,173,355 | \$11,113,090 | TOTAL PERSONNEL | \$11,113,089 | (\$1) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$1,957,188 | \$1,259,429 | \$2,083,814 | Purchased / Contracted Services | \$2,083,813 | \$0 |
| \$378,937 | \$204,750 | \$164,782 | Supplies | \$164,782 | - |
| \$29,238 | (\$29,238) | - | Capital Outlays | - | - |
| \$54,303 | \$16,332 | \$6,137 | Interfund / Interdepartmental Charges | \$6,137 | - |
| \$9,617 | \$10,910 | \$15,835 | Other Costs | \$15,835 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$247 | \$11,752 | Other Financing Uses | - | (\$11,752) |
| \$2,429,282 | \$1,462,430 | \$2,282,320 | TOTAL OTHER EXPENSES | \$2,270,568 | (\$11,752) |
| \$13,436,562 | \$13,635,785 | \$13,395,410 | TOTAL PERSONNEL AND OTHER EXPENSES | \$13,383,657 | (\$11,753) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$13,436,562 | \$13,635,785 | \$13,395,410 | General Fund | \$13,383,657 | (\$11,753) |
| \$13,436,562 | \$13,635,785 | \$13,395,410 | TOTAL EXPENSES | \$13,383,657 | (\$11,753) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 163.00 | 184.00 | 183.00 | Full Time Equivalent | 148.00 | (35.00) |



FY20 OPERATING BUDGET HIGHLIGHTS

Judicial Agencies General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$0 | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$18,569) | Decrease due to pension rate and personnel adjustments. |
| Defined Contribution | \$24,892 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$6,323) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | (\$1) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$0 | This line includes contracted services for case management system maintenance, audio recording software, and appointment of counsel. |
| Supplies | - | This line includes general office supplies. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | - | This line includes costs associated with customer refunds. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | (\$11,752) | Decrease due to GMA lease payments not anticipated in FY20. |
| TOTAL OTHER EXPENSES | (\$11,752) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$11,753) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------|-------------|
| General Fund | (\$11,753) | |
| TOTAL EXPENSES | (\$11,753) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | (35.00) | Change in staffing level due to citywide consolidation efforts. |

NON-DEPARTMENTAL

Mission Statement

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

Summary of Operations

The Non-Departmental budget includes payments that do not fall under any particular City department including:

- Debt Service
- Workers' Compensation
- OPEB (Other Post Employee Benefits)
- Insurance
- Unemployment Compensation
- Reserves

Department Descriptions

Debt Service is required to meet interest expenses, principal payments, and sinking fund requirements during a specific time period. The debt payments that are included in General Fund Non-Departmental are: Urban Residential Finance Authority (URFA), Municipal Court/City Hall East, Downtown Parking Deck, Zoo Atlanta and Energy contracts.

Workers' Compensation is a form of insurance that provides compensation for employees who are injured in the course of employment. Workers compensation insurance covers workers injured during or by job related activities or related illnesses.

Other Post Employee Benefits (OPEB) provides post-employment benefits that an employee will receive at the start of retirement. In addition to a salary,

many employees earn benefits over their years of service that will not be received until after their employment with the City ends through retirement, or other reasons for separation. This does not include pension benefits paid to the retired employee. OPEBs generally take the form of health insurance, dental, vision, or health care benefits. It may also include some types of life insurance.

Insurance is provided to cover expenses for all risk property, excess high hazard flood, railroad protective liability, crime, helicopter, and miscellaneous bonds. Property insurance is related to the City's buildings, contents, and personal property. The excess high hazard flood is coverage related to losses that are deemed by FEMA to be in what is zoned as high hazard areas. The crime insurance provides coverage for theft by an employee. The helicopter insurance covers claims related to the City's helicopters. The railroad protective liability insurance protects against railroad liability. The Risk Management division operates the City's insurance program and manages safety programs.

Unemployment Compensation provides temporary income for former City workers. Workers do not pay any costs. Eligibility for benefits is determined based on past wages, reasons for job separation, and availability and job search requirements.

Budgeted Reserves are essentially the amount of funds that are remaining after all revenues and expenditures are projected for budgeting purposes with a few exceptions. The general fund reserves are set by the budget ordinance, while reserves in capital funds may be required in accordance with the indentures.





FY20 OPERATING BUDGET HIGHLIGHTS Non-Departmental

| FY17 ACTUAL EXPENDITURES | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|-----------------------------|----------------------------|----------------------|---|----------------------|-----------------------|
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | \$0 | Salaries, Extra Help | \$0 | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | \$13 | - | Overtime | - | - |
| \$3,310 | (\$387) | - | Pen Cont Fire Pen Fd | - | - |
| \$1,234 | (\$498) | - | Pen Cont Police Pen Fd | - | - |
| (\$36,394) | (\$21,755) | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| \$3,169,170 | \$1,540,062 | \$2,874,485 | Workers' Compensation | \$2,886,703 | \$12,218 |
| \$1,172,482 | \$1,009,037 | \$1,973,422 | Other Personnel Costs | \$1,245,258 | (\$728,164) |
| \$4,309,802 | \$2,526,472 | \$4,847,907 | TOTAL PERSONNEL | \$4,131,961 | (\$715,946) |
| OTHER EXPENSES | | | | | |
| \$27,292,355 | \$20,210,423 | \$30,670,958 | Purchased / Contracted Services | \$32,421,460 | \$1,750,501 |
| (\$1,747) | (\$1,941) | \$0 | Supplies | \$0 | \$0 |
| - | - | \$0 | Capital Outlays | - | \$0 |
| \$32,832,575 | \$34,697,966 | \$30,570,314 | Interfund / Interdepartmental Charges | \$33,660,487 | \$3,090,173 |
| \$244,218,921 | \$251,265,608 | \$268,462,080 | Other Costs | \$271,989,823 | \$3,527,744 |
| \$24,182,086 | \$24,372,360 | \$39,527,117 | Debt Service | \$63,745,352 | \$24,218,235 |
| - | \$0 | \$116,103,656 | Conversion / Summary | \$148,710,463 | \$32,606,807 |
| \$680,547,501 | \$663,850,703 | \$434,970,581 | Other Financing Uses | \$394,384,018 | (\$40,586,562) |
| \$1,009,071,692 | \$994,395,120 | \$920,304,706 | TOTAL OTHER EXPENSES | \$944,911,603 | \$24,606,897 |
| \$1,013,381,494 | \$996,921,592 | \$925,152,613 | TOTAL PERSONNEL AND OTHER EXPENSES | \$949,043,564 | \$23,890,951 |

| FY17 ACTUAL EXPENDITURES | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|-----------------------------|----------------------------|----------------------|------------------------------------|----------------------|-----------------------|
| \$88,290,391 | \$94,829,992 | \$97,786,962 | General Fund | \$97,067,078 | (\$719,883) |
| \$250,298,156 | \$264,015,003 | \$242,349,645 | Airport Revenue Fund | \$258,932,563 | \$16,582,918 |
| \$0 | - | \$0 | Building Permits Fund | \$0 | \$0 |
| \$796,709 | \$942,959 | \$1,015,600 | City Plaza Project Fund | \$1,009,120 | (\$6,480) |
| \$91,675 | \$44,874 | \$0 | Civic Center Revenue Fund | \$0 | \$0 |
| \$15,125 | \$15,343 | \$0 | Parks Facilities Revenue Fund | \$0 | \$0 |
| \$3,644,428 | \$3,330,686 | \$6,022,786 | Solid Waste Services Revenue Fund | \$6,681,397 | \$658,611 |
| \$21,784,146 | \$0 | \$0 | Underground Atl Facil Revenue Fund | \$0 | \$0 |
| \$420,979,025 | \$399,936,743 | \$345,283,665 | Water & Wastewater Revenue Fund | \$355,007,222 | \$9,723,557 |
| \$6,000 | \$39,000 | - | Emergency Telephone System | - | - |
| \$2,405,718 | \$3,812,153 | \$2,882,949 | Fleet Service Fund | \$3,444,339 | \$561,390 |
| \$151,233,296 | \$150,136,744 | \$151,796,482 | Group Insurance Fund | \$148,809,304 | (\$2,987,178) |
| \$72,583,062 | \$78,403,629 | \$76,635,386 | Hotel/Motel Tax Fund | \$76,712,025 | \$76,639 |
| \$1,253,762 | \$1,414,467 | \$1,379,138 | Rental/Motor Vehicle Tax Fund | \$1,380,516 | \$1,378 |
| \$1,013,381,494 | \$996,921,592 | \$925,152,613 | TOTAL EXPENSES | \$949,043,564 | \$23,890,951 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | - Salaries, Regular | - | - |
| - | - | - | - Salaries, Perm Part-Time | - | - |
| - | - | - | - Salaries, Sworn | - | - |
| - | - | - | - Salaries, Extra Help | - | - |
| - | - | - | - Salaries, Extra Help-Sworn | - | - |
| - | \$13 | - | - Overtime | - | - |
| \$3,310 | (\$387) | - | - Pen Cont Fire Pen Fd | - | - |
| \$1,234 | (\$498) | - | - Pen Cont Police Pen Fd | - | - |
| (\$42,553) | (\$25,103) | - | - Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | - Defined Contribution | - | - |
| \$3,124,338 | \$1,429,734 | \$2,532,782 | Workers' Compensation | \$2,545,000 | \$12,218 |
| \$450,762 | \$279,740 | \$519,368 | Other Personnel Costs | \$519,368 | - |
| \$3,537,091 | \$1,683,499 | \$3,052,150 | TOTAL PERSONNEL | \$3,064,368 | \$12,218 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$25,110,795 | \$19,586,221 | \$22,864,752 | Purchased / Contracted Services | \$22,729,275 | (\$135,476) |
| (\$1,747) | (\$1,941) | - | - Supplies | - | - |
| - | - | - | - Capital Outlays | - | - |
| \$24,612 | - | - | - Interfund / Interdepartmental Charges | - | - |
| \$32,272,297 | \$35,580,683 | \$30,983,289 | Other Costs | \$33,428,776 | \$2,445,487 |
| \$11,301,472 | \$11,168,029 | \$9,639,011 | Debt Service | \$33,734,401 | \$24,095,390 |
| - | - | \$4,650,754 | Conversion / Summary | \$4,110,258 | (\$540,496) |
| \$16,045,870 | \$26,813,501 | \$26,597,006 | Other Financing Uses | - | (\$26,597,006) |
| \$84,753,299 | \$93,146,493 | \$94,734,812 | TOTAL OTHER EXPENSES | \$94,002,710 | (\$732,101) |
| \$88,290,391 | \$94,829,992 | \$97,786,962 | TOTAL PERSONNEL AND OTHER EXPENSES | \$97,067,078 | (\$719,883) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|-----------------------|----------------|-----------------------|
| \$88,290,391 | \$94,829,992 | \$97,786,962 | General Fund | \$97,067,078 | (\$719,883) |
| \$88,290,391 | \$94,829,992 | \$97,786,962 | TOTAL EXPENSES | \$97,067,078 | (\$719,883) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | \$12,218 | Increase due to Workers' Compensation payments more than anticipated. |
| Other Personnel Costs | - | This line includes unemployment payments. |
| TOTAL PERSONNEL | \$12,218 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$135,476) | Decrease to properly align the budget with anticipated operational needs. This line includes Grady Water Bill, Peach Drop, Land Bank, BBT Tennis Championship, Pre-Arrest Diversion and MGT of America Consulting. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$2,445,487 | Increase due to realignment of budget for debt bond payments transferred from Other Financing Uses for AURA Bonds \$2M. This line also includes Election exp \$350K and DeKalb County Tax \$35K. |
| Debt Service | \$24,095,390 | Increase due to realignment of budget for debt bond payments transferred from Other Financing Uses totaling \$24M offset by decrease for Computer Lease Refresh (\$170K) and Watershed MOU (\$125K) less than anticipated. |
| Conversion / Summary | (\$540,496) | Decrease to properly align the budget with anticipated operational needs. This line includes Reserves that will be utilized as needed. |
| Other Financing Uses | (\$26,597,006) | Decrease due to realignment of budget to support debt bond payments transferred to Other Cost and Debt Services. |
| TOTAL OTHER EXPENSES | (\$732,101) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$719,883) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|--------------------|-------------|
| General Fund | (\$719,883) | |
| TOTAL EXPENSES | (\$719,883) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Fleet Service Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | - Salaries, Regular | - | - |
| - | - | - | - Salaries, Perm Part-Time | - | - |
| - | - | - | - Salaries, Sworn | - | - |
| - | - | - | - Salaries, Extra Help | - | - |
| - | - | - | - Salaries, Extra Help-Sworn | - | - |
| - | - | - | - Overtime | - | - |
| - | - | - | - Pen Cont Fire Pen Fd | - | - |
| - | - | - | - Pen Cont Police Pen Fd | - | - |
| - | - | - | - Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | - Defined Contribution | - | - |
| - | - | - | - Workers' Compensation | - | - |
| - | - | - | - Other Personnel Costs | - | - |
| - | - | - | - <i>TOTAL PERSONNEL</i> | - | - |
| | | | <i>OTHER EXPENSES</i> | | |
| \$56,000 | \$103,000 | - | - Purchased / Contracted Services | - | - |
| - | - | - | - Supplies | - | - |
| - | - | - | - Capital Outlays | - | - |
| \$2,151,544 | \$3,675,618 | \$2,786,092 | Interfund / Interdepartmental Charges | \$3,423,000 | \$636,909 |
| - | - | - | - Other Costs | - | - |
| \$198,175 | \$33,535 | \$96,857 | Debt Service | \$21,338 | (\$75,519) |
| - | - | - | - Conversion / Summary | - | - |
| - | - | - | - Other Financing Uses | - | - |
| \$2,405,718 | \$3,812,153 | \$2,882,949 | <i>TOTAL OTHER EXPENSES</i> | \$3,444,339 | \$561,390 |
| \$2,405,718 | \$3,812,153 | \$2,882,949 | TOTAL PERSONNEL AND OTHER EXPENSES | \$3,444,339 | \$561,390 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------|--------------------|-----------------------|
| \$2,405,718 | \$3,812,153 | \$2,882,949 | Fleet Service Fund | \$3,444,339 | \$561,390 |
| \$2,405,718 | \$3,812,153 | \$2,882,949 | TOTAL EXPENSES | \$3,444,339 | \$561,390 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Fleet Service Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$636,909 | Increase due to indirect cost allocation more than anticipated. |
| Other Costs | - | |
| Debt Service | (\$75,519) | Decrease due to allocable interest charges less than anticipated. |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$561,390 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$561,390 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|------------------|-------------|
| Fleet Service Fund | \$561,390 | |
| TOTAL EXPENSES | \$561,390 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Airport Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|---|----------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | - Salaries, Regular | - | - |
| - | - | - | - Salaries, Perm Part-Time | - | - |
| - | - | - | - Salaries, Sworn | - | - |
| - | - | - | - Salaries, Extra Help | - | - |
| - | - | - | - Salaries, Extra Help-Sworn | - | - |
| - | - | - | - Overtime | - | - |
| - | - | - | - Pen Cont Fire Pen Fd | - | - |
| - | - | - | - Pen Cont Police Pen Fd | - | - |
| \$5,641 | \$3,348 | - | - Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | - Defined Contribution | - | - |
| - | - | - | - Workers' Compensation | - | - |
| - | - | - | - Other Personnel Costs | - | - |
| \$5,641 | \$3,348 | - | - <i>TOTAL PERSONNEL</i> | - | - |
| | | | <i>OTHER EXPENSES</i> | | |
| (\$18,757) | (\$71,495) | - | - Purchased / Contracted Services | - | - |
| - | - | - | - Supplies | - | - |
| - | - | - | - Capital Outlays | - | - |
| \$8,226,030 | \$11,188,855 | \$9,148,997 | Interfund / Interdepartmental Charges | \$10,129,000 | \$980,003 |
| \$4,332,422 | \$4,418,917 | \$2,197,254 | Other Costs | \$3,455,164 | \$1,257,910 |
| - | - | - | - Debt Service | - | - |
| - | - | \$89,908,388 | Conversion / Summary | \$104,349,347 | \$14,440,959 |
| \$237,752,821 | \$248,475,378 | \$141,095,006 | Other Financing Uses | \$140,999,052 | (\$95,954) |
| \$250,292,515 | \$264,011,654 | \$242,349,645 | <i>TOTAL OTHER EXPENSES</i> | \$258,932,563 | \$16,582,918 |
| \$250,298,156 | \$264,015,003 | \$242,349,645 | TOTAL PERSONNEL AND OTHER EXPENSES | \$258,932,563 | \$16,582,918 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|-----------------------|----------------------|-----------------------|
| \$250,298,156 | \$264,015,003 | \$242,349,645 | Airport Revenue Fund | \$258,932,563 | \$16,582,918 |
| \$250,298,156 | \$264,015,003 | \$242,349,645 | TOTAL EXPENSES | \$258,932,563 | \$16,582,918 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|---------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| <i>TOTAL PERSONNEL</i> | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$980,003 | Increase due to indirect cost more than anticipated. |
| Other Costs | \$1,257,910 | Increase due to OPEB Retirees Insurance cost for Life \$1.2M and Health \$26K. |
| Debt Service | - | |
| Conversion / Summary | \$14,440,959 | Increase due to Restricted Reserves for Signatory Pax Landing Fees, Airline Terminal Rents, Fac O & M Recovery Fees-Contract and Fuel Farm. |
| Other Financing Uses | (\$95,954) | Decrease due to Debt payments for Sinking Fund Requirement less than anticipated. |
| <i>TOTAL OTHER EXPENSES</i> | \$16,582,918 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$16,582,918 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|---------------------|-------------|
| Airport Revenue Fund | \$16,582,918 | |
| TOTAL EXPENSES | \$16,582,918 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental City Plaza Project Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | <i>TOTAL PERSONNEL</i> | - | - |
| | | | <i>OTHER EXPENSES</i> | | |
| \$97,286 | \$97,727 | \$281,206 | Purchased / Contracted Services | \$242,870 | (\$38,336) |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | \$143,832 | \$22,644 | Interfund / Interdepartmental Charges | \$53,000 | \$30,356 |
| - | - | - | Other Costs | - | - |
| \$699,424 | \$701,400 | \$711,750 | Debt Service | \$713,250 | \$1,500 |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$796,709 | \$942,959 | \$1,015,600 | <i>TOTAL OTHER EXPENSES</i> | \$1,009,120 | (\$6,480) |
| \$796,709 | \$942,959 | \$1,015,600 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,009,120 | (\$6,480) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-------------------------|--------------------|-----------------------|
| \$796,709 | \$942,959 | \$1,015,600 | City Plaza Project Fund | \$1,009,120 | (\$6,480) |
| \$796,709 | \$942,959 | \$1,015,600 | TOTAL EXPENSES | \$1,009,120 | (\$6,480) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental City Plaza Project Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$38,336) | Decrease due to costs associated with City Plaza operations less than anticipated. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$30,356 | Increase due to indirect cost allocation more than anticipated. |
| Other Costs | - | |
| Debt Service | \$1,500 | Increase due to Debt Service payments. |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$6,480) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$6,480) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-------------------------|------------------|-------------|
| City Plaza Project Fund | (\$6,480) | |
| TOTAL EXPENSES | (\$6,480) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Solid Waste Services Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | <i>TOTAL PERSONNEL</i> | - | - |
| | | | <i>OTHER EXPENSES</i> | | |
| - | \$40,000 | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| \$5,131,715 | \$6,325,595 | \$4,420,068 | Interfund / Interdepartmental Charges | \$5,166,000 | \$745,933 |
| (\$1,487,287) | (\$3,200,060) | \$1,396,557 | Other Costs | \$1,515,397 | \$118,840 |
| - | \$165,151 | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | \$206,162 | Other Financing Uses | - | (\$206,162) |
| \$3,644,428 | \$3,330,686 | \$6,022,786 | <i>TOTAL OTHER EXPENSES</i> | \$6,681,397 | \$658,611 |
| \$3,644,428 | \$3,330,686 | \$6,022,786 | TOTAL PERSONNEL AND OTHER EXPENSES | \$6,681,397 | \$658,611 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------------------|--------------------|-----------------------|
| \$3,644,428 | \$3,330,686 | \$6,022,786 | Solid Waste Services Revenue Fund | \$6,681,397 | \$658,611 |
| \$3,644,428 | \$3,330,686 | \$6,022,786 | TOTAL EXPENSES | \$6,681,397 | \$658,611 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$745,933 | Increase due to indirect cost allocation more than anticipated. |
| Other Costs | \$118,840 | Increase due to cost associated with retired pension insurance more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | (\$206,162) | Decrease to properly align the budget to support indirect cost charges. |
| TOTAL OTHER EXPENSES | \$658,611 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$658,611 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------------------|------------------|-------------|
| Solid Waste Services Revenue Fund | \$658,611 | |
| TOTAL EXPENSES | \$658,611 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY20 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|---|----------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$518 | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| \$44,832 | \$110,328 | \$341,703 | Workers' Compensation | \$341,703 | \$0 |
| - | - | \$336,000 | Other Personnel Costs | - | (\$336,000) |
| \$45,350 | \$110,328 | \$677,703 | TOTAL PERSONNEL | \$341,703 | (\$336,000) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$208,520 | \$288,853 | \$7,025,000 | Purchased / Contracted Services | \$9,033,250 | \$2,008,250 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| \$14,649,278 | \$10,529,014 | \$11,541,992 | Interfund / Interdepartmental Charges | \$13,233,311 | \$1,691,318 |
| \$5,465,119 | \$7,797,343 | \$27,493,733 | Other Costs | \$28,657,107 | \$1,163,374 |
| \$11,872,601 | \$12,242,448 | \$29,079,499 | Debt Service | \$29,276,363 | \$196,864 |
| - | - | \$21,544,514 | Conversion / Summary | \$40,250,858 | \$18,706,344 |
| \$388,738,157 | \$368,968,758 | \$247,921,224 | Other Financing Uses | \$234,214,631 | (\$13,706,593) |
| \$420,933,675 | \$399,826,415 | \$344,605,963 | TOTAL OTHER EXPENSES | \$354,665,520 | \$10,059,557 |
| \$420,979,025 | \$399,936,743 | \$345,283,665 | TOTAL PERSONNEL AND OTHER EXPENSES | \$355,007,222 | \$9,723,557 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|---------------------------------|----------------------|-----------------------|
| \$420,979,025 | \$399,936,743 | \$345,283,665 | Water & Wastewater Revenue Fund | \$355,007,222 | \$9,723,557 |
| \$420,979,025 | \$399,936,743 | \$345,283,665 | TOTAL EXPENSES | \$355,007,222 | \$9,723,557 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|---------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | \$0 | This line includes Workers' Compensation. |
| Other Personnel Costs | (\$336,000) | Decrease to properly align the budget to support anticipated workers' comp payments. |
| TOTAL PERSONNEL | (\$336,000) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$2,008,250 | Increase due to the reallocation of 72 Marietta lease payment from DEAM to DWM and anticipated litigation expenses. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$1,691,318 | Increase due to indirect cost allocation more than anticipated. |
| Other Costs | \$1,163,374 | Increase due to Bad Debt reserve and retiree benefits. |
| Debt Service | \$196,864 | Increase due to GEFA principal and interest payments more than anticipated. |
| Conversion / Summary | \$18,706,344 | Increase due to fund wide reserves that will be utilized as needed. |
| Other Financing Uses | (\$13,706,593) | Decrease to properly align the budget to support debt reserve requirements. |
| TOTAL OTHER EXPENSES | \$10,059,557 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$9,723,557 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|--------------------|-------------|
| Water & Wastewater Revenue Fund | \$9,723,557 | |
| TOTAL EXPENSES | \$9,723,557 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Group Insurance Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|---|----------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| \$721,720 | \$729,297 | \$1,118,054 | Other Personnel Costs | \$725,890 | (\$392,164) |
| \$721,720 | \$729,297 | \$1,118,054 | TOTAL PERSONNEL | \$725,890 | (\$392,164) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$18,000 | \$130,118 | \$500,000 | Purchased / Contracted Services | \$416,064 | (\$83,936) |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| \$2,649,397 | \$2,835,053 | \$2,650,522 | Interfund / Interdepartmental Charges | \$1,656,175 | (\$994,347) |
| \$147,844,179 | \$146,380,479 | \$147,527,906 | Other Costs | \$146,011,175 | (\$1,516,731) |
| - | \$61,797 | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$150,511,576 | \$149,407,447 | \$150,678,428 | TOTAL OTHER EXPENSES | \$148,083,414 | (\$2,595,014) |
| \$151,233,296 | \$150,136,744 | \$151,796,482 | TOTAL PERSONNEL AND OTHER EXPENSES | \$148,809,304 | (\$2,987,178) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|-----------------------|----------------------|-----------------------|
| \$151,233,296 | \$150,136,744 | \$151,796,482 | Group Insurance Fund | \$148,809,304 | (\$2,987,178) |
| \$151,233,296 | \$150,136,744 | \$151,796,482 | TOTAL EXPENSES | \$148,809,304 | (\$2,987,178) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Group Insurance Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|----------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$392,164) | Decrease to properly align the budget to support employee and retiree funded vision care costs. |
| TOTAL PERSONNEL | (\$392,164) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$83,936) | Decrease due to costs associated with the Wellness Center operations less than anticipated. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | (\$994,347) | Decrease due to indirect cost allocation less than anticipated. |
| Other Costs | (\$1,516,731) | Decrease to properly align the budget to support insurance plan payments. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$2,595,014) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$2,987,178) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|----------------------|-------------|
| Group Insurance Fund | (\$2,987,178) | |
| TOTAL EXPENSES | (\$2,987,178) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Hotel/Motel Tax Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | - Salaries, Regular | - | - |
| - | - | - | - Salaries, Perm Part-Time | - | - |
| - | - | - | - Salaries, Sworn | - | - |
| - | - | - | - Salaries, Extra Help | - | - |
| - | - | - | - Salaries, Extra Help-Sworn | - | - |
| - | - | - | - Overtime | - | - |
| - | - | - | - Pen Cont Fire Pen Fd | - | - |
| - | - | - | - Pen Cont Police Pen Fd | - | - |
| - | - | - | - Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | - Defined Contribution | - | - |
| - | - | - | - Workers' Compensation | - | - |
| - | - | - | - Other Personnel Costs | - | - |
| - | - | - | - <i>TOTAL PERSONNEL</i> | - | - |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | - Purchased / Contracted Services | - | - |
| - | - | - | - Supplies | - | - |
| - | - | - | - Capital Outlays | - | - |
| - | - | - | - Interfund / Interdepartmental Charges | - | - |
| \$54,444,555 | \$58,810,562 | \$57,484,203 | Other Costs | \$57,541,690 | \$57,487 |
| - | - | - | - Debt Service | - | - |
| - | - | - | - Conversion / Summary | - | - |
| \$18,138,507 | \$19,593,067 | \$19,151,183 | Other Financing Uses | \$19,170,335 | \$19,152 |
| \$72,583,062 | \$78,403,629 | \$76,635,386 | <i>TOTAL OTHER EXPENSES</i> | \$76,712,025 | \$76,639 |
| \$72,583,062 | \$78,403,629 | \$76,635,386 | TOTAL PERSONNEL AND OTHER EXPENSES | \$76,712,025 | \$76,639 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$72,583,062 | \$78,403,629 | \$76,635,386 | Hotel/Motel Tax Fund | \$76,712,025 | \$76,639 |
| \$72,583,062 | \$78,403,629 | \$76,635,386 | TOTAL EXPENSES | \$76,712,025 | \$76,639 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY20 OPERATING BUDGET HIGHLIGHTS

Non-Departmental Hotel/Motel Tax Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$57,487 | Increase to properly align the budget to account for the tax collected and owed to the Georgia World Congress Center and the Mercedes-Benz Stadium. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$19,152 | Increase to properly align the budget to account for the taxes collected and will be transferred to the General Fund. |
| TOTAL OTHER EXPENSES | \$76,639 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$76,639 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|------------------|-------------|
| Hotel/Motel Tax Fund | \$76,639 | |
| TOTAL EXPENSES | \$76,639 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|-------------|
| Full Time Equivalent | - | |



FY20 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Rental/Motor Vehicle Tax Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | - Salaries, Regular | - | - |
| - | - | - | - Salaries, Perm Part-Time | - | - |
| - | - | - | - Salaries, Sworn | - | - |
| - | - | - | - Salaries, Extra Help | - | - |
| - | - | - | - Salaries, Extra Help-Sworn | - | - |
| - | - | - | - Overtime | - | - |
| - | - | - | - Pen Cont Fire Pen Fd | - | - |
| - | - | - | - Pen Cont Police Pen Fd | - | - |
| - | - | - | - Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | - Defined Contribution | - | - |
| - | - | - | - Workers' Compensation | - | - |
| - | - | - | - Other Personnel Costs | - | - |
| - | - | - | - <i>TOTAL PERSONNEL</i> | - | - |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | - Purchased / Contracted Services | - | - |
| - | - | - | - Supplies | - | - |
| - | - | - | - Capital Outlays | - | - |
| - | - | - | - Interfund / Interdepartmental Charges | - | - |
| \$1,253,762 | \$1,414,467 | \$1,379,138 | Other Costs | \$1,380,516 | \$1,378 |
| - | - | - | - Debt Service | - | - |
| - | - | - | - Conversion / Summary | - | - |
| - | - | - | - Other Financing Uses | - | - |
| \$1,253,762 | \$1,414,467 | \$1,379,138 | <i>TOTAL OTHER EXPENSES</i> | \$1,380,516 | \$1,378 |
| \$1,253,762 | \$1,414,467 | \$1,379,138 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,380,516 | \$1,378 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-------------------------------|--------------------|-----------------------|
| \$1,253,762 | \$1,414,467 | \$1,379,138 | Rental/Motor Vehicle Tax Fund | \$1,380,516 | \$1,378 |
| \$1,253,762 | \$1,414,467 | \$1,379,138 | TOTAL EXPENSES | \$1,380,516 | \$1,378 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | - | - |



FY20 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Rental/Motor Vehicle Tax Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$1,378 | Increase to properly align the budget to support debt service payments associated with the Rental/Motor Vehicle Tax Fund. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$1,378 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,378 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-------------------------------|-------------------------|--------------------|
| Rental/Motor Vehicle Tax Fund | \$1,378 | |
| TOTAL EXPENSES | \$1,378 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|--------------------|
| Full Time Equivalent | - | |



HUMAN RESOURCES

Mission Statement

The mission of the Department of Human Resources is to attract, retain and develop a diverse and competent workforce that enables City departments to achieve their business objectives.

Core Functions

- Acquire and retain top talent.
- Promote employee health and financial wellness.
- Create a learning environment that sustains a culture of excellence.
- Promote fairness and equitable treatment for all applicants and employees.
- Ensure compliance with employment-related laws and regulations.
- Develop a culture of performance.

Summary of Operations

The Department of Human Resources partners with city agencies and employees to hire, compensate, support, and develop a diverse workforce that is dedicated to delivering high-quality services to the community. The department designs and manages the City's Human Resources programs and fosters the development of innovative policies and practices.

Divisions/Offices Descriptions

Human Resources Business Partners serve as consultants and partners to city departments, offering a full range of human resources services, including strategic support in recruitment, selection, and hiring; classification and compensation; grievances and labor relations; compliance with employment-related laws and regulations; workforce planning and departmental restructuring.

Employee and Labor Relations monitors all labor and employee relations activity across the City, offering advice and counsel to HR Business Partners and department leadership; investigates employee complaints and conducts compliance training on progressive discipline, prevention of sexual harassment, the Americans with Disabilities Act and the Fair Labor Standards Act. It also manages the Civil Service employee appeals process.

HR Information Systems and Records Management is responsible for the accurate presentation of employee and position data in the human resources information system. Services include: system maintenance of employee records and personnel actions, report production, ERP training, and position management. This office also performs: procurement, financial tasks, Department performance metrics, administrative tasks, and ensures compliance with laws and regulations, governing of open records, authorization to work and unemployment compensation.

Organizational and Employee Development is responsible for design, implementation and evaluation of citywide executive, supervisory and employee development programs; orientation of new employees; literacy and basic skills enhancement; team building; and the customer service program. This office also administers the performance management system and provides performance training and consultation.

Employee Benefits administers the City's employee/retiree insurance benefit and pension programs. It manages vendor contracts and coordinates health and financial wellness initiatives that include a state-of-the-art fitness facility, partnership with on-site EMTs, the mobile nurse program, health fairs, on-site health screenings, blood drives, and monthly wellness related lunch-and-learn sessions.

Psychological Services/Employee Assistance Program (PS/EAP) is responsible for assisting employees and their household family members in solving a variety of personal and workplace issues in the areas of anxiety & depressive symptoms, substance abuse, stress and trauma including line of duty deaths and debriefings related to work traumas. PS/EAP consults with all City departments regarding employee relations and workplace dynamics.

Talent Acquisition provides full-life cycle recruiting support for all jobs across the City, including sourcing, identifying, pre-screening/qualifying, interviewing, developing offer packages, negotiating and closing candidates. This office promotes the City's employment brand across numerous markets and professional communities.

Goals

- Value, encourage, and support a diverse workforce.
- Enhance service through technology.
- Strengthen employee engagement.
- Continually improve and optimize Service Delivery and Customer Service interdepartmentally.
- Launch the "Your Possibilities are Endless" campaign.
- Create a culture of performance and accountability.
- Strengthen leadership skills and enhance coaching and mentoring capabilities.
- Create and maintain a work environment that promotes optimal psychological health and wellness.

FY2019 Accomplishments

- Reduced staffing agency costs across all divisions.
- Increased outreach recruitment for APD.
- Focused on increased presence and partnership with Science, Technology, Engineering, and Mathematics (STEM) focused programs at Georgia Tech and Kennesaw State University.
- Implemented monthly community outreach workshops targeting constituents in all council districts by introducing employment opportunities within the City of Atlanta and

received access to possible funding for additional training.

- Partnered with Organizational Development & Training to spotlight career opportunities for employees within the City of Atlanta along with a bi-monthly Q&A with attendees at Career Development training.
- Partnered with CareerBuilder, Inc. to create a new City of Atlanta career portal to further enhance branding online.
- Continued to expand focus on Veteran outreach by scheduling informational sessions at local bases, adding veteran focused job boards to recruitment strategy.
- Partnered with client groups to develop FY20 recruitment strategies.
- Partnered with the Department of Watershed Management (DWM) Communications team to develop internship content.
- Streamlined and increased social media recruiting to maintain online visibility and attract an array of demographics. (Ongoing).
- Collaborated and partnered with the Solid Waste department to create a workforce development plan for current employees to receive their Commercial Driver's License (CDL) designation. (Ongoing).
- Significantly reduced laborer vacancy rates in the Department Watershed Management (DWM), Department of Parks and Recreation (DPR) and Department Public Works (DPW).
- Continuing to fine-tune City-wide cohesive message and mission to manage stakeholder expectations.
- 2018 Kaiser 5K Run/Walk-Industry Participant Winner.
- Health and Wellness Programs/Employee Wellness Center Initiatives
 - Provided 400 free flu vaccinations for COA Employees.
 - Extended Pre-65 Retirees access to COA Employee Wellness Center-Health Clinic.
 - Expanded Onsite Fitness Centers-DPW North Avenue Site, Updated DWM Englewood Site.
 - Sponsored American Diabetes Awareness Day Lunch and Learn.

- Sponsored Autism Awareness Day Lunch and Learn.
 - Sponsored Breast Cancer Awareness Health Fair and Display.
- Completed Benefits RFP and Open Enrollment Process under ATL Cloud.
 - Implemented new Benefit Plan Year with a January to December Benefit Plan Year – 2019.
- Reduced an 18-case Equal Employment Opportunity Commission (EEOC) backlog to 12 open cases (33% reduction).
- Partnered with the Law Department and PS/EAP to develop and communicate a city-wide Anti-Bullying and Workplace Violence Policy.
- Communicated city-wide policy updates on Sexual Harassment Prevention, Anti-Fraternalization, and Equal Employment Opportunity.
- Impacted Civil Service Board hearing backlog by clearing 34% of the previously outstanding cases; and the appointment of three (3) additional Civil Service Board Members.
- On track to provide Sexual Harassment Prevention Training to all City of Atlanta employees before close of FY 2019.
- Automated HR transactions through implementation of Oracle Cloud HCM modules (ATLcloud).
- Automation of Onboarding to improve new hire experience.
- Automation of the HR transaction approval workflow.
- Conducted/facilitated 50+ Oracle HCM trainings/presentations.
- Conducted 30+ Kronos training sessions.
- Enhanced Kronos functionality and process deployed to PDA, JDA, Sol, and City Planning.
- Maintained uninterrupted Kronos processing for successful payrolls during Cyber Attack.
- Centralized the Recruiting system across the CoA landscape (including SWORN).
- 4,757 Personnel Papers processed.
- 15,386 Transactions processed for the year.
- 6,750 Verification of Employment (VOE's) and 300 Open Record requests filled.
- Served as Subject Matter Experts for the implementation of the ATL Cloud transition from Enterprise Business Systems and provided training for modules i.e. Managed Workforce and Managed Talent Acquisition.
- Established the Phoenix Public Safety process improvement team for the benefit of retaining

and recruiting Police Officers and Fire Fighters. The team consisted of a collaborative group of Public Safety employees and Police and Fire Foundation representatives led by Human Resources. The outcomes resulted in improvements in Police Officer and Fire Fighter pay plan changes and the optimization of the Marketing and Recruitment process.

- Conducted a City-wide Personnel Headcount and Budget reconciliation resulting in the alignment of authorized headcount and personnel funding.
- Implemented a successful internship program within the departments of Aviation, Parks and Recreation, Public Works and Watershed.
- Partnered with AIM in the Security Awareness Initiative and provided training to field staff and leaders to ensure employees are educated and knowledgeable to prevent potential cyber incidents.
- Strategized with operational departments in the areas of Workforce Development, Operations Optimization, Change Management, Project Management and Compensation analysis.

FY2020 Adopted Program Highlights

- Continue to support the portfolio of employee wellness initiatives in the Mayor's "Total Health" initiative.
- Develop onsite virtual Health Clinic at the Airport.
- Continue to enhance strategic partnerships.
- Continue to streamline HR Operational processes to improve our internal customer experience.
- Implement Retiree Health Initiatives Program.

ORGANIZATIONAL CHART

HUMAN RESOURCES



PERFORMANCE METRICS

HUMAN RESOURCES

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|---|------------------|------------------|------------------|------------------|
| <i>Fiscal Accountability & Governmental Efficiency</i> | | | | |
| Eligible employees receiving annual performance evaluation | 91% | N/A | 95% | 95% |
| Average days to refer candidates | 12 | N/A | 5 | 5 |
| Employee Assistance Program utilization rate | 7.5% | N/A | 9% | 9% |
| Increase in overall healthcare claims costs | 4% | N/A | 3% | 5% |
| Increase in healthcare premiums | 2% | N/A | 3% | 5% |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Human Resources

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| \$8,333,169 | \$8,964,683 | \$8,454,022 | Salaries, Regular | \$10,512,832 | \$2,058,810 |
| \$33,209 | \$21,816 | \$2,232 | Salaries, Perm Part-Time | \$599 | (\$1,633) |
| - | - | - | Salaries, Sworn | - | - |
| \$759,504 | \$1,199,891 | \$401,283 | Salaries, Extra Help | \$364,484 | (\$36,799) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$26,946 | \$19,687 | \$4,209 | Overtime | \$5,184 | \$975 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$1,073,256 | \$1,079,539 | \$838,318 | Pen Cont Gen Emp Pen Fd | \$881,739 | \$43,422 |
| \$381,207 | \$436,952 | \$308,900 | Defined Contribution | \$215,350 | (\$93,550) |
| \$30,369 | \$8,992 | \$15,606 | Workers' Compensation | \$6,107 | (\$9,499) |
| \$1,048,705 | \$1,224,748 | \$1,165,821 | Other Personnel Costs | \$1,340,062 | \$174,242 |
| \$11,686,365 | \$12,956,309 | \$11,190,391 | TOTAL PERSONNEL | \$13,326,358 | \$2,135,967 |
| | | | OTHER EXPENSES | | |
| \$1,082,621 | \$1,576,194 | \$1,496,272 | Purchased / Contracted Services | \$862,804 | (\$633,469) |
| \$154,951 | \$107,692 | \$158,634 | Supplies | \$88,408 | (\$70,226) |
| \$7,286 | \$101 | - | Capital Outlays | \$0 | \$0 |
| \$52,648 | \$8,091 | \$48,011 | Interfund / Interdepartmental Charges | \$48,777 | \$766 |
| \$27,089 | \$5,944 | \$41,637 | Other Costs | \$30,837 | (\$10,800) |
| - | - | - | Debt Service | - | - |
| - | - | \$0 | Conversion / Summary | \$0 | \$0 |
| \$3,550,000 | \$287,579 | - | Other Financing Uses | \$0 | \$0 |
| \$4,874,595 | \$1,985,602 | \$1,744,554 | TOTAL OTHER EXPENSES | \$1,030,825 | (\$713,729) |
| \$16,560,960 | \$14,941,910 | \$12,934,945 | TOTAL PERSONNEL AND OTHER EXPENSES | \$14,357,183 | \$1,422,238 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------------------|---------------------|-----------------------|
| \$6,709,771 | \$7,835,722 | \$6,010,618 | General Fund | \$7,028,978 | \$1,018,361 |
| \$1,935,949 | \$1,984,753 | \$2,126,971 | Airport Revenue Fund | \$2,365,152 | \$238,181 |
| \$468,946 | \$508,464 | \$499,922 | Solid Waste Services Revenue Fund | \$554,777 | \$54,854 |
| \$2,410,816 | \$2,536,960 | \$2,461,580 | Water & Wastewater Revenue Fund | \$2,712,084 | \$250,504 |
| \$72,510 | \$72,669 | \$111,586 | Fleet Service Fund | \$71,555 | (\$40,031) |
| \$4,962,968 | \$2,003,342 | \$1,724,268 | Group Insurance Fund | \$1,624,637 | (\$99,631) |
| \$16,560,960 | \$14,941,910 | \$12,934,945 | TOTAL EXPENSES | \$14,357,183 | \$1,422,238 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 136.00 | 134.00 | 141.00 | Full Time Equivalent | 153.00 | 12.00 |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|--|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$3,919,056 | \$4,259,829 | \$3,676,513 | \$5,019,666 | \$1,343,153 |
| \$27,615 | (\$360) | - | - | - |
| - | - | - | - | - |
| \$620,885 | \$1,091,111 | \$239,997 | \$227,952 | (\$12,046) |
| - | - | - | - | - |
| \$19,524 | \$12,163 | \$0 | \$0 | \$0 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$501,702 | \$544,463 | \$394,279 | \$406,298 | \$12,020 |
| \$194,230 | \$235,939 | \$155,283 | \$112,348 | (\$42,935) |
| \$22,957 | \$3,143 | \$2,172 | \$2,172 | - |
| \$523,002 | \$629,980 | \$503,145 | \$721,314 | \$218,169 |
| \$5,828,972 | \$6,776,269 | \$4,971,390 | \$6,489,752 | \$1,518,362 |
| | | | <i>OTHER EXPENSES</i> | |
| \$705,045 | \$972,022 | \$840,621 | \$413,948 | (\$426,673) |
| \$90,560 | \$76,754 | \$117,929 | \$57,701 | (\$60,228) |
| \$7,286 | - | - | - | - |
| \$52,648 | \$6,893 | \$47,578 | \$47,578 | - |
| \$25,260 | \$3,785 | \$33,100 | \$20,000 | (\$13,100) |
| - | - | - | - | - |
| - | - | \$0 | \$0 | \$0 |
| - | - | - | - | - |
| \$880,799 | \$1,059,453 | \$1,039,228 | \$539,227 | (\$500,001) |
| \$6,709,771 | \$7,835,722 | \$6,010,618 | \$7,028,978 | \$1,018,361 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|--------------------|-----------------------|
| | | | FUND | |
| \$6,709,771 | \$7,835,722 | \$6,010,618 | \$7,028,978 | \$1,018,361 |
| \$6,709,771 | \$7,835,722 | \$6,010,618 | \$7,028,978 | \$1,018,361 |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 60.40 | 63.85 | 69.85 | 75.25 | 5.40 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Human Resources

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$1,343,153 | Increase due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$12,046) | Decrease to properly align the budget to support personnel related costs. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$0 | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$12,020 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$42,935) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$218,169 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$1,518,362 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$426,673) | Decrease to properly align the budget to support personnel related costs. |
| Supplies | (\$60,228) | Decrease to properly align the budget to support personnel related costs. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | (\$13,100) | Decrease due to cost related to Civil Service Board Hearings less than anticipated. |
| Debt Service | - | |
| Conversion / Summary | \$0 | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$500,001) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,018,361 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|--------------------|-------------|
| General Fund | \$1,018,361 | |
| TOTAL EXPENSES | \$1,018,361 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 5.40 | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Fleet Service Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|---|-----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$49,497 | \$51,630 | \$51,537 | Salaries, Regular | \$49,661 | (\$1,876) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$1,600 | - | \$37,215 | Salaries, Extra Help | - | (\$37,215) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$532 | \$860 | \$417 | Overtime | \$747 | \$330 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$15,204 | \$14,711 | \$13,268 | Pen Cont Gen Emp Pen Fd | \$12,498 | (\$770) |
| \$0 | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| \$5,677 | \$5,469 | \$9,150 | Other Personnel Costs | \$8,650 | (\$500) |
| \$72,510 | \$72,669 | \$111,586 | TOTAL PERSONNEL | \$71,555 | (\$40,031) |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | <i>TOTAL OTHER EXPENSES</i> | - | - |
| \$72,510 | \$72,669 | \$111,586 | TOTAL PERSONNEL AND OTHER EXPENSES | \$71,555 | (\$40,031) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|-----------------------|-----------------|-----------------------|
| \$72,510 | \$72,669 | \$111,586 | Fleet Service Fund | \$71,555 | (\$40,031) |
| \$72,510 | \$72,669 | \$111,586 | TOTAL EXPENSES | \$71,555 | (\$40,031) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 2.00 | 1.00 | 1.00 | Full Time Equivalent | 1.00 | - |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Fleet Service Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | (\$1,876) | Decrease due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$37,215) | Decrease due to personnel adjustments. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$330 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$770) | Decrease due to pension rate adjustment. |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$500) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | (\$40,031) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$40,031) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Fleet Service Fund | (\$40,031) | |
| TOTAL EXPENSES | (\$40,031) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|------------------------------|
| Full Time Equivalent | - | No change in staffing level. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Airport Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,529,222 | \$1,563,294 | \$1,649,777 | Salaries, Regular | \$1,942,597 | \$292,819 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$29,174 | \$10,876 | \$31,204 | Salaries, Extra Help | \$31,204 | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$668 | \$498 | \$469 | Overtime | \$192 | (\$276) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$118,317 | \$109,935 | \$90,062 | Pen Cont Gen Emp Pen Fd | \$85,204 | (\$4,858) |
| \$78,503 | \$78,898 | \$63,114 | Defined Contribution | \$36,330 | (\$26,784) |
| - | - | \$1,139 | Workers' Compensation | - | (\$1,139) |
| \$166,469 | \$181,460 | \$234,787 | Other Personnel Costs | \$218,405 | (\$16,382) |
| \$1,922,354 | \$1,944,961 | \$2,070,552 | TOTAL PERSONNEL | \$2,313,931 | \$243,379 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$13,595 | \$39,792 | \$56,007 | Purchased / Contracted Services | \$50,809 | (\$5,198) |
| - | - | \$412 | Supplies | \$412 | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$13,595 | \$39,792 | \$56,419 | TOTAL OTHER EXPENSES | \$51,221 | (\$5,198) |
| \$1,935,949 | \$1,984,753 | \$2,126,971 | TOTAL PERSONNEL AND OTHER EXPENSES | \$2,365,152 | \$238,181 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|------------------------------------|------------------------------------|-------------------------|-----------------------|------------------------|-------------------------------|
| \$1,935,949 | \$1,984,753 | \$2,126,971 | Airport Revenue Fund | \$2,365,152 | \$238,181 |
| \$1,935,949 | \$1,984,753 | \$2,126,971 | TOTAL EXPENSES | \$2,365,152 | \$238,181 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| 24.40 | 24.40 | 25.40 | Full Time Equivalent | 27.20 | 1.80 |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| PERSONNEL | | |
| Salaries, Regular | \$292,819 | Increase due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$0 | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$276) | Decrease due to overtime less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$4,858) | Decrease due to pension rate adjustment. |
| Defined Contribution | (\$26,784) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$1,139) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$16,382) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$243,379 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | (\$5,198) | Decrease due to updated contract agreement terms related to Pre-Employment vendor agreements. |
| Supplies | - | This line includes general office supplies. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$5,198) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$238,181 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$238,181 | |
| TOTAL EXPENSES | \$238,181 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 1.80 | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Solid Waste Services Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$348,758 | \$407,834 | \$387,794 | Salaries, Regular | \$455,110 | \$67,317 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$9,389 | - | \$13,943 | Salaries, Extra Help | \$2,675 | (\$11,268) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$2,310 | \$2,036 | \$1,414 | Overtime | \$1,290 | (\$123) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$36,529 | \$24,580 | \$26,058 | Pen Cont Gen Emp Pen Fd | \$28,983 | \$2,925 |
| \$15,098 | \$19,023 | \$12,294 | Defined Contribution | \$9,463 | (\$2,831) |
| - | \$509 | - | Workers' Compensation | \$1,098 | \$1,098 |
| \$55,901 | \$55,443 | \$58,420 | Other Personnel Costs | \$56,157 | (\$2,263) |
| \$467,985 | \$509,426 | \$499,922 | TOTAL PERSONNEL | \$554,777 | \$54,854 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$961 | (\$961) | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$961 | (\$961) | - | TOTAL OTHER EXPENSES | - | - |
| \$468,946 | \$508,464 | \$499,922 | TOTAL PERSONNEL AND OTHER EXPENSES | \$554,777 | \$54,854 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|-----------------------------------|----------------|-----------------------|
| \$468,946 | \$508,464 | \$499,922 | Solid Waste Services Revenue Fund | \$554,777 | \$54,854 |
| \$468,946 | \$508,464 | \$499,922 | TOTAL EXPENSES | \$554,777 | \$54,854 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 6.80 | 6.35 | 6.35 | Full Time Equivalent | 7.35 | 1.00 |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| PERSONNEL | | |
| Salaries, Regular | \$67,317 | Increase due to personnel adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$11,268) | Decrease to properly align the budget to support personnel related costs. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$123) | Decrease due to overtime less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$2,925 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$2,831) | Decrease due to personnel adjustments. |
| Workers' Compensation | \$1,098 | Increase due to personnel adjustments. |
| Other Personnel Costs | (\$2,263) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$54,854 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$54,854 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------------------|-------------------------|--------------------|
| Solid Waste Services Revenue Fund | \$54,854 | |
| TOTAL EXPENSES | \$54,854 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 1.00 | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|--|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$1,704,348 | \$1,795,818 | \$1,766,389 | \$2,006,955 | \$240,567 |
| - | \$22,176 | - | \$599 | \$599 |
| - | - | - | - | - |
| \$44,457 | \$57,602 | \$17,448 | \$47,300 | \$29,852 |
| - | - | - | - | - |
| \$1,924 | \$1,824 | \$1,227 | \$1,914 | \$687 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$327,916 | \$316,747 | \$252,242 | \$250,482 | (\$1,760) |
| \$53,071 | \$57,894 | \$43,984 | \$38,173 | (\$5,811) |
| - | - | \$1,373 | - | (\$1,373) |
| \$210,080 | \$236,066 | \$246,582 | \$235,884 | (\$10,698) |
| \$2,341,796 | \$2,488,127 | \$2,329,243 | \$2,581,307 | \$252,064 |
| | | | <i>OTHER EXPENSES</i> | |
| \$38,370 | \$46,674 | \$97,065 | \$93,206 | (\$3,859) |
| \$29,142 | - | \$26,734 | \$26,734 | \$0 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$1,508 | \$2,159 | \$8,537 | \$10,837 | \$2,300 |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| \$69,020 | \$48,833 | \$132,336 | \$130,777 | (\$1,559) |
| \$2,410,816 | \$2,536,960 | \$2,461,580 | \$2,712,084 | \$250,504 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|--------------------|-----------------------|
| | | | FUND | |
| \$2,410,816 | \$2,536,960 | \$2,461,580 | \$2,712,084 | \$250,504 |
| \$2,410,816 | \$2,536,960 | \$2,461,580 | \$2,712,084 | \$250,504 |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 29.40 | 26.40 | 26.40 | 29.20 | 2.80 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Human Resources Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$240,567 | Increase due to personnel adjustments. |
| Salaries, Perm Part-Time | \$599 | Increase due to personnel adjustments. |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$29,852 | Increase due to Extra Help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$687 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$1,760) | Decrease due to pension rate adjustment. |
| Defined Contribution | (\$5,811) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$1,373) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$10,698) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$252,064 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$3,859) | Decrease due to updated contract agreement terms related to Pre-Employment vendor agreements. |
| Supplies | \$0 | This line includes general office supplies. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | \$2,300 | Increase due to costs associated with Civil Service Board Hearings more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$1,559) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$250,504 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|------------------|-------------|
| Water & Wastewater Revenue Fund | \$250,504 | |
| TOTAL EXPENSES | \$250,504 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 2.80 | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Group Insurance Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$782,288 | \$886,277 | \$922,012 | Salaries, Regular | \$1,038,842 | \$116,830 |
| \$5,594 | - | \$2,232 | Salaries, Perm Part-Time | - | (\$2,232) |
| - | - | - | Salaries, Sworn | - | - |
| \$53,999 | \$40,302 | \$61,475 | Salaries, Extra Help | \$55,354 | (\$6,121) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$1,989 | \$2,306 | \$683 | Overtime | \$1,041 | \$357 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$73,587 | \$69,105 | \$62,410 | Pen Cont Gen Emp Pen Fd | \$98,275 | \$35,865 |
| \$40,304 | \$45,198 | \$34,225 | Defined Contribution | \$19,036 | (\$15,189) |
| \$7,412 | \$5,340 | \$10,923 | Workers' Compensation | \$2,836 | (\$8,086) |
| \$87,577 | \$116,330 | \$113,737 | Other Personnel Costs | \$99,652 | (\$14,084) |
| \$1,052,749 | \$1,164,857 | \$1,207,697 | TOTAL PERSONNEL | \$1,315,036 | \$107,340 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$324,650 | \$518,668 | \$502,579 | Purchased / Contracted Services | \$304,841 | (\$197,738) |
| \$35,249 | \$30,938 | \$13,559 | Supplies | \$3,561 | (\$9,998) |
| - | \$101 | - | Capital Outlays | - | - |
| - | \$1,199 | \$433 | Interfund / Interdepartmental Charges | \$1,199 | \$766 |
| \$321 | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$3,550,000 | \$287,579 | - | Other Financing Uses | - | - |
| \$3,910,219 | \$838,485 | \$516,571 | TOTAL OTHER EXPENSES | \$309,600 | (\$206,971) |
| \$4,962,968 | \$2,003,342 | \$1,724,268 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,624,637 | (\$99,631) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------|--------------------|-----------------------|
| \$4,962,968 | \$2,003,342 | \$1,724,268 | Group Insurance Fund | \$1,624,637 | (\$99,631) |
| \$4,962,968 | \$2,003,342 | \$1,724,268 | TOTAL EXPENSES | \$1,624,637 | (\$99,631) |

| FY17 | FY18 | FY19 | FY20 | VARIANCE |
|-------|-------|-------|----------------------------------|------------------|
| | | | AUTHORIZED POSITION COUNT | FY20-FY19 |
| 13.00 | 12.00 | 12.00 | Full Time Equivalent | 1.00 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Human Resources

Group Insurance Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$116,830 | Increase due to personnel adjustments. |
| Salaries, Perm Part-Time | (\$2,232) | Decrease to properly align the budget to support personnel services. |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$6,121) | Decrease due to Extra Help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$357 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$35,865 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$15,189) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$8,086) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$14,084) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$107,340 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$197,738) | Decrease to properly align the budget to support current operations. |
| Supplies | (\$9,998) | Decrease due to general office supplies less than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | \$766 | Increase due to motor/fuel and repair/maintenance expenses more than anticipated. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$206,971) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$99,631) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------|-------------|
| Group Insurance Fund | (\$99,631) | |
| TOTAL EXPENSES | (\$99,631) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 1.00 | Change in staffing level due to citywide consolidation efforts. |



FIRE RESCUE SERVICES

Mission Statement

Atlanta Fire Rescue Department (AFRD) provides prompt quality services that promote safety and well-being, enhance sustainability, and enrich quality of life through professional development and dedication to service.

Core Functions

- Provide life safety protection.
- Provide property and environment conservation.
- Provide emergency preparedness and homeland security.

Summary of Operations

The Atlanta Fire Rescue Department provides fire mitigation, rescue services, and emergency medical services to more than 472,522 residents, businesses and visitors. As an all-hazard department, AFRD responds within a 134.02 square mile area including more than sixty miles of interstate highways, twenty-three miles of rapid rail, and Hartsfield-Jackson Atlanta International Airport. The department achieves its mission by focusing on organizational priorities such as: Human Resources; Fire Stations and Facilities, and Fire Apparatus. The personnel strength is 1,181 of which 1,079 are sworn firefighters spread throughout six of the seven divisions of labor.

Divisions/Offices Descriptions

The Office of the Fire Chief functions as the executive office and is responsible for assuring the overall direction and success of the Atlanta Fire Rescue Department in accordance with Mayor Keisha Lance Bottoms' priorities, departmental mission, and the needs of the community. This division includes the offices of: Professional Standards, Medical Director, Homeland Security and Emergency Preparedness, and the Public Information Office.

The Division of Support Services assures daily administration and compliance through a variety of

areas that work in tandem with other City departments and the community. This section is comprised of the Risk and Safety Manager's Office, Office of Chaplaincy, Assessment and Planning Unit, Background and Recruitment, Special Events, and Member Services.

The Division of Fiscal and Administrative Affairs provides fiscal oversight and management of all departmental resources. In addition, the division houses a satellite Human Resources office. This newly created division assures strategic business continuity across both General Fund and Airport Revenue Fund accounts. In addition to financial oversight, this division facilitates key business imperatives that are aligned with the Mayor's and the Fire Chief's initiatives and priorities while maintaining transparency and ethical financial practices.

The Division of Technical Services provides effective resource management for the department. The division consists of the Fire Training Academy and Real Property. The division also includes Community Risk Reduction encompassing the Fire Marshal's Office, Fire Investigations Unit, Fire Inspections and Community Affairs. Lastly, the division has a Logistics section which includes the department's Fleet Liaison, Warehouse/Fire Equipment; Information Technology and Communication.

The Division of Field Operations is responsible for responding to, preventing, and mitigating disastrous incidents. Field Operations includes fire suppression, hazardous materials response, technical rescue service and other special services and activities. The Field Operations Division has six battalions and thirty-one fire stations throughout the City.

The Division of Airport Fire Administration provides incident response and prevention services at Hartsfield-Jackson Atlanta International Airport. Additionally, the office provides aircraft fire protection, structural fire protection, emergency medical services, hazardous materials response, technical rescue service and other special services to the traveling public and employees of Hartsfield-Jackson Atlanta International Airport.

The Division of Emergency Medical Services provides support for both Basic and Advanced Life Support and capabilities for field Operations and Hartsfield-Jackson Atlanta International Airport. This includes providing emergency medical support for special events throughout the City. As emerging threats such as active shooters and infectious diseases evolve, the Emergency Medical Services Division develops and executes response plans to mitigate various types of incidents.

Goals

Maintain Class 1 Insurance Service Office (ISO) Rating.

Improve response to fires and Emergency Medical Service (EMS) calls:

- Maintain four firefighters per apparatus.
- Maintain EMS field supervision and quality assurance.
- Restore Quick Intervention Crews (QIC) EMS Response.
- Add and relocate fire stations.

Recruit and retain skilled, highly-trained sworn personnel.

Ensure Competitive Salaries for sworn personnel:

- Implement incentive pay for Hazardous Material Certifications.
- Implement incentive pay for Technical Rescue Certifications.
- Implement incentive pay for forty-hour sworn employees.

Enhance employee wellness and fitness:

- Maintain Wellness and Fitness Program assuring annual physicals and vaccinations for sworn members.

Enhance Training Delivery:

- Enhance training delivery through technology and adequate staffing at the Training Academy.
- Relocate and furnish Training Center.

FY2019 Accomplishments

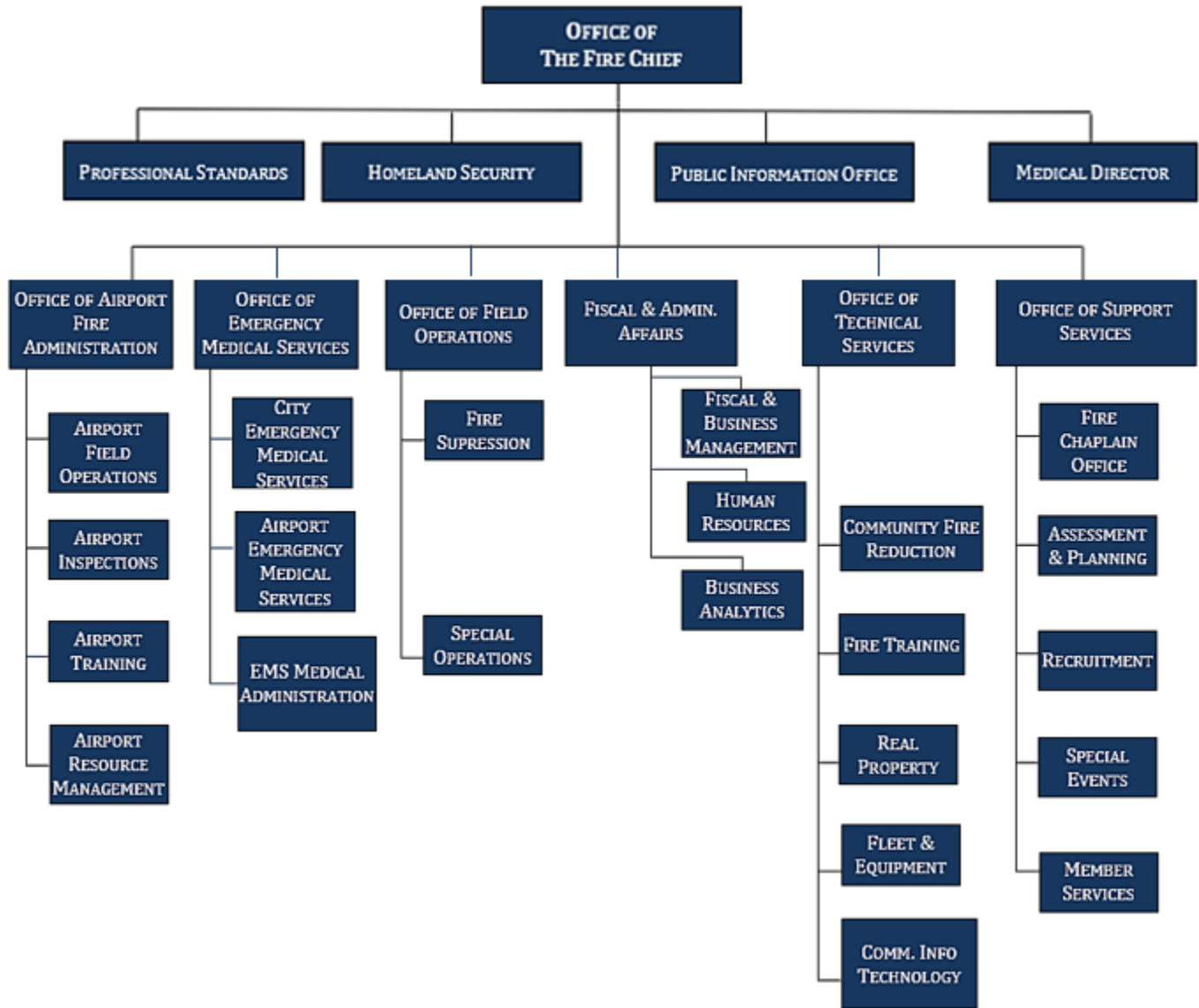
- Launched a Pay and Class study for all sworn firefighters through partnership with the Atlanta Fire Rescue Foundation.
- Acquired re-accreditation through Commission for Public Safety Excellence Accreditation.
- Maintained Insurance Service Office rating of one.
- Successfully acquired Paramedic Program accredited status from the Commission on Accreditation of Allied Health Education Programs.
- Centralized all fiscal and human resources functions in the newly created Fiscal and Administrative Affairs Division.
- Improved Recruitment and Retention Plans with the Rising Phoenix Committee.
- Completed the FY2019-FY2024 Strategic Plan.
- Enhanced performance measurement systems and processes.
- Refreshed the Apparatus Replacement plan.
- Refreshed the Station Replacement and Refurbishment plan.
- Maintained Field Operations staffing levels through strategic staffing program.
- Improved Fire Standard of Response Coverage (SORC).
- Improved EMS Standard of Response Coverage (SORC).
- Enhanced Emergency Medical Services by increasing executive and supervisory oversight.
- Maintained sworn employee Health and Wellness Initiative including health physicals.
- Continued the Atlanta Emergency Preparedness Institute (AEPI).
- Continued the Rising Phoenix professional development and leadership program for Sworn employees.
- Launched Firefighter Delayed Entry program in local high schools to enhance recruitment efforts.
- Continued AFRD's Senior Link Program.
- Enhanced training service delivery at Hartsfield-Jackson Atlanta International Airport (H-JAIA) by adding staffing, resources and training programs.
- Enhanced Community Risk Reductions by adding Fire Inspectors and Safety Educators at H-JAIA.
- Successfully completed the Federal Aviation Administration 14 C.F.R. part 139 Inspections at H-JAIA.

FY2020 Adopted Program Highlights

- Maintain Accredited Status.
- Maintain Class 1 ISO Rating.
- Improve response times to typical fire risks providing four firefighters within five minutes.
- Improve response times to emergency medical services providing two Emergency Medical Technicians (EMTs) within five minutes.
- Enhance special operations services and response through increasing rescue technicians and enhanced deployment strategy.
- Enhance stations and facilities to address employee safety and quality of life issues.
- Enhance revenue operations for services currently provided.
- Implement AFRD FY2019-FY2024 Strategic Plan.
- Enhance life safety initiative and quality of life.
- Stabilize supervisory over-site in Community Risk Reductions by creating civilian supervisors downtown and at the airport.
- Enhance public safety at H-JAIA by creating a Technical Rescue Response Team.

ORGANIZATIONAL CHART

FIRE RESCUE SERVICES



PERFORMANCE METRICS

FIRE RESCUE SERVICES

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|---|------------------|------------------|------------------|------------------|
| Public Safety | | | | |
| Number of Incidents | 90,091 | 89,196 | 86,963 | 86,963 |
| Number of Fire Incidents | 15,660 | 16,356 | 20,658 | 20,658 |
| Number of EMS Incidents | 64,487 | 67,856 | 67,856 | 67,856 |
| 90 th Percentile 1 st Due Total Response Time Structure Fire All Risk | 8:02 | 7:05 | 8:04 | 8:04 |
| 90 th Percentile 1 st Due Total Response Time EMS All Risk | 9:16 | 9:16 | 9:25 | 9:25 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Fire Services

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|---|----------------------|-----------------------|
| \$3,047,194 | \$3,446,258 | \$4,535,776 | Salaries, Regular | \$5,633,298 | \$1,097,522 |
| \$37,616 | \$55,363 | \$7,939 | Salaries, Perm Part-Time | - | (\$7,939) |
| \$47,855,339 | \$50,513,580 | \$52,456,135 | Salaries, Sworn | \$55,833,744 | \$3,377,610 |
| \$173,560 | \$562,100 | \$0 | Salaries, Extra Help | \$241,136 | \$241,136 |
| \$231,715 | \$336,214 | \$29,112 | Salaries, Extra Help-Sworn | \$0 | (\$29,111) |
| \$11,121,437 | \$13,826,069 | \$10,059,829 | Overtime | \$8,780,356 | (\$1,279,472) |
| \$17,455,059 | \$21,413,660 | \$20,445,896 | Pen Cont Fire Pen Fd | \$17,217,911 | (\$3,227,984) |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$667,807 | \$764,335 | \$655,069 | Pen Cont Gen Emp Pen Fd | \$895,551 | \$240,482 |
| \$456,885 | \$550,005 | \$869,868 | Defined Contribution | \$1,907,470 | \$1,037,602 |
| \$1,052,585 | \$913,029 | \$957,677 | Workers' Compensation | \$1,092,017 | \$134,341 |
| \$10,911,103 | \$10,422,163 | \$10,528,299 | Other Personnel Costs | \$10,177,743 | (\$350,556) |
| \$93,010,301 | \$102,802,777 | \$100,545,599 | TOTAL PERSONNEL | \$101,779,228 | \$1,233,630 |
| OTHER EXPENSES | | | | | |
| \$3,161,290 | \$2,250,830 | \$3,998,251 | Purchased / Contracted Services | \$5,607,693 | \$1,609,441 |
| \$5,191,058 | \$4,808,247 | \$4,795,186 | Supplies | \$6,769,730 | \$1,974,543 |
| \$415,395 | \$172,983 | \$452,647 | Capital Outlays | \$773,130 | \$320,483 |
| \$3,804,603 | \$4,111,397 | \$4,032,797 | Interfund / Interdepartmental Charges | \$4,199,368 | \$166,570 |
| \$420,449 | \$24,245 | \$28,370 | Other Costs | \$2,570 | (\$25,800) |
| - | - | \$0 | Debt Service | \$0 | \$0 |
| - | - | - | Conversion / Summary | - | - |
| \$2,568,545 | \$3,137,020 | \$3,645,475 | Other Financing Uses | \$2,009,939 | (\$1,635,536) |
| \$15,561,340 | \$14,504,723 | \$16,952,727 | TOTAL OTHER EXPENSES | \$19,362,429 | \$2,409,702 |
| \$108,571,640 | \$117,307,499 | \$117,498,326 | TOTAL PERSONNEL AND OTHER EXPENSES | \$121,141,658 | \$3,643,331 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|---------------------------------|----------------------|-----------------------|
| \$83,256,388 | \$90,073,122 | \$87,874,679 | General Fund | \$91,213,948 | \$3,339,269 |
| \$25,315,252 | \$27,234,377 | \$29,623,648 | Airport Revenue Fund | \$29,927,710 | \$304,062 |
| \$0 | - | - | Water & Wastewater Revenue Fund | \$0 | \$0 |
| \$108,571,640 | \$117,307,499 | \$117,498,326 | TOTAL EXPENSES | \$121,141,658 | \$3,643,331 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|----------|----------|----------|---------------------------|----------|-----------------------|
| 1,134.00 | 1,150.00 | 1,186.00 | Full Time Equivalent | 1,153.00 | (\$33.00) |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Fire Services General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| <i>PERSONNEL</i> | | | | | |
| \$2,393,944 | \$2,568,828 | \$3,575,150 | Salaries, Regular | \$4,556,273 | \$981,123 |
| \$37,616 | \$55,363 | \$7,939 | Salaries, Perm Part-Time | - | (\$7,939) |
| \$36,572,714 | \$39,266,560 | \$40,963,910 | Salaries, Sworn | \$42,932,874 | \$1,968,964 |
| \$170,343 | \$562,115 | - | Salaries, Extra Help | \$241,136 | \$241,136 |
| \$226,675 | \$223,072 | - | Salaries, Extra Help-Sworn | - | - |
| \$7,958,745 | \$10,422,744 | \$4,376,464 | Overtime | \$4,734,280 | \$357,816 |
| \$13,338,560 | \$16,380,784 | \$15,944,406 | Pen Cont Fire Pen Fd | \$13,668,427 | (\$2,275,979) |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$486,565 | \$513,483 | \$427,443 | Pen Cont Gen Emp Pen Fd | \$626,295 | \$198,851 |
| \$426,266 | \$506,853 | \$766,546 | Defined Contribution | \$1,447,220 | \$680,674 |
| \$896,835 | \$645,738 | \$768,471 | Workers' Compensation | \$768,471 | - |
| \$8,365,475 | \$8,104,808 | \$8,359,926 | Other Personnel Costs | \$7,918,775 | (\$441,151) |
| \$70,873,738 | \$79,250,348 | \$75,190,256 | TOTAL PERSONNEL | \$76,893,751 | \$1,703,495 |
| <i>OTHER EXPENSES</i> | | | | | |
| \$2,472,060 | \$1,438,843 | \$2,449,901 | Purchased / Contracted Services | \$3,427,348 | \$977,446 |
| \$3,801,337 | \$3,186,811 | \$3,326,448 | Supplies | \$5,217,597 | \$1,891,149 |
| \$233,231 | (\$26,557) | \$85,901 | Capital Outlays | \$488,616 | \$402,715 |
| \$2,902,631 | \$3,086,656 | \$3,174,627 | Interfund / Interdepartmental Charges | \$3,174,627 | - |
| \$404,846 | - | \$2,070 | Other Costs | \$2,070 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$2,568,545 | \$3,137,020 | \$3,645,475 | Other Financing Uses | \$2,009,939 | (\$1,635,536) |
| \$12,382,650 | \$10,822,774 | \$12,684,422 | TOTAL OTHER EXPENSES | \$14,320,197 | \$1,635,775 |
| \$83,256,388 | \$90,073,122 | \$87,874,679 | TOTAL PERSONNEL AND OTHER EXPENSES | \$91,213,948 | \$3,339,269 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$83,256,388 | \$90,073,122 | \$87,874,679 | General Fund | \$91,213,948 | \$3,339,269 |
| \$83,256,388 | \$90,073,122 | \$87,874,679 | TOTAL EXPENSES | \$91,213,948 | \$3,339,269 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 887.50 | 892.50 | 926.00 | Full Time Equivalent | 889.00 | (37.00) |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Fire Services

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$981,123 | Increase due to personnel adjustments. |
| Salaries, Perm Part-Time | (\$7,939) | Decrease to properly align the budget to support personnel services. |
| Salaries, Sworn | \$1,968,964 | Increase due to personnel adjustments. |
| Salaries, Extra Help | \$241,136 | Increase to properly align the budget to support Extra Help needs. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$357,816 | Increase due to overtime more than anticipated. |
| Pen Cont Fire Pen Fd | (\$2,275,979) | Decrease due to pension rate adjustment. |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$198,851 | Increase due to pension rate adjustment. |
| Defined Contribution | \$680,674 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$441,151) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$1,703,495 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$977,446 | Increase due to costs related to Phipps Plaza Fire Station #3, Wellness Initiative, Target Solutions learning, and Lytx Drive Cam agreements. |
| Supplies | \$1,891,149 | Increase due to costs associated with annual uniform allotments. |
| Capital Outlays | \$402,715 | Increase due to costs related to Burn Building. |
| Interfund / Interdepartmental Charges | - | This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | - | This line includes Commissioner Contingency expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | (\$1,635,536) | Decrease to properly align the budget to account for costs associated with GMA Lease payments. |
| TOTAL OTHER EXPENSES | \$1,635,775 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$3,339,269 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|--------------------|-------------|
| General Fund | \$3,339,269 | |
| TOTAL EXPENSES | \$3,339,269 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | (37.00) | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services
Airport Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$653,250 | \$877,430 | \$960,626 | Salaries, Regular | \$1,077,025 | \$116,399 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| \$11,282,626 | \$11,247,020 | \$11,492,225 | Salaries, Sworn | \$12,900,871 | \$1,408,646 |
| \$3,216 | (\$15) | - | Salaries, Extra Help | - | - |
| \$5,040 | \$113,143 | \$29,112 | Salaries, Extra Help-Sworn | \$0 | (\$29,111) |
| \$3,162,692 | \$3,403,325 | \$5,683,364 | Overtime | \$4,046,076 | (\$1,637,288) |
| \$4,116,500 | \$5,032,876 | \$4,501,489 | Pen Cont Fire Pen Fd | \$3,549,484 | (\$952,005) |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$181,242 | \$250,852 | \$227,626 | Pen Cont Gen Emp Pen Fd | \$269,256 | \$41,631 |
| \$30,619 | \$43,152 | \$103,322 | Defined Contribution | \$460,250 | \$356,928 |
| \$155,749 | \$267,291 | \$189,206 | Workers' Compensation | \$323,547 | \$134,341 |
| \$2,545,628 | \$2,317,355 | \$2,168,373 | Other Personnel Costs | \$2,258,968 | \$90,596 |
| \$22,136,563 | \$23,552,428 | \$25,355,343 | TOTAL PERSONNEL | \$24,885,478 | (\$469,865) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$689,230 | \$811,987 | \$1,548,350 | Purchased / Contracted Services | \$2,180,345 | \$631,995 |
| \$1,389,722 | \$1,621,436 | \$1,468,738 | Supplies | \$1,552,132 | \$83,394 |
| \$182,164 | \$199,540 | \$366,746 | Capital Outlays | \$284,514 | (\$82,232) |
| \$901,971 | \$1,024,741 | \$858,171 | Interfund / Interdepartmental Charges | \$1,024,741 | \$166,570 |
| \$15,603 | \$24,245 | \$26,300 | Other Costs | \$500 | (\$25,800) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$3,178,690 | \$3,681,949 | \$4,268,305 | TOTAL OTHER EXPENSES | \$5,042,232 | \$773,927 |
| \$25,315,252 | \$27,234,377 | \$29,623,648 | TOTAL PERSONNEL AND OTHER EXPENSES | \$29,927,710 | \$304,062 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$25,315,252 | \$27,234,377 | \$29,623,648 | Airport Revenue Fund | \$29,927,710 | \$304,062 |
| \$25,315,252 | \$27,234,377 | \$29,623,648 | TOTAL EXPENSES | \$29,927,710 | \$304,062 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 246.50 | 257.50 | 260.00 | Full Time Equivalent | 264.00 | 4.00 |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|--|
| PERSONNEL | | |
| Salaries, Regular | \$116,399 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | \$1,408,646 | Increase due to salary adjustments. |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | (\$29,111) | Decrease to properly align the budget to support personnel services. |
| Overtime | (\$1,637,288) | Decrease to properly align the budget to support personnel services. |
| Pen Cont Fire Pen Fd | (\$952,005) | Decrease due to pension rate adjustment. |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$41,631 | Increase due to pension rate adjustment. |
| Defined Contribution | \$356,928 | Increase due to personnel adjustments. |
| Workers' Compensation | \$134,341 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | \$90,596 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | (\$469,865) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | \$631,995 | Increase due to costs related to EMS Third Party Billing, Wellness Initiative, and Target Solutions. |
| Supplies | \$83,394 | Increase due to costs associated with annual uniform allotments and equipment purchases. |
| Capital Outlays | (\$82,232) | Decrease due to alignment of the budget related to equipment purchases. |
| Interfund / Interdepartmental Charges | \$166,570 | Increase due to motor/fuel costs more than anticipated. |
| Other Costs | (\$25,800) | Decrease due to business meeting expenses less than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$773,927 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$304,062 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$304,062 | |
| TOTAL EXPENSES | \$304,062 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 4.00 | Change in staffing level due to citywide consolidation efforts. |



ATLANTA POLICE DEPARTMENT

Mission Statement

Our mission is to create a safer Atlanta by reducing crime, ensuring the safety of our residents and building trust in partnership with our communities.

Core Functions

- Public Safety
- Community Engagement
- Intelligence Analysis

Summary of Operations

The Atlanta Police Department (APD) provides a myriad of professional services to the citizens of Atlanta. The Department's efforts are comprehensive with primary responsibilities to include uniform patrol operations, criminal investigations, community-based programs, administrative/technical support services and strategic development. The Atlanta Police Department serves as the City's control center for law enforcement related operations, with multiple precincts that serve as staging areas for emergency 911 responses. Additionally, the Department is the primary local law enforcement agency and also provides service to Hartsfield-Jackson Atlanta International Airport (HJAIA). The Department works closely with Neighborhood Planning Units (NPU), independent community organizations, and business associations in an attempt to best understand and meet the demands of the community it serves.

Divisions/Offices Descriptions

The Community Services Division (CSD) encompasses units that are directly responsible for coordinating and facilitating Community Oriented Policing principles, Hartsfield-Jackson Atlanta International Airport (HJAIA) police functions, Special Operations, and Code Enforcement Section operations.

The Contingency Operations Division (COD) is responsible for Homeland Security, researching, developing, planning and implementing a strategic force for all major events in the City of Atlanta. This

includes parades, protests, marches, rallies, large gathering permits, sporting and entertainment venues. The Division's responsibility is to ensure everyone involved in the event is safe and all constitutional guarantees are provided to those involved.

The Criminal Investigations Division (CID) consists of investigative units whose primary responsibility is to investigate and follow-up on crimes committed against persons or property in the City of Atlanta. This division includes Homicide, Homeland Security, Narcotics, the Gang Unit, Special Victims, and the Fugitive Unit. CID is also responsible for the regulation of vehicles for hire including functions such as licensing, permitting and enforcing.

The Field Operations Division (FOD) is the uniformed patrol force of the City. Officers patrol the city streets, answer calls for service, and work with the community to solve trending problems. The Field Operations Division consists of six geographic patrol zones, APEX and the Night Commander, who is the ranking supervisor during late night shifts.

The Strategy and Special Projects Division (SSP) is responsible for coordinating and facilitating the department's strategic crime-fighting initiatives and implementing new technologies and projects. The division consists of the Video Integration Center (VIC), Planning & Research/Accreditation, Staff Inspections, Project Management, Open records, Crime Analysis, The Atlanta Retired Police Reserve (ARPR), and the Atlanta Police Leadership Institute (APLI).

The Support Services Division (SSD) provides administrative and logistical support to all divisions in the Atlanta Police Department. The division consists of Corporate Services, E911, Information Services, and the Training Academy.

Goals

- Reduce crime through targeted enforcement of violent repeat offenders.
- Expand the At-Promise Center and Police Athletic League programs.
- Increase the department's technological footprint in economically challenged areas of the city.

FY2019 Accomplishments

- The Atlanta Police Department achieved a 2% reduction in overall part 1 crimes in CY2018.
- APEX unit experienced a 16% increase in gun seizures and a 14% reduction in violent crime in targeted areas.
- Increased joint agency operations impacting crime reduction and closing of some problem locations.
- Planned and executed a successful and safe Super Bowl LIII for the City of Atlanta.
- Partnered with Atlanta – Fulton County Emergency Management Agency (AFCEMA) and Urban Areas Security Initiative (UASI) for Unified Area Command training for large scale events.
- Created and trained the Bicycle Response Team consisting of APD, Georgia State University, Georgia Tech, and GWCC Officers.
- Enhanced APD recruit program to incorporate Crisis Intervention Team (CIT) training.
- Implemented Human Trafficking Training for all sworn APD personnel.
- Conducted joint training for tactical response to critical events with our Atlanta Fire Rescue colleagues.
- Special Victims Unit partnered with other metro law enforcement personnel to form the Atlanta Sexual Assault Cold Case Task Force.
- Achieved the National Commission on Accreditation for Law Enforcement Agencies (CALEA) Accreditation award, APD's sixth consecutive award.
- Deployed over 180 additional License Plate Readers (LPR's) and continued our goal of enhancing the Video Integration Center.
- Implemented technology enhancements to the Video Integration Center camera footprint.
- The Police Athletic League (PAL) helped 236 youth during the summer camp program.
- Atlanta PAL hosted its first Golf fundraiser with 82 participants.

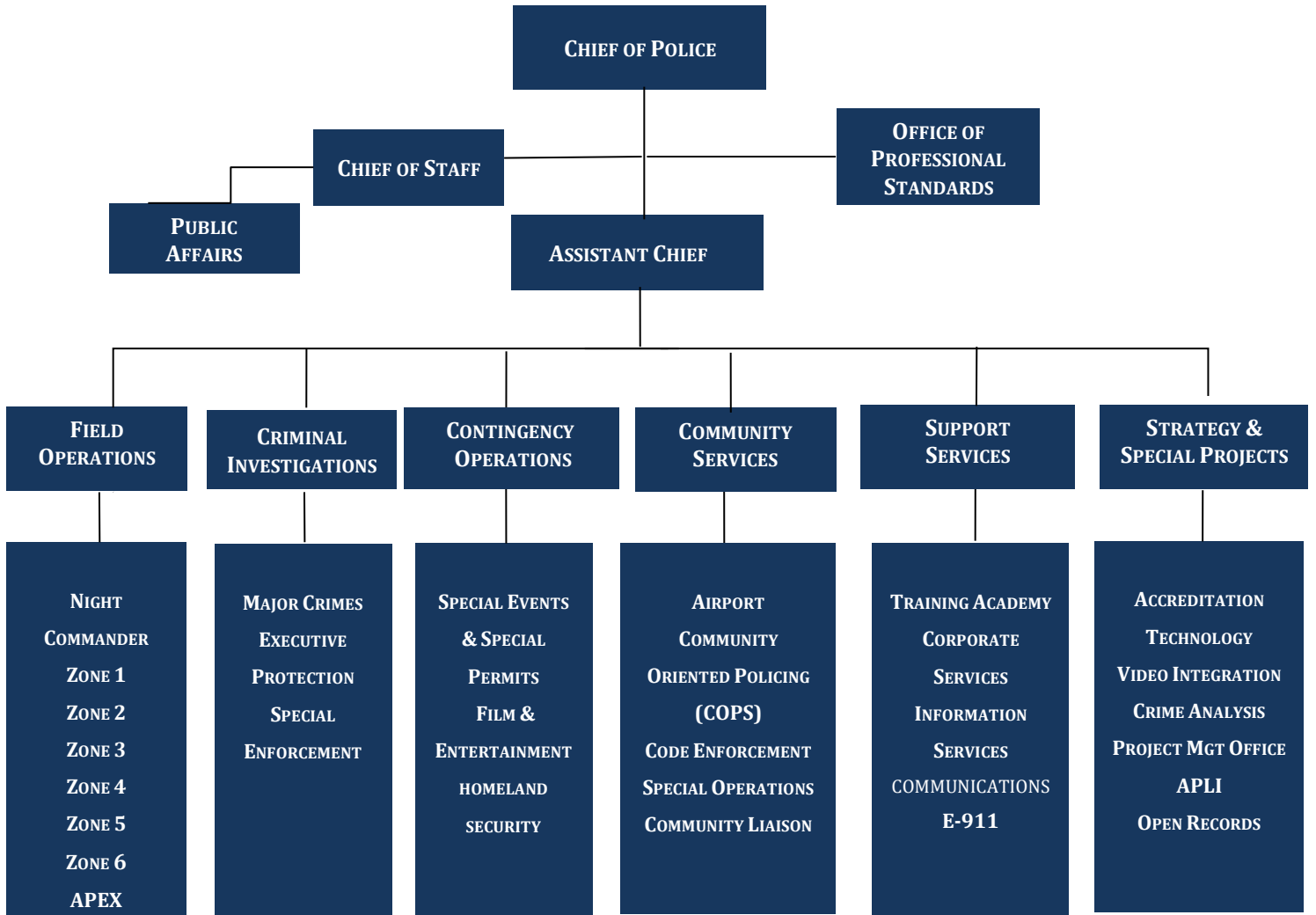
- Continued the Hope Inside Financial Literacy program located within the Public Safety Headquarters to serve our employees in partnership with Operation Hope, SunTrust Bank, and the Atlanta Police Foundation.
- Conducted International Bias Based Diversity Training sessions for the International Law Enforcement Academy in Bangkok, El Salvador, and Botswana.
- Received 4,113 Crime Stoppers tips that led to 115 arrests and 60 weapons seized.
- Continued work with at-risk youth via the mentorship, group exercise, confidence building, and team building skills programs at the At-Promise Center.
- The E-911 Center continued to exceed the national standard of 90% of calls answered within 10 seconds achieving an average of 96%.
- Conducted a ShotSpotter gun detection pilot within a 5 square mile area in conjunction with Georgia Power and the Atlanta Police Foundation.
- Implemented new features to Smart911-Rapid SOS: enhanced location finder and Chat-enhanced two text capability.
- COPLOGIC self-reporting system implemented. Initial impact achieved an estimated savings of 1.5 labor hours per report.
- Established the Overtime Tracking Unit in conjunction with our efficiency goals and experienced a reduction of 63% in 5 months.
- Deployed an additional 300 Body Worn Cameras.
- Opened the Zone 4 Criminal Investigations precinct in S.W. Atlanta.

FY2020 Adopted Program Highlights

- Open the new Zone 3 precinct.
- Coordinate a safe and successful 2020 National Collegiate Athletic Association (NCAA) Final Four Event.
- Open a 2nd At-Promise Center.
- Initiate the implementation of both a new Computer-Aided Dispatch and Report Management Systems.

ORGANIZATIONAL CHART

POLICE SERVICES



PERFORMANCE METRICS

POLICE SERVICES

| PERFORMANCE MEASURE | 2017 ACTUALS | 2018 ACTUALS | 2019 TARGET | 2020 TARGET |
|---|-----------------|-----------------|----------------|----------------|
| <i>Public Safety</i> | | | | |
| Major Crimes Total | 27,495 | 26,905 | 25,560 | 24,282 |
| Homicide | 79 | 88 | 84 | 79 |
| Rape | 282 | 245 | 233 | 221 |
| Robbery | 1,413 | 1,099 | 1,044 | 992 |
| Aggravated Assaults | 2,730 | 2,382 | 2,263 | 2,150 |
| Burglaries | 3,390 | 3,082 | 2,928 | 2,782 |
| Larcenies | 16,304 | 16,701 | 15,866 | 15,073 |
| Auto Thefts | 3,297 | 3,308 | 3,143 | 2,985 |
| 9-1-1 Call Volume | 1,029,500 | 1,050,135 | 1,047,827 | 1,071,137 |
| 9-1-1 Call Answer Time, Less Than 10 Seconds | 96% | 96% | 93% | 93% |
| 9-1-1 Call Dispatch, Overall Time (High Priority Calls) | 2:14 min | 2:20 min | 2:40 min | 2:40 min |
| Code Enforcement, New Cases Received | 10,760 | 9,737 | 10,249 | 10,518 |
| Code Enforcement, Compliance Resolution Cases Closed | 131 | 146 | 140 | 143 |
| Code Enforcement, Inspection Cases Closed | 10,480 | 9,059 | 9,059 | 9,475 |

*CALENDAR YEAR DATA



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Police Services

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|----------------------|-----------------------|
| \$17,701,964 | \$18,209,383 | \$19,117,154 | \$21,290,811 | \$2,173,657 |
| \$192,485 | \$159,230 | \$0 | - | \$0 |
| \$95,645,243 | \$92,463,447 | \$98,781,551 | \$117,897,860 | \$19,116,310 |
| \$843,240 | \$426,481 | \$374,793 | \$263,698 | (\$111,095) |
| \$2,792,503 | \$3,218,985 | \$1,160,212 | \$0 | (\$1,160,212) |
| \$24,188,186 | \$24,123,995 | \$15,528,657 | \$14,420,514 | (\$1,108,143) |
| \$16,879 | \$18,793 | - | - | - |
| \$27,084,973 | \$34,044,290 | \$30,899,351 | \$21,356,724 | (\$9,542,627) |
| \$4,973,820 | \$4,318,923 | \$4,478,653 | \$4,623,504 | \$144,851 |
| \$1,292,503 | \$1,364,033 | \$1,368,610 | \$2,591,804 | \$1,223,194 |
| \$4,085,387 | \$3,037,030 | \$4,797,313 | \$4,406,560 | (\$390,753) |
| \$20,972,205 | \$19,863,869 | \$23,330,505 | \$28,573,757 | \$5,243,252 |
| \$199,789,387 | \$201,248,460 | \$199,836,798 | \$215,425,232 | \$15,588,434 |
| | | | | |
| | | | | |
| \$15,269,463 | \$15,640,463 | \$18,728,643 | \$16,080,480 | (\$2,648,163) |
| \$6,981,038 | \$5,712,887 | \$3,858,810 | \$4,395,658 | \$536,848 |
| \$631,432 | (\$90,895) | \$251,530 | \$246,370 | (\$5,160) |
| \$7,730,552 | \$8,762,493 | \$8,284,914 | \$8,214,819 | (\$70,094) |
| \$38,724 | \$24,026 | \$513,382 | \$443,014 | (\$70,368) |
| - | - | - | - | - |
| - | - | - | - | - |
| \$930,967 | \$1,741,451 | \$2,746,393 | \$3,703,202 | \$956,809 |
| \$31,582,176 | \$31,790,424 | \$34,383,672 | \$33,083,544 | (\$1,300,128) |
| \$231,371,563 | \$233,038,885 | \$234,220,469 | \$248,508,776 | \$14,288,307 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|----------------------|-----------------------|
| \$196,532,370 | \$199,597,586 | \$194,060,421 | \$205,450,904 | \$11,390,482 |
| \$18,527,356 | \$17,009,223 | \$20,513,952 | \$23,298,599 | \$2,784,647 |
| \$8,000 | \$2,000 | \$0 | \$0 | \$0 |
| \$3,891 | \$159,202 | \$159,248 | \$159,678 | \$431 |
| \$16,299,945 | \$16,270,873 | \$19,486,848 | \$19,599,595 | \$112,747 |
| \$231,371,563 | \$233,038,885 | \$234,220,469 | \$248,508,776 | \$14,288,307 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|----------|----------|----------|---------------------------|----------|-----------------------|
| 2,537.00 | 2,589.00 | 2,583.00 | Full Time Equivalent | 2,373.00 | (210.00) |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Police Services General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|---|----------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$10,595,645 | \$11,400,276 | \$12,232,892 | Salaries, Regular | \$13,029,014 | \$796,122 |
| \$192,485 | \$159,230 | - | Salaries, Perm Part-Time | - | - |
| \$86,967,143 | \$84,449,823 | \$89,824,271 | Salaries, Sworn | \$103,504,308 | \$13,680,037 |
| \$681,289 | \$366,003 | \$264,112 | Salaries, Extra Help | - | (\$264,112) |
| \$2,294,075 | \$2,660,907 | \$988,192 | Salaries, Extra Help-Sworn | - | (\$988,192) |
| \$20,012,547 | \$19,773,588 | \$10,547,963 | Overtime | \$10,547,963 | - |
| \$16,879 | \$18,793 | - | Pen Cont Fire Pen Fd | - | - |
| \$24,854,654 | \$31,178,388 | \$28,204,198 | Pen Cont Police Pen Fd | \$19,068,321 | (\$9,135,877) |
| \$2,910,635 | \$2,538,424 | \$2,688,817 | Pen Cont Gen Emp Pen Fd | \$2,762,182 | \$73,365 |
| \$1,155,257 | \$1,229,495 | \$1,107,985 | Defined Contribution | \$2,077,621 | \$969,636 |
| \$3,836,342 | \$2,954,226 | \$4,322,577 | Workers' Compensation | \$4,322,577 | - |
| \$18,000,801 | \$17,177,550 | \$20,140,821 | Other Personnel Costs | \$25,359,044 | \$5,218,223 |
| \$171,517,753 | \$173,906,703 | \$170,321,827 | TOTAL PERSONNEL | \$180,671,030 | \$10,349,203 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$9,590,246 | \$10,362,075 | \$9,172,165 | Purchased / Contracted Services | \$9,216,635 | \$44,471 |
| \$6,725,704 | \$5,440,303 | \$3,450,428 | Supplies | \$3,490,428 | \$40,000 |
| \$560,477 | (\$95,992) | \$246,370 | Capital Outlays | \$246,370 | - |
| \$7,239,030 | \$8,231,398 | \$7,683,724 | Interfund / Interdepartmental Charges | \$7,683,724 | - |
| (\$31,805) | \$11,650 | \$439,514 | Other Costs | \$439,514 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$930,967 | \$1,741,451 | \$2,746,393 | Other Financing Uses | \$3,703,202 | \$956,809 |
| \$25,014,618 | \$25,690,884 | \$23,738,594 | TOTAL OTHER EXPENSES | \$24,779,874 | \$1,041,280 |
| \$196,532,370 | \$199,597,586 | \$194,060,421 | TOTAL PERSONNEL AND OTHER EXPENSES | \$205,450,904 | \$11,390,482 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|----------------------|-----------------------|----------------------|-----------------------|
| \$196,532,370 | \$199,597,586 | \$194,060,421 | General Fund | \$205,450,904 | \$11,390,482 |
| \$196,532,370 | \$199,597,586 | \$194,060,421 | TOTAL EXPENSES | \$205,450,904 | \$11,390,482 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|----------|----------|----------|---------------------------|----------|-----------------------|
| 2,152.00 | 2,190.00 | 2,198.00 | Full Time Equivalent | 1,953.00 | (245.00) |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Police Services

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|---------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$796,122 | Increase due to salary adjustments and \$15 per hour living wage increase. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | \$13,680,037 | Increase due to salary adjustments. |
| Salaries, Extra Help | (\$264,112) | Decrease to properly align the budget to support personnel services. |
| Salaries, Extra Help-Sworn | (\$988,192) | Decrease to properly align the budget to support personnel services. |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | (\$9,135,877) | Decrease due to pension rate adjustment. |
| Pen Cont Gen Emp Pen Fd | \$73,365 | Increase due to pension rate and personnel adjustments. |
| Defined Contribution | \$969,636 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$5,218,223 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$10,349,203 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$44,471 | Increase due to expenses related to facility leases and contract costs more than anticipated. This line includes Demolition, Body Camera maintenance and various contracts such as Edge 360, Enterprise, Lexis Nexus, NEC Corporation, and Target Solutions. |
| Supplies | \$40,000 | Increase due to code enforcement supplies. |
| Capital Outlays | - | This line includes equipment expenses for Code Enforcement. |
| Interfund / Interdepartmental Charges | - | This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | - | This line includes business meeting expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$956,809 | Increase due to costs associated with GMA lease payments. |
| TOTAL OTHER EXPENSES | \$1,041,280 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$11,390,482 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|---------------------|-------------|
| General Fund | \$11,390,482 | |
| TOTAL EXPENSES | \$11,390,482 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | (245.00) | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Airport Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$1,149,929 | \$874,279 | \$226,964 | Salaries, Regular | \$276,285 | \$49,321 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| \$8,548,169 | \$7,874,048 | \$8,850,744 | Salaries, Sworn | \$14,280,293 | \$5,429,549 |
| \$67,312 | \$2,365 | - | Salaries, Extra Help | - | - |
| \$498,428 | \$558,078 | \$172,020 | Salaries, Extra Help-Sworn | - | (\$172,020) |
| \$2,424,843 | \$2,353,117 | \$4,056,507 | Overtime | \$2,948,646 | (\$1,107,861) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| \$2,199,428 | \$2,727,100 | \$2,635,297 | Pen Cont Police Pen Fd | \$2,249,621 | (\$385,676) |
| \$367,945 | \$220,511 | \$248,026 | Pen Cont Gen Emp Pen Fd | \$233,367 | (\$14,659) |
| \$36,888 | \$18,238 | \$112,406 | Defined Contribution | \$410,999 | \$298,593 |
| \$127,492 | \$62,187 | \$208,530 | Workers' Compensation | \$43,770 | (\$164,760) |
| \$1,849,492 | \$1,592,369 | \$1,672,955 | Other Personnel Costs | \$1,758,388 | \$85,433 |
| \$17,269,926 | \$16,282,292 | \$18,183,450 | TOTAL PERSONNEL | \$22,201,370 | \$4,017,919 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$497,234 | \$13,162 | \$1,387,847 | Purchased / Contracted Services | \$134,818 | (\$1,253,029) |
| \$202,351 | \$176,268 | \$337,966 | Supplies | \$427,816 | \$89,850 |
| \$65,795 | - | - | Capital Outlays | - | - |
| \$491,522 | \$531,095 | \$601,190 | Interfund / Interdepartmental Charges | \$531,095 | (\$70,094) |
| \$527 | \$6,406 | \$3,500 | Other Costs | \$3,500 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$1,257,430 | \$726,931 | \$2,330,502 | TOTAL OTHER EXPENSES | \$1,097,229 | (\$1,233,273) |
| \$18,527,356 | \$17,009,223 | \$20,513,952 | TOTAL PERSONNEL AND OTHER EXPENSES | \$23,298,599 | \$2,784,647 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$18,527,356 | \$17,009,223 | \$20,513,952 | Airport Revenue Fund | \$23,298,599 | \$2,784,647 |
| \$18,527,356 | \$17,009,223 | \$20,513,952 | TOTAL EXPENSES | \$23,298,599 | \$2,784,647 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 214.00 | 228.00 | 214.00 | Full Time Equivalent | 227.00 | 13.00 |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|--|
| PERSONNEL | | |
| Salaries, Regular | \$49,321 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | \$5,429,549 | Increase due to salary adjustments. |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | (\$172,020) | Decrease to properly align the budget to support personnel services. |
| Overtime | (\$1,107,861) | Decrease to properly align the budget to support personnel services. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | (\$385,676) | Decrease due to pension rate adjustment. |
| Pen Cont Gen Emp Pen Fd | (\$14,659) | Decrease due to pension rate adjustment. |
| Defined Contribution | \$298,593 | Increase due to personnel adjustments. |
| Workers' Compensation | (\$164,760) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | \$85,433 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$4,017,919 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | (\$1,253,029) | Decrease to properly align the budget to support personnel services. |
| Supplies | \$89,850 | Increase due to supplies more than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | (\$70,094) | Decrease due to motor/fuel and repair/maintenance costs less than anticipated. |
| Other Costs | - | This line includes business meeting expense. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$1,233,273) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$2,784,647 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$2,784,647 | |
| TOTAL EXPENSES | \$2,784,647 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 13.00 | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | \$46,739 | \$106,535 | Salaries, Sworn | \$113,259 | \$6,724 |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | \$5,321 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | \$104,568 | \$32,215 | Pen Cont Police Pen Fd | \$21,461 | (\$10,754) |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | \$1,894 | Defined Contribution | \$3,912 | \$2,018 |
| \$3,891 | \$999 | - | Workers' Compensation | \$3,615 | \$3,615 |
| - | \$775 | \$18,604 | Other Personnel Costs | \$17,432 | (\$1,172) |
| \$3,891 | \$158,402 | \$159,248 | TOTAL PERSONNEL | \$159,678 | \$431 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | \$800 | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | \$800 | - | TOTAL OTHER EXPENSES | - | - |
| \$3,891 | \$159,202 | \$159,248 | TOTAL PERSONNEL AND OTHER EXPENSES | \$159,678 | \$431 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---------------------------------|----------------|-----------------------|
| \$3,891 | \$159,202 | \$159,248 | Water & Wastewater Revenue Fund | \$159,678 | \$431 |
| \$3,891 | \$159,202 | \$159,248 | TOTAL EXPENSES | \$159,678 | \$431 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 2.00 | 2.00 | 2.00 | Full Time Equivalent | 2.00 | - |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | \$6,724 | Increase due to salary adjustments. |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | (\$10,754) | Decrease due to pension rate adjustment. |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | \$2,018 | Increase due to personnel adjustments. |
| Workers' Compensation | \$3,615 | Increase due to Workers' Comp more than anticipated. |
| Other Personnel Costs | (\$1,172) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$431 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$431 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|-------------------------|--------------------|
| Water & Wastewater Revenue Fund | \$431 | |
| TOTAL EXPENSES | \$431 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|------------------------------|
| Full Time Equivalent | - | No change in staffing level. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Emergency Telephone System

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|--|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$5,956,390 | \$5,934,829 | \$6,657,298 | \$7,985,512 | \$1,328,214 |
| - | - | - | - | - |
| \$129,931 | \$92,836 | - | - | - |
| \$94,639 | \$58,113 | \$110,681 | \$263,698 | \$153,017 |
| - | - | - | - | - |
| \$1,750,795 | \$1,991,969 | \$924,186 | \$923,905 | (\$281) |
| - | - | - | - | - |
| \$30,891 | \$34,234 | \$27,641 | \$17,321 | (\$10,320) |
| \$1,695,240 | \$1,559,989 | \$1,541,810 | \$1,627,955 | \$86,145 |
| \$100,358 | \$116,301 | \$146,326 | \$99,273 | (\$47,053) |
| \$117,661 | \$19,617 | \$266,206 | \$36,598 | (\$229,608) |
| \$1,121,912 | \$1,093,176 | \$1,498,125 | \$1,438,893 | (\$59,232) |
| \$10,997,816 | \$10,901,064 | \$11,172,273 | \$12,393,154 | \$1,220,882 |
| | | | <i>OTHER EXPENSES</i> | |
| \$5,173,983 | \$5,263,226 | \$8,168,632 | \$6,729,027 | (\$1,439,605) |
| \$52,983 | \$95,517 | \$70,416 | \$477,414 | \$406,998 |
| \$5,160 | \$5,097 | \$5,160 | - | (\$5,160) |
| - | - | - | - | - |
| \$70,003 | \$5,970 | \$70,368 | - | (\$70,368) |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| \$5,302,129 | \$5,369,809 | \$8,314,575 | \$7,206,441 | (\$1,108,135) |
| \$16,299,945 | \$16,270,873 | \$19,486,848 | \$19,599,595 | \$112,747 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|----------------|-----------------------|
| | | | FUND | |
| \$16,299,945 | \$16,270,873 | \$19,486,848 | \$19,599,595 | \$112,747 |
| \$16,299,945 | \$16,270,873 | \$19,486,848 | \$19,599,595 | \$112,747 |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 169.00 | 169.00 | 169.00 | 191.00 | 22.00 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Police Services Emergency Telephone System

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|----------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$1,328,214 | Increase due to salary adjustments and \$15 per hour living wage increase. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$153,017 | Increase due to Extra Help more than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$281) | Decrease due to overtime less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | (\$10,320) | Decrease due to pension rate adjustment. |
| Pen Cont Gen Emp Pen Fd | \$86,145 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$47,053) | Decrease due to personnel adjustments. |
| Workers' Compensation | (\$229,608) | Decrease due to Workers' Comp less than anticipated. |
| Other Personnel Costs | (\$59,232) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$1,220,882 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$1,439,605) | Decrease to properly align the budget to support contractual obligations. This line includes the Disaster Recovery Site, Computer-aided Dispatch System, and Records Management System replacement. |
| Supplies | \$406,998 | Increase due to expenses related to Computer-aided Dispatch and Records Management systems. |
| Capital Outlays | (\$5,160) | Decrease to properly align the budget to support supply expenses. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | (\$70,368) | Decrease to properly align the budget to support supply expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$1,108,135) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$112,747 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|----------------------------|------------------|-------------|
| Emergency Telephone System | \$112,747 | |
| TOTAL EXPENSES | \$112,747 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 22.00 | Change in staffing level due to citywide consolidation efforts. |



DEPARTMENT OF CITY PLANNING

Mission Statement

The City of Atlanta Department of City Planning's mission is to enable high quality, sustainable and equitable growth and development of Atlanta by facilitating more options for travel, abundant housing for all people, thriving neighborhoods, exceptional design in architecture and public spaces, preservation of historic resources, innovative regulatory practices, safe and durable buildings, attentive customer service, and resident involvement in all our work.

Core Functions

- Economic Development
- Life Safety
- City Infrastructure
- Merit and Excellence

Summary of Operations

The Department of City Planning (DCP) shapes the city and the places and spaces Atlanta shares, bearing responsibility for the outcomes that allow residents to thrive. Guided by the values of Atlanta City Design - Equity, Progress, Ambition, Access, and Nature - DCP makes intentional decisions for Atlanta's future.

The Department's objective is to guide the development of the city through effective and customer-focused urban design, planning, design review, construction plan approval, code compliance, and housing assistance. DCP works closely with the Neighborhood Planning Units (NPU's), independent community organizations, residents, and the private sector to provide policy guidance and assistance supporting the growth of our community. DCP's commitment to public service is backed by its designs for accessible transportation, safe streets, intentionally designed structures, affordable housing, an inviting and functional public realm and well-kept green spaces.

Divisions/Offices Descriptions

Office of the Commissioner provides leadership, policy direction, and centralized staff support for the Offices. The support services include, but are not limited to, administration, budget, personnel management, legislative liaison, policy collaboration and coordination, performance management and accountability, and technical support and workload functions.

Office of Design shapes the future of Atlanta with thoughtful, exceptional design. From architectural consultation and vision-casting to historic preservation and community engagement, the focus is on creating "one" Atlanta for everyone. The Office is made up of two divisions; Historic Preservation and the Atlanta City Studio. Both focus on intentional, exceptional design that considers Atlanta's past and future using City Design as the framework.

Office of Zoning and Development administers the zoning ordinance for new development and renovations leading with an emphasis on strategic community planning and engagement with residents of each neighborhood through the NPU system. The policies implemented pave the way to a greater Atlanta. The Office reviews projects for compliance with zoning codes, subdivision regulations, and other applicable land development codes, and is also responsible for the development of Atlanta's Comprehensive Development Plan (CDP).

Office of Mobility Planning is responsible for comprehensive transportation planning, policy development, facility planning and design. A key function is to develop, maintain and implement the City's transportation plan and further the City's transportation goals through the implementation of multimodal street policies, bicycle programs and coordination with regional planning partners, municipalities, and transit authorities to support transportation improvements. Primary objectives are improving safety, mobility, connectivity, equity and affordability of multimodal options. The

Mobility Planning team works with state and regional agencies to fulfill Atlanta's transportation infrastructure plans, which include expanding travel options, improving personal mobility, reducing auto dependency, and increasing the efficiency and reliability of our transportation system.

Office of Buildings ensures that advancing our city aligns with responsible development and safely-built structures. By administering the codes adopted by the City of Atlanta, the Office provides that minimum standards for the construction, repair, demolition, occupancy and maintenance of buildings, structures and properties are incorporated into all active development occurring in the city. The Office reviews, approves, and issues permits required by the city's codes, and inspects the construction of the permitted projects for repairs, alterations and additions to existing structures. The Arborist Division, contained within the Office of Buildings, maintains the Tree Protection Ordinance (TPO) and is responsible for reviewing tree removal permits for private property.

Office of Housing and Community Development enhances the quality of life in Atlanta, paying equal attention to people and places. The Office is focused on enhancing affordable housing policy, community and economic development, and revitalizing existing neighborhoods. The Office works with both public and private partners to improve the lives of residents in highly distressed and under-invested communities by encouraging investment in and providing financing for affordable housing developments, neighborhood-based commercial development and strategies to retain legacy residents.

The Department of City Planning has set clear performance objectives and expectations for FY2020, which are as follows:

Goals

- Educate our communities about the principles of urbanism and foster collaboration by utilizing exhibits, programs and activities that support Atlanta City Design.
- Enable community revitalization in a manner that avoids displacement.
- Promote sustainable investments that enhance quality of life for City of Atlanta residents.

- Increase the availability and encourage the preservation of affordable housing opportunities.
- Implement holistic and comprehensive community development policies to keep the city livable and affordable as it continues to grow.
- Promote smart growth and transportation policies which stimulate the city's economic growth.
- Implement permitting processes to deliver exceptional customer service through relationships, not regulations.
- Elevate and establish ecology and nature into departmental plans and processes.
- Incorporate the city's historic properties as meaningful components that compliment new growth and development.
- Implement innovative and sustainable code reform for both zoning and building code platforms.

Objectives

- Implement strategies from the Atlanta City Design that promote its key values: equity, progress, ambition, access and nature. Incorporate these values into all major initiatives, to aspire to Dr. Martin Luther King's dream of the Beloved Community.
- Update the Zoning Ordinance to promote intentional development and reshape land use in a way that encourages growth and affordability.
- Implement recommendations from *Atlanta's Transportation Plan*, with the intention of decreasing car-reliance, expanding alternative mobility options and creating a multimodal transportation system that addresses the needs of all residents while prioritizing safety, equity and access.
- Apply technology-driven solutions to reduce the time required to issue building permits, complete building inspections, and increase customer satisfaction.
- Partner with the Administration and outside agencies to develop and implement a transformative affordable housing program focusing on legacy residents, owner-occupied units and rental housing that revitalizes existing neighborhoods through community development.

FY2019 Accomplishments

Office of the Commissioner

The Office continued to introduce and implement Atlanta City Design, the vision for Atlanta's growth and development that balances equity, progress, ambition, access and nature. Implementation projects include the Urban Ecology Framework, the Housing Needs Assessment, the Zoning Ordinance Rewrite, and the Historic Revitalization Strategy or *Future Places Project*, among others.

Efforts continued to manage the development and implementation of the Government District initiative in South Downtown. Phase I included the activation and beautification of South Downtown, including repair, clean-up, and maintenance of the public realm. Public art was installed in vacant storefronts, on bike racks and on traffic signal boxes. Food trucks began serving area workers and residents, and new retail tenants were identified for City Plaza.

The Office also launched a department wide strategic planning process to identify DCP's core functions – those functions or activities the department must perform exceptionally well. Through this process, DCP expects to align our resources appropriately, identify ways to improve our core activities and functions, and establish a department wide process for monitoring and tracking our performance.

Office of Design

The Office continued to operate the Atlanta City Studio at its second pop-up location in Cascade Heights. Community projects and engagements include the Cascade Heights storefront redesign program, bus shelter design and construction, commercial district public space improvements strategy, Beecher Street design, model development studies, *Elevate SWAT*, and a partnership with the CDC on an area housing strategy.

In addition to hosting events and visitors at the Studio, the team was instrumental in implementing public realm projects such as Broad Street Pedestrian Plaza, Station Soccer at the West End MARTA station and an interactive gallery within "The Hub" at Peachtree Center introducing the Peachtree Shared Street Concept. The Studio team was also invited to participate in the

Chattahoochee River Greenway Study, partnering with the Trust for Public Land, ARC and Cobb County.

Moreover, the Office of Design launched the "Future Places Project – Redefining Historic Preservation in Atlanta", a comprehensive analysis of the City's historic preservation-related programs. Through public outreach, guidance, and education initiatives, a comparative analysis of peer cities, a publicly-engaging, multimedia-based narrative, windshield and survey data collection, mapping analysis, and review of existing plans, the Historic Revitalization Strategy will provide the City's leadership, planning staff, community advocates, and residents a blueprint for Atlanta's future historic revitalization activities.

The Historic Preservation Division of the Office worked to retain the city's rich cultural building heritage by entering a Historic Preservation framework contract and began work to reform its Historic Preservation Ordinance.

Among ordinance reform, there were five new historic designations for the city reflecting a renewed interest in retaining the city's building heritage and incorporating into the city's future. Those designations were: Rock Springs Presbyterian Church, Spring Hill Mortuary, Ponce de Leon Tourist home, Grove Park Apartments, and Bonaventure-Somerset.

Office of Zoning and Development

The Office completed Phases I and II of an update to the Atlanta Zoning Ordinance. Changes included allowed expansion of accessory dwelling units (ADUs), easement of building parking requirements and changes to bicycle parking standards. Updates also included approval and adoption of Industrial-Mix zoning districts and corrections to the BeltLine overlay district. These updates provide consistency with the Atlanta City Design, update consistency with state and federal law, and advance the public health, safety and welfare of citizens.

The Land Use team continued work with stakeholders in the adoption of small area plans including: East Lake MARTA-Transportation Oriented Development (TOD), Council District 12 Neighborhood Blueprint, and the District 3 (D3) Westside Revive Plan. In addition, grants were provided for projects working on Brownfield

cleanup through the City of Atlanta's Brownfield program.

The Office graduated the second cohort of the successful Community Leadership Institute supporting residents involved in the Neighborhood Planning Units (NPU) of Atlanta. The program is in collaboration with the Carl Vinson Institute of the University of Georgia.

Zoning and Development was instrumental in providing guidance to Council on annexations throughout the year including Emory University and Children's Healthcare of Atlanta, as well as several areas in Southwest Atlanta. The city now totals 137 square miles.

Office of Mobility Planning

The Office finalized Atlanta's Transportation Plan (ATP), which is the blueprint to build a transportation network that reduces automobile reliance and offers convenient, affordable, and safe alternative travel solutions.

In partnership with MARTA and other City departments, the Office supported the development of the More MARTA Atlanta program, a 40-year transit expansion program that is expected to invest close to \$3 billion in transit improvements. This collaborative partnership between MARTA and the City of Atlanta will develop and implement a program of transit projects that will create a world-class sustainable transportation system for our growing and evolving city. More MARTA Atlanta includes a wide range of transit enhancements and projects designed to improve city-wide connectivity — including light rail expansion, various rapid transit options (Bus Rapid Transit - BRT, Arterial Rapid Transit - ART), new transit centers, new fixed-route bus service and station upgrades.

In coordination with the Atlanta City Studio and multiple City departments, the Office awarded grants to two pilot projects in its Placemaking Program for the Jackson Street bridge and West End/Lee Street improvements. The program encourages applicants to revitalize transportation infrastructure in underused spaces into safer, active and vibrant public spaces. The Office partnered with the Trust for Public Land (TPL) to expand the impact of the Placemaking Program. TPL will provide technical assistance and

donations of materials to selected project teams up to a value of \$100,000 annually.

The Office launched SHIFT ATL, an interactive online story map that identifies the most suitable areas within the city for less car-dependent living based on an area's current conditions. SHIFT ATL provides a new framework for thinking and talking about mobility in the City. It provides a customized and data driven framework for evaluating the state of car-free livability across the city and through future iterations, for measuring our progress over time.

The first ever ordinance to regulate on Shareable Dockless Mobility Devices in Atlanta was adopted by City Council on Jan 7, 2019. The Office was instrumental in authoring the ordinance and working with operators on compliance, maintenance and enforcement. As of April 2019, six operators had launched operations in the city, 10,500 devices had been permitted, 8,000 devices had launched and the City had collected approximately \$455,600 in permitting fees.

Office of Buildings

A FY19 Work Plan was produced to provide strategic direction for the Office. The work plan focused on communications (internal and external), staff training, and an inspections realignment. By aligning inspectors to projects within their skill sets and investing in staff training to enhance the breadth of skills of our inspectors and plan reviewers, customer wait time continues to decline. Technological improvements such as advanced reporting and software optimization have occurred to continue streamlining the efforts of the Office.

The Office has begun work towards implementing an Electronic Plan Review process. This electronic plan review system will be a completely paperless process, thereby improving customer wait time.

The Office celebrated a record number of over \$5 billion in construction valuation - the most in city history for any 12-month period. The continued improvement of online information has also increased customer awareness and understanding of the permitting process.

Office of Housing and Community Development

The Office provided more than \$285,000 in Direct Down Payment Assistance to 25 income eligible households and completed redevelopment of 13 single family homes. Ten of those homes were sold to income eligible households.

The Office also launched the Roof Diversion, Exterior Improvement and Emergency Repair Program to help income eligible legacy residents address code deficiencies. In an additional effort to ensure affordable housing, the Office created an affordable housing production database and committed approximately \$2M in financing for the development of new affordable rental units.

Office capacity increased by onboarding a Resident Service Coordinator to work with formerly homeless residents. This resulted in eight formerly homeless residents transitioning from subsidized units to market rate apartments by obtaining gainful employment and self-sufficiency.

By continuing efforts to develop and implement innovative housing policy, the Office saw 82 units for households at 60% Area Median Income (AMI) or below permitted through the Inclusionary Zoning Program with more interest and program refinement on the horizon. The Office also hosted the inaugural meeting of the City of Atlanta Housing Commission, comprised of representatives from the public sector, developers and the nonprofit community. The Commission will review housing policies, permitting procedures, and financing tools and provide recommendations to the Mayor and City Council.

The Office also continued efforts to provide support to businesses through the expansion of its Storefront Redesign initiative to prove that "Investing in Good Design is Good Business." By providing training on principles of storefront design, consultations with community architects and Atlanta City Studio staff, and matching grants, Cascade and West End businesses have agreed to participate in storefront design improvements.

The launch of #MicroATL kicked off to reimagine public vending as a way of providing business support and training to small business owners while enhancing the public realm.

FY2020 Adopted Program Highlights

Office of the Commissioner

The Office will continue to provide leadership, policy direction, and centralized staff support for Offices in the Department. Activities will include:

- Completing the department wide strategic planning process and use the outcomes as input to City's FY2020 budget development process.
- Completing the Urban Ecology Framework (UEF), which expands on the City Design, by identifying how ecosystems can be restored while the City is growing in population. A key goal is to reach 50% tree canopy through strategic replanting and protection of high value trees. The UEF will culminate in the revision of the Tree Protection Ordinance (TPO) which will regulate how trees are protected to achieve our goal of 50% tree canopy.
- Establishing the Concept Review Committee (CRC) to aid the navigation of the City's development processes with tree protection as an immediate area of focus for the CRC as the Tree Protection Ordinance (TPO) is updated.
- Continuing repair, clean-up, and activation of South Downtown and the Government District, building upon the successes gained in FY2019. DCP will continue work with Fulton County and State to identify additional areas of improvement within the Government District.
- Creating user-friendly and innovative processes, tools and services for both internal and external clients.
- Continuing to monitor and track the performance of key departmental initiatives.

Office of Design

Historic Preservation: The Historic Preservation Division will continue to promote the identification, evaluation, rehabilitation, adaptive use, and the responsible restoration of the city's historic resources. Activities will include:

- Completion of the city-wide historic revitalization strategy or *Future Places Project*.
- Designation of new historic and landmark districts as well as individual buildings.
- Supporting the Urban Design Commission (UDC) through reports, recommendations and information on cases.

- Expanding outreach and education activities about the City’s history and historic resources.

Design Studio: The Atlanta City Studio will continue its focus on maximizing and creatively utilizing places within the city and continue to provide design leadership and excellence for the city. Activities will include:

- Delivering urban design projects already underway for the Cascade community. Finalize a community action plan and toolbox to activate the residents of Cascade for success.
- Working with the “Soccer in the Streets” station soccer program to enhance public space design at and around MARTA transit stations throughout 2019.
- Creating innovative ways to engage city residents about design by providing more opportunities and activities outside the Studio.
- Continuing to build the partnership with Atlanta Public Schools by employing an Atlanta City Design education program.
- Supporting the development of a Master Plan for the Chattahoochee River in partnership with the Atlanta Regional Commission (ARC), Trust for Public Land (TPL), and Cobb County on a project that will increase awareness of and access to one of city’s most important natural assets.
- Completing the rezoning of the City of Refuge site and developing a master plan and design for low-density housing properties.
- Relocating the Studio to its third pop-up location.

Office of Zoning and Development

Regulatory Reform: The Office of Zoning and Development will focus on the administration of the City’s Zoning Ordinance. Activities will include:

- Leading the full re-write of the City’s Zoning Ordinance, a multi-year effort that will improve the public realm and streamline regulations.
- Implementing a Code Innovation Team to reduce and streamline the permitting and development review processes and revise existing or implement new zoning codes to support housing affordability, in collaboration with the Office of Buildings.

Land Use: The team manages and provides technical assistance in the development of neighborhood and small area plans, as well as

administering the Capital Improvements Program of the City. Activities will include:

- Conducting major updates of the NPU H Community Plan, and the West End Livable Centers Initiative Plans.
- Continuing implementation of the EPA funded Brownfields Assessment program and the Brownfields Revolving Loan program.

Development Services: The team specializes in the entitlement review process. Activities will include:

- Increasing the percentage of Special Administrative Permit approvals within 30 days of the submittal date.
- Increasing the percentage of zoning approvals over the counter, while customer is waiting.
- Streamlining/aligning the Development Review Committee (DRC) review process with staff review process to minimize the overall review time.
- Completing the records digitization process for all historical DRC cases.

Office of Mobility Planning

Planning and Coordination: The Office will implement the City’s transportation plan in collaboration with other transportation agencies to ensure the City provides sustainable and equitable transportation options. Activities will include:

- Coordinating and guiding the TSPLOST and More MARTA project development to ensure alignment with the Atlanta Transportation Plan.
- Developing a Transportation Demand Management pilot program as recommended in the Atlanta Transportation Plan.
- Continuing review Developments of Regional Impact to assess transportation impacts and recommend mitigation strategies.

Streets and Streetscapes Planning: The Office will promote the formation of sustainable complete streets design and projects for neighborhood transformation projects. Activities will include:

- Coordinating with the Department of Public Works to adopt and develop an implementation strategy for Streets Atlanta: A Design Guide of Active, Balanced, and Complete Streets.

- Ensuring that current and future projects focus on issues facing pedestrians and cyclists and aim to make walking and biking in the city an enjoyable and safe experience for all.
- Seeking funding to support data collection, training and capital projects that enhance mobility and streetscapes.
- Developing and implementing a Safer Streets policy and program.
- Completing the Peachtree Street Redesign Feasibility Study in collaboration with the Atlanta City Studio.
- Developing conceptual designs for major corridor design initiatives with partners.

Bicycle and Pedestrian Transit: The Office will enhance the quality of life for our citizens through the development of safe and attractive alternative transportation options. Activities will include:

- Adopting Cycle Atlanta, Phase II Study and seeking federal and local funding to implement Cycle Atlanta Phase I and II Study recommendations.
- Initiating the TSPLOST-funded (\$3,000,000) expansion of the Atlanta Bike Share program, Relay.
- Expanding implementation of the City's Placemaking Program, a program to enhance the public realm for people walking, taking transit and biking.
- Continuing the bicycle rack parking program and install at minimum 100 bike racks citywide.

Office of Buildings

Permitting Process Review and Reorganization: The Office will continue to improve the permitting process by consolidating functions that are housed in other City departments. The goal is to improve customer experience. Activities will include:

- Collaborating with the City's Information Technology team to create real-time metrics for tracking customers' permitting process from start to finish.
- Providing customers with automated surveys to rate their plan review experience and satisfaction with the service that they have received.
- Maintaining kiosks throughout the department to allow customers to check the status of their permits and pay fees.

- Developing partnerships with other City agencies to make the review and issuance of permits a seamless process for the customers.
- Developing an outreach program to engage the public, development community, construction professionals, design professionals, and other organizations in improving customer service.
- Implementing auto permit issuance for permits with no associated plan review.

Enable Electronic Plans Submission: The Office will introduce new technology to allow for online building plan submission and electronic plan review. Activities will include:

- Implementing the Electronic Plan Review making it operational by the first quarter of FY20.
- Improving the collaboration between permit customers and plan reviewers through online tools.
- Eliminating paper copies of project plans that will result in significant customer cost savings.

Inspections Process Transformation: The Office will implement a reorganization of the inspections group that is designed to improve efficiencies and reduce wait times. Activities will include:

- Continuing extensive staff training.
- Implementing digital tools to provide customer notifications of anticipated or rescheduled inspections.
- Continuing to pilot the relocation of inspectors to field based locations streamlining travel and administrative time.

DCP Epicenter: The DCP Epicenter was created to streamline the permitting process through effective navigation; getting customers the information they need, to the places they need to go, and their requests completed as quickly and efficiently as possible. Activities will include:

- Allowing for the completion of quick tasks, which take 5 minutes or less, right outside of the 3rd floor elevators.
- Eliminating excessive wait times for simple tasks in the Office of Buildings and the Office of Zoning & Development.
- Providing accurate information, taking ownership of each customer's experience, and delivering best in class customer service with every interaction.

Office of Housing and Community Development

Housing Policy & Special Initiatives: The Office will continue engagement efforts for creating and sustaining affordable housing. Activities will include:

- Providing staffing and policy support to the City Council-led Housing Commission and the City of Atlanta Affordable Housing Task Force.
- Participating in the Shared Equity of Economic Development Fellowship to provide education on wealth building by converting businesses to worker-owned cooperatives.
- Continuing its efforts to affirmatively further fair housing and educate residents, housing service providers and real estate professionals on Fair Housing Laws.
- Selecting a developer for the redevelopment of 104 Trinity site across from City Hall to construct dense, mixed-income rental housing with mixed uses on the city-owned property.
- Completing the Analysis to Impediments of Fair Housing for the City of Atlanta.

Launch an Inclusionary Zoning 2.0 Strategy: The Office will continue efforts with members of City Council and the Administration to refine the ordinance, assess its impact and explore opportunities for expansion to support and sustain inclusionary zoning. Activities will include:

- Continuing the full implementation strategy that includes education and outreach designed to achieve maximum program benefits.

Blight Remediation Strategy: The Office is collaborating with other City agencies to draft legislation that identifies and secures a permanent funding source for the demolition of blighted properties. Activities will include:

- Identifying measures to track the impact on neighborhoods with high levels of vacant and abandoned residential, commercial and industrial units.

Advance Support for Neighborhood Business Districts: Continue to deploy the National Main Street approach and other revitalization strategies to Atlanta's neighborhood commercial areas. Activities will include:

- Implementing training for Community Partners.
- Continuing engagement with the Georgia Main Street coordinating program and the National Main Street Center's Urban Main Program.

- Supporting the work of Cascade Next, Sweet Auburn Works, and other Neighborhood Economic Development focus areas.

Completion of Equitable Housing Needs Assessment: The Office will continue the planning efforts to understand the housing needs as the City continues to grow. Activities will include:

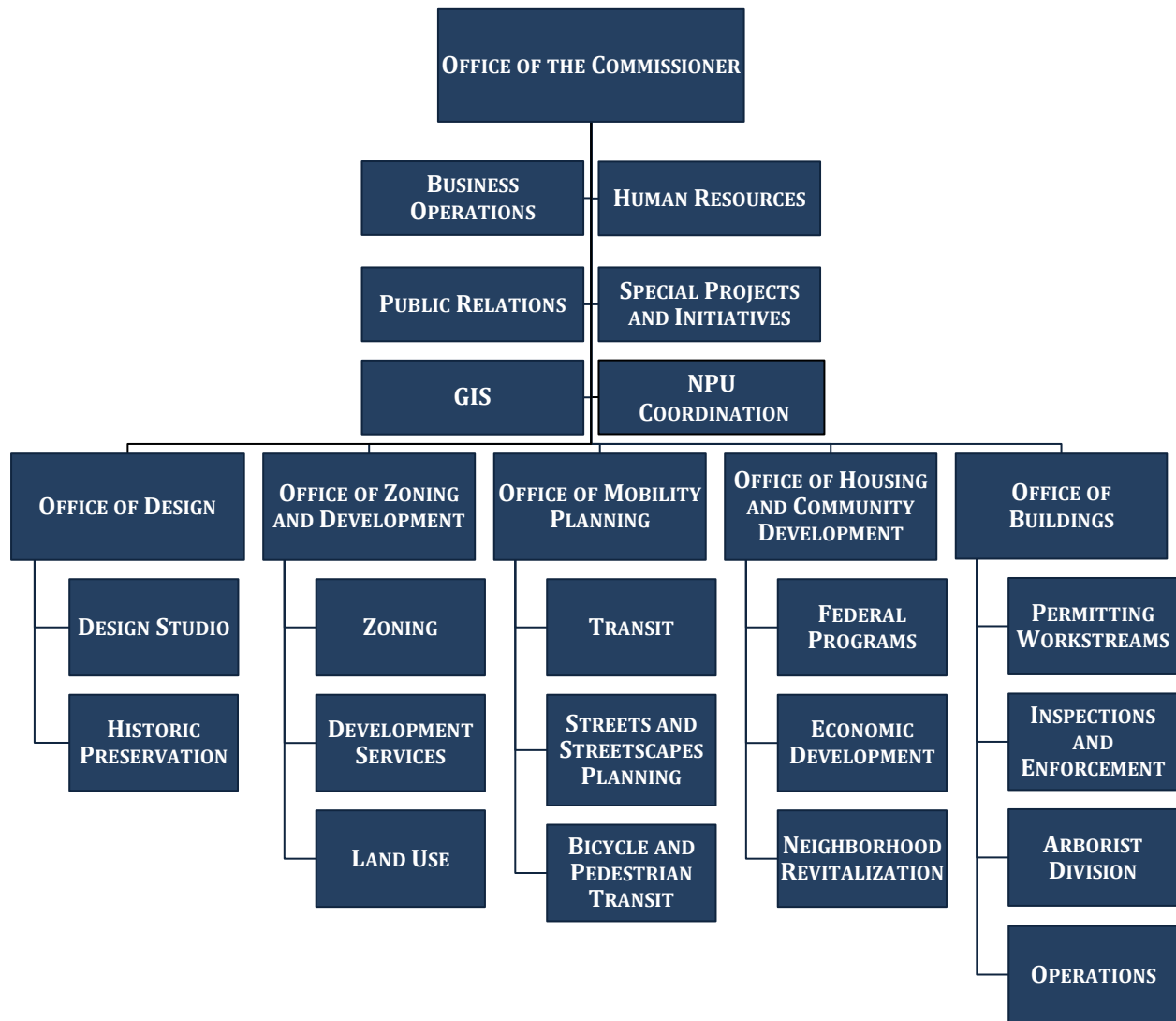
- Engaging residents to determine specific outcomes of affordable housing programs.
- Creating the first set of metrics on housing needs in Atlanta.
- Implementing plan recommendations.

Low-Income Housing Design and Funding: The Office will engage the private sector in developing a new design and financing approach to low-income housing. Activities will include:

- Addressing fundamentals of increased cost of development and less subsidy for low-income housing.
- Building beautiful low-income housing on a much larger scale.

ORGANIZATIONAL CHART

CITY PLANNING



PERFORMANCE METRICS

CITY PLANNING

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|---|------------------|------------------|------------------|------------------|
| <i>Office of Buildings World Class Employees, Infrastructure, and Services</i> | | | | |
| % Plans Approved Upon First Review | 61% | 70% | 75% | 75% |
| %Plans Approved for Review After First Quality Control Review (QCR) Inspection | 31% | 34% | 20% | 20% |
| % Inspections completed within SLA | 96% | 99% | 99% | 99% |
| <i>Office of Housing and Community Development Thriving Neighborhoods, Communities, and Businesses</i> | | | | |
| % Vacant Section 8 Units | 5% | 6% | 6% | 6% |
| HOME Rentals Units Produced | 156 | 47 | 40 | 40 |
| Limited Rehabilitation Units Completed | 216 | 174 | 144 | 144 |
| <i>Office of Zoning and Development World Class Employees, Infrastructure, and Services</i> | | | | |
| % Zoning Variance Cases Completed Within 90 Days or Less | 85% | 93% | 93% | 93% |
| % Special Administrative Permit Reviews completed within 30-day SLA | 42% | 64% | 64% | 64% |
| <i>Office of Design – Historical Preservation World Class Employees, Infrastructure, and Services</i> | | | | |
| % UDC Cert of Appr. – Type II and III – 25 Day SLA | 60% | 66% | 70% | 70% |



FY20 OPERATING BUDGET HIGHLIGHTS

Department of City Planning

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---|---------------------|-----------------------|
| \$8,894,922 | \$11,424,971 | \$13,999,911 | Salaries, Regular | \$14,005,827 | \$5,915 |
| \$16,538 | \$7,584 | - | Salaries, Perm Part-Time | \$0 | \$0 |
| \$96,824 | \$94,584 | - | Salaries, Sworn | - | - |
| \$681,961 | \$416,344 | \$667,687 | Salaries, Extra Help | \$497,554 | (\$170,133) |
| (\$363) | - | - | Salaries, Extra Help-Sworn | \$0 | \$0 |
| \$6,182 | \$5,415 | \$3,447 | Overtime | \$0 | (\$3,447) |
| \$36,246 | \$40,442 | \$38,098 | Pen Cont Fire Pen Fd | - | (\$38,098) |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$1,123,456 | \$1,117,597 | \$1,032,566 | Pen Cont Gen Emp Pen Fd | \$1,089,714 | \$57,147 |
| \$396,869 | \$537,957 | \$561,280 | Defined Contribution | \$344,939 | (\$216,341) |
| \$57,808 | \$239,031 | \$105,895 | Workers' Compensation | \$105,895 | \$0 |
| \$1,279,065 | \$1,473,183 | \$2,268,175 | Other Personnel Costs | \$2,082,933 | (\$185,241) |
| \$12,589,506 | \$15,357,108 | \$18,677,060 | TOTAL PERSONNEL | \$18,126,862 | (\$550,197) |
| | | | OTHER EXPENSES | | |
| \$5,542,503 | \$4,232,690 | \$3,972,327 | Purchased / Contracted Services | \$3,437,378 | (\$534,949) |
| \$490,369 | \$681,284 | \$404,795 | Supplies | \$398,931 | (\$5,864) |
| \$54,351 | \$505,493 | \$0 | Capital Outlays | \$0 | \$0 |
| \$152,881 | \$100,961 | \$157,235 | Interfund / Interdepartmental Charges | \$157,235 | \$0 |
| \$416,411 | \$344,732 | \$317,655 | Other Costs | \$386,000 | \$68,344 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$7,821,375 | \$17,530,809 | - | Other Financing Uses | - | - |
| \$14,477,890 | \$23,395,969 | \$4,852,012 | TOTAL OTHER EXPENSES | \$4,379,544 | (\$472,468) |
| \$27,067,397 | \$38,753,077 | \$23,529,072 | TOTAL PERSONNEL AND OTHER EXPENSES | \$22,506,406 | (\$1,022,666) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|-----------------------|---------------------|-----------------------|
| \$27,067,397 | \$38,752,889 | \$23,529,072 | General Fund | \$22,506,406 | (\$1,022,666) |
| \$0 | \$188 | \$0 | Building Permits Fund | \$0 | \$0 |
| \$27,067,397 | \$38,753,077 | \$23,529,072 | TOTAL EXPENSES | \$22,506,406 | (\$1,022,666) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|--------|--------|--------|---------------------------|--------|-----------------------|
| 213.47 | 213.97 | 263.75 | Full Time Equivalent | 233.30 | (30.45) |



FY20 OPERATING BUDGET HIGHLIGHTS
Department of City Planning
General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|--|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$8,894,922 | \$11,424,971 | \$13,999,911 | \$14,005,827 | \$5,915 |
| \$16,538 | \$7,584 | - | - | - |
| \$96,824 | \$94,584 | - | - | - |
| \$681,961 | \$416,344 | \$667,687 | \$497,554 | (\$170,133) |
| (\$363) | - | - | - | - |
| \$6,182 | \$5,415 | \$3,447 | - | (\$3,447) |
| \$36,246 | \$40,442 | \$38,098 | - | (\$38,098) |
| - | - | - | - | - |
| \$1,123,456 | \$1,117,597 | \$1,032,566 | \$1,089,714 | \$57,147 |
| \$396,869 | \$537,957 | \$561,280 | \$344,939 | (\$216,341) |
| \$57,808 | \$239,031 | \$105,895 | \$105,895 | - |
| \$1,279,065 | \$1,473,183 | \$2,268,175 | \$2,082,933 | (\$185,241) |
| \$12,589,506 | \$15,357,108 | \$18,677,060 | \$18,126,862 | (\$550,197) |
| | | | <i>OTHER EXPENSES</i> | |
| \$5,542,503 | \$4,232,502 | \$3,972,327 | \$3,437,378 | (\$534,949) |
| \$490,369 | \$681,284 | \$404,795 | \$398,931 | (\$5,864) |
| \$54,351 | \$505,493 | - | - | - |
| \$152,881 | \$100,961 | \$157,235 | \$157,235 | - |
| \$416,411 | \$344,732 | \$317,655 | \$386,000 | \$68,344 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$7,821,375 | \$17,530,809 | - | - | - |
| \$14,477,890 | \$23,395,781 | \$4,852,012 | \$4,379,544 | (\$472,468) |
| \$27,067,397 | \$38,752,889 | \$23,529,072 | \$22,506,406 | (\$1,022,666) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|---------------------|---------------------|-----------------------|
| | | | FUND | |
| \$27,067,397 | \$38,752,889 | \$23,529,072 | \$22,506,406 | (\$1,022,666) |
| \$27,067,397 | \$38,752,889 | \$23,529,072 | \$22,506,406 | (\$1,022,666) |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|-------|--------|--------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 36.97 | 213.97 | 263.75 | 233.30 | (30.45) |



FY20 OPERATING BUDGET HIGHLIGHTS

Department of City Planning

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|----------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$5,915 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$170,133) | Decrease to align the budget to support personnel services. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | (\$3,447) | Decrease to align the budget to support personnel services. |
| Pen Cont Fire Pen Fd | (\$38,098) | Decrease due to personnel adjustments. |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$57,147 | Increase due to pension rate adjustment. |
| Defined Contribution | (\$216,341) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$185,241) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | (\$550,197) | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$534,949) | Decrease due to contractual costs related to Accela, EDR, OpenCounter, enhanced IVR, and Transportation Demand Management System less than anticipated. |
| Supplies | (\$5,864) | Decrease due to general office supplies less than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | \$68,344 | Increase due to bank fees more than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$472,468) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$1,022,666) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|----------------------|-------------|
| General Fund | (\$1,022,666) | |
| TOTAL EXPENSES | (\$1,022,666) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | (30.45) | Change in staffing level due to citywide consolidation efforts. |



OFFICE OF THE CITY SOLICITOR

Mission Statement

The mission of the Office of the City Solicitor is to persuasively represent the interests of the citizens of Atlanta in all matters brought before the Atlanta Municipal Court in a manner that is consistent with the special responsibilities of prosecutors outlined by the State Bar of Georgia.

Core Functions

- Prosecution of General Traffic, Criminal and Code Enforcement Cases
- Diversion and Alternative Prosecution Programs
- Community Prosecution

Summary of Operations

The Office of the City Solicitor is the prosecuting arm for the City of Atlanta. This office represents the citizens of Atlanta in all matters brought before the Atlanta Municipal Court. The Solicitor prosecutes all city ordinance violations. The office also prosecutes traffic offenses, DUIs, and other state misdemeanors. In addition to representing the citizens of Atlanta in court proceedings, the office provides legal assistance to the City's administration, community groups, schools, colleges, and provides training to law enforcement.

Descriptions of Core Functions

General Traffic and Criminal Cases: The office is responsible for general traffic and criminal cases. This includes prosecuting DUI charges and all underlying violations, traffic offenses, civil offenses such as false alarms, parking ticket challenges, school bus camera violations and city ordinance infractions from case inception through bench trial and appeal, where applicable.

Prosecution Support Services: The functions of the office are sustained by Case Screening, Record Restriction, (formerly known as Expungements), Records Management, Investigative Support, Legal Support, and Plea in absentia which is a procedure that provides defendants who live outside the

Atlanta metropolitan area the ability to resolve their cases without personally appearing in court. As a result, this process assists with the recovery of fines and fees that would likely have gone uncollected.

These areas provide pre and post adjudication legal support services which include reviewing the charging document to determine whether the charge can sustain prosecution before filing the case in the court system. These areas are responsible for establishing the authenticity of data indicating a violation of law by reviewing official documents, conferring with law enforcement officers or other parties to the case, as well as, service of subpoenas for an appearance in cases heard in the Atlanta Municipal Court.

Code Enforcement Cases: The office is responsible for prosecuting quasi-criminal cases and city code violations including, but not limited to, housing, fire, commercial maintenance, zoning, sanitation, drinking water, illegal dumping, business license, erosion control, nuisances and, judicial in-rem.

Diversion and Alternative Prosecution Programs

- *Pre-trial Intervention for Traffic Offenses:* Commonly known as PTIT, provides traffic offenders an alternative to prosecution and possible conviction.
- *Pre-trial Intervention for Criminal Offenses:* Commonly known as CPTI, provides offenders charged with minor criminal offenses with no prior convictions, pending cases or prior participation in any diversion program, an alternative to prosecution and possible conviction. Offenders must complete community service and educational requirements, or both.
- *Pre-trial Intervention for Business License and City Code Violations:* Commonly known as

PTIBL, allows violators opportunity to come into compliance and avoid prosecution.

Specialty Programs: These are collaborative initiatives that seek ways to prevent and reduce crime through partnerships, communication, and education.

- *Internship Program:* This program is designed to provide summer internships for high school, undergraduate and graduate students interested in pursuing a career in public service and law with a comprehensive hands-on experience of the legal system and the operations of a prosecutor's office.
- *Code Enforcement Collaborative:* The office engages in cooperative efforts with other City agencies to recover monies owed to the City for theft of water services.

Goals

- Promote the fair and efficient administration of justice.
- Reduce recidivism and promote public health and safety.

Objectives

- To provide exemplary and effective customer service to the citizens and stakeholders of Atlanta through efficient and effective methods of prosecution, or its alternatives.

FY2019 Accomplishments

Community Prosecution

- The Office of the City Solicitor has expanded its role in community prosecution. The office has continued to partner with APD, AFRD, other city departments and stakeholders to develop solutions to crimes and circumstances affecting the elderly, school-aged and life-challenged members of our communities. Our endeavors continue through partnerships with Fulton County, the U.S. Attorney's Office, the Atlanta Code Enforcement Task Force, Westside Subcabinet, the Phoenix Project, and the City of Atlanta Code Collaborative to fight blight. The office continues to engage the communities at NPU and other public meetings.

Diversion and Alternative Prosecution Programs

The diversion programs (PTIT, CPTIT, and BLPTI) were modified to include ordinance violations along with criminal and traffic offenses. Initiatives were established to enable us to easily identify eligible defendants. Our goal has been to make citizens aware of alternatives to resolving cases in lieu of prosecution. These programs were efficient and effective in resolving cases and reduced the footprint in court.

General Traffic and Criminal Cases

The office continues to provide DUI/traffic enforcement training to educate and refresh law enforcement officers in the observation and apprehension of serious traffic offenders.

- *Police Academy Training*
Accepted several invitations to support and be involved in "Courtroom Demeanor and Ticket Writing Training" at the Atlanta Police Academy for new recruits and seasoned officers. The training reinforces the importance of effective ticket and report writing and what to expect on traffic and non-traffic misdemeanors.
- Appellate process/practice has been successful with 90% of decisions affirmed.

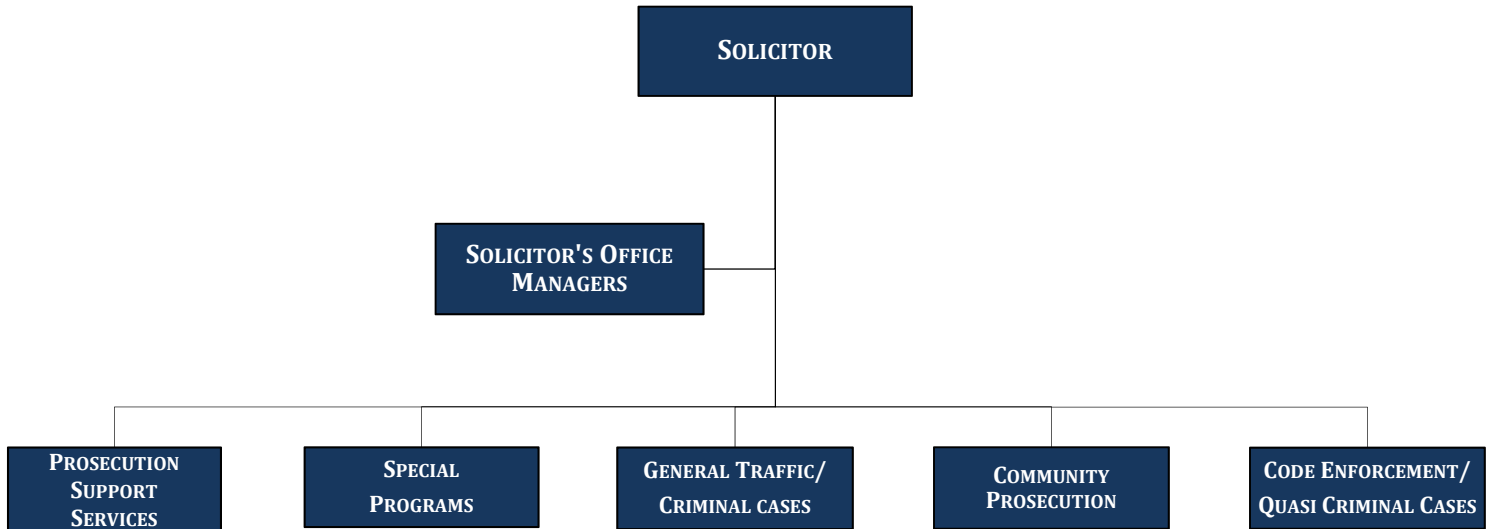
FY2020 Adopted Program Highlights

- Increase the presence of the Office of the City Solicitor in community prosecution. This is a preventative resource, tasking prosecutor's offices with generating, cultivating, and amplifying community involvement to identify problems, address issues and concerns and develop solutions in a manner that best serves the community. Although we have always maintained a partner role with law enforcement, other city departments and communities using prevention, interventions and enforcement methods to hold offenders accountable, we are becoming more community-involved with an emphasis on using problem-solving techniques to address the unique crimes in the community.

- The Office of the City Solicitor's Code Enforcement Division will expand the use of legal processes to assist with the removal of blighted properties.
- The Office of the City Solicitor will continue its collaboration with the Department of Watershed Management to prosecute cases related to water theft and to recover fines and fees owed to the City of Atlanta.
- The Office of the City Solicitor will continue its efforts to support the Fulton County Justice and Mental Health Task Force "Stepping up Initiative".
- The Office of the City Solicitor will continue its efforts to support the Atlanta Police Academy and other law enforcement agencies as a part of recruit training and expand our support of in-service training.
- The Office of the City Solicitor will collaborate with the Atlanta Public School System's Police Department (APSPD), in support of programs to address truancy and other issues related to youth.
- The Office of the City Solicitor persists in the implementation of the Atlanta/Fulton County Pre-Arrest Diversion Initiative (PAD). This is a collaboration between Atlanta and Fulton County, along with law agencies, to address recidivism through attention to the underlying mental health, substance addiction, and/or extreme poverty that may contribute to criminal activity.

ORGANIZATIONAL CHART

OFFICE OF THE CITY SOLICITOR



PERFORMANCE METRICS

OFFICE OF THE CITY SOLICITOR

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|-----------------------------------|------------------|------------------|------------------|------------------|
| Public Safety | | | | |
| Conviction rate of criminal cases | 84% | 91% | 91% | 91% |
| Conviction rate of traffic cases | 95% | 93% | 93% | 95% |
| Criminal Diversion Participants | 1037 | 734 | 700 | 700 |
| Traffic Diversion Participants | 38,300 | 34,900 | 35,400 | 35,400 |
| Diversion Fees Collected | \$5.9M | \$5.1M | \$5.3M | \$5.3M |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of The Solicitor

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| \$5,089,937 | \$5,406,218 | \$4,935,284 | Salaries, Regular | \$4,935,284 | \$0 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$170,738 | \$29,253 | \$66,475 | Salaries, Extra Help | \$64,768 | (\$1,707) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | \$897 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$733,181 | \$728,960 | \$595,288 | Pen Cont Gen Emp Pen Fd | \$612,535 | \$17,247 |
| \$195,410 | \$199,597 | \$111,231 | Defined Contribution | \$106,433 | (\$4,799) |
| - | \$1,785 | - | Workers' Compensation | - | - |
| \$742,075 | \$715,368 | \$640,079 | Other Personnel Costs | \$629,339 | (\$10,740) |
| \$6,931,341 | \$7,082,078 | \$6,348,356 | TOTAL PERSONNEL | \$6,348,358 | \$2 |
| OTHER EXPENSES | | | | | |
| \$92,761 | \$74,806 | \$138,218 | Purchased / Contracted Services | \$125,788 | (\$12,430) |
| \$159,525 | \$165,674 | \$164,171 | Supplies | \$158,003 | (\$6,168) |
| - | \$0 | \$0 | Capital Outlays | \$0 | \$0 |
| \$48,843 | \$9,386 | \$8,507 | Interfund / Interdepartmental Charges | \$8,507 | \$0 |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$147 | \$5,609 | Other Financing Uses | \$139,607 | \$133,998 |
| \$301,129 | \$250,012 | \$316,505 | TOTAL OTHER EXPENSES | \$431,904 | \$115,400 |
| \$7,232,470 | \$7,332,090 | \$6,664,861 | TOTAL PERSONNEL AND OTHER EXPENSES | \$6,780,262 | \$115,401 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---------------------------------|--------------------|-----------------------|
| \$7,135,476 | \$7,261,368 | \$6,587,999 | General Fund | \$6,703,400 | \$115,401 |
| \$96,994 | \$70,722 | \$76,862 | Water & Wastewater Revenue Fund | \$76,862 | \$0 |
| \$7,232,470 | \$7,332,090 | \$6,664,861 | TOTAL EXPENSES | \$6,780,262 | \$115,401 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 82.00 | 79.00 | 86.00 | Full Time Equivalent | 80.00 | (6.00) |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$5,033,832 | \$5,340,830 | \$4,870,188 | Salaries, Regular | \$0 |
| - | - | - | Salaries, Perm Part-Time | - |
| - | - | - | Salaries, Sworn | - |
| \$137,387 | \$29,544 | \$64,044 | Salaries, Extra Help | - |
| - | - | - | Salaries, Extra Help-Sworn | - |
| - | \$897 | - | Overtime | - |
| - | - | - | Pen Cont Fire Pen Fd | - |
| - | - | - | Pen Cont Police Pen Fd | - |
| \$733,181 | \$728,960 | \$595,288 | Pen Cont Gen Emp Pen Fd | \$17,247 |
| \$192,245 | \$199,597 | \$111,231 | Defined Contribution | (\$6,979) |
| - | \$1,785 | - | Workers' Compensation | - |
| \$737,702 | \$709,742 | \$630,744 | Other Personnel Costs | (\$10,266) |
| \$6,834,347 | \$7,011,355 | \$6,271,494 | TOTAL PERSONNEL | \$2 |
| | | | <i>OTHER EXPENSES</i> | |
| \$92,761 | \$74,806 | \$138,218 | Purchased / Contracted Services | (\$12,430) |
| \$159,525 | \$165,674 | \$164,171 | Supplies | (\$6,168) |
| - | - | - | Capital Outlays | - |
| \$48,843 | \$9,386 | \$8,507 | Interfund / Interdepartmental Charges | - |
| - | - | - | Other Costs | - |
| - | - | - | Debt Service | - |
| - | - | - | Conversion / Summary | - |
| - | \$147 | \$5,609 | Other Financing Uses | \$133,998 |
| \$301,129 | \$250,012 | \$316,505 | TOTAL OTHER EXPENSES | \$115,400 |
| \$7,135,476 | \$7,261,368 | \$6,587,999 | TOTAL PERSONNEL AND OTHER EXPENSES | \$115,401 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------|-----------------------|
| | | | FUND | |
| \$7,135,476 | \$7,261,368 | \$6,587,999 | General Fund | \$115,401 |
| \$7,135,476 | \$7,261,368 | \$6,587,999 | TOTAL EXPENSES | \$115,401 |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 81.00 | 78.00 | 85.00 | Full Time Equivalent | (7.00) |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|--|
| PERSONNEL | | |
| Salaries, Regular | \$0 | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$17,247 | Increase due to personnel adjustments. |
| Defined Contribution | (\$6,979) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$10,266) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$2 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | (\$12,430) | Decrease due to contracted services less than anticipated for FY20. This line includes outside legal counsel for appeal cases and LexisNexis legal research tool expenses. |
| Supplies | (\$6,168) | Decrease due to general office supplies less than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$133,998 | Increase due to costs associated with GMA lease payments. |
| TOTAL OTHER EXPENSES | \$115,400 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$115,401 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| General Fund | \$115,401 | |
| TOTAL EXPENSES | \$115,401 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | (7.00) | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$56,105 | \$65,388 | \$65,096 | Salaries, Regular | \$65,096 | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$33,351 | (\$292) | \$2,431 | Salaries, Extra Help | \$724 | (\$1,707) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| \$3,165 | - | - | Defined Contribution | \$2,181 | \$2,181 |
| - | - | - | Workers' Compensation | - | - |
| \$4,373 | \$5,626 | \$9,335 | Other Personnel Costs | \$8,861 | (\$474) |
| \$96,994 | \$70,722 | \$76,862 | TOTAL PERSONNEL | \$76,862 | \$0 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| \$96,994 | \$70,722 | \$76,862 | TOTAL PERSONNEL AND OTHER EXPENSES | \$76,862 | \$0 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---------------------------------|----------------|-----------------------|
| \$96,994 | \$70,722 | \$76,862 | Water & Wastewater Revenue Fund | \$76,862 | \$0 |
| \$96,994 | \$70,722 | \$76,862 | TOTAL EXPENSES | \$76,862 | \$0 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 1.00 | 1.00 | 1.00 | Full Time Equivalent | 2.00 | 1.00 |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$1,707) | Decrease due to Extra Help less than anticipated. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | \$2,181 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$474) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$0 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$0 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|-------------------------|--------------------|
| Water & Wastewater Revenue Fund | \$0 | |
| TOTAL EXPENSES | \$0 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 1.00 | Change in staffing level due to citywide consolidation efforts. |



BOARD OF ETHICS & INDEPENDENT COMPLIANCE

Mission Statement

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

Core Functions

- Conflicts of interest
- Financial disclosure
- Ethics training

Summary of Operations

The *Board of Ethics* administers, interprets, and enforces the City's ethical standards of conduct and works to ensure honesty, openness, integrity, accountability, and trust in city government. The Board and its staff educate and advise City officials, employees, board members, prohibited sources, and citizens about conflicts of interest and gift rules. The Board investigates ethics complaints and brings enforcement actions for violations of the Ethics Code; and administers the financial disclosure program.

Divisions/Office Descriptions

The *Board of Ethics* is an independent, citizen-appointed board composed of seven city residents selected by legal, business, civic, and educational groups to serve a three-year term of office. The board renders formal advisory opinions interpreting the Code of Ethics, holds hearings on ethics complaints, determines violations of the code, and enforces the financial disclosure laws.

The *Ethics Office* is a seven-person office headed by the Ethics Officer, who reports to the Board of Ethics. The staff provides ethics training to employees and city officials, gives advice on conflicts of interest and gift rules, investigates ethics complaints, prosecutes violations of the Code of Ethics, manages the financial disclosure system, and coordinates and maintains the ethics and compliance hotline.

Goals

- Strengthen the ethics training program for elected officials, employees and citizen appointees.
- Provide timely, consistent, and understandable advice.
- Conduct timely, thorough, and fair investigations of ethics complaints.
- Educate city officials, employees, and the public about the Code of Ethics through a variety of media.
- Encourage and increase the timely and complete filing of financial disclosure statements.

Objectives

- Administer ethics training for officials and employees.
- Answer 90 percent of all requests for advice within one week and 100 percent within one month.
- Complete ethics investigations within six months in 75 percent of all cases and resolve all new cases within one year of the filing of a complaint.
- Provide updates on ethics matters through newsletters, email blasts and website.
- Reduce delinquent filers to less than five percent of all persons required to file the financial disclosure statement.

FY2019 Accomplishments

- Completed first phase of Ethics e-learning course.
- Hired Investigative Manager and Executive Assistant; retained extra help as needed.
- Provided classroom and online ethics training to 1,816 employees, board members, and vendors and contractors.
- Conducted and completed an ethics study on best practices as it relates to persons, businesses, and other entities seeking or currently doing business with the City.

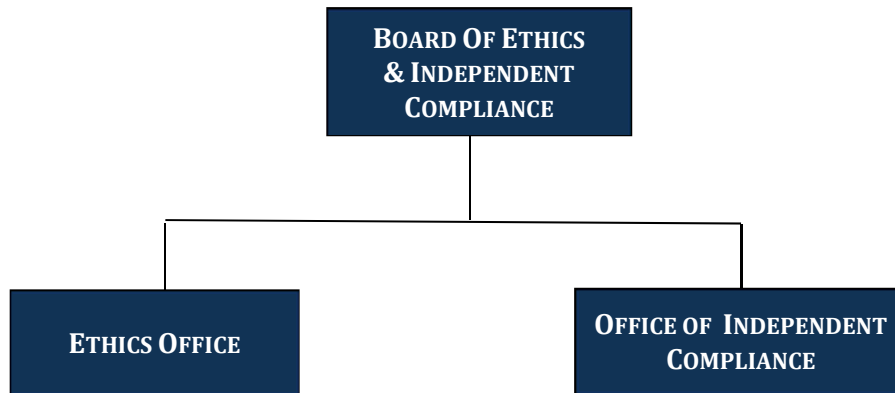
- Issued one formal and two informal advisory opinions; 154 advisory emails and verbal opinions.
- Completed seven ethics investigations; dismissed 22 non-ethics cases; opened 10 new investigations, filed four ethics complaints and collected \$1,577.48 in fines in ethics cases.
- Achieved a successful 95 percent filing rate of City Financial Disclosure Statements; collected \$2,401 in fines in financial disclosure cases.
- Awarded Transparent Diamond Award to 11 departments and 48 boards with exemplary financial disclosure filing records.

FY2020 Adopted Program Highlights

- Explore development of second phase of Ethics e-learning course.
- Increase training opportunities for city officials and employees.
- Issue or update Formal Advisory Opinions.
- Implement new e-file system.
- Update and revise existing ethics materials.
- Fill Ethics Advisor position.

ORGANIZATIONAL CHART

BOARD OF ETHICS & INDEPENDENT COMPLIANCE



PERFORMANCE METRICS

BOARD OF ETHICS & INDEPENDENT COMPLIANCE

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|--|------------------|------------------|------------------|------------------|
| <i>Government Excellence & Efficiency</i> | | | | |
| Ethics Training Provided | 3,950 | 2,634 | 1,000 | 1,000 |
| Written Advice Given | 107 | 126 | 100 | 100 |
| Advice Given Within One Week (Written & Verbal) | 100% | 100% | 95% | 95% |
| Ethics Investigations Completed | 12 | 6 | N/A | N/A |
| Ethics Advisories issued | 1 | 4 | 5 | 5 |
| Ethics Pledges Signed | 634 | 722 | 700 | 700 |
| Fines Collected | \$5,295 | \$975 | N/A | N/A |
| Financial Disclosure Timely Filers | 94% | 96% | 95% | 95% |
| Financial Disclosure Delinquent Filer Cases | 29 | 43 | N/A | N/A |





FY20 OPERATING BUDGET HIGHLIGHTS

Board of Ethics & Independent Compliance

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| \$308,690 | \$393,361 | \$705,146 | Salaries, Regular | \$1,304,677 | \$599,531 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$15,977 | \$29,994 | \$117,631 | Salaries, Extra Help | \$67,630 | (\$50,001) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | \$6,646 | - | Pen Cont Gen Emp Pen Fd | \$31,324 | \$31,324 |
| \$18,521 | \$23,089 | \$24,986 | Defined Contribution | \$18,910 | (\$6,075) |
| - | - | - | Workers' Compensation | - | - |
| \$33,281 | \$41,767 | \$53,794 | Other Personnel Costs | \$79,013 | \$25,219 |
| \$376,469 | \$494,856 | \$901,556 | TOTAL PERSONNEL | \$1,501,554 | \$599,999 |
| OTHER EXPENSES | | | | | |
| \$93,726 | \$109,574 | \$206,702 | Purchased / Contracted Services | \$404,254 | \$197,552 |
| \$36,058 | \$10,098 | \$32,080 | Supplies | \$34,530 | \$2,450 |
| - | - | \$35,000 | Capital Outlays | \$35,000 | \$0 |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | \$660 | \$2,000 | Other Costs | \$2,000 | \$0 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| \$122,020 | \$177,980 | \$0 | Other Financing Uses | \$0 | \$0 |
| \$251,804 | \$298,313 | \$275,782 | TOTAL OTHER EXPENSES | \$475,784 | \$200,002 |
| \$628,273 | \$793,169 | \$1,177,338 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,977,338 | \$800,000 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------------------|--------------------|-----------------------|
| \$477,644 | \$516,583 | \$877,864 | General Fund | \$1,477,864 | \$600,000 |
| \$76,456 | \$112,430 | \$149,738 | Airport Revenue Fund | \$249,737 | \$100,000 |
| - | - | \$0 | Building Permits Fund | - | \$0 |
| - | \$9,660 | \$0 | Solid Waste Services Revenue Fund | \$0 | \$0 |
| \$74,173 | \$154,497 | \$149,737 | Water & Wastewater Revenue Fund | \$249,737 | \$100,000 |
| \$628,273 | \$793,169 | \$1,177,338 | TOTAL EXPENSES | \$1,977,338 | \$800,000 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 5.00 | 5.00 | 7.00 | Full Time Equivalent | 9.00 | 2.00 |



FY20 OPERATING BUDGET HIGHLIGHTS
Board of Ethics & Independent Compliance
General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|--|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$216,094 | \$275,354 | \$490,649 | \$951,827 | \$461,179 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$10,971 | \$24,160 | \$110,962 | \$60,962 | (\$50,000) |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | \$4,570 | - | \$23,025 | \$23,025 |
| \$12,968 | \$16,159 | \$19,890 | \$13,797 | (\$6,093) |
| - | - | - | - | - |
| \$23,294 | \$29,237 | \$33,490 | \$55,380 | \$21,890 |
| \$263,326 | \$349,479 | \$654,991 | \$1,104,991 | \$450,000 |
| | | | <i>OTHER EXPENSES</i> | |
| \$72,704 | \$95,837 | \$165,003 | \$313,285 | \$148,282 |
| \$19,593 | \$9,795 | \$21,470 | \$23,188 | \$1,718 |
| - | - | \$35,000 | \$35,000 | - |
| - | - | - | - | - |
| - | \$462 | \$1,400 | \$1,400 | - |
| - | - | - | - | - |
| - | - | - | - | - |
| \$122,020 | \$61,010 | - | - | - |
| \$214,317 | \$167,104 | \$222,873 | \$372,873 | \$150,000 |
| \$477,644 | \$516,583 | \$877,864 | \$1,477,864 | \$600,000 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|----------------|-----------------------|
| | | | FUND | |
| \$477,644 | \$516,583 | \$877,864 | \$1,477,864 | \$600,000 |
| \$477,644 | \$516,583 | \$877,864 | \$1,477,864 | \$600,000 |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|------|------|------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 3.50 | 3.50 | 4.90 | 6.30 | 1.40 |



FY20 OPERATING BUDGET HIGHLIGHTS

Board of Ethics & Independent Compliance

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$461,179 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | (\$50,000) | Decrease to properly align the budget to support personnel services. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$23,025 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| Defined Contribution | (\$6,093) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$21,890 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| TOTAL PERSONNEL | \$450,000 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$148,282 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| Supplies | \$1,718 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| Capital Outlays | - | This line includes expenses related to the E-file system. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | This line includes Commissioner contingency expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$150,000 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$600,000 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|------------------|-------------|
| General Fund | \$600,000 | |
| TOTAL EXPENSES | \$600,000 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 1.40 | Change in staffing level due to newly created office. |



FY20 OPERATING BUDGET HIGHLIGHTS
Board of Ethics & Independent Compliance
Airport Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$46,299 | \$59,004 | \$107,248 | Salaries, Regular | \$176,425 | \$69,176 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$2,619 | \$3,000 | \$3,334 | Salaries, Extra Help | \$3,334 | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | \$1,034 | - | Pen Cont Gen Emp Pen Fd | \$4,150 | \$4,150 |
| \$2,777 | \$3,465 | \$2,548 | Defined Contribution | \$2,557 | \$9 |
| - | - | - | Workers' Compensation | - | - |
| \$4,993 | \$6,265 | \$10,152 | Other Personnel Costs | \$11,816 | \$1,664 |
| \$56,688 | \$72,768 | \$123,282 | TOTAL PERSONNEL | \$198,281 | \$74,999 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$9,690 | \$7,838 | \$20,850 | Purchased / Contracted Services | \$45,485 | \$24,635 |
| \$10,077 | (\$1,215) | \$5,305 | Supplies | \$5,671 | \$366 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | \$99 | \$300 | Other Costs | \$300 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | \$32,940 | - | Other Financing Uses | - | - |
| \$19,768 | \$39,662 | \$26,455 | TOTAL OTHER EXPENSES | \$51,456 | \$25,001 |
| \$76,456 | \$112,430 | \$149,738 | TOTAL PERSONNEL AND OTHER EXPENSES | \$249,737 | \$100,000 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|-----------------------|------------------|-----------------------|
| \$76,456 | \$112,430 | \$149,738 | Airport Revenue Fund | \$249,737 | \$100,000 |
| \$76,456 | \$112,430 | \$149,738 | TOTAL EXPENSES | \$249,737 | \$100,000 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 0.75 | 0.75 | 1.05 | Full Time Equivalent | 1.35 | 0.30 |



FY20 OPERATING BUDGET HIGHLIGHTS
Board of Ethics & Independent Compliance
Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$69,176 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$0 | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$4,150 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| Defined Contribution | \$9 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$1,664 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| TOTAL PERSONNEL | \$74,999 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$24,635 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| Supplies | \$366 | Increase due to general offices supplies and annual lunch series more than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | This line includes Commissioner contingency expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$25,001 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$100,000 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| Airport Revenue Fund | \$100,000 | |
| TOTAL EXPENSES | \$100,000 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 0.30 | Change in staffing level due to newly created office. |



FY20 OPERATING BUDGET HIGHLIGHTS
Board of Ethics & Independent Compliance
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|-------------------------|-------------------------|------------------|---|--------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$46,297 | \$59,003 | \$107,248 | Salaries, Regular | \$69,176 |
| - | - | - | Salaries, Perm Part-Time | - |
| - | - | - | Salaries, Sworn | - |
| \$2,387 | \$2,834 | \$3,334 | Salaries, Extra Help | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - |
| - | - | - | Overtime | - |
| - | - | - | Pen Cont Fire Pen Fd | - |
| - | - | - | Pen Cont Police Pen Fd | - |
| - | \$1,042 | - | Pen Cont Gen Emp Pen Fd | \$4,150 |
| \$2,777 | \$3,465 | \$2,548 | Defined Contribution | \$9 |
| - | - | - | Workers' Compensation | - |
| \$4,994 | \$6,265 | \$10,152 | Other Personnel Costs | \$1,665 |
| \$56,454 | \$72,609 | \$123,283 | TOTAL PERSONNEL | \$74,999 |
| | | | <i>OTHER EXPENSES</i> | |
| \$11,331 | \$5,900 | \$20,849 | Purchased / Contracted Services | \$24,635 |
| \$6,388 | \$1,518 | \$5,305 | Supplies | \$366 |
| - | - | - | Capital Outlays | - |
| - | - | - | Interfund / Interdepartmental Charges | - |
| - | \$99 | \$300 | Other Costs | - |
| - | - | - | Debt Service | - |
| - | - | - | Conversion / Summary | - |
| - | \$74,370 | - | Other Financing Uses | - |
| \$17,719 | \$81,887 | \$26,454 | TOTAL OTHER EXPENSES | \$25,000 |
| \$74,173 | \$154,497 | \$149,737 | TOTAL PERSONNEL AND OTHER EXPENSES | \$100,000 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|-------------------------|-------------------------|------------------|---------------------------------|--------------------|
| | | | FUND | |
| \$74,173 | \$154,497 | \$149,737 | Water & Wastewater Revenue Fund | \$100,000 |
| \$74,173 | \$154,497 | \$149,737 | TOTAL EXPENSES | \$100,000 |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|------|------|------|----------------------------------|--------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 0.75 | 0.75 | 1.05 | Full Time Equivalent | 0.30 |



FY20 OPERATING BUDGET HIGHLIGHTS
Board of Ethics & Independent Compliance
Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$69,176 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$0 | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$4,150 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| Defined Contribution | \$9 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$1,665 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| TOTAL PERSONNEL | \$74,999 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$24,635 | Increase due to the creation of the Office of Independent Compliance per Ordinance 19-O-1223. |
| Supplies | \$366 | Increase due to general office supplies and annual lunch series more than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | This line includes Commissioner contingency expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$25,000 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$100,000 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|-------------------------|--------------------|
| Water & Wastewater Revenue Fund | \$100,000 | |
| TOTAL EXPENSES | \$100,000 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 0.30 | Change in staffing level due to newly created office. |



ATLANTA CITIZEN REVIEW BOARD

Mission Statement

Our mission is to provide the citizens of Atlanta credible, fair, and independent investigations and recommendations on Atlanta police and corrections officer misconduct complaints. Our work provides opportunities for both departments to consider policy change recommendations and correct officer behavior in order to promote the highest standards of conduct. Our aim is to lessen the possibility of urban unrest and promote public confidence in the Atlanta Police and Corrections Departments.

In order to achieve our mission, the City Council has authorized the ACRB to investigate and review cases involving the allegations of abuse of authority, abusive language, appropriate action required, conduct, discrimination, discriminatory reference, failing to provide identification, false arrest, false imprisonment, harassment, retaliation, use of excessive force, serious bodily injury, death and violation of department standard operating procedures which is alleged to be the result of the actions of a sworn employee of the police department or department of corrections.

Core Functions

- To improve the overall quality of Atlanta Police and Corrections Department services.
- To provide a transparent and accountable system that allows for redress of complaints by those aggrieved by police and corrections officers.
- To conduct a program of community outreach and education.
- To prevent future incidents of police or corrections misconduct and abuses of civil rights and reduce the amount of money needed to satisfy civil judgments and settlements based upon allegations of police or corrections misconduct.

Summary of Operations

This Board serves to provide redress through investigations and mediations to citizens who have filed a misconduct complaint against Atlanta police or corrections officer. In addition, the Board is charged with providing community education related to interactions with sworn officers.

A person may file a complaint with the Board and the Board may initiate an investigation or recommend a mediation when a citizen has a grievance that falls within the ACRB's authority. The staff members conduct a full independent investigation based on the complaint and report their findings to the citizen board. The Board reviews the work performed by staff and adjudicates the complaint. The Board also makes recommendations to the Chief of Police or Corrections concerning discipline, training and policy, when it is appropriate.

ACRB Composition of Board

- Comprised of thirteen Board members, representing the diversity of the City of Atlanta, who are appointed by four Neighborhood Planning Units (NPU's), the Mayor, City Council, the President of City Council, the Gate City Bar Association, the Atlanta Bar Association, the Atlanta Business League, League of Women Voters of Atlanta, Georgia Coalition for the People's Agenda, and the Urban League of Greater Atlanta.
- Board members shall have skills and experience in areas relevant to the work of the Board.
- No member of the Board shall hold any other public office or hold employment with the City of Atlanta.

ACRB Staff

To enable the ACRB to conduct its work, the Board is authorized to hire its own Executive Director and appropriate investigative and administrative staff. The ACRB staff has many years of legal, investigative, police, and organizational management experience. Additional support to the Board is provided by the City Attorney.

Goals and Objectives

- The ACRB strives to provide an accessible grievance process for citizens who have been aggrieved by the actions of the Police and Corrections Departments.
- The ACRB will work with the Police and Corrections Departments in order to improve the quality of services provided to the citizens of the community.
- The ACRB will continue to provide policy and training recommendations to help improve the quality of services within the city.
- The ACRB strives to provide opportunities to inform and educate the citizens regarding the Board's purpose and services and regarding Fourth Amendment rights, as well as, other methods to peacefully interact with law enforcement.

FY2019 Accomplishments

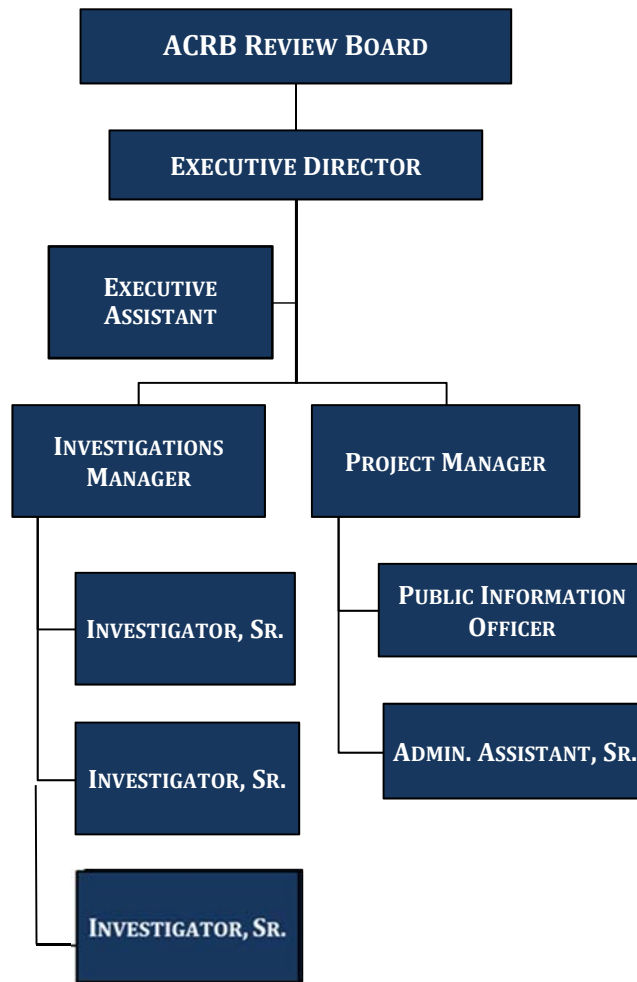
- Conducted intake on 135 complaints.
- Successfully mediated two complaints.
- Completed 47 full investigations.
- Board adjudicated 39 complaints, sustaining 31% of the complaints.
- Maintained positive working relationships with Atlanta Police and Corrections Departments.
- Conducted "Know Your Rights" trainings.
- Conducted Interactive Police Interaction Quiz Series.
- Participated in over 100 community events.
- Conducted and analyzed a citizen survey.
- Conducted Art & Essay Contest.
- Partnered with APD for Use of Force training.
- Secured five highly qualified mediators for mediation program.

FY2020 Adopted Program Highlights

- Increase APD policy reviews and recommendations.
- Continue to grow outreach and education program.
- Reduce investigation timelines.
- Increase the number of closed investigations.
- Continue to make recommendations related to APD and ACRB sustained complaints and discipline.
- Continue ACRB/APD/DOC Training Plan for Board members.
- Continue to engage in mediation outreach.
- Continue to inform the public on officer accountability actions, issues, and trends.
- Reduce percentage of disagreement rate between ACRB and APD on sustained ACRB complaints.
- Conduct and analyze annual community survey.
- Increase strategic partnerships with community entities.

ORGANIZATIONAL CHART

ATLANTA CITIZEN REVIEW BOARD



PERFORMANCE METRICS

ATLANTA CITIZEN REVIEW BOARD

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|---|------------------|------------------|------------------|------------------|
| Public Safety | | | | |
| Number of Complaints | 161 | 135 | 149 | 164 |
| Dismissals | 102 | 71 | 90 | 99 |
| Average Number of Investigative Days | 178 | 265 | 180 | 180 |
| Board Sustained Rate | 35% | 31 | 31 | N/A |
| Chief's Discipline on Sustained ACRB Complaints | 26% | 17% | 75% | 75% |
| Cases Closed | 55 | 47 | 60 | 65 |
| Community Engagement Activities | 100 | 115 | 120* | 130* |

*Focusing on more targeted events





FY20 OPERATING BUDGET HIGHLIGHTS
Atlanta Citizens Review Board
General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$456,469 | \$500,669 | \$569,762 | Salaries, Regular | \$569,762 | \$0 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$216 | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$38,817 | \$37,095 | \$34,903 | Pen Cont Gen Emp Pen Fd | \$60,538 | \$25,635 |
| \$24,574 | \$27,080 | \$22,298 | Defined Contribution | \$18,072 | (\$4,226) |
| - | \$30,331 | - | Workers' Compensation | - | - |
| \$52,021 | \$61,989 | \$74,668 | Other Personnel Costs | \$53,258 | (\$21,410) |
| \$572,096 | \$657,164 | \$701,632 | TOTAL PERSONNEL | \$701,631 | (\$1) |
| | | | <i>OTHER EXPENSES</i> | | |
| \$97,802 | \$82,876 | \$133,527 | Purchased / Contracted Services | \$133,527 | - |
| \$15,380 | \$11,844 | \$19,779 | Supplies | \$19,779 | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$6,914 | \$5,556 | \$24,982 | Other Costs | \$24,982 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | \$37,731 | \$37,731 |
| \$120,096 | \$100,276 | \$178,288 | TOTAL OTHER EXPENSES | \$216,019 | \$37,731 |
| \$692,193 | \$757,440 | \$879,920 | TOTAL PERSONNEL AND OTHER EXPENSES | \$917,649 | \$37,730 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|------------------|-----------------------|------------------|-----------------------|
| \$692,193 | \$757,440 | \$879,920 | General Fund | \$917,649 | \$37,730 |
| \$692,193 | \$757,440 | \$879,920 | TOTAL EXPENSES | \$917,649 | \$37,730 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 8.00 | 8.00 | 9.00 | Full Time Equivalent | 8.00 | (1.00) |



FY20 OPERATING BUDGET HIGHLIGHTS
Atlanta Citizens Review Board
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| PERSONNEL | | |
| Salaries, Regular | \$0 | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$25,635 | Increase due to personnel adjustments. |
| Defined Contribution | (\$4,226) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$21,410) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | (\$1) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | This line includes advertising cost, outreach initiatives, and travel for annual conference. |
| Supplies | - | This line includes supplies for outreach projects, investigation recording equipment and general office supplies. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | This line includes board member expenses, training, and stipend payments. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$37,731 | Increase due to costs associated with GMA lease payments. |
| TOTAL OTHER EXPENSES | \$37,731 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$37,730 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| General Fund | \$37,730 | |
| TOTAL EXPENSES | \$37,730 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | (1.00) | Change in staffing level due to citywide consolidation efforts. |

CITY AUDITOR'S OFFICE

Mission Statement

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in City government.

Core Functions

- Conducting audits, investigations, and independent procurement reviews to support legislative oversight and public accountability.
- Making recommendations to management that will foster improvements in effectiveness of results, efficiency of operations, risk management, compliance, and controls.
- Assisting the Audit Committee in its oversight of the City's annual financial audit and its coordination of all internal and external audit activities, as required by the City Charter.

Summary of Operations

The office provides objective information and recommendations through audit and investigative reports and independent procurement reviews. Under direction of the City's Audit Committee, the City Auditor conducts audits to assess whether City activities and programs comply with applicable laws and regulations, achieve intended outcomes and benefits, use resources economically and efficiently, and operate with adequate systems of internal control. The office conducts investigations of potential waste, fraud and abuse. The office also reviews procurement records of solicitations with an aggregate value of \$1 million or more to note areas of concern and corrective actions taken before the City Council considers legislation to approve contracts.

Audit topics are selected through a biennial risk assessment, City Council requests, and management requests. Topics may also include analyses of concerns targeted by proposed legislation and policies. Audit recommendations address safeguarding assets, streamlining processes, managing revenue, managing contracts, monitoring and reporting functions, and complying with internal and external policies and regulations.

Auditors work with management of the audited area to discuss and refine the scope of an audit. Audit teams conduct fieldwork, which generally involves interviews, identifying best practices, document review, site visits, and data analysis. The teams discuss preliminary findings with management to confirm understanding and to develop workable recommendations. Audits result in a public report with findings and recommendations. Management's response is included in the report, and auditors follow up on the implementation status of recommendations after report release.

Investigation topics stem from specific allegations regarding one or more individuals. The office receives allegations through the ethics hotline, our website, or directly. Some allegations result from audits. Investigators conduct a preliminary inquiry to determine whether there appears to be a factual basis that wrongdoing occurred. If so, the office opens an investigation and develops a plan to gather appropriate evidence. Otherwise we close the allegation or refer it to another agency. When completed investigations have substantiated administrative (non-criminal) findings we release a public report. We send an internal communication to management when the investigation has not substantiated wrongdoing but has identified a breakdown in internal control.

The Audit Committee comprises audit, finance, and management professionals appointed by the City Council, the Council President, and the Mayor. The Committee appoints and supervises the City Auditor, approves the annual audit plan and completed audit reports, oversees the City's annual financial audit, and undertakes other activities as resources allow and as consistent with its authority under the City Charter. This structure ensures organizational independence because the office is organizationally outside the reporting line of those responsible for areas subject to audit.

The City Auditor's Office staff has skills, education, and experience in business and public

administration, public policy analysis, research methods, management, accounting, social sciences, law, and information technology. Staff members hold professional certifications in internal auditing, government auditing, construction auditing, information systems auditing, public accounting, and fraud examination. The office procures professional services as necessary to perform audits that require specialized expertise.

FY2019 Accomplishments

- **Audit Reports**
 - Affordable Housing
 - Renew Atlanta Fire Station Renovations
 - Water Quality Testing
 - Atlanta Police Department Body-Worn Cameras
 - Renew Atlanta and TSPLOST Review of Expenditures
 - Citywide Overtime
 - Procurement Review of Expired Contracts and Cooperative Agreements
 - EMS Controls over Inventory of Medical Supplies
 - Super Bowl LIII Emergency Preparedness and Cost
 - Fire Hydrant Inspections and Maintenance
 - Renew Atlanta Construction Audit for Martin Luther King Jr. Recreation and Aquatic Center
 - Actuarial Audit of Firefighter, Police and General Employee Pension funds
- We worked with the Office of the Chief Operating Officer to follow up on the status of 142 open audit recommendations. Implementing recommendations helped the city to better target underserved communities, strengthen controls over the stewardship of assets, and streamline and standardize workorder management.
- **Investigations**
Through mid-April 2019, we:
 - Completed one administrative investigative report and two internal closeout memoranda to management addressing internal control weaknesses
 - Opened four cases for investigation
 - Compiled and reviewed 10 allegations

- Conducted fraud awareness training internally for the department, at a citywide lunch and learn, and monthly at new employee orientation

- **Independent Procurement Review**

Pursuant to Section 2-603(5) of the City Charter, our office implemented the independent procurement review function mid-fiscal year. We developed detailed procedures and testing methods and worked with the chief procurement officer and the law department to ensure that our planned methods were transparent and consistent with our legislative requirements. We completed a pilot review of ten Hartsfield-Jackson Atlanta International Airport Retail 2018 concessions packages at the request of the chief procurement officer and used those solicitations to test our procedures for the function. We have begun reviewing solicitations pursuant to the new charter directive and continue to work closely with Procurement to refine our processes.

Audit Quality

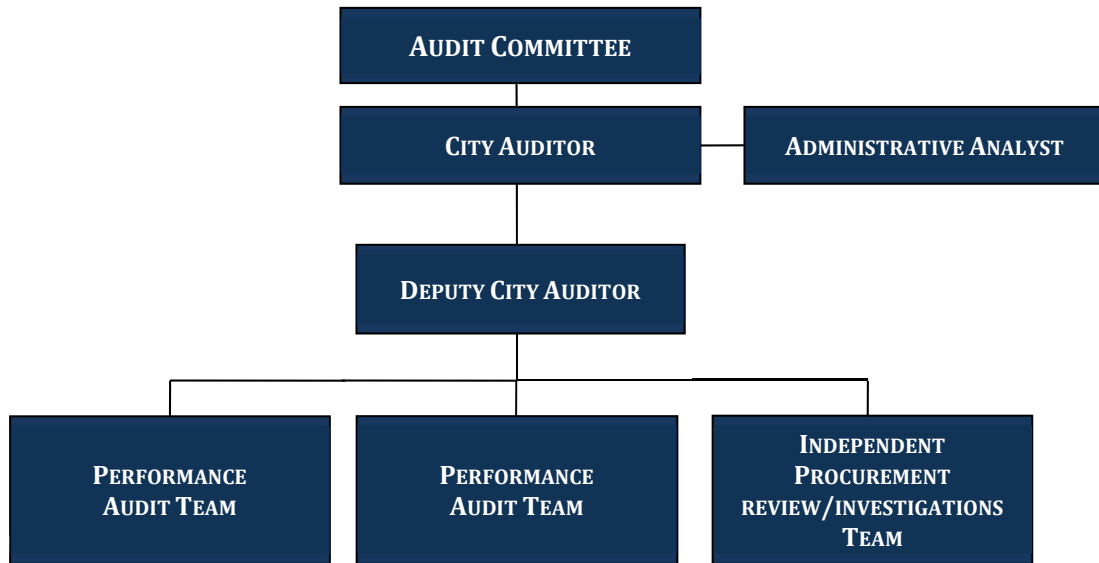
- The City Charter requires that we follow Government Auditing Standards to ensure the quality of our work and to ensure that we conduct our work and report results objectively.
- The City Charter and Standards also require us to undergo an external quality assurance review every three years to ensure that we are following standards. The office successfully completed its fifth review in November 2018.

FY2020 Adopted Program Highlights

- Upcoming audits include:
 - Live Nation Lease Agreement
 - Code Enforcement
 - WorkSource Atlanta
 - Office of Aviation Security and Maintenance
 - Atlanta Police Department Fleet Maintenance
 - Renew Atlanta Northside Drive Pedestrian Bridge
 - Hiring Process
- Continue working with the City Council and executive leadership to facilitate open audit recommendations.

ORGANIZATIONAL CHART

AUDITOR'S OFFICE



PERFORMANCE METRICS

AUDITOR'S OFFICE

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|--|------------------|------------------|------------------|------------------|
| <i>Fiscal Accountability & Governmental Efficiency</i> | | | | |
| Number of audit reports released | 6 | 7 | 10 | 10 |
| Average staff hours per audit | 1,608 | 2,602 | 1,650 | 1,650 |
| Recommendation agreement rate | 83% | 97% | 95% | 95% |
| Recommendations closed | 37 | 77 | 75 | 75 |
| Percent of closed recommendations implemented | 59% | 78% | | |
| Allegations reviewed | 35 | 18 | | |
| Investigative cases opened | 7 | 5 | | |
| Investigative cases closed | 3 | 2 | | |
| Investigative reports released | 2 | 2 | | |
| Percent of professional staff with advanced degrees or certification | 67% | 79% | 88% | 88% |





FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Audit

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| \$1,277,938 | \$1,337,679 | \$1,488,163 | Salaries, Regular | \$1,726,456 | \$238,293 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$1,782 | (\$1,782) | \$0 | Salaries, Extra Help | \$0 | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$17,780 | \$16,349 | \$14,503 | Pen Cont Gen Emp Pen Fd | \$35,652 | \$21,150 |
| \$73,302 | \$76,340 | \$69,452 | Defined Contribution | \$85,678 | \$16,226 |
| - | - | - | Workers' Compensation | - | - |
| \$115,731 | \$105,119 | \$170,495 | Other Personnel Costs | \$226,982 | \$56,488 |
| \$1,486,533 | \$1,533,705 | \$1,742,613 | TOTAL PERSONNEL | \$2,074,768 | \$332,156 |
| OTHER EXPENSES | | | | | |
| \$1,154,580 | \$2,009,809 | \$2,541,584 | Purchased / Contracted Services | \$2,205,900 | (\$335,684) |
| \$13,372 | \$19,834 | \$24,500 | Supplies | \$36,274 | \$11,774 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$2,683 | \$2,184 | \$4,400 | Other Costs | \$4,198 | (\$202) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$1,170,635 | \$2,031,827 | \$2,570,484 | TOTAL OTHER EXPENSES | \$2,246,372 | (\$324,112) |
| \$2,657,168 | \$3,565,532 | \$4,313,097 | TOTAL PERSONNEL AND OTHER EXPENSES | \$4,321,140 | \$8,044 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---------------------------------|--------------------|-----------------------|
| \$1,290,534 | \$1,656,629 | \$1,976,552 | General Fund | \$2,016,044 | \$39,492 |
| \$617,504 | \$896,935 | \$1,234,111 | Airport Revenue Fund | \$1,154,596 | (\$79,515) |
| \$749,130 | \$1,011,968 | \$1,102,434 | Water & Wastewater Revenue Fund | \$1,150,501 | \$48,067 |
| \$2,657,168 | \$3,565,532 | \$4,313,097 | TOTAL EXPENSES | \$4,321,140 | \$8,044 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 16.00 | 15.81 | 16.36 | Full Time Equivalent | 21.00 | 4.64 |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|--|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| \$792,329 | \$775,439 | \$911,350 | \$1,091,743 | \$180,393 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$1,325 | (\$1,325) | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| \$10,709 | \$9,451 | \$8,577 | \$9,577 | \$1,000 |
| \$45,448 | \$44,216 | \$47,945 | \$51,389 | \$3,444 |
| - | - | - | - | - |
| \$71,768 | \$61,944 | \$90,815 | \$86,372 | (\$4,443) |
| \$921,578 | \$889,725 | \$1,058,687 | \$1,239,080 | \$180,393 |
| | | | <i>OTHER EXPENSES</i> | |
| \$358,374 | \$751,950 | \$901,549 | \$760,133 | (\$141,416) |
| \$8,955 | \$13,628 | \$13,516 | \$14,030 | \$514 |
| - | - | - | - | - |
| - | - | - | - | - |
| \$1,627 | \$1,326 | \$2,800 | \$2,800 | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| \$368,955 | \$766,904 | \$917,865 | \$776,963 | (\$140,902) |
| \$1,290,534 | \$1,656,629 | \$1,976,552 | \$2,016,044 | \$39,492 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|--------------------|-----------------------|
| | | | FUND | |
| \$1,290,534 | \$1,656,629 | \$1,976,552 | \$2,016,044 | \$39,492 |
| \$1,290,534 | \$1,656,629 | \$1,976,552 | \$2,016,044 | \$39,492 |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|------|------|------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| 9.92 | 9.35 | 9.90 | 12.60 | 2.70 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Audit General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$180,393 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$1,000 | Increase due to personnel adjustments. |
| Defined Contribution | \$3,444 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | (\$4,443) | Decrease due to personnel adjustments. |
| TOTAL PERSONNEL | \$180,393 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$141,416) | Decrease to properly align the budget to support the timing of contracted audit payments. This line includes financial and contracted special audits. |
| Supplies | \$514 | Increase due to furniture, computers, and software purchases more than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | This line includes audit committee meeting expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$140,902) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$39,492 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|------------------|-------------|
| General Fund | \$39,492 | |
| TOTAL EXPENSES | \$39,492 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 2.70 | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Audit Airport Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$242,805 | \$273,716 | \$290,646 | Salaries, Regular | \$319,596 | \$28,950 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$229 | (\$229) | - | Salaries, Extra Help | \$0 | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$3,550 | \$3,435 | \$2,963 | Pen Cont Gen Emp Pen Fd | \$22,749 | \$19,787 |
| \$13,927 | \$15,655 | \$10,126 | Defined Contribution | \$16,877 | \$6,750 |
| - | - | - | Workers' Compensation | - | - |
| \$21,982 | \$21,451 | \$38,124 | Other Personnel Costs | \$60,158 | \$22,035 |
| \$282,492 | \$314,028 | \$341,859 | TOTAL PERSONNEL | \$419,380 | \$77,521 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$332,782 | \$579,799 | \$885,960 | Purchased / Contracted Services | \$722,883 | (\$163,077) |
| \$1,702 | \$2,679 | \$5,492 | Supplies | \$11,734 | \$6,242 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$528 | \$429 | \$800 | Other Costs | \$598 | (\$202) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$335,012 | \$582,907 | \$892,252 | TOTAL OTHER EXPENSES | \$735,215 | (\$157,037) |
| \$617,504 | \$896,935 | \$1,234,111 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,154,596 | (\$79,515) |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------|--------------------|-----------------------|
| \$617,504 | \$896,935 | \$1,234,111 | Airport Revenue Fund | \$1,154,596 | (\$79,515) |
| \$617,504 | \$896,935 | \$1,234,111 | TOTAL EXPENSES | \$1,154,596 | (\$79,515) |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 3.04 | 3.23 | 3.04 | Full Time Equivalent | 4.20 | 1.16 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Audit Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$28,950 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$0 | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$19,787 | Increase due to personnel adjustments. |
| Defined Contribution | \$6,750 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$22,035 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$77,521 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$163,077) | Decrease to properly align the budget to support the timing of contracted audit payments. This line includes financial and contracted special audits. |
| Supplies | \$6,242 | Increase due to furniture, computers, and software purchases more than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | (\$202) | Decrease due to audit committee meeting expenses less than anticipated. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$157,037) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | (\$79,515) | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------|-------------|
| Airport Revenue Fund | (\$79,515) | |
| TOTAL EXPENSES | (\$79,515) | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 1.16 | Change in staffing level due to citywide consolidation efforts. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|----------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| \$242,805 | \$288,525 | \$286,167 | Salaries, Regular | \$315,117 | \$28,950 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| \$229 | (\$229) | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$3,521 | \$3,463 | \$2,963 | Pen Cont Gen Emp Pen Fd | \$3,326 | \$363 |
| \$13,927 | \$16,469 | \$11,381 | Defined Contribution | \$17,413 | \$6,032 |
| - | - | - | Workers' Compensation | - | - |
| \$21,981 | \$21,724 | \$41,556 | Other Personnel Costs | \$80,452 | \$38,896 |
| \$282,463 | \$329,953 | \$342,067 | TOTAL PERSONNEL | \$416,308 | \$74,241 |
| | | | <i>OTHER EXPENSES</i> | | |
| \$463,424 | \$678,059 | \$754,075 | Purchased / Contracted Services | \$722,883 | (\$31,192) |
| \$2,715 | \$3,527 | \$5,492 | Supplies | \$10,510 | \$5,018 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| \$528 | \$429 | \$800 | Other Costs | \$800 | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$466,668 | \$682,015 | \$760,367 | TOTAL OTHER EXPENSES | \$734,193 | (\$26,174) |
| \$749,130 | \$1,011,968 | \$1,102,434 | TOTAL PERSONNEL AND OTHER EXPENSES | \$1,150,501 | \$48,067 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---------------------------------|----------------|-----------------------|
| \$749,130 | \$1,011,968 | \$1,102,434 | Water & Wastewater Revenue Fund | \$1,150,501 | \$48,067 |
| \$749,130 | \$1,011,968 | \$1,102,434 | TOTAL EXPENSES | \$1,150,501 | \$48,067 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| 3.04 | 3.23 | 3.42 | Full Time Equivalent | 4.20 | 0.78 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Audit Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$28,950 | Increase due to salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$363 | Increase due to personnel adjustments. |
| Defined Contribution | \$6,032 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$38,896 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$74,241 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | (\$31,192) | Decrease to properly align the budget to support the timing of contracted audit payments. This line includes financial and contracted special audits. |
| Supplies | \$5,018 | Increase due to furniture, computers, and software purchases more than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | This line includes audit committee meeting expenses. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | (\$26,174) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$48,067 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|------------------|-------------|
| Water & Wastewater Revenue Fund | \$48,067 | |
| TOTAL EXPENSES | \$48,067 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 0.78 | Change in staffing level due to citywide consolidation efforts. |



PUBLIC DEFENDER

Mission Statement

The mission of the Public Defender's Office is to provide a zealous and holistic legal defense to persons charged with offenses before the Atlanta Municipal Court. Legal representation includes effective defense strategies, and holistic attention to restorative measures that can reduce contacts with the criminal justice system and improve the quality of life for the client.

Vision Statement

Central to the mission of the Public Defender's Office is the core belief in the constitutional guarantees of due process and equal protection under the law. Defending the client in court is paramount. Central to the vision is that traditional notions of public defense are redefined by the holistic business model. Basic needs of the accused offender become part of the case, and outcomes include linkage to housing, health care, education and employment. Consequently, the client's involvement with the criminal justice system is minimized, the quality of life for the client and the community where the client lives improves, and public safety in the community is elevated.

Summary of Operations

The Office of the Public Defender provides criminal defense services to indigent defendants who are accused of violating Atlanta city ordinances, and misdemeanor traffic laws. Public Defenders provide counsel at all phases of litigation, from point of arrest, through trial, and include appellate representation in the higher courts of Georgia. The office is also dedicated to therapeutic justice; addressing underlying reasons for unlawful conduct such as mental illness and substance dependency. Attorneys and client advocates in the department seek out treatment services for clients in need. Clients are linked to mental health facilities, drug rehabilitation centers, state and federal assistance with basic needs such as

housing, food, education and jobs. The office also partners with Atlanta Public Schools, Purpose Built Schools, Virginia Highland Church, First Presbyterian Church of Atlanta, @Promise Center, City of Refuge, AWDA, and various training agencies and outreach centers; investing in the future of Atlanta's youth and men and women working to restore their lives.

FY2019 Accomplishments

- **Legislation 18-0-1045**
The department was provided the authorization to expand Public Defender policy and operations consistent with client-centered holistic representation, to include the implementation of provisions for legal services for clients.
- **Virginia Highland Church Donation**
Through a collaborative partnership with Virginia Highland Church, the Office of the Public Defender was the recipient of a \$120,000 donation by the church's outreach initiative, *The River*. The donation will provide holistic defense support to indigent clients, including the identification of health care, employment, education, housing, and other social service needs.
- **National Public Defense Conference**
The department was selected to train public defenders at the National Legal Aid and Defender Conference in Indianapolis, Indiana, the largest convening of public defenders in the nation. Training included how to ensure meaningful access to counsel in the nation's busiest courts.
- **John D. and Catherine T. MacArthur Grant**
The MacArthur Foundation selected the department to become part of the Safety & Justice Challenge Network, an initiative that funds innovative programs that seek to

improve the criminal justice system. The grant will fund technical assistance and the acquisition of a case management system.

- **H.E.L.P. - Homeless Experiencing Legal Protection**
In partnership with Continuum of Care/Partners for Home, the department has developed an outreach program for homeless people in need of civil legal aid. Pro bono attorneys have been recruited to meet with clients at local shelters and provide legal assistance that can remove barriers to housing opportunities and other needs.
- **Pre-Arrest Diversion Initiative**
The department is a member of the City of Atlanta and Fulton County Design Team that has developed a program that will provide options for social services instead of arrest.
- **Municipal Court Public Defender Network**
Atlanta's Public Defender Office has been nationally recognized as a leader among municipal court defense systems. With the support of the National Legal Aid and Defender Association, this department has coordinated defenders from across the country to collaborate and work toward enhancing access to counsel in municipal court systems and collaborating about best practices throughout the nation.
- **Driver's License Restoration Program**
Reinstating the privilege to drive in Georgia can be a difficult matter to navigate. Identifying the reasons why a license may have been suspended and understanding what has to be accomplished to become eligible for license restoration can be confusing, and present barriers to lawful driving. The department implemented an assistance program this fiscal year that provides guidance and technical assistance in restoring the privilege to drive.
- **Know Your Rights-Community Outreach**
The department engaged with communities this year to provide "Know Your Rights" education to Atlanta's citizens that foster an understanding of the criminal justice system and support positive interaction and law enforcement engagement.

- **Public Service Career Development**
The Office of the Public Defender has a robust externship program designed to cultivate interest in public service careers. Students from local and out of state law schools, social work schools and criminal justice schools compete for volunteer and school credit opportunities to work with the office, learning about public defense and social justice.
- **Record Restriction/Pardon Program**
Individuals with a criminal history typically find difficulty acquiring stable employment, securing housing, receiving loans, and/or obtaining educational opportunities. The choice to live a lawful life and participate as a valued member of society can be significantly frustrated because of past mistakes. This program provides assistance with submitting applications for record restrictions.
- **Homeless Connections**
The department has continued its partnership with the Continuum of Care/Partners for Home in FY19. The Public Defender identifies everyone in jail who is homeless on a daily basis and links them to housing and social services.
- **City of Refuge**
The department maintains a satellite office at the City of Refuge in Vine City where clients can meet with counsel and receive services. Women who are currently receiving recovery care from the City of Refuge are also provided with referral assistance to various agencies that can support collateral needs.

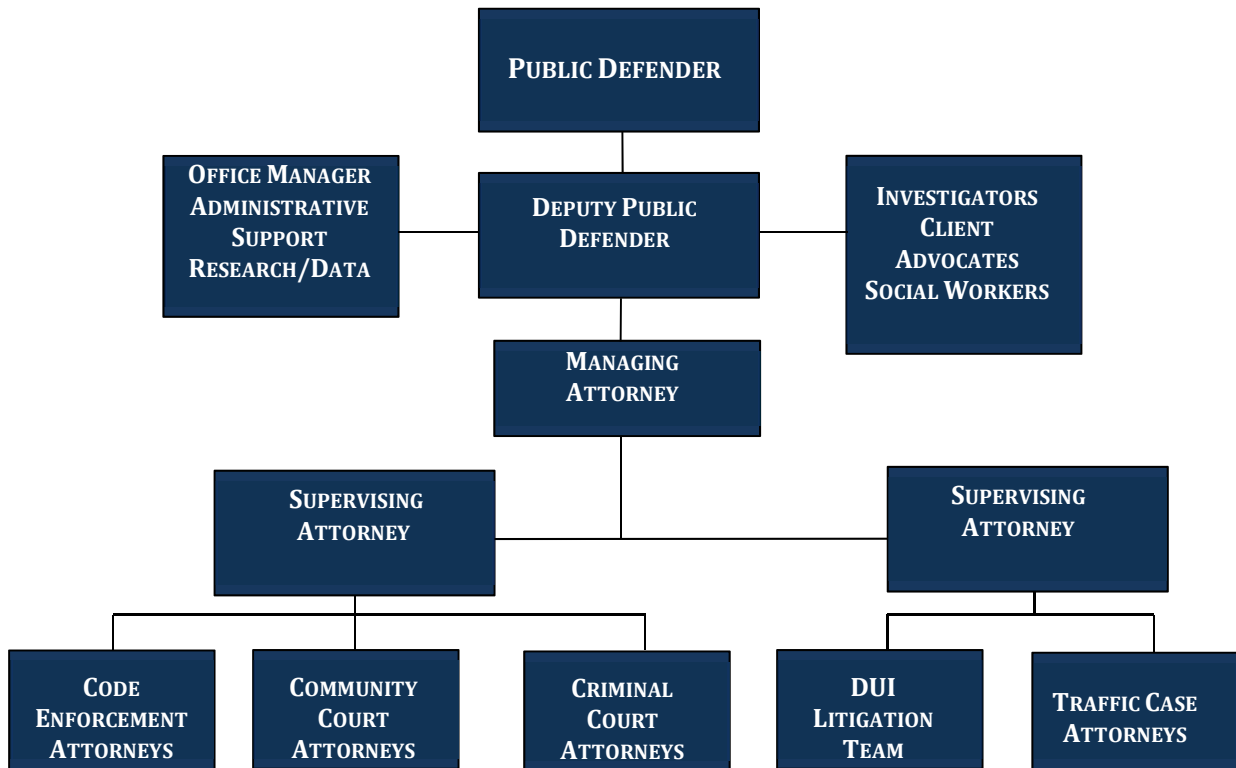
FY2020 Adopted Program Highlights

- **Expanded Outreach Initiatives**
Through partnerships with Virginia Highland Church, First Presbyterian Church of Atlanta, @Promise Center, City of Refuge, AWDA, training agencies and outreach centers, the Office of the Public Defender will increase its ability to provide client-centered holistic representation and social service referrals.

- **Pre-Arrest Diversion**
The department will support the Atlanta/Fulton County initiative by providing legal assistance and outcome tracking to program participants and leading a legal clinic to support PAD participants.
- **Case Management Initiative**
The department continues to receive assistance from the MacArthur Foundation and Urban Institute for the development of a case management system that will track clients and outcomes and program effectiveness.
- **Employment Referral Advocacy**
The department will continue its partnership with private employers and non-profit job readiness and career development training agencies to support clients seeking employment. Service support will include assistance with criminal record restriction applications that can remove barriers to employment.
- **Homeless Solutions**
The Public Defender's Office will continue to seek services for homeless clients, linking them to safe housing, and to services designed to sustain healthy living.
- **AmeriCorps NLADA Vista**
The City of Atlanta Office of the Public Defender has been selected as one of the founding host sites for *Defending Communities in Service - A New AmeriCorps VISTA program*. The National Legal Aid & Defender Association (NLADA) has partnered with the Corporation for National and Community Service (CNCS) to create an innovative pilot program that will train AmeriCorps VISTA members in best practices in Community-Oriented Defense and place them in public defense agencies to put these principles into practice and establish systems for ongoing sustainability.
- **Client Case Management System**
The office launched the use of DefenderData® as its client case management system with the support of a grant from the MacArthur Foundation Safety and Justice Challenge Innovation Fund together with the assistance of the Urban Institute. The case management system will allow the office to maintain client case information, manage caseload obligations, check for conflicts, screen for collateral consequences and track client centered holistic outcomes.
- **Immigration Defense Unit**
In partnership with the Mayor's Office of Immigrant Affairs and the Vera Institute of Justice SAFE Cities Network, the Office of the Public Defender will launch an Immigration Defense Unit within the office that will house immigration attorney(s) that will provide access to counsel to immigrants that are in Immigration removal proceedings in the Atlanta Immigration Court. Most immigrants go unrepresented in immigration court, often despite being eligible for forms of relief from deportation but unable to fairly present their individual circumstances due to lack of representation. Removal is a dire consequence- leading to prolonged detention, separation from one's family, loss of employment, and potential violence or death on return to the country of origin.
- **Mental Health**
Connections to mental health care will continue to be a priority for the department, including grant seeking and legislative advocacy.

ORGANIZATIONAL CHART

PUBLIC DEFENDER



PERFORMANCE METRICS

PUBLIC DEFENDER

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|--|------------------|------------------|------------------|------------------|
| <i>Public Safety</i> | | | | |
| Total # of cases assigned to Public Defender | 34,831 | 36,281 | 25,519 | 30,000 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Public Defender

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| \$2,481,124 | \$2,276,944 | \$2,896,695 | Salaries, Regular | \$2,896,694 | \$0 |
| \$21,752 | \$28,166 | \$9,905 | Salaries, Perm Part-Time | \$9,905 | \$0 |
| - | - | - | Salaries, Sworn | - | - |
| \$3,329 | \$89,919 | \$3,922 | Salaries, Extra Help | \$3,922 | \$0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$449 | \$263 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$213,448 | \$178,200 | \$171,138 | Pen Cont Gen Emp Pen Fd | \$151,016 | (\$20,122) |
| \$121,254 | \$115,836 | \$94,962 | Defined Contribution | \$78,766 | (\$16,196) |
| \$6,902 | \$11,180 | - | Workers' Compensation | - | - |
| \$303,611 | \$277,472 | \$361,666 | Other Personnel Costs | \$397,986 | \$36,319 |
| \$3,151,869 | \$2,977,980 | \$3,538,287 | TOTAL PERSONNEL | \$3,538,289 | \$1 |
| OTHER EXPENSES | | | | | |
| \$328,042 | \$341,844 | \$298,049 | Purchased / Contracted Services | \$298,049 | \$0 |
| \$101,198 | \$72,807 | \$61,487 | Supplies | \$61,487 | \$0 |
| - | - | - | Capital Outlays | - | - |
| \$41,512 | \$1,565 | \$357 | Interfund / Interdepartmental Charges | \$357 | \$0 |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | \$0 | Other Financing Uses | \$0 | \$0 |
| \$470,752 | \$416,216 | \$359,892 | TOTAL OTHER EXPENSES | \$359,892 | \$0 |
| \$3,622,621 | \$3,394,196 | \$3,898,180 | TOTAL PERSONNEL AND OTHER EXPENSES | \$3,898,181 | \$1 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---------------------------------|--------------------|-----------------------|
| \$3,622,621 | \$3,394,196 | \$3,898,180 | General Fund | \$3,898,181 | \$1 |
| - | - | - | Water & Wastewater Revenue Fund | \$0 | \$0 |
| \$3,622,621 | \$3,394,196 | \$3,898,180 | TOTAL EXPENSES | \$3,898,181 | \$1 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 40.00 | 39.00 | 56.00 | Full Time Equivalent | 36.00 | (20.00) |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Public Defender General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|---|--------------------|-----------------------|
| <i>PERSONNEL</i> | | | | | |
| \$2,481,124 | \$2,276,944 | \$2,896,695 | Salaries, Regular | \$2,896,694 | \$0 |
| \$21,752 | \$28,166 | \$9,905 | Salaries, Perm Part-Time | \$9,905 | \$0 |
| - | - | - | Salaries, Sworn | - | - |
| \$3,329 | \$89,919 | \$3,922 | Salaries, Extra Help | \$3,922 | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| \$449 | \$263 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| \$213,448 | \$178,200 | \$171,138 | Pen Cont Gen Emp Pen Fd | \$151,016 | (\$20,122) |
| \$121,254 | \$115,836 | \$94,962 | Defined Contribution | \$78,766 | (\$16,196) |
| \$6,902 | \$11,180 | - | Workers' Compensation | - | - |
| \$303,611 | \$277,472 | \$361,666 | Other Personnel Costs | \$397,986 | \$36,319 |
| \$3,151,869 | \$2,977,980 | \$3,538,287 | TOTAL PERSONNEL | \$3,538,289 | \$1 |
| <i>OTHER EXPENSES</i> | | | | | |
| \$328,042 | \$341,844 | \$298,049 | Purchased / Contracted Services | \$298,049 | - |
| \$101,198 | \$72,807 | \$61,487 | Supplies | \$61,487 | - |
| - | - | - | Capital Outlays | - | - |
| \$41,512 | \$1,565 | \$357 | Interfund / Interdepartmental Charges | \$357 | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| \$470,752 | \$416,216 | \$359,892 | TOTAL OTHER EXPENSES | \$359,892 | - |
| \$3,622,621 | \$3,394,196 | \$3,898,180 | TOTAL PERSONNEL AND OTHER EXPENSES | \$3,898,181 | \$1 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|--------------------|-----------------------|--------------------|-----------------------|
| \$3,622,621 | \$3,394,196 | \$3,898,180 | General Fund | \$3,898,181 | \$1 |
| \$3,622,621 | \$3,394,196 | \$3,898,180 | TOTAL EXPENSES | \$3,898,181 | \$1 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------|-------|-------|---------------------------|-------|-----------------------|
| 40.00 | 39.00 | 56.00 | Full Time Equivalent | 36.00 | (20.00) |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Public Defender
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$0 | |
| Salaries, Perm Part-Time | \$0 | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | (\$20,122) | Decrease due to pension rate adjustment. |
| Defined Contribution | (\$16,196) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$36,319 | Increase due to personnel adjustments. |
| TOTAL PERSONNEL | \$1 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | - | This line includes contracted services for attorneys, data entry vendors, and building lease agreements. |
| Supplies | - | This line includes general office supplies. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| General Fund | \$1 | |
| TOTAL EXPENSES | \$1 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | (20.00) | Change in staffing level due to citywide consolidation efforts. |



ENTERPRISE ASSETS MANAGEMENT

Mission Statement

The mission of the Department of Enterprise Assets Management is to:

- Provide strategic oversight, direction, construction, and management of the City of Atlanta's real estate asset holdings, facilities and enterprise assets.
- Provide safe, clean, well maintained and sustainable facilities.
- Provide efficient management of leases, property acquisitions and enterprise assets.
- Maximize revenue and utilization of Enterprise Assets.

Vision Statement

To create efficient and sustainable world-class facilities that engage and provide an optimized experience for our constituents, employees, and guest.

Summary of Operations

The Department of Enterprise Assets Management is comprised of three major divisions: These divisions are Real Estate, Capital Projects, and Building Operations. All three divisions work together to maintain our infrastructure inventory, which is currently at 126 facilities, averages 46 years of age, and is approximately 4.2 million sq. ft.

Divisions/Offices Descriptions

The *Real Estate* Division maintains the City's inventory of owned and leased properties, excluding Department of Aviation; acquires and disposes of real property; leases and manages City owned property for revenue and/or department operations. The Real Estate division is led by John Lavelle.

The *Building Operations* Division maintains direct responsibility for many of the General Fund facilities; provides indirect maintenance assistance to Public Works, Parks/Recreation and Watershed facilities.

The Building Operations division is led by Chonte Martin.

The *Capital Projects* Division provides in-house architecture, engineering and construction services (A/E); manages contracting for A/E and construction services; performs and tracks Americans with Disabilities Act (ADA) improvements. The Technical Services division is led by Chris Davis.

FY2019 Accomplishments

Administration

- Installed new Audio Visual (AV) equipment in Old Council Chambers.
- Completed the assemblage of pre-qualified appraisers and acquisition companies through DOP.

Real Estate

Acquisitions

- Closed on 2.4 acres for AFR's new Fire Station (FS) #31 - \$375,000.
- Completed work on six parcels for Rodney Cook, Sr. Park: two closings; four to condemnation.
- Will finish acquisition of 34 parcels on the Martin Luther King (MLK) Corridor Project.
- Acquired two sewer easements for AFR's new Fire Station #36.
- Identified design flaw in project that reduced the number of properties to be acquired from 30 to 9.

Disposition

- Completed nine easements on behalf of Georgia Power.
- Abandoned and conveyed the property rights in two former rights of way.
- Sold 2 "slivers" of property to the abutting owners.

Leasing

- Wrote eight telecom lease renewals for \$259,200 annually; an increase of almost \$100,000 annually.

Property Management

- Issued a Request for Proposal (RFP) and contracted with a professional management company to manage Clear Creek Center.

Building Operations

- Modernization of all facility elevators.
- Chiller replacement at City Hall, Georgia Hill and 818 Pollard neighborhood centers.
- Remediation of Municipal Court first floor for flooding.
- Remediation of City Hall Tower for air quality issues, including fan coils, air filters, and sanitizing carpet.

Capital Projects

Construction completion

- Remediation of Municipal Court first floor for flooding.
- DCP Housing Department.
- DCP Commissioner Suite.
- 2 City Plaza DWM Commissioner Suite.
- Fire Station 3 (Phipps Plaza).
- Outside Air (Supply Air, East & West sides of CHS).
- Municipal Court common areas, including restrooms.
- Forsyth Street Parking Lot (Corrections).
- Municipal Court Security Office.
- Jefferson Place – Partner w/ Invest Atlanta renovations.
- City Plaza Stairs rebuilt.
- City Hall Tower 6th and 7th floor renovation.
- Committee Room 1 HVAC Control upgrades.
- City Council Chambers millwork upgrades.
- HVAC Design and upgrades for Channel 26.
- PS Annex parking lot.
- Energy Savings Performance Contract (ESPC) program.
- ATL Stat room renovation.
- Georgia Hill Daycare buildout.
- Equity Office buildout.
- Super Bowl LIII PSHQ power supply upgrade.
- Solar panel project.
- Detention Center roof replacement.
- City Hall Annex roof stucco repair.
- Supported Renew Atlanta on several projects:
 - Fire Stations: 1, 23, 25, 4, 16, 5, 9, 11, 38, 10, 26 & 27.
 - Grant Park pool and bathhouse renovations.
 - Rosel Fann interior renovations.
 - Chastain Art Center ADA and exterior improvement.

Design completion

- APD Zone 3 New Police Precinct.

- Fire Stations: 36, 22 & 31.
- Site Development.
- E911.
- 72 Marietta 2nd & 9th floors.
- DEAM Administration office.
- APD Commissioner Suite.
- City Hall 14th and 15th floors.

FY2020 Adopted Program Highlights

Administration

- Parking Strategy for the City of Atlanta employees.

Real Estate

- Consolidation of all real estate services for the City, including any necessary code changes.

Building Operations

City Hall

- Data Center HVAC Replacement.
- Generator Upgraded.
- Replace main switchgear.

Municipal Court

- Power-grid – Connect to network power.
- Repair Chiller 1 & 2.
- Waterproofing outside windows.

Public Safety Headquarters

- Domestic water pump repair.

PS Annex

- Replace Generator.

Neighborhood Centers

- Replace HVAC Impeller pump & motor.
- Roof repairs & replacements.

Capital Projects

Construction completion

- Police precinct Zone 3.
- City Hall Tower 14th and 15th floor renovation.
- Zoning Phase 2.
- Park ADA upgrades.
- Fire Stations: 22 & 36.
- 160 Trinity Avenue.
- DPR, Public Defenders & Cultural Affairs buildout & relocation.
- 185 Spring Street (Employee Assistance Program (EAP), APD Operations, AFRD Operations, DOC Operations, Human Services, Continuum of Care, and DWM).
- Demolish 175 Spring Street & create parking.
- Warehouse storage facility design and build at Claire Drive.
- DOP suite buildout.
- DOF: Office of Revenue buildout.

Design completion

- Public Safety Training Academy.
- Mayor's Annex suite renovation.

Safety & Security

City Hall

- Rekeying building.
- Loading dock and garage security upgrade.
- Relocate S2 system from Municipal Court to City Hall.

Public Safety Headquarters

- Security upgrade on camera and access control system.

Neighborhood Centers

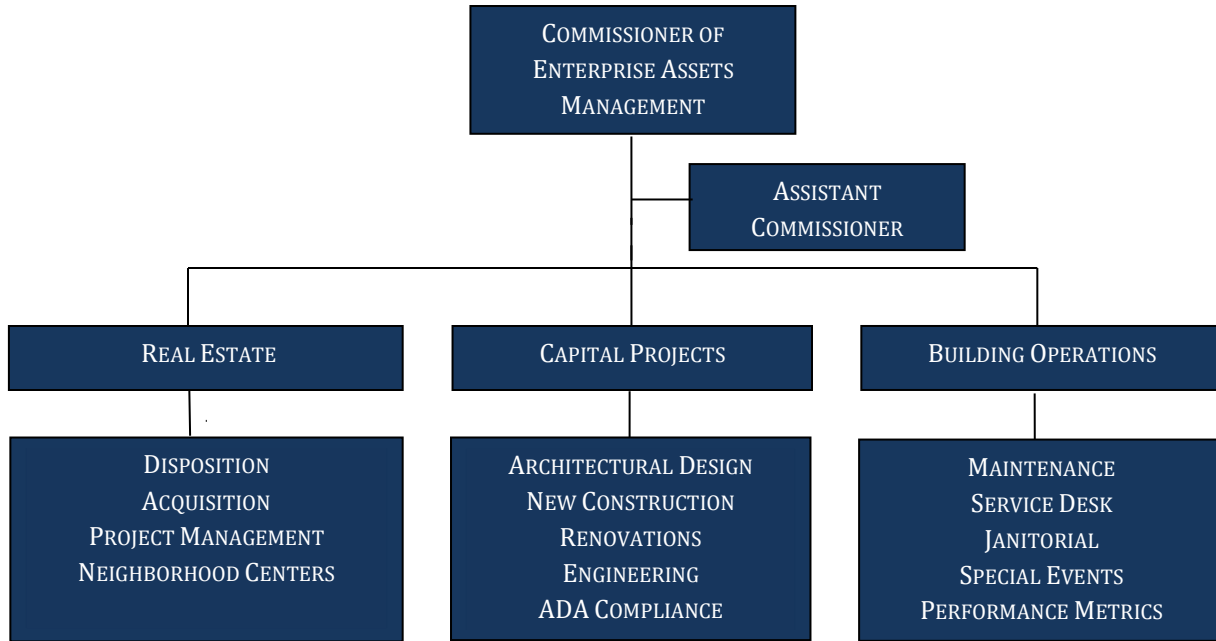
- Replace x-ray machines.
- Security upgrade on camera and access control system.

Public Safety Annex

- Security upgrade on camera and access control system.

ORGANIZATIONAL CHART

ENTERPRISE ASSETS MANAGEMENT



PERFORMANCE METRICS

ENTERPRISE ASSETS MANAGEMENT

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|---|------------------|------------------|------------------|------------------|
| <i>An Ethical, Transparent and Fiscally Responsible Government</i> | | | | |
| Lease savings | N/A | \$100,000 | \$100,000 | \$100,000 |
| Fast Track team construction savings | N/A | \$500,000 | \$500,000 | \$500,000 |
| In-house design savings | N/A | \$800,000 | \$900,000 | \$500,000 |
| <i>World Class Employees, Infrastructure, and Services</i> | | | | |
| Capital projects | N/A | 40 | 40 | 40 |
| Service request tickets | 11,500 | 11,000 | 10,000 | 10,000 |
| Inspections completed within SLA | 95% | 95% | 95% | 95% |
| Safety incidences | N/A | 0 | 0 | 0 |
| Security incidences | N/A | 0 | 0 | 0 |
| Drills | N/A | 1 | 2 | 2 |
| <i>Thriving Neighborhoods, Communities and Businesses</i> | | | | |
| Acquisitions | N/A | 10 | 10 | 5 |
| Dispositions | N/A | 10 | 10 | 3 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Enterprise Assets Management General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|---------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | \$6,634,826 | \$6,634,826 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | \$425,942 | \$425,942 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | \$966,360 | \$966,360 |
| - | - | - | Defined Contribution | \$117,050 | \$117,050 |
| - | - | - | Workers' Compensation | \$70,445 | \$70,445 |
| - | - | - | Other Personnel Costs | \$849,322 | \$849,322 |
| - | - | - | TOTAL PERSONNEL | \$9,063,945 | \$9,063,945 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | \$5,082,885 | \$5,082,885 |
| - | - | - | Supplies | \$4,151,067 | \$4,151,067 |
| - | - | - | Capital Outlays | \$15,750 | \$15,750 |
| - | - | - | Interfund / Interdepartmental Charges | \$62,032 | \$62,032 |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | \$247,392 | \$247,392 |
| - | - | - | TOTAL OTHER EXPENSES | \$9,559,126 | \$9,559,126 |
| - | - | - | TOTAL PERSONNEL AND OTHER EXPENSES | \$18,623,071 | \$18,623,071 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|-----------------------|---------------------|-----------------------|
| - | - | - | General Fund | \$18,623,071 | \$18,623,071 |
| - | - | - | TOTAL EXPENSES | \$18,623,071 | \$18,623,071 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|--------|-----------------------|
| - | - | - | Full Time Equivalent | 123.00 | 123.00 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Enterprise Assets Management

General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|---------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$6,634,826 | Increase due to the Office of Enterprise Assets Management transition to a standalone department per Ordinance 18-O-1456. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | \$425,942 | Increase due to the Office of Enterprise Assets Management transition to a standalone department per Ordinance 18-O-1456. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$966,360 | Increase due to the Office of Enterprise Assets Management transition to a standalone department per Ordinance 18-O-1456. |
| Defined Contribution | \$117,050 | Increase due to the Office of Enterprise Assets Management transition to a standalone department per Ordinance 18-O-1456. |
| Workers' Compensation | \$70,445 | Increase due to the Office of Enterprise Assets Management transition to a standalone department per Ordinance 18-O-1456. |
| Other Personnel Costs | \$849,322 | Increase due to the Office of Enterprise Assets Management transition to a standalone department per Ordinance 18-O-1456. |
| TOTAL PERSONNEL | \$9,063,945 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$5,082,885 | Increase due to the Office of Enterprise Assets Management transition to a standalone department per Ordinance 18-O-1456. This line includes janitorial, security, and cafeteria service contracts. |
| Supplies | \$4,151,067 | Increase due to the Office of Enterprise Assets Management transition to a standalone department per Ordinance 18-O-1456. This line includes general office supplies, equipment, and software. |
| Capital Outlays | \$15,750 | Increase due to the Office of Enterprise Assets Management transition to a standalone department per Ordinance 18-O-1456. This line includes land improvement expenses and equipment (\$5,000+). |
| Interfund / Interdepartmental Charges | \$62,032 | Increase due to the Office of Enterprise Assets Management transition to a standalone department per Ordinance 18-O-1456. This line includes motor/fuel and repair/maintenance expenses. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | \$247,392 | Increase due to the Office of Enterprise Assets Management transition to a standalone department per Ordinance 18-O-1456. This line includes costs for GMA lease payments. |
| TOTAL OTHER EXPENSES | \$9,559,126 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$18,623,071 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|---------------------|-------------|
| General Fund | \$18,623,071 | |
| TOTAL EXPENSES | \$18,623,071 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 123.00 | Change in staffing level due to newly created department. |

CUSTOMER SERVICE

Mission Statement

The Office of Customer Service / ATL311 is responsible for providing Atlanta residents, visitors and business owners with fast, easy access to information and non-emergency services.

Summary of Operations

The Department of Customer Service provides service to customers across multiple channels including phone, email, web portal, mobile app and social media. ATL311 works closely with City departments to constantly improve the quality and efficiency of the services delivered by the City of Atlanta to residents, businesses and visitors.

FY2019 Accomplishments

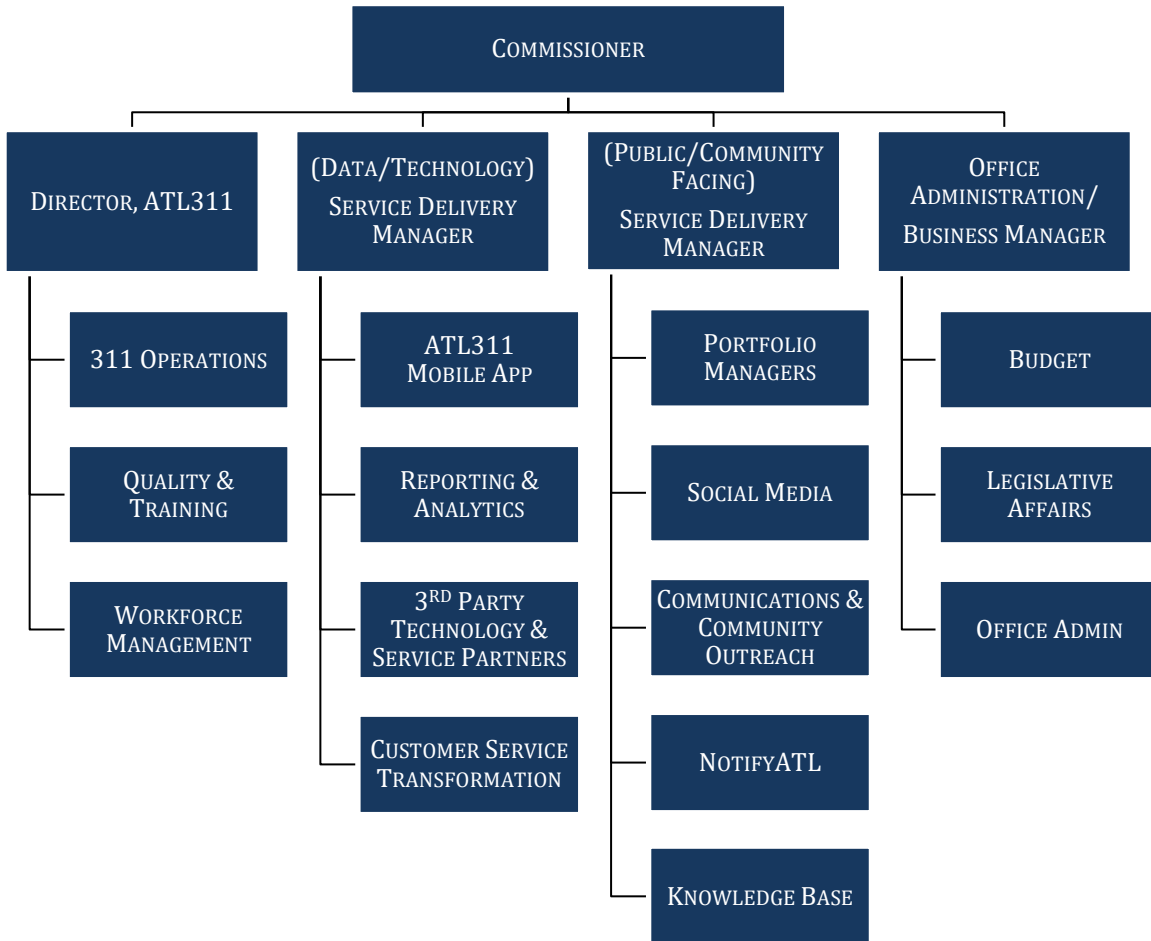
- Began handling calls for Municipal Courts and the Office of Film & Entertainment.
- Launched the ATL311 mobile app.
- Supported a wide range of departmental initiatives.
- Increased the level of support provided via social media.
- Increased community outreach efforts across the City.
- Implemented post call surveys.

FY2020 Adopted Program Highlights

- To revamp training of agents and quality assurance.
- Revamp recognition / incentive program.
- Bring on Human Resources Business Partner to improve employee on-boarding.

ORGANIZATIONAL CHART

CUSTOMER SERVICE



PERFORMANCE METRICS

CUSTOMER SERVICE

| PERFORMANCE MEASURE | FY2017 ACTUAL | FY2018 ACTUAL | FY2019 TARGET | FY2020 TARGET |
|---|------------------|------------------|------------------|------------------|
| <i>World Class Employees, Infrastructure, and Services</i> | | | | |
| Service Level (Phone, Web/Mobile, Social Media) | N/A | N/A | 85% | 85% |
| Abandonment Rate | N/A | N/A | 5% | 5% |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Customer Service

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|--------------------|-----------------------|
| - | - | - | Salaries, Regular | \$4,634,241 | \$4,634,241 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | \$1,373 | \$1,373 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | \$1,044,385 | \$1,044,385 |
| - | - | - | Defined Contribution | \$169,124 | \$169,124 |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | \$1,268,684 | \$1,268,684 |
| - | - | - | TOTAL PERSONNEL | \$7,117,806 | \$7,117,806 |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | \$1,763,273 | \$1,763,273 |
| - | - | - | Supplies | \$44,289 | \$44,289 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | \$1,807,562 | \$1,807,562 |
| - | - | - | TOTAL PERSONNEL AND OTHER EXPENSES | \$8,925,368 | \$8,925,368 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|-----------------------------------|--------------------|-----------------------|
| - | - | - | General Fund | \$2,786,218 | \$2,786,218 |
| - | - | - | Solid Waste Services Revenue Fund | \$1,420,922 | \$1,420,922 |
| - | - | - | Water & Wastewater Revenue Fund | \$4,718,229 | \$4,718,229 |
| - | - | - | TOTAL EXPENSES | \$8,925,368 | \$8,925,368 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|--------|-----------------------|
| - | - | - | Full Time Equivalent | 113.55 | 113.55 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Customer Service General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|--------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | \$2,349,450 | \$2,349,450 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | \$139,875 | \$139,875 |
| - | - | - | Defined Contribution | \$25,752 | \$25,752 |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | \$142,593 | \$142,593 |
| - | - | - | TOTAL PERSONNEL | \$2,657,670 | \$2,657,670 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | \$128,548 | \$128,548 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | \$128,548 | \$128,548 |
| - | - | - | TOTAL PERSONNEL AND OTHER EXPENSES | \$2,786,218 | \$2,786,218 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|-----------------------|--------------------|-----------------------|
| - | - | - | General Fund | \$2,786,218 | \$2,786,218 |
| - | - | - | TOTAL EXPENSES | \$2,786,218 | \$2,786,218 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|-------|-----------------------|
| - | - | - | Full Time Equivalent | 51.30 | 51.30 |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Customer Service
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$2,349,450 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$139,875 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Defined Contribution | \$25,752 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$142,593 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| TOTAL PERSONNEL | \$2,657,670 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$128,548 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. This line includes the service contract for the ATL311 Mobile Application and communications expenses. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$128,548 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$2,786,218 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| General Fund | \$2,786,218 | |
| TOTAL EXPENSES | \$2,786,218 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 51.30 | Change in staffing level due to newly created department. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Customer Service
Solid Waste Services Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|--|-----------------------|
| | | | EXPENDITURES AND APPROPRIATIONS | |
| | | | <i>PERSONNEL</i> | |
| - | - | - | \$683,151 | \$683,151 |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | \$138 | \$138 |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | \$210,717 | \$210,717 |
| - | - | - | \$26,338 | \$26,338 |
| - | - | - | - | - |
| - | - | - | \$209,268 | \$209,268 |
| - | - | - | \$1,129,613 | \$1,129,613 |
| | | | <i>OTHER EXPENSES</i> | |
| - | - | - | \$291,309 | \$291,309 |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | \$291,309 | \$291,309 |
| - | - | - | \$1,420,922 | \$1,420,922 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|----------------|-----------------------|
| | | | FUND | |
| - | - | - | \$1,420,922 | \$1,420,922 |
| - | - | - | \$1,420,922 | \$1,420,922 |

| FY17 | FY18 | FY19 | FY20 | VARIANCE FY20-FY19 |
|------|------|------|----------------------------------|-----------------------|
| | | | AUTHORIZED POSITION COUNT | |
| - | - | - | 16.65 | 16.65 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Customer Service Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$683,151 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$138 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$210,717 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Defined Contribution | \$26,338 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$209,268 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| TOTAL PERSONNEL | \$1,129,613 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$291,309 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. This line includes the service contract for the ATL311 Mobile Application and advertising expenses. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$291,309 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$1,420,922 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------------------|--------------------|-------------|
| Solid Waste Services Revenue Fund | \$1,420,922 | |
| TOTAL EXPENSES | \$1,420,922 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 16.65 | Change in staffing level due to newly created department. |



FY20 OPERATING BUDGET HIGHLIGHTS
Department Of Customer Service
Water & Wastewater Revenue Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|------------------------------------|------------------------------------|-------------------------|---|------------------------|-------------------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | \$1,601,640 | \$1,601,640 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | \$1,235 | \$1,235 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | \$693,792 | \$693,792 |
| - | - | - | Defined Contribution | \$117,034 | \$117,034 |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | \$916,823 | \$916,823 |
| - | - | - | TOTAL PERSONNEL | \$3,330,524 | \$3,330,524 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | \$1,343,416 | \$1,343,416 |
| - | - | - | Supplies | \$44,289 | \$44,289 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | \$1,387,705 | \$1,387,705 |
| - | - | - | TOTAL PERSONNEL AND OTHER EXPENSES | \$4,718,229 | \$4,718,229 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|------------------------------------|------------------------------------|-------------------------|---------------------------------|------------------------|-------------------------------|
| - | - | - | Water & Wastewater Revenue Fund | \$4,718,229 | \$4,718,229 |
| - | - | - | TOTAL EXPENSES | \$4,718,229 | \$4,718,229 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|-------------|-------------|-------------|----------------------------------|-------------|-------------------------------|
| - | - | - | Full Time Equivalent | 45.60 | 45.60 |



FY20 OPERATING BUDGET HIGHLIGHTS

Department Of Customer Service Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|--------------------|--|
| <i>PERSONNEL</i> | | |
| Salaries, Regular | \$1,601,640 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | \$1,235 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | \$693,792 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Defined Contribution | \$117,034 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| Workers' Compensation | - | |
| Other Personnel Costs | \$916,823 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. |
| TOTAL PERSONNEL | \$3,330,524 | |
| <i>OTHER EXPENSES</i> | | |
| Purchased / Contracted Services | \$1,343,416 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. This line includes the service contract for the ATL311 Mobile Application and training/travel expenses. |
| Supplies | \$44,289 | Increase due to ATL 311 transition to a standalone department per Ordinance 18-O-1474. This line includes general office supplies, equipment, and software. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$1,387,705 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$4,718,229 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|---------------------------------|--------------------|-------------|
| Water & Wastewater Revenue Fund | \$4,718,229 | |
| TOTAL EXPENSES | \$4,718,229 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|---------------------------|------------------|---|
| Full Time Equivalent | 45.60 | Change in staffing level due to newly created department. |



ATLANTA DEPARTMENT OF TRANSPORTATION

Mission Statement

Design, deliver, and maintain an efficient multi-modal mobility system (e.g., walk, cycle, transit, car, freight) that provides Atlanta residents, commuters, and visitors safe and equitable access within and to the city in alignment with the Atlanta Transportation Plan.

Core functions

- Mobility planning and strategy
 - Creating mobility policies
 - Developing, updating, and tracking progress towards achieving the Atlanta Transportation Plan
 - Conducting analytics to determine highest priority transportation interventions
- Capital project delivery
 - Managing the delivery of major capital projects
 - Ensuring funding is available for projects
 - Tracking funding sources to ensure project controls are in place
- Transportation operations
 - Operating transportation related signals, roadways, and lighting
 - Conducting studies to ensure operations remain efficient
 - Reviewing development plans to maintain compliance on developments impacting the ROW
- Asset Maintenance
 - Maintaining existing assets within the public ROW
 - Responding to citizen reported and proactively identified issues in the ROW (e.g., potholes)
- External affairs
 - Working with external transportation partners to improve operations (e.g., GDOT)
 - Coordinate external partners to attract state and federal funding for Atlanta projects

- Lead community engagement to inform the public on projects and initiatives

Summary of Operations

The Atlanta Department of Transportation strives to improve the safety, efficiency, and accessibility of the City's transportation network to improve the quality of life of all Atlantans. These operations include assets owned by the City of Atlanta as well as coordination with key partners within the Atlanta region including: Georgia Department of Transportation, MARTA, Atlanta Regional Commission, Atlanta Beltline Inc., Georgia Regional Transportation Authority, the Atlanta-region Transit Link.

Office Descriptions

Office of Mobility Strategy, Planning, & Performance is responsible for developing the mobility vision for the City of Atlanta and tracking progress towards that vision. They work across the Atlanta DOT teams to support project planning, project prioritization, policy development, and strategy for the department.

Office of Capital Programming & Delivery delivers major projects for the department using available funding sources (e.g., Renew Atlanta Bond, TSPLOST, Impact Fees, grant funding). These projects include, but are not limited to: resurfacing, multi-modal streets, sidewalks, multi-use trails, bridge replacements, etc.

Office of Operations & Maintenance is responsible for transportation assets within the public right-of-way. This office ensures that day-to-day operations run smooth through monitoring, street interventions, and permitting.

Goals

- Making our transportation network safer and more affordable to residents, commuters, & visitors.
- Building a world-class mobility network to support Atlanta's growth.

- Attracting and retaining world-class transportation employees.
- Creating a streamlined and efficient department that can deliver more for the City of Atlanta.
- Making our neighborhoods a great place to live and commute via all modes.
- Maintaining a network that keeps current businesses competitive & attracts new companies.
- Leveraging transportation to improve quality of life and increase access to opportunities.



FY20 OPERATING BUDGET HIGHLIGHTS
Department of Transportation
General Fund

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 EXPENDITURES AND APPROPRIATIONS | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|---|------------------|-----------------------|
| | | | <i>PERSONNEL</i> | | |
| - | - | - | Salaries, Regular | \$630,500 | \$630,500 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | \$19,500 | \$19,500 |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | TOTAL PERSONNEL | \$650,000 | \$650,000 |
| | | | <i>OTHER EXPENSES</i> | | |
| - | - | - | Purchased / Contracted Services | \$100,000 | \$100,000 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | \$100,000 | \$100,000 |
| - | - | - | TOTAL PERSONNEL AND OTHER EXPENSES | \$750,000 | \$750,000 |

| FY17 ACTUAL EXPENDITURE | FY18 ACTUAL EXPENDITURE | FY19 ADOPTED | FY19 FUND | FY20 BUDGET | VARIANCE FY20-FY19 |
|----------------------------|----------------------------|-----------------|-----------------------|------------------|-----------------------|
| - | - | - | General Fund | \$750,000 | \$750,000 |
| - | - | - | TOTAL EXPENSES | \$750,000 | \$750,000 |

| FY17 | FY18 | FY19 | AUTHORIZED POSITION COUNT | FY20 | VARIANCE FY20-FY19 |
|------|------|------|---------------------------|------|-----------------------|
| - | - | - | Full Time Equivalent | 6.00 | 6.00 |



FY20 OPERATING BUDGET HIGHLIGHTS
Department of Transportation
General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (20-19) | EXPLANATION |
|---|-------------------------|---|
| PERSONNEL | | |
| Salaries, Regular | \$630,500 | Increase due to the newly created Atlanta Department of Transportation. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | \$19,500 | Increase due to the newly created Atlanta Department of Transportation. |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | \$650,000 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | \$100,000 | Increase due to the newly created Atlanta Department of Transportation. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | \$100,000 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | \$750,000 | |

| FUND | VARIANCE (20-19) | EXPLANATION |
|-----------------------|-------------------------|--------------------|
| General Fund | \$750,000 | |
| TOTAL EXPENSES | \$750,000 | |

| AUTHORIZED POSITION COUNT | VARIANCE (20-19) | EXPLANATION |
|----------------------------------|-------------------------|---|
| Full Time Equivalent | 6.00 | Change in staffing level due to newly created department. |

CAPITAL
PROJECT
STATUS
SUMMARIES

CAPITAL PROJECT STATUS OVERVIEW

NON-RECURRING CAPITAL EXPENDITURES

BOND/RENEWAL & EXTENSION/SPECIAL REVENUE FUNDS

RENEW ATLANTA/TSPLOST

GRANTS

TRUST FUNDS

ADOPTED BUDGET
FY 2020



CAPITAL PROJECT STATUS OVERVIEW

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

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

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

Project costs include all phases of a project, including planning, design, utility relocation, right of way acquisition, etc. All phases of the project are budgeted in a Capital Projects Fund. The City of Atlanta develops its capital projects budget based on its Capital Improvements Program process. Requests for capital projects from City departments should include the estimated impact that these projects will have, if any, on current and future operating budgets.

The initial acquisition cost of the project plus any operating expenditures to be incurred over the lifetime of the facility or equipment are reviewed and taken into consideration during the process of budget recommendations, budget proposal, and final budget approval by the City Council. Capital projects that are intended for repairs and/or minor improvements of existing facilities or equipment usually do not carry significant operating impacts.

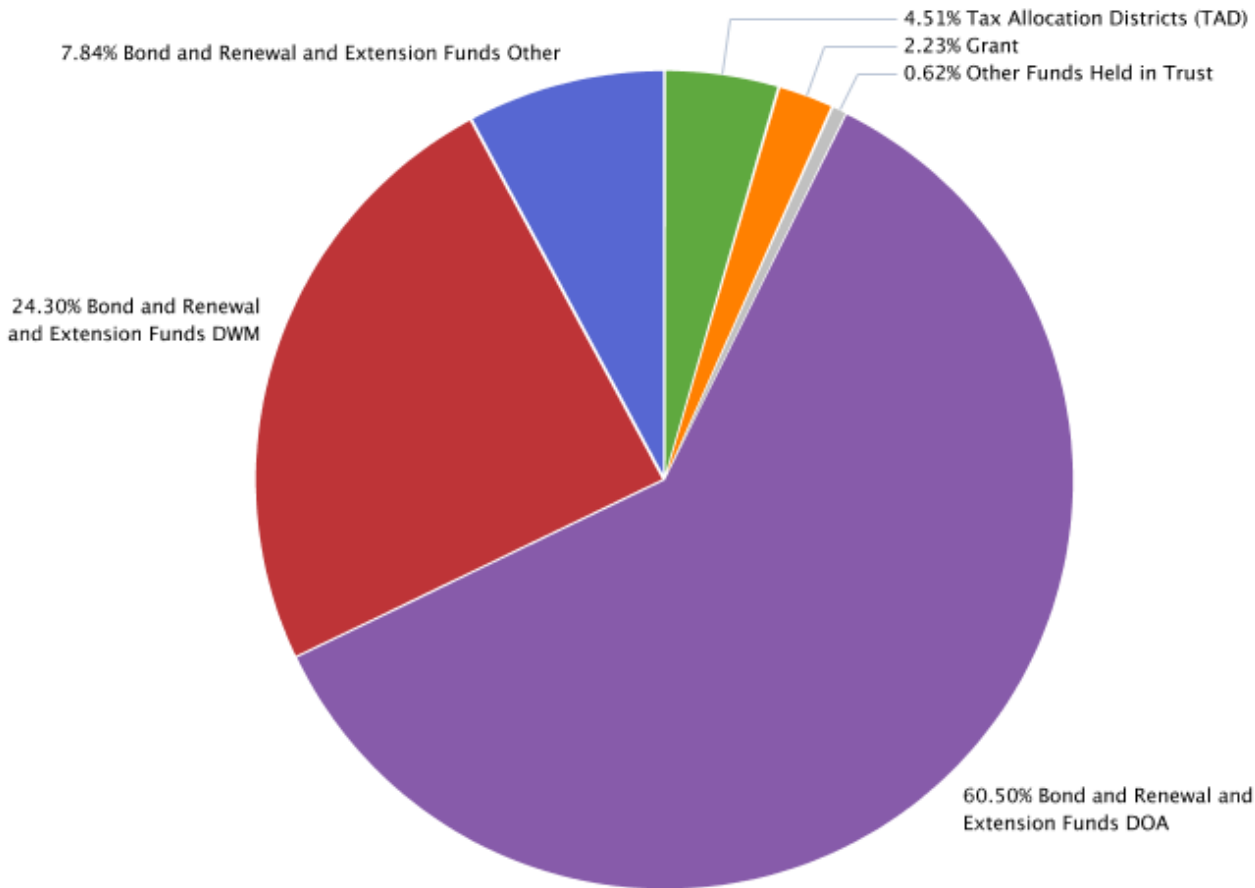
Major capital projects that are intended for the construction of new facilities, major renovation projects, or the acquisition of expensive equipment, may require additional maintenance and operating expenses, the hiring of new personnel, or the issuance and repayment of debt. The impact on operations (net of measurable savings) of approved projects is included by city departments in their operating budget requests and the final FY2020 adopted operating budget.

A capital project may be divided into various cost centers for accounting purposes. Each center represents the budgeting of funds for a project by an organizational unit within a fund. The capital budget status report provides the fund summary and detailed anticipations and appropriations. A list of all projects (detailed appropriations) has been included as well.

The FY2020 to FY2024 budget provides the status of active capital projects that are new or will continue from the previous fiscal year. It is based on the FY2019 projected, roll-forward balance plus any additional funding from new bonds or interest. For FY2020, the capital projects projected expenditure amount totals \$4.6B, and the funding by source is depicted on the next page.

A few of the items listed in the Capital section will have an operating impact. These items include public safety vehicles and equipment that are budgeted as an operating transfer from the General Fund to the Capital Finance Fund.

FY20 Capital Budget By Funding Source



| | FY20 Projected |
|--|-------------------------------|
| Bond and Renewal and Extension Funds DOA | \$2,799,022,327 |
| Bond and Renewal and Extension Funds DWM | \$1,124,340,421 |
| Bond and Renewal and Extension Funds Other | \$362,915,751 |
| Tax Allocation Districts (TAD) | \$208,669,799 |
| Grants | \$102,954,582 |
| Other Funds Held in Trust | \$28,765,410 |
| Total | <u>\$4,626,668,289</u> |

Since we have not received audited numbers, certain budgets may be amended at a later date.

CAPITAL PROJECT STATUS OVERVIEW

| | FY20 Projected | FY21 Projected | FY22 Projected | FY23 Projected | FY24 Projected |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Special Revenue/Bonds/Renewal & Extension Funds | | | | | |
| Tsplost Capital Project Fund | 18,730,668 | 17,232,215 | 16,482,988 | 14,984,534 | 74,922,672 |
| Atlantic Station Tad Fund | 23,119,950 | 23,229,901 | 23,345,082 | 23,627,137 | 24,331,758 |
| Westside Tad Fund | 48,152,000 | 38,771,653 | 40,030,657 | 42,115,703 | 45,555,292 |
| Nw Atlanta Tad Fund | 10,244,738 | 10,251,138 | 10,267,478 | 10,285,574 | 10,309,293 |
| Princeton Lakes Tad Fund | 6,539,993 | 2,126,550 | 2,169,233 | 2,212,771 | 2,257,179 |
| Eastside Tad Fund | 53,541,000 | 55,137,930 | 56,788,768 | 58,656,577 | 60,591,310 |
| Atlanta Beltline Tad | 58,501,517 | 59,667,751 | 60,834,766 | 62,070,012 | 62,679,280 |
| Campbellton Road Tad Fund | 3,856,500 | 3,865,500 | 3,874,770 | 3,884,318 | 3,894,153 |
| Hollowell/M.L. King Tad Fund | 2,809,000 | 2,821,090 | 2,833,450 | 2,846,088 | 2,855,923 |
| Metropolitan Parkway Tad Fund | 1,403,600 | 1,406,600 | 1,409,690 | 1,412,873 | 1,416,151 |
| Stadium Neighborhoods Tad Fund | 501,500 | 504,500 | 507,590 | 510,773 | 514,051 |
| 2005A Park Improvement Bond Fund | 2,090,003 | 2,080,934 | 0 | 0 | 0 |
| Public Safety Facility Fund | 5,510,644 | - | - | - | - |
| 2008A Quality Of Life Improvement Bond Fd | 110,000 | 0 | 0 | 0 | 0 |
| 2014A Park Improvement Revenue | 2,956,190 | 2,956,190 | 2,956,190 | - | - |
| 2015 Infrastructure Bond Fun | 43,921,601 | 38,431,401 | 27,451,000 | - | - |
| 2015 Municipal Facilites Bond Fund | 22,387,601 | - | - | - | - |
| 2016 Go Project Fund | 116,270 | - | - | - | - |
| 2017 Afcra Zoo Parking Project | 20,495,313 | - | - | - | - |
| Park Improvement Fund | 19,045,144 | 17,344,785 | 15,785,738 | 15,930,759 | 16,086,432 |
| General Government Capital Fund | 46,121,698 | 0 | 0 | 0 | 0 |
| Capital Finance Fund | 37,228,228 | 20,404,482 | 16,516,507 | 11,200,000 | 11,095,039 |
| Special Assessment Fund | 67,555 | 0 | 0 | 0 | 0 |
| Solid Waste Management Fac Const Fund | 2,054,280 | 0 | 0 | 0 | 0 |
| Capital Asset - Finance Fund | 33,747,392 | 3,650,160 | 2,976,786 | 1,000,000 | - |
| Capital Finance-Recovery Zone (Eco. Dev.) | 203,823 | 0 | 0 | 0 | 0 |
| 2018 Public Safety Project | 42,886,368 | - | - | - | - |
| Bond Sinking Fund | 63,139,974 | 64,087,075 | 65,048,378 | 66,024,104 | 67,014,466 |
| Water & Wastewater Renewal & Extension | 499,280,149 | 261,926,775 | 146,306,183 | 22,767,624 | 6,450,000 |
| 2001 Water & Wastewater Bond Fund | 6,482,465 | - | - | - | - |
| 2004 Water & Wastewater Bond Fund | 4,690,692 | - | - | - | - |
| Special 1% Sales And Use Tax Fund | 130,000,000 | - | - | - | - |
| Water & Wastewater Sinking Fund | 433,455,414 | 432,867,639 | 432,879,465 | 433,126,589 | 428,938,002 |
| Ser. 2009A Water & Wastewater Rev Bd Fd | 50,431,701 | 6,982,045 | 1,675,643 | - | - |
| Solid Waste R&E Fund | 2,103,000 | 2,102,125 | 2,097,000 | - | - |
| Airport Renewal And Extension Fund | 818,840,833 | 344,746,347 | 344,004,475 | 338,997,283 | 341,233,437 |
| Airport Passenger Facility Charge Fund | 803,396,706 | 555,461,839 | 534,794,612 | 502,733,222 | 497,187,022 |
| 2000 Airport Revenue Bond Fund | 1,958,514 | - | - | - | - |
| Conrac Customer Service Fac Ch | 99,414,467 | 96,701,610 | 96,753,253 | 96,692,423 | 96,764,850 |

Since we have not received audited numbers, certain budgets may be amended at a later date.

CAPITAL PROJECT STATUS OVERVIEW

| | FY20 Projected | FY21 Projected | FY22 Projected | FY23 Projected | FY24 Projected |
|---|------------------------|------------------------|------------------------|------------------------|------------------------|
| Airport Fac Revenue Bond Sinking Fd | 513,506,490 | 513,465,730 | 484,320,037 | 484,267,742 | 483,621,330 |
| Airport Commercial Paper Series 2010A/B | 8,121,983 | - | - | - | - |
| 2012A Bond General Airport Revenue | 10,684,845 | - | - | - | - |
| 2012C Bond General Airport Revenue | 38,537,762 | - | - | - | - |
| Doa Series 2015 Commerical Paper Program | 34,888,914 | 1,420,625 | 988,824 | 440,437 | 220,218 |
| Doa Series 2016 Bond Anticipation Notes | 296,211,719 | 54,001,515 | 37,447,692 | 16,493,099 | 8,160,021 |
| City Plaza Project R & E Fund | 65,309 | - | - | - | - |
| Doa Series 2016 F-G Commerical Paper | 173,394,786 | 24,133,612 | 16,798,168 | 7,482,153 | 3,757,077 |
| Sub-Total | \$4,494,948,298 | \$2,657,779,716 | \$2,447,344,421 | \$2,219,761,795 | \$2,249,854,957 |
| Grants Funds | | | | | |
| Community Development Block Grant Fund | 6,246,150 | 3,342,219 | 311,350 | 264,105 | 242,461 |
| Intergovernmental Grant Fund | 84,634,199 | 17,558,581 | 147,975 | 69,646 | 3,050 |
| Job Training Grant Fund | 9,675,845 | - | - | - | - |
| Home Investment Partnerships Program Fund | 2,398,388 | 2,571,679 | 250,000 | - | - |
| Sub-Total | \$102,954,582 | \$23,472,479 | \$709,325 | \$333,751 | \$245,511 |
| Other Funds Held in Trust | | | | | |
| Trust | 28,765,410 | - | - | - | - |
| Sub-Total | \$28,765,410 | - | - | - | - |
| Non-Operating | <u>\$4,626,668,289</u> | <u>\$2,681,252,195</u> | <u>\$2,448,053,746</u> | <u>\$2,220,095,547</u> | <u>\$2,250,100,468</u> |

Since we have not received audited numbers, certain budgets may be amended at a later date.

NON-RECURRING CAPITAL EXPENDITURES

Non-Recurring Capital Expenditures

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

- Real property acquisition (Land)
- Construction of new facilities
- Addition (a modification that changes the structural “footprint” of the facility) to existing facilities greater than or equal to \$25,000
- Remodeling/repair/preservation of interior/exterior of facilities 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.

| Funding Name | Project Name | FY 2020 |
|---|---|--------------|
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Repair & Replace Large Water Meter | \$7,000,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Sewer Group 4 Collier Outfall Sewer | \$6,000,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Sewer Group 3 Lower Proctor Trunk Sewer | \$7,000,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Water Supply Program | \$47,127,831 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | DWM IT Infrastructure Upgrades | \$2,366,256 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Intrenchment Decommissioning and South River Clarifiers | \$21,000,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Sewer Group 3 Contract B | \$11,858,320 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Sewer Group 3 Contract C | \$11,205,842 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Niles Avenue Sewer Improvements | \$11,782,994 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Raw Water Transmission Mains | \$6,120,549 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | CSOs Fac. Comp. Improv. PR. | \$32,938,432 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Capital Facility Upgrades | \$21,268,746 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Downtown Water Storage Tanks & Pump Station | \$38,253,885 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | MOST Stormwater Improvements | \$16,750,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Terrell Creek Trunk System | \$13,500,827 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Up Proctor Ck Sewer Cap Relief | \$26,906,650 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | CIP Architectural Design and Construction Management Servic | \$21,730,578 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | RMC Digesters Improv. | \$10,400,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Peachtree Pump Station | \$45,000,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Water Distribution System | \$20,000,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Small Diameter Water Distribution System | \$6,000,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Peyton Center Facility | \$4,267,182 |

NON-RECURRING CAPITAL EXPENDITURES

| | | |
|---|--|---------------|
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Utilities GDOT & Municipal | \$6,533,402 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | Custer Ave. Sewer: Connally Vault and Retention Pond | \$42,480,213 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | Utilities GDOT & Municipal | \$5,393,383 |
| 2018B WATER & WASTEWATER BOND FUND | Peyton Center Facility | \$50,000,000 |
| AIRPORT PASSENGER FACILITY CHARGE FUND | RW 10 Glideslope and RSA Improvements | \$4,779,000 |
| FUTURE GARB ISSUANCE | RW 10 Glideslope and RSA Improvements | \$1,593,000 |
| AIRPORT PASSENGER FACILITY CHARGE FUND | North Airfield Ground Lighting Cable Replacement | \$7,824,000 |
| AIRPORT PASSENGER FACILITY CHARGE FUND | Center/South Airfield Ground Lighting Cable Replacement | \$9,000,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | Airfield Sewer Enhancements- Grades 4 & 5 | \$2,000,000 |
| AIRPORT PASSENGER FACILITY CHARGE FUND | Ramp 19 and Taxiway A3 Pavement Replacement | \$21,381,000 |
| AIRPORT PASSENGER FACILITY CHARGE FUND | NLVR Replacement - Priority 1 | \$11,841,000 |
| FUTURE GARB ISSUANCE | South Deicing Complex | \$7,177,400 |
| AIRPORT PASSENGER FACILITY CHARGE FUND | South Deicing Complex | \$64,596,600 |
| AIRPORT RENEWAL AND EXTENSION FUND | Permanent Rideshare Assembly Area | \$3,500,000 |
| AIRPORT PASSENGER FACILITY CHARGE FUND | Concourse T-North Extension: Taxiway Victor Bypass | \$7,836,229 |
| FUTURE GARB ISSUANCE | Employee Screening Checkpoint Equipment Replacement | \$2,000,000 |
| FUTURE GARB ISSUANCE | CPTC Allowance | \$5,853,000 |
| AIRPORT PASSENGER FACILITY CHARGE FUND | Plane Train Tunnel West Extension | \$26,712,000 |
| FUTURE GARB ISSUANCE | Plane Train Tunnel West Extension Vehicles | \$78,000,000 |
| FUTURE GARB ISSUANCE | Fire Station #33 Renovation | \$3,011,000 |
| AIRPORT PASSENGER FACILITY CHARGE FUND | Concourse T-North Extension | \$123,656,000 |
| FUTURE GARB ISSUANCE | Fire Life Safety Enhancements @ Concourse T | \$13,008,600 |
| FUTURE GARB ISSUANCE | Fire Alarm (Notifier) Enhancements | \$6,100,000 |
| 2012C BOND GENERAL AIRPORT REVENUE | Concourse E Seating | \$2,368,000 |
| FUTURE GARB ISSUANCE | Passenger Screening Checkpoint Expansion - Domestic Terminal | \$35,000,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | Domestic Terminal Parking Deck(s) Life Extension | \$30,000,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | Demolition of Sheraton | \$10,000,000 |
| FUTURE GARB ISSUANCE | T North Support Space Buildout AA-UA Tenant Finishes Reimbu | \$6,500,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | MGC - Other | \$5,000,000 |
| AIRPORT PASSENGER FACILITY CHARGE FUND | Airfield Shoulder Replacement 2018 | \$14,220,000 |
| AIRPORT PASSENGER FACILITY CHARGE FUND | Airfield Shoulder Replacement 2019 | \$18,960,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | AAL Baggage Claim Buyout | \$2,600,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | Park Ride Lot C Rehabilitation Phase 2 | \$16,839,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | South Cargo A, B, D | \$3,000,000 |
| FUTURE GARB ISSUANCE | 11.02.A(2) Annual Exempt (Balance) | \$11,600,000 |
| AIRPORT PASSENGER FACILITY CHARGE FUND | Quarry Stabilization and Wildlife Deterrent | \$23,323,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | N Loop Rd Intersection Pedestrian Safety Upgrades | \$1,000,000 |
| FUTURE GARB ISSUANCE | Power Distribution Equipment Replacement - Domestic Terminal | \$70,000,000 |
| FUTURE GARB ISSUANCE | Concourse B Grease Traps | \$1,500,000 |

BOND/RENEWAL & EXTENSION/SPECIAL REVENUE FUNDS

BOND FUNDS

Annual Bond funds and the 1987-2004 Bond Project Funds provide for disbursement of the proceeds of an annual \$8 million General Obligation Bond issue, which is divided into \$4 million for general city purposes and \$4 million for school purposes. The City has been authorized since 1968 to annually issue general obligation bonds of \$8 million without referendum. These bonds are backed by the "full faith and credit" of the City's property tax base. Historically, the City has used these funds to support an array of programs including economic development, transportation, public safety and judicial systems, recreational and cultural opportunities and environmental protection and enhancement. The last bond issue was dedicated primarily to land acquisition, signal modernization, installation of freeway lighting and bridge improvements. Prior to 1987, each general obligation issue was accounted for in the Annual Bond Fund. Beginning in 1987, each annual bond issue has been accounted for separately through the establishment of a specific project fund. **Other Bond Funds** are the Park Improvement Fund, the General Government Capital Outlay Fund, the 1993 School Improvement Bond Fund, Aviation Bond Funds, and Water and Wastewater Bond Funds. These funds account for proceeds used in obtaining, renovating, and constructing major fixed assets.

The **Bond Sinking** Funds are legally required accounting entities to ensure the allocation of principal and interest payments due for the protection of the bond holders. The money for these funds is raised through a special City Bond Tax levy against real and personal property. The millage associated with this levy is determined as the rate which will allow the City to make principal and interest payments for the upcoming fiscal year. The funds raised through this tax levy are to be used only for the retirement of City and Board of Education outstanding bond issues. There is provision for appropriation to sinking funds to allow the City to make principal and interest payments to the paying agent on a timely basis as

the amounts become due. The interest payments are due semi-annually, requiring payment by the City before the receipt from Fulton County of the tax revenues. Therefore, it is necessary to maintain reserves that allow the City to make these interest payments when they are due.

The City of Atlanta faces an infrastructure backlog of more than \$900 million. To address the City's most pressing infrastructure challenges such as improving our City's roads, bridges, sidewalks and upgrade critical public buildings and facilities, the citizens of Atlanta approved an infrastructure bond referendum to pay for these repairs and improvements. The referendum passed with 88% approval from Atlanta's voters in a special election on March 17, 2015.

RENEWAL AND EXTENSION

The **Airport** Renewal and Extension Fund accounts for the disbursement of funds received from the Airport Revenue Fund to be used for replacement, additions, extensions, and improvements at the Hartsfield-Jackson Atlanta International Airport. The major projects that were funded by all of the Airport Capital funds were: (1) Maynard Holbrook Jackson International Terminal project; (2) Consolidated Rental Car Facility (CONRAC) Project; (3) Airport People Mover (APM) and Roadway for CONRAC Project; (4) Airfield Improvements; (5) Pavement Replacement; (6) Runway Extensions; (7) Central Passenger Terminal Complex (CPTC) Modifications and Upgrades; (8) Automated Guideway Transit System (AGTS) Improvements and Upgrades, and (9) Mechanical Electrical Plumbing (MEP) Improvements and Upgrades.

The City owns and operates a drinking water supply, treatment and distribution system, and a wastewater collection and treatment system. The **Department of Watershed Management** is reported as an enterprise fund of the City. The Department is supported using revenues derived from a mix of wholesale and retail rates and charges for water and wastewater services and

Municipal Option Sales Tax (MOST) receipts. The Department's Capital Improvement Program (CIP) is funded by a combination of Georgia Environmental Facilities Authority loans, water and wastewater system revenue bonds and amounts held in the Renewal and Extension Fund.

The **Solid Waste** fund supports equipment purchases.

TAX ALLOCATION DISTRICT FUNDS

A Tax Allocation District (TAD) is established for the purpose of catalyzing investment by financing certain redevelopment activities in underdeveloped or blighted areas using public dollars. Redevelopment costs are financed through the pledge of future incremental increases in property taxes generated by the resulting new development. Typically, upon creation, TADs have vacant commercial and residential properties, blighted conditions and numerous vacant buildings or are in need of significant environmental remediation.

The Georgia Redevelopment Powers Law was enacted in 1985 to give additional powers to local municipalities in order to facilitate the redevelopment of blighted or economically depressed areas. One of the powers granted to local governments in this law was to issue tax allocation bonds to finance infrastructure and other redevelopment costs within a tax allocation district. In 1986 the City of Atlanta held a referendum on TADs that resulted in the City's ability to establish districts.

In order for an area to be designated a TAD, the government must verify that the area is in need of redevelopment. However, the area is not required to be blighted, which is a requirement in many states. These findings are reported in a Redevelopment Plan, which demonstrates why the area needs to be redeveloped and how the municipality plans to revitalize the area. The Plan provides the redevelopment agency with the powers to improve dilapidated facilities and to use tax increment financing to achieve the goals of the Redevelopment Plan. The City of Atlanta adopts enabling legislation which approves the Redevelopment Plan and establishes the base value for the district. The other local taxing entities, Atlanta Public Schools and Fulton County, are

consenting jurisdictions that have the option to participate in the TAD.

The **Atlanta Beltline** Tax Allocation District was established to assure that the City of Atlanta maintains its historical position as the commercial center of the region and provides an alternative to the continued sprawling patterns of development in the region. The City recognizes that new streetscapes, sidewalks, parks, street-level retail, alternative transportation facilities, and new housing are needed to create an attractive and prosperous community. The Beltline TAD will provide incentives and initial funding to catalyze the rehabilitation and redevelopment of areas with the Beltline TAD redevelopment area.

The **Atlantic Station** Tax Allocation District was established in 1999 to facilitate the redevelopment of a 138-acre brownfield site, which had been contaminated due to almost a century of heavy industrial use. The redevelopment will make maximum use of alternative transportation modes to minimize congestion, improve air quality, and connect major activity centers while also creating a 24-hour environment where one can live, work, and play. The project will ultimately include 1.6 million square feet of retail, 6 million square feet of office and entertainment space, over 4,000 residential units, and 1,150 hotel rooms.

Atlantic Station will lay the framework for a more pedestrian and transit-oriented city. This project will transform east/west links into more efficient, aesthetically pleasing transportation corridors and create a financing vehicle for a mass transit link between the Arts Center MARTA Station and points beyond. The TAD will also facilitate the redevelopment of area corridors, including the new 17th Street Bridge, and improve infrastructure throughout the redevelopment district.

The **Campbellton Road** Tax Allocation District was created in late 2006 and its vision is to create a major financial incentive that would support creation of an effective public-private partnership to facilitate the resurgence of the area by encouraging new substantial, private commercial investment. The TAD will help establish the framework for new redevelopment opportunities and investment covering a major arterial linking downtown to the neighborhoods in the southwest of the City and provide an important economic

incentive to enhance the market competitiveness of a large area in southwestern Atlanta.

The TAD was established with the goal of spurring private, commercial redevelopment activity along the corridor in much the same way existing TADs have attracted projects and promoted significant growth and redevelopment in other parts of the City. The proposed TAD incentives will help this key southwest corridor compete aggressively for new development opportunities that might otherwise locate outside of the City. The TAD area consists of approximately 1,433 acres with 585 individual parcels along Campbellton Road and within five identified development sub-areas. The district falls within Neighborhood Planning Units P, R, S and X.

The **Eastside** Tax Allocation District was established in 2003 to join the Westside TAD in allowing the City to rebuild its Downtown streetscapes and improve its road and utility infrastructure, making Atlanta a more enjoyable place to live, work and play. The Eastside TAD is essential in ensuring that the City of Atlanta maintains its historical position as the commercial center of the metro region. The Eastside TAD, in conjunction with the Westside TAD, will create incentives for new Downtown housing and attract the critical mass of permanent residents needed to make Downtown a vibrant 24-hour activity center. Through carefully planned new development and key quality-of-life infrastructure investments (such as new pedestrian oriented streetscapes and public parking decks), the Eastside TAD will help to create an attractive, walkable Downtown.

Creation of the Eastside TAD also ensures that the City is promoting truly balanced economic growth by directing one of its most effective economic development efforts toward distressed neighborhoods that have suffered from a history of neglect. The TAD can provide initial funding to jumpstart the revitalization of Atlanta's most historic neighborhood – Sweet Auburn – as well as one of its most frequently traveled streets, the Memorial Drive/Martin Luther King Jr. Drive corridor. The Memorial Drive/MLK communities have an ambitious, thoughtfully conceived master plan in need of implementation funds. Funding for substantial infrastructure improvements is also essential to the redevelopment of the Atlanta Housing Authority's Grady Homes and Capitol Homes into viable mixed-income communities.

The **Hollowell/M.L. King** Tax Allocation District was created in late 2006 and its goal is to encourage private investment in the City's west and northwest sectors by offering financing incentives that will help ameliorate the current conditions contributing to disinvestment and marginal use of property within the district. The TAD will provide inducement for certain major new developments that will spur more desirable and sustainable, market-based commercial and residential development in this area. With careful planning and guidance, both Hollowell Parkway and Martin Luther King Jr. Drive – and their surrounding communities – can be transformed into desirable, viable commercial and pedestrian-friendly communities.

The TAD will strengthen the City's ability to promote truly balanced economic growth by directing one of its key economic development tools toward revitalizing a collection of neighborhoods that have been identified by the City as being in need of such support. The TAD area consists of approximately 886 acres within three identified development sub-areas and falls within Neighborhood Planning Units G, H, I, J and K. The primary purpose of the TAD is to stimulate commercial redevelopment and create a vibrant retail corridor.

The **Metropolitan Parkway** Tax Allocation District was created in late 2006 and its basic purpose is to generate public-private partnerships that will facilitate the redevelopment of one of the City's prime development sites within its southern sector. This TAD will help balance the disinvestment and general lack of new development during the past three decades within the Metropolitan Parkway area with the new development and private investment occurring in many of Atlanta's other in-town communities. The TAD will encourage new commercial construction within the Metropolitan Parkway Corridor and help accomplish the following goals:

- Promote the development of infrastructure and amenities such as parks and plazas to encourage and support all elements critical to building a sustainable community comprised of neighborhoods that express their character through quality community gathering places and people and pedestrian-friendly environments.
- Allow for the development of primarily commercial infill and mixed-use projects that

actively protect environmental resources to eliminate the development gaps that divide these communities.

- Provide funding for additional roadway and transportation-oriented improvements that will address current and projected traffic congestion and improve access to transit facilities by encouraging appropriate intensities of development and an efficient mix of uses within transit areas.

The TAD contains approximately 1,023 acres in the southwest quadrant of Atlanta and includes portions of Neighborhood Planning Units X, Y and Z.

The **Perry-Bolton/Northwest Atlanta** Tax Allocation District was established in 2002 to make possible the redevelopment of over 500 acres of under-developed real estate in Northwest Atlanta. In particular, redevelopment of the Perry Homes public housing development will transform an area once filled with derelict properties and old apartments into a vibrant, mixed-use, mixed-income community that will improve the economic standing of the City. Upon completion, West Highlands at Heman E. Perry Boulevard will include over 650 new single family homes, 700 apartments, a multi-use trail built and maintained by the PATH foundation and new parks and greenspace.

The TAD will provide the stimulus for development of new retail and service businesses in an underserved area and funding for implementation of the Bolton/Marietta Atlanta Regional Commission's (ARC) Livable Centers Initiative plan, the Hollywood Road vision and plan, and other corridor improvements. Improved transportation and related infrastructure, neighborhood-serving retail and other pedestrian-friendly enhancements will attract community-building investments and new development. Additionally, funding will be provided for infrastructure improvements and affordable housing in Carver Hills, Almond Park, and surrounding neighborhoods.

The purpose of the **Princeton Lakes** Tax Allocation District is to spur the development of an ambitious live, work and play community in Southwest Atlanta. Established in 2002 to revitalize a traditionally underserved area, the TAD will facilitate the development of more than 400 acres into a pedestrian-friendly, mixed-use

commercial, retail, residential and public use project.

Challenges presented by the property include: steep-sloped topography, location within a 100-year flood plain and related environmental degradation in addition to a lack of infrastructure. The TAD does not have the necessary streets, bridges, traffic control devices, sanitary or storm sewers, water supply, or storm water detention facilities which must be provided in order for development to occur. The development team plans to provide sidewalks, trails, landscaping, parks, and lakes for the benefit of the community and its visitors.

The **Stadium Neighborhoods** Tax Allocation District was created in late 2006 and its basic purpose is to create a major financial incentive that would support the creation of an effective public-private partnership to facilitate the resurgence and redevelopment of the area closest to I-75 and Georgia State Stadium by encouraging substantial new development. The TAD would establish the framework for new redevelopment opportunities and investment including portions of the Summerhill and Mechanicsville neighborhoods and provide an important economic incentive to enhance the market competitiveness of the greater Stadium Neighborhoods area.

The TAD incentives will allow this key area just south of the Central Business District to compete aggressively for new development opportunities that might otherwise locate outside of the City. The TAD area consists of approximately 391 acres with 671 individual parcels located in the areas around Georgia State Stadium.

The **Westside** Tax Allocation District was expanded in 1998 in order to support efforts that are currently underway to remove blighted conditions and expand redevelopment efforts to adjacent residential areas of Vine City and English Avenue. The TAD also seeks to capitalize on the opportunity to revitalize the land surrounding the new Centennial Olympic Park and foster the development of connections between the Central Business District, Clark Atlanta University Center, the Georgia Tech Campus, and adjoining neighborhoods by promoting improved transportation corridors, safer streets, and streetscaping for pedestrians, and greenway trails.

The TAD will facilitate the development of infill projects to eliminate the development gaps which exists because of inadequate and aging sewers, property acquisition and assemblage costs, and perceived environmental contamination. Through the development of linkages, infrastructure, and infill development this TAD encourages and supports new and existing businesses, new and renovated housing, and the support services that will help build a sustainable community.



RENEW ATLANTA/TSPLOST

Mission Statement

The City's Renew Atlanta Bond and TSPLOST programs strive daily to earn the confidence of residents as well as community leadership through innovation and the effective and efficient delivery of over \$500 million of infrastructure.

Vision Statement

Renew Atlanta Bond and TSPLOST will deliver a standard of excellence with consistent quality and value for safety, equity, and mobility to our community.

Core Functions

- Renew Atlanta Bond Vertical (Facility) and Horizontal (Transportation) project development and delivery
- TSPLOST project development and delivery

Summary of Operations

The Renew Atlanta Bond and TSPLOST programs are delivered by our team of both City staff and program management team consultants, combined to offer the most cost efficient and effective management model.

Office/Programs Descriptions

The Renew Atlanta Bond Program is a \$250 million infrastructure improvement citywide program. The program was developed through years of research, with extensive community input and includes resurfacing, signal modernization, complete streets, sidewalks and ADA improvements as well as building improvements in public safety, parks and recreation and City facilities. Restoration of public art is also included.

The Transportation Special Local Option Sales Tax or TSPLOST is an estimated \$260 million infrastructure program approved by the voters in November 2016, began in May 2017. Included in the project list is right of way and lighting funding for the Atlanta Beltline, Complete Streets, multi-use trails, sidewalks and streetscapes, neighborhood greenways, street, capacity and vehicular improvements, signal coordination, project scoping and engineering studies, Relay Bike Share, and partnerships and matching funding.

Goals

The Renew Atlanta Bond and TSPLOST program goals are to implement processes that produce predictable outcomes, provide accountability and transparency on performance, provide creative technical solutions to address program risk, utilize multiple subject matter experts to solve complex problems, keep stakeholders proactively informed and engaged, and provide an additional layer of accountability and transparency.

FY 2019 Accomplishments

- Our Prioritization and Re-baselining process was completed through 8 public meetings, 50 hours of meeting with City Council and community partners, 360 staff hours spent, 635 attendees at community meetings, and 4,000 survey responses received.
- Peter K. O'Rourke Special Achievement Award - Governors Highway Safety Association for the North Avenue Smart Corridor Project.
- Mobility Award - International Smart City Expo World Congress for the North Avenue Smart Corridor Project.
- \$18M resurfacing under contract.
- 195 Signals upgraded.
- One complete signal installation.
- 30 Signals Under Construction.
- 900 of 940 signals with communications through Atlanta and GDOT.
- Managed 127 events for Mercedes Benz Stadium and Philips Arena. In some cases, reducing egress time by 50%.
- Fairburn, Cascade, DeKalb, Howell Mill, Monroe Boulevard, and J.E. Lowery Blvd Complete Street under design.
- Dekalb Ave reversible lane and resurfacing under construction.
- Partnership projects through construction: East Paces Ferry Complete Street, Memorial Park/Northwest Beltline Access, MLK Complete Streets under construction.
- Continued Diversity Participation - Currently 37.8% goal against 58% diversity payments issued.
- Powers Ferry & Childress Bridge under construction.
- Ongoing public safety facility upgrades.

- Ongoing parks and recreation facility and site upgrades.
- Ongoing Smart Corridor development including downtown event and stadium areas, Buckhead Loop, and Campbellton Road completed.
- Atlanta Memorial Park Sidewalk Construction ongoing.
- Buckhead adaptive signal technology installed. Currently under testing.
- 10th St Pedestrian Facilities construction ongoing.
- Unpaved Road group design completed. Right-of-way acquisition ongoing.
- North Highland Ave Pedestrian Safety design completed.
- 50 Video Integration Center (VIC) 4G cameras and 150 License Plate Reader (LPR) cameras installed.
- Department of Public Works Transportation, Fleet Services and Sanitation ADA and facilities upgrades at Claire Drive completed.
- Dunbar neighborhood center ADA and facility upgrades completed.
- Rosel Fann Recreation Center Pool Pak dehumidification system installed.
- Collier Heights Recreation Center ADA and facility upgrades completed.
- Lang Carson Recreation Center multipurpose room windows replaced.
- Roof replacement or repairs completed on Lang Carson Recreation Center, Central Park Recreation Center, Candler Park Golf Clubhouse and Grant Park Pool.
- Atlanta Fire Rescue Station #1 ADA upgrades and major renovations completed.
- Windows replaced at Atlanta Fire Rescue Stations #5, #8, #9, #23 and #25.
- Kitchen upgrade at Atlanta Fire Rescue Station #8 completed.
- Completed art restoration projects: Carnegie Education Pavilion, "Phoenix", "Tower of Time", "New Endings", and "Cometh The Sun"; "Exx-Static", "Memorial: Carpets, Panels and Books" Mural; "Henry Grady" and "Five Points" Monument.
- Relocated and restored public art project, "Threshold", at the new Boone West Park.
- Artist selection for new Neighborhood and Landmark public art projects near completion.
- Acquisition of eight new Landmark public art pieces completed.
- Centennial Olympic Park Drive Traffic Communication Corridor (TCC) construction completed.
- Piedmont Ave TCC, W Marietta St TCC and Marietta Blvd TCC under construction.

- Several TCCs and signal upgrades under design.
- Cascade Rd TCC design completed.

FY 2020 Adopted Program Highlights

- Partnership projects: JE Boone Complete Street near completion, Bellwood Quarry Design underway, Wieuca Roundabout in design, Buckhead ADA Sidewalks under construction, West Wieuca PATH multi-use Trail under construction.
- 10th St Pedestrian Facilities completed.
- Construction of Unpaved Roads group.
- Childress Drive and Powers Ferry Road Bridge replacement construction completed.
- Howell Mill Road, Cascade Ph I, and Fairburn Road design completed.
- Relocate and restore public art project, Birth of Atlanta", at the new Quarry Park.
- Start installation of Neighborhood and Landmark public art projects.
- Complete facility upgrades for Department of Public Work at North Avenue.
- Complete major ADA, HVAC and facility upgrades at Atlanta Fire Rescue Stations #4 and #2.
- Complete exterior and interior renovations to the Chastain Arts Center and Grant Park Pool.
- Complete window installations, exterior concrete apron replacement and interior renovations at Atlanta Fire Rescue Station #16.
- Complete kitchen upgrades at Atlanta Fire Rescue Stations #5, #9, #11 and #38.
- Complete ADA and interior renovations at Rosel Fann, C.T. Martin, William Walker, Lang Carson, Peachtree Hills, English Park and James Orange-Oakland City Recreation Centers.
- Construction of Roxboro Rd TCC, Juniper St TCC, Monroe Dr TCC and several signal upgrades in the Midtown Area.
- Construction of Mt. Paran Dr and Northside Pkwy intersection improvement.
- Construction of Marietta St and Northside Dr intersection upgrade.



FY20 CAPITAL BUDGET STATUS Tsplost Capital Project Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|--------------|--------------|--------------|--------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 18,730,668 | 17,232,215 | 16,482,988 | 14,984,534 | 74,922,672 | \$142,353,077 |
| Expenses | 18,730,668 | 17,232,215 | 16,482,988 | 14,984,534 | 74,922,672 | \$142,353,077 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 18,730,668 | 17,232,215 | 16,482,988 | 14,984,534 | 74,922,672 | \$142,353,077 |
| Revenues | \$18,730,668 | \$17,232,215 | \$16,482,988 | \$14,984,534 | \$74,922,672 | \$142,353,077 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 18,730,668 | 17,232,215 | 16,482,988 | 14,984,534 | 74,922,672 | \$142,353,077 |
| Total City Wide | \$18,730,668 | \$17,232,215 | \$16,482,988 | \$14,984,534 | \$74,922,672 | \$142,353,077 |



FY20 CAPITAL BUDGET STATUS

Tsplost Capital Project Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Public Works | | | | | | |
| Program Managemnet - 112763 | 18,730,668 | 17,232,215 | 16,482,988 | 14,984,534 | 74,922,672 | \$142,353,077 |
| Sub-Total | \$18,730,668 | \$17,232,215 | \$16,482,988 | \$14,984,534 | \$74,922,672 | \$142,353,077 |
| Total City Wide | \$18,730,668 | \$17,232,215 | \$16,482,988 | \$14,984,534 | \$74,922,672 | \$142,353,077 |



FY20 CAPITAL BUDGET STATUS Atlantic Station Tad Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 23,119,950 | 23,229,901 | 23,345,082 | 23,627,137 | 24,331,758 | \$117,653,828 |
| Expenses | 23,119,950 | 23,229,901 | 23,345,082 | 23,627,137 | 24,331,758 | \$117,653,828 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Taxes | 21,234,037 | 21,878,866 | 22,543,039 | 23,227,137 | 23,931,758 | \$112,814,837 |
| Investment Income | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | \$2,000,000 |
| Miscellaneous Revenues | 1,485,913 | 951,035 | 402,043 | - | - | \$2,838,991 |
| Revenues | \$23,119,950 | \$23,229,901 | \$23,345,082 | \$23,627,137 | \$24,331,758 | \$117,653,828 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Non-Departmental | 23,119,950 | 23,229,901 | 23,345,082 | 23,627,137 | 24,331,758 | \$117,653,828 |
| Total City Wide | \$23,119,950 | \$23,229,901 | \$23,345,082 | \$23,627,137 | \$24,331,758 | \$117,653,828 |



FY20 CAPITAL BUDGET STATUS Atlantic Station Tad Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 23,119,950 | 23,229,901 | 23,345,082 | 23,627,137 | 24,331,758 | \$117,653,828 |
| Sub-Total | \$23,119,950 | \$23,229,901 | \$23,345,082 | \$23,627,137 | \$24,331,758 | \$117,653,828 |
| Total City Wide | \$23,119,950 | \$23,229,901 | \$23,345,082 | \$23,627,137 | \$24,331,758 | \$117,653,828 |



FY20 CAPITAL BUDGET STATUS Westside Tad Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 48,152,000 | 38,771,653 | 40,030,657 | 42,115,703 | 45,555,292 | \$214,625,307 |
| Expenses | 48,152,000 | 38,771,653 | 40,030,657 | 42,115,703 | 45,555,292 | \$214,625,307 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 20,717,724 | 21,339,256 | 22,048,939 | 23,004,124 | 23,987,965 | \$111,098,008 |
| Charges For Services | 70,000 | 72,100 | 74,263 | 76,491 | 78,786 | \$371,640 |
| Investment Income | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | \$1,750,000 |
| Miscellaneous Revenues | 27,014,276 | 17,010,297 | 17,557,455 | 18,685,088 | 21,138,542 | \$101,405,659 |
| Revenues | \$48,152,000 | \$38,771,653 | \$40,030,657 | \$42,115,703 | \$45,555,292 | \$214,625,307 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 48,152,000 | 38,771,653 | 40,030,657 | 42,115,703 | 45,555,292 | \$214,625,307 |
| Total City Wide | \$48,152,000 | \$38,771,653 | \$40,030,657 | \$42,115,703 | \$45,555,292 | \$214,625,307 |



FY20 CAPITAL BUDGET STATUS Westside Tad Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 48,152,000 | 38,771,653 | 40,030,657 | 42,115,703 | 45,555,292 | \$214,625,307 |
| Sub-Total | \$48,152,000 | \$38,771,653 | \$40,030,657 | \$42,115,703 | \$45,555,292 | \$214,625,307 |
| Total City Wide | \$48,152,000 | \$38,771,653 | \$40,030,657 | \$42,115,703 | \$45,555,292 | \$214,625,307 |



FY20 CAPITAL BUDGET STATUS Nw Atlanta Tad Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 10,244,738 | 10,251,138 | 10,267,478 | 10,285,574 | 10,309,293 | \$51,358,220 |
| Expenses | 10,244,738 | 10,251,138 | 10,267,478 | 10,285,574 | 10,309,293 | \$51,358,220 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Taxes | 4,641,115 | 4,780,348 | 4,970,144 | 5,183,976 | 5,404,222 | \$24,979,805 |
| Investment Income | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | \$750,000 |
| Miscellaneous Revenues | 5,453,623 | 5,320,790 | 5,147,334 | 4,951,598 | 4,755,071 | \$25,628,415 |
| Revenues | \$10,244,738 | \$10,251,138 | \$10,267,478 | \$10,285,574 | \$10,309,293 | \$51,358,220 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Non-Departmental | 10,244,738 | 10,251,138 | 10,267,478 | 10,285,574 | 10,309,293 | \$51,358,220 |
| Total City Wide | \$10,244,738 | \$10,251,138 | \$10,267,478 | \$10,285,574 | \$10,309,293 | \$51,358,220 |



FY20 CAPITAL BUDGET STATUS Nw Atlanta Tad Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 10,244,738 | 10,251,138 | 10,267,478 | 10,285,574 | 10,309,293 | \$51,358,220 |
| Sub-Total | \$10,244,738 | \$10,251,138 | \$10,267,478 | \$10,285,574 | \$10,309,293 | \$51,358,220 |
| Total City Wide | \$10,244,738 | \$10,251,138 | \$10,267,478 | \$10,285,574 | \$10,309,293 | \$51,358,220 |



FY20 CAPITAL BUDGET STATUS Princeton Lakes Tad Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 6,539,993 | 2,126,549 | 2,169,233 | 2,212,771 | 2,257,179 | \$15,305,725 |
| Expenses | 6,539,993 | 2,126,550 | 2,169,233 | 2,212,771 | 2,257,179 | \$15,305,725 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Taxes | 2,079,702 | 2,121,549 | 2,164,233 | 2,207,771 | 2,252,179 | \$10,825,434 |
| Investment Income | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | \$25,000 |
| Miscellaneous Revenues | 4,455,291 | - | - | - | - | \$4,455,291 |
| Revenues | \$6,539,993 | \$2,126,549 | \$2,169,233 | \$2,212,771 | \$2,257,179 | \$15,305,725 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Non-Departmental | 1,939,745 | 2,126,550 | 2,169,233 | 2,212,771 | 2,257,179 | \$10,705,477 |
| Department Of Fire Services | 4,600,248 | - | - | - | - | \$4,600,248 |
| Total City Wide | \$6,539,993 | \$2,126,550 | \$2,169,233 | \$2,212,771 | \$2,257,179 | \$15,305,725 |



FY20 CAPITAL BUDGET STATUS Princeton Lakes Tad Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Non-Departmental | | | | | | |
| Default - 000000 | 1,939,745 | 2,126,550 | 2,169,233 | 2,212,771 | 2,257,179 | \$10,705,477 |
| Sub-Total | \$1,939,745 | \$2,126,550 | \$2,169,233 | \$2,212,771 | \$2,257,179 | \$10,705,477 |
| Department Of Fire Services | | | | | | |
| Princeton Lakes - 112692 | 4,357,748 | - | - | - | - | \$4,357,748 |
| Default - 000000 | 242,500 | - | - | - | - | \$242,500 |
| Sub-Total | \$4,600,248 | - | - | - | - | \$4,600,248 |
| Total City Wide | \$6,539,993 | \$2,126,550 | \$2,169,233 | \$2,212,771 | \$2,257,179 | \$15,305,725 |



FY20 CAPITAL BUDGET STATUS Eastside Tad Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 53,541,000 | 55,137,930 | 56,788,768 | 58,656,577 | 60,591,310 | \$284,715,586 |
| Expenses | 53,541,000 | 55,137,930 | 56,788,768 | 58,656,577 | 60,591,310 | \$284,715,586 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Taxes | 22,000,000 | 22,660,000 | 23,339,800 | 24,352,686 | 25,416,293 | \$117,768,779 |
| Investment Income | 3,100,000 | 3,100,000 | 3,100,000 | 3,100,000 | 3,100,000 | \$15,500,000 |
| Miscellaneous Revenues | 28,441,000 | 29,377,930 | 30,348,968 | 31,203,892 | 32,075,018 | \$151,446,807 |
| Revenues | \$53,541,000 | \$55,137,930 | \$56,788,768 | \$58,656,577 | \$60,591,310 | \$284,715,586 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Non-Departmental | 53,541,000 | 55,137,930 | 56,788,768 | 58,656,577 | 60,591,310 | \$284,715,586 |
| Total City Wide | \$53,541,000 | \$55,137,930 | \$56,788,768 | \$58,656,577 | \$60,591,310 | \$284,715,586 |



FY20 CAPITAL BUDGET STATUS Eastside Tad Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 53,541,000 | 55,137,930 | 56,788,768 | 58,656,577 | 60,591,310 | \$284,715,586 |
| Sub-Total | \$53,541,000 | \$55,137,930 | \$56,788,768 | \$58,656,577 | \$60,591,310 | \$284,715,586 |
| Total City Wide | \$53,541,000 | \$55,137,930 | \$56,788,768 | \$58,656,577 | \$60,591,310 | \$284,715,586 |



FY20 CAPITAL BUDGET STATUS Atlanta Beltline Tad

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 58,501,517 | 59,667,751 | 60,834,766 | 62,070,012 | 62,679,280 | \$303,753,326 |
| Expenses | 58,501,517 | 59,667,751 | 60,834,766 | 62,070,012 | 62,679,280 | \$303,753,326 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Taxes | 46,632,035 | 49,154,611 | 52,157,244 | 55,264,805 | 58,465,593 | \$261,674,288 |
| Investment Income | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | \$25,000 |
| Miscellaneous Revenues | 11,864,482 | 10,508,140 | 8,672,522 | 6,800,207 | 4,208,687 | \$42,054,038 |
| Revenues | \$58,501,517 | \$59,667,751 | \$60,834,766 | \$62,070,012 | \$62,679,280 | \$303,753,326 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Non-Departmental | 58,501,517 | 59,667,751 | 60,834,766 | 62,070,012 | 62,679,280 | \$303,753,326 |
| Total City Wide | \$58,501,517 | \$59,667,751 | \$60,834,766 | \$62,070,012 | \$62,679,280 | \$303,753,326 |



FY20 CAPITAL BUDGET STATUS Atlanta Beltline Tad

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 58,501,517 | 59,667,751 | 60,834,766 | 62,070,012 | 62,679,280 | \$303,753,326 |
| Sub-Total | \$58,501,517 | \$59,667,751 | \$60,834,766 | \$62,070,012 | \$62,679,280 | \$303,753,326 |
| Total City Wide | \$58,501,517 | \$59,667,751 | \$60,834,766 | \$62,070,012 | \$62,679,280 | \$303,753,326 |



FY20 CAPITAL BUDGET STATUS Campbellton Road Tad Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 3,856,500 | 3,865,500 | 3,874,770 | 3,884,318 | 3,894,153 | \$19,375,241 |
| Expenses | 3,856,500 | 3,865,500 | 3,874,770 | 3,884,318 | 3,894,153 | \$19,375,241 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 1,745,837 | 1,931,486 | 2,118,576 | 2,311,278 | 2,509,761 | \$10,616,938 |
| Investment Income | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | \$17,500 |
| Miscellaneous Revenues | 2,107,163 | 1,930,514 | 1,752,694 | 1,569,540 | 1,380,892 | \$8,740,803 |
| Revenues | \$3,856,500 | \$3,865,500 | \$3,874,770 | \$3,884,318 | \$3,894,153 | \$19,375,241 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 3,856,500 | 3,865,500 | 3,874,770 | 3,884,318 | 3,894,153 | \$19,375,241 |
| Total City Wide | \$3,856,500 | \$3,865,500 | \$3,874,770 | \$3,884,318 | \$3,894,153 | \$19,375,241 |



FY20 CAPITAL BUDGET STATUS Campbellton Road Tad Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Non-Departmental | | | | | | |
| Default - 000000 | 3,856,500 | 3,865,500 | 3,874,770 | 3,884,318 | 3,894,153 | \$19,375,241 |
| Sub-Total | \$3,856,500 | \$3,865,500 | \$3,874,770 | \$3,884,318 | \$3,894,153 | \$19,375,241 |
| Total City Wide | \$3,856,500 | \$3,865,500 | \$3,874,770 | \$3,884,318 | \$3,894,153 | \$19,375,241 |



FY20 CAPITAL BUDGET STATUS Hollowell/M.L. King Tad Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 2,809,000 | 2,821,090 | 2,833,450 | 2,846,088 | 2,855,923 | \$14,165,551 |
| Expenses | 2,809,000 | 2,821,090 | 2,833,450 | 2,846,088 | 2,855,923 | \$14,165,551 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 790,682 | 816,935 | 882,927 | 950,898 | 1,020,909 | \$4,462,351 |
| Investment Income | 600 | 600 | 600 | 600 | 600 | \$3,000 |
| Miscellaneous Revenues | 2,017,718 | 2,003,555 | 1,949,923 | 1,894,590 | 1,834,414 | \$9,700,200 |
| Revenues | \$2,809,000 | \$2,821,090 | \$2,833,450 | \$2,846,088 | \$2,855,923 | \$14,165,551 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 2,809,000 | 2,821,090 | 2,833,450 | 2,846,088 | 2,855,923 | \$14,165,551 |
| Total City Wide | \$2,809,000 | \$2,821,090 | \$2,833,450 | \$2,846,088 | \$2,855,923 | \$14,165,551 |



FY20 CAPITAL BUDGET STATUS Hollowell/M.L. King Tad Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 2,809,000 | 2,821,090 | 2,833,450 | 2,846,088 | 2,855,923 | \$14,165,551 |
| Sub-Total | \$2,809,000 | \$2,821,090 | \$2,833,450 | \$2,846,088 | \$2,855,923 | \$14,165,551 |
| Total City Wide | \$2,809,000 | \$2,821,090 | \$2,833,450 | \$2,846,088 | \$2,855,923 | \$14,165,551 |



FY20 CAPITAL BUDGET STATUS Metropolitan Parkway Tad Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 1,403,600 | 1,406,600 | 1,409,690 | 1,412,873 | 1,416,151 | \$7,048,914 |
| Expenses | 1,403,600 | 1,406,600 | 1,409,690 | 1,412,873 | 1,416,151 | \$7,048,914 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 456,827 | 470,532 | 484,647 | 521,716 | 584,235 | \$2,517,957 |
| Investment Income | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | \$7,500 |
| Miscellaneous Revenues | 945,273 | 934,568 | 923,543 | 889,657 | 830,416 | \$4,523,456 |
| Revenues | \$1,403,600 | \$1,406,600 | \$1,409,690 | \$1,412,873 | \$1,416,151 | \$7,048,914 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 1,403,600 | 1,406,600 | 1,409,690 | 1,412,873 | 1,416,151 | \$7,048,914 |
| Total City Wide | \$1,403,600 | \$1,406,600 | \$1,409,690 | \$1,412,873 | \$1,416,151 | \$7,048,914 |



FY20 CAPITAL BUDGET STATUS Metropolitan Parkway Tad Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 1,403,600 | 1,406,600 | 1,409,690 | 1,412,873 | 1,416,151 | \$7,048,914 |
| Sub-Total | \$1,403,600 | \$1,406,600 | \$1,409,690 | \$1,412,873 | \$1,416,151 | \$7,048,914 |
| Total City Wide | \$1,403,600 | \$1,406,600 | \$1,409,690 | \$1,412,873 | \$1,416,151 | \$7,048,914 |



FY20 CAPITAL BUDGET STATUS Stadium Neighborhoods Tad Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-----------|-----------|-----------|-----------|-----------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 501,500 | 504,500 | 507,590 | 510,773 | 514,051 | \$2,538,414 |
| Expenses | 501,500 | 504,500 | 507,590 | 510,773 | 514,051 | \$2,538,414 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 275,259 | 311,581 | 348,994 | 387,528 | 427,219 | \$1,750,581 |
| Investment Income | 100 | 100 | 100 | 100 | 100 | \$500 |
| Miscellaneous Revenues | 226,141 | 192,819 | 158,496 | 123,145 | 86,732 | \$787,333 |
| Revenues | \$501,500 | \$504,500 | \$507,590 | \$510,773 | \$514,051 | \$2,538,414 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 501,500 | 504,500 | 507,590 | 510,773 | 514,051 | \$2,538,414 |
| Total City Wide | \$501,500 | \$504,500 | \$507,590 | \$510,773 | \$514,051 | \$2,538,414 |



FY20 CAPITAL BUDGET STATUS Stadium Neighborhoods Tad Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 501,500 | 504,500 | 507,590 | 510,773 | 514,051 | \$2,538,414 |
| Sub-Total | \$501,500 | \$504,500 | \$507,590 | \$510,773 | \$514,051 | \$2,538,414 |
| Total City Wide | \$501,500 | \$504,500 | \$507,590 | \$510,773 | \$514,051 | \$2,538,414 |



FY20 CAPITAL BUDGET STATUS 2005A Park Improvement Bond Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------------|--------------------|------|------|------|--------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 2,090,003 | 2,080,934 | - | - | - | \$4,170,937 |
| Expenses | 2,090,003 | 2,080,934 | - | - | - | \$4,170,936 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 2,090,003 | 2,080,934 | - | - | - | \$4,170,937 |
| Revenues | \$2,090,003 | \$2,080,934 | - | - | - | \$4,170,937 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Dept of Parks & Recreation | 2,090,003 | 2,080,934 | - | - | - | \$4,170,936 |
| Total City Wide | \$2,090,003 | \$2,080,934 | - | - | - | \$4,170,936 |



FY20 CAPITAL BUDGET STATUS 2005A Park Improvement Bond Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|--------------------|--------------------|----------|----------|----------|--------------------|
| Dept of Parks & Recreation | | | | | | |
| Construction Of Bldgs., City-Wide - 100229 | 193,401 | 193,401 | - | - | - | \$386,802 |
| Ground & Site Imprvs., City-Wide - 100247 | 1,887,533 | 1,887,533 | - | - | - | \$3,775,065 |
| City Wide Park Furniture & Play Equip. - 100271 | 9,069 | - | - | - | - | \$9,069 |
| Sub-Total | \$2,090,003 | \$2,080,934 | - | - | - | \$4,170,936 |
| Total City Wide | \$2,090,003 | \$2,080,934 | - | - | - | \$4,170,936 |



FY20 CAPITAL BUDGET STATUS Public Safety Facility Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 5,510,644 | - | - | - | - | \$5,510,644 |
| Expenses | 5,510,644 | - | - | - | - | \$5,510,644 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Other Financing Sources | 5,510,644 | - | - | - | - | \$5,510,644 |
| Revenues | \$5,510,644 | - | - | - | - | \$5,510,644 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 5,510,644 | - | - | - | - | \$5,510,644 |
| Total City Wide | \$5,510,644 | - | - | - | - | \$5,510,644 |



FY20 CAPITAL BUDGET STATUS Public Safety Facility Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|--------------------|----------|----------|----------|----------|--------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 5,510,644 | - | - | - | - | \$5,510,644 |
| Sub-Total | \$5,510,644 | - | - | - | - | \$5,510,644 |
| Total City Wide | \$5,510,644 | - | - | - | - | \$5,510,644 |



FY20 CAPITAL BUDGET STATUS 2008A Quality Of Life Improvement Bond Fd

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-----------|------|------|------|------|-----------|
| FUND SUMMARY | | | | | | |
| Revenues | 110,000 | - | - | - | - | \$110,000 |
| Expenses | 110,000 | - | - | - | - | \$110,000 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 110,000 | - | - | - | - | \$110,000 |
| Revenues | \$110,000 | - | - | - | - | \$110,000 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 110,000 | - | - | - | - | \$110,000 |
| Total City Wide | \$110,000 | - | - | - | - | \$110,000 |



FY20 CAPITAL BUDGET STATUS 2008A Quality Of Life Improvement Bond Fd

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---------------------------------------|------------------|----------|----------|----------|----------|------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Public Works | | | | | | |
| Undes Sdwk & Stscps (Cat. 1) - 110076 | 110,000 | - | - | - | - | \$110,000 |
| Sub-Total | \$110,000 | - | - | - | - | \$110,000 |
| Total City Wide | \$110,000 | - | - | - | - | \$110,000 |



FY20 CAPITAL BUDGET STATUS

2014A Park Improvement Revenue Refunding Bond

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-------------|-------------|-------------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 2,956,190 | 2,956,190 | 2,956,190 | - | - | \$8,868,570 |
| Expenses | 2,956,190 | 2,956,190 | 2,956,190 | - | - | \$8,868,570 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 2,956,190 | 2,956,190 | 2,956,190 | - | - | \$8,868,570 |
| Revenues | \$2,956,190 | \$2,956,190 | \$2,956,190 | - | - | \$8,868,570 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Dept of Parks & Recreation | 2,956,190 | 2,956,190 | 2,956,190 | - | - | \$8,868,570 |
| Total City Wide | \$2,956,190 | \$2,956,190 | \$2,956,190 | - | - | \$8,868,570 |



FY20 CAPITAL BUDGET STATUS

2014A Park Improvement Revenue Refunding Bond

| | <u>FY20</u> | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>FY24</u> | <u>Total</u> |
|------------------------------|--------------------|--------------------|--------------------|-------------|-------------|--------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Dept of Parks & Recreation | | | | | | |
| Default - 000000 | 2,956,190 | 2,956,190 | 2,956,190 | - | - | \$8,868,570 |
| Sub-Total | \$2,956,190 | \$2,956,190 | \$2,956,190 | - | - | \$8,868,570 |
| Total City Wide | \$2,956,190 | \$2,956,190 | \$2,956,190 | - | - | \$8,868,570 |



FY20 CAPITAL BUDGET STATUS 2015 Infrastructure Bond Fun

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|--------------|--------------|------|------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 43,921,601 | 38,431,401 | 27,451,000 | - | - | \$109,804,002 |
| Expenses | 43,921,601 | 38,431,401 | 27,451,000 | - | - | \$109,804,002 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 43,921,601 | 38,431,401 | 27,451,000 | - | - | \$109,804,002 |
| Revenues | \$43,921,601 | \$38,431,401 | \$27,451,000 | - | - | \$109,804,002 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 43,921,601 | 38,431,401 | 27,451,000 | - | - | \$109,804,002 |
| Total City Wide | \$43,921,601 | \$38,431,401 | \$27,451,000 | - | - | \$109,804,002 |



FY20 CAPITAL BUDGET STATUS 2015 Infrastructure Bond Fun

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------------|---------------------|---------------------|----------|----------|----------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Public Works | | | | | | |
| Transportation Infrastructure - 112184 | 28,589,145 | 25,015,502 | 17,868,215 | - | - | \$71,472,862 |
| District 1 - 112203 | 1,177,968 | 1,030,722 | 736,230 | - | - | \$2,944,921 |
| District 2 - 112204 | 1,427,709 | 1,249,246 | 892,318 | - | - | \$3,569,273 |
| District 3 - 112205 | 1,526,972 | 1,336,101 | 954,358 | - | - | \$3,817,430 |
| District 4 - 112206 | 1,514,135 | 1,324,868 | 946,334 | - | - | \$3,785,337 |
| District 5 - 112207 | 1,537,626 | 1,345,423 | 961,017 | - | - | \$3,844,066 |
| District 6 - 112208 | 1,618,685 | 1,416,349 | 1,011,678 | - | - | \$4,046,712 |
| District 7 - 112209 | 1,643,782 | 1,438,310 | 1,027,364 | - | - | \$4,109,456 |
| District 8 - 112210 | 1,088,132 | 952,115 | 680,082 | - | - | \$2,720,329 |
| District 9 - 112211 | 1,381,781 | 1,209,059 | 863,613 | - | - | \$3,454,453 |
| Council District 10 - 112212 | 799,078 | 699,194 | 499,424 | - | - | \$1,997,696 |
| District 11 - 112213 | 835,728 | 731,262 | 522,330 | - | - | \$2,089,320 |
| District 12 - 112214 | 780,859 | 683,251 | 488,037 | - | - | \$1,952,147 |
| Sub-Total | \$43,921,601 | \$38,431,401 | \$27,451,000 | - | - | \$109,804,002 |
| Total City Wide | \$43,921,601 | \$38,431,401 | \$27,451,000 | - | - | \$109,804,002 |



FY20 CAPITAL BUDGET STATUS 2015 Municipal Facilities Bond Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|------|------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 22,387,601 | - | - | - | - | \$22,387,601 |
| Expenses | 22,387,601 | - | - | - | - | \$22,387,601 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 22,387,601 | - | - | - | - | \$22,387,601 |
| Revenues | \$22,387,601 | - | - | - | - | \$22,387,601 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Enterprise Asset Management | 22,387,601 | - | - | - | - | \$22,387,601 |
| Total City Wide | \$22,387,601 | - | - | - | - | \$22,387,601 |



FY20 CAPITAL BUDGET STATUS 2015 Municipal Facilities Bond Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------------|----------|----------|----------|----------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Enterprise Asset Management | | | | | | |
| Municipal Facilities - 112217 | 9,183,030 | - | - | - | - | \$9,183,030 |
| District 1-Facilities - 112221 | 1,035,729 | - | - | - | - | \$1,035,729 |
| District 2-Facilities - 112223 | 1,213,080 | - | - | - | - | \$1,213,080 |
| District 3-Facilities - 112224 | 658,971 | - | - | - | - | \$658,971 |
| District 4-Facilities - 112225 | 1,242,078 | - | - | - | - | \$1,242,078 |
| District 5-Facilities - 112226 | 756,705 | - | - | - | - | \$756,705 |
| District 6-Facilities - 112227 | 1,365,010 | - | - | - | - | \$1,365,010 |
| District 7-Facilities - 112228 | 1,317,837 | - | - | - | - | \$1,317,837 |
| District 8-Facilities - 112229 | 1,053,065 | - | - | - | - | \$1,053,065 |
| District 9-Facilities - 112230 | 1,130,941 | - | - | - | - | \$1,130,941 |
| District 10-Facilities - 112231 | 1,103,800 | - | - | - | - | \$1,103,800 |
| District 11-Facilities - 112232 | 1,434,995 | - | - | - | - | \$1,434,995 |
| District 12-Facilities - 112233 | 892,360 | - | - | - | - | \$892,360 |
| Sub-Total | \$22,387,601 | - | - | - | - | \$22,387,601 |
| Total City Wide | \$22,387,601 | - | - | - | - | \$22,387,601 |



FY20 CAPITAL BUDGET STATUS 2016 Go Project Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-----------|------|------|------|------|-----------|
| FUND SUMMARY | | | | | | |
| Revenues | 116,270 | - | - | - | - | \$116,270 |
| Expenses | 116,270 | - | - | - | - | \$116,270 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 116,270 | - | - | - | - | \$116,270 |
| Revenues | \$116,270 | - | - | - | - | \$116,270 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 116,270 | - | - | - | - | \$116,270 |
| Total City Wide | \$116,270 | - | - | - | - | \$116,270 |



FY20 CAPITAL BUDGET STATUS 2016 Go Project Fund

| | <u>FY20</u> | <u>FY21</u> | <u>FY22</u> | <u>FY23</u> | <u>FY24</u> | <u>Total</u> |
|------------------------------|------------------|-------------|-------------|-------------|-------------|------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Citywide Restacking - 112288 | 116,270 | - | - | - | - | \$116,270 |
| Sub-Total | \$116,270 | - | - | - | - | \$116,270 |
| Total City Wide | \$116,270 | - | - | - | - | \$116,270 |



FY20 CAPITAL BUDGET STATUS 2017 Afkra Zoo Parking Project

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|------|------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 20,495,313 | - | - | - | - | \$20,495,313 |
| Expenses | 20,495,313 | - | - | - | - | \$20,495,313 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 20,495,313 | - | - | - | - | \$20,495,313 |
| Revenues | \$20,495,313 | - | - | - | - | \$20,495,313 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Dept of Parks & Recreation | 20,495,313 | - | - | - | - | \$20,495,313 |
| Total City Wide | \$20,495,313 | - | - | - | - | \$20,495,313 |



FY20 CAPITAL BUDGET STATUS 2017 Afkra Zoo Parking Project

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------------|--------------|------|------|------|------|--------------|
| Dept of Parks & Recreation | | | | | | |
| Grant Park Parking Garage - 112703 | 20,495,313 | - | - | - | - | \$20,495,313 |
| Sub-Total | \$20,495,313 | - | - | - | - | \$20,495,313 |
| Total City Wide | \$20,495,313 | - | - | - | - | \$20,495,313 |



FY20 CAPITAL BUDGET STATUS Park Improvement Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 19,045,144 | 17,344,785 | 15,785,738 | 15,930,759 | 16,086,432 | \$84,192,858 |
| Expenses | 19,045,144 | 17,344,785 | 15,785,738 | 15,930,759 | 16,086,432 | \$84,192,858 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Taxes | 14,981,857 | 15,097,172 | 15,247,301 | 15,398,926 | 15,552,072 | \$76,277,328 |
| Investment Income | 63,287 | 63,920 | 64,559 | 65,205 | 65,857 | \$322,828 |
| Miscellaneous Revenues | 4,000,000 | 2,183,693 | 473,878 | 466,628 | 468,503 | \$7,592,702 |
| Revenues | \$19,045,144 | \$17,344,785 | \$15,785,738 | \$15,930,759 | \$16,086,432 | \$84,192,858 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Dept of Parks & Recreation | 12,107,167 | 8,106,194 | 8,106,194 | 8,106,194 | 8,106,194 | \$44,531,943 |
| Non-Departmental | 6,937,977 | 9,238,591 | 7,679,544 | 7,824,565 | 7,980,238 | \$39,660,915 |
| Total City Wide | \$19,045,144 | \$17,344,785 | \$15,785,738 | \$15,930,759 | \$16,086,432 | \$84,192,858 |



FY20 CAPITAL BUDGET STATUS Park Improvement Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Dept of Parks & Recreation | | | | | | |
| City Wide Park Furniture & Play Equip. - 100271 | 973 | - | - | - | - | \$973 |
| Default - 000000 | 12,106,194 | 8,106,194 | 8,106,194 | 8,106,194 | 8,106,194 | \$44,530,970 |
| Sub-Total | \$12,107,167 | \$8,106,194 | \$8,106,194 | \$8,106,194 | \$8,106,194 | \$44,531,943 |
| Non-Departmental | | | | | | |
| Default - 000000 | 6,937,977 | 9,238,591 | 7,679,544 | 7,824,565 | 7,980,238 | \$39,660,915 |
| Sub-Total | \$6,937,977 | \$9,238,591 | \$7,679,544 | \$7,824,565 | \$7,980,238 | \$39,660,915 |
| Total City Wide | \$19,045,144 | \$17,344,785 | \$15,785,738 | \$15,930,759 | \$16,086,432 | \$84,192,858 |



FY20 CAPITAL BUDGET STATUS

General Government Capital Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|------|------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 46,121,698 | - | - | - | - | \$46,121,698 |
| Expenses | 46,121,698 | - | - | - | - | \$46,121,698 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 46,121,698 | - | - | - | - | \$46,121,698 |
| Revenues | \$46,121,698 | - | - | - | - | \$46,121,698 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 503,442 | - | - | - | - | \$503,442 |
| Department of Atlanta Information Management | 398,782 | - | - | - | - | \$398,782 |
| Department Of Finance | 10,719,122 | - | - | - | - | \$10,719,122 |
| Department Of Public Works | 27,442,630 | - | - | - | - | \$27,442,630 |
| Dept of Parks & Recreation | 5,778,173 | - | - | - | - | \$5,778,173 |
| Department Of Fire Services | 791,704 | - | - | - | - | \$791,704 |
| Department Of Police Services | 458,066 | - | - | - | - | \$458,066 |
| Department of City Planning | 29,780 | - | - | - | - | \$29,780 |
| Total City Wide | \$46,121,698 | - | - | - | - | \$46,121,698 |



FY20 CAPITAL BUDGET STATUS

General Government Capital Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|--------------|------|------|------|------|--------------|
| Executive Offices | | | | | | |
| Municipal Court Building Construction - 100177 | 503,442 | - | - | - | - | \$503,442 |
| Sub-Total | \$503,442 | - | - | - | - | \$503,442 |
| Department of Atlanta Information Management | | | | | | |
| Financial Information System - 101976 | 398,782 | - | - | - | - | \$398,782 |
| Sub-Total | \$398,782 | - | - | - | - | \$398,782 |
| Department Of Finance | | | | | | |
| Admin.Development Recoupment Fees - 201072 | 10,719,122 | - | - | - | - | \$10,719,122 |
| Sub-Total | \$10,719,122 | - | - | - | - | \$10,719,122 |
| Department Of Public Works | | | | | | |
| Closure, Gun Club Road Landfill - 101335 | 62,781 | - | - | - | - | \$62,781 |
| Bicycle Rack Project - 101491 | 4,613 | - | - | - | - | \$4,613 |
| Old Hapeville Road Sidewalk - 101637 | 274,000 | - | - | - | - | \$274,000 |
| Wieuca Road Sidewalk (Phase Ii) - 101639 | 28,608 | - | - | - | - | \$28,608 |
| Old Fourth Ward Sidewalk - 101641 | 86,410 | - | - | - | - | \$86,410 |
| Buckhead Pedestrian Bridge - 101651 | 221,394 | - | - | - | - | \$221,394 |
| Pryor Road Streetscape - 101659 | 49,544 | - | - | - | - | \$49,544 |
| Jonesboro Rd. (Sr54) Sidewalk (Phase I) - 101803 | 1 | - | - | - | - | \$1 |
| Defoors Avenue Sidewalk - 101854 | 37,403 | - | - | - | - | \$37,403 |
| Lindbergh/Lavista/Cheshire Br. Imprvs - 101982 | 200,000 | - | - | - | - | \$200,000 |
| Citywide Traffic Signal Improvement - 101985 | 1,320,394 | - | - | - | - | \$1,320,394 |
| Villages Of East Lake - 102101 | 74,880 | - | - | - | - | \$74,880 |
| Midtown Streetscape - 102109 | 55,084 | - | - | - | - | \$55,084 |
| North Highland Ave Streetscapes - 102111 | 186,636 | - | - | - | - | \$186,636 |
| Peachtree Road Streetscapes - 102112 | 250,554 | - | - | - | - | \$250,554 |
| Mlk, Jr., Dr. Corridor Improvements - 102281 | 1 | - | - | - | - | \$1 |
| Lee Street Lci Grant - 102383 | 62,721 | - | - | - | - | \$62,721 |
| Barge Rd./Campellton Lci Grant - 102385 | 50,250 | - | - | - | - | \$50,250 |
| Morningside/Lenox Park - 102389 | 33,314 | - | - | - | - | \$33,314 |
| Highland Corridor - 102390 | 65,941 | - | - | - | - | \$65,941 |
| Landrum Drive Exit - 102391 | 175,054 | - | - | - | - | \$175,054 |
| City Wide Intersection Timing Loop - Det - 102642 | 63,725 | - | - | - | - | \$63,725 |
| Hermi'S Bridge Project - 102730 | 23,309 | - | - | - | - | \$23,309 |
| Citywide Greenway Trail Projects - 102847 | 114,184 | - | - | - | - | \$114,184 |
| Piedmont Intersection Impr - 110253 | 500,000 | - | - | - | - | \$500,000 |
| Memorial Dr Sidewalks - 110255 | 27,092 | - | - | - | - | \$27,092 |
| Windemere Dr Sidewalks - 110256 | 564 | - | - | - | - | \$564 |
| Freemont Ave Rd Constr - 110257 | 99,472 | - | - | - | - | \$99,472 |
| City Hall Sidewalks - 110259 | 200,000 | - | - | - | - | \$200,000 |
| Hollywood Road Impr - 110261 | 131,763 | - | - | - | - | \$131,763 |
| Ada Ramps & Ada Sidewalk Imp, Cityw - 110262 | 218,507 | - | - | - | - | \$218,507 |
| Buckhead Village Redevelopment - 110892 | 24,041 | - | - | - | - | \$24,041 |
| DI Hollowell/Westlake-Lci - 111105 | 76,669 | - | - | - | - | \$76,669 |
| Glenwood/Moreland-Lci - 111106 | 5,132 | - | - | - | - | \$5,132 |
| Memorial Drive Corridor - 111322 | 72,665 | - | - | - | - | \$72,665 |
| Atlanta University Center Pedestrian Streetscape - 112170 | 275,000 | - | - | - | - | \$275,000 |
| Cycle Atlanta Phase 1.0 Bucycle Mobility - 112172 | 200,000 | - | - | - | - | \$200,000 |
| 12Th Street Two-Way Conversion - 112174 | 30,000 | - | - | - | - | \$30,000 |



FY20 CAPITAL BUDGET STATUS

General Government Capital Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------------|------|------|------|------|---------------------|
| Huff Road Complete Street - 112175 | 1,473,269 | - | - | - | - | \$1,473,269 |
| Sr260/Sr42 Intersection Realignment - 112176 | 94,249 | - | - | - | - | \$94,249 |
| Moores Mill Road Extn - 112186 | 798,000 | - | - | - | - | \$798,000 |
| Juniper St Bicycle/Ped Fac - 112503 | 1,272,785 | - | - | - | - | \$1,272,785 |
| 10Th Street Tcc - 112648 | 240,000 | - | - | - | - | \$240,000 |
| Monroe Drive Tcc - 112649 | 720,000 | - | - | - | - | \$720,000 |
| Piedmt & Linden Ave - 112650 | 65,000 | - | - | - | - | \$65,000 |
| 10Th St Signal Upg - 112651 | 120,000 | - | - | - | - | \$120,000 |
| N. Highland & Inman - 112652 | 65,000 | - | - | - | - | \$65,000 |
| Roxboro Rd Tcc - 112653 | 260,000 | - | - | - | - | \$260,000 |
| Cheshire Br. & Lenox - 112654 | 60,000 | - | - | - | - | \$60,000 |
| Peachtree St. Tcc - 112655 | 1,211,400 | - | - | - | - | \$1,211,400 |
| North Ave & Somerset - 112656 | 65,000 | - | - | - | - | \$65,000 |
| Howell Mill Rd Tcc - 112657 | 1,100,000 | - | - | - | - | \$1,100,000 |
| Piedmont Ave Tcc - 112658 | 260,000 | - | - | - | - | \$260,000 |
| Mt. Paran & Northside - 112659 | 609,125 | - | - | - | - | \$609,125 |
| Wieuca & Phipps Blvd - 112660 | 1,000,000 | - | - | - | - | \$1,000,000 |
| 15Th Street - 112668 | 1,250,000 | - | - | - | - | \$1,250,000 |
| Cleveland Ave Pedestrian Mobility Improvement - 112723 | 210,000 | - | - | - | - | \$210,000 |
| Atlanta Traffic Control Center-Its - 112725 | 113,495 | - | - | - | - | \$113,495 |
| Huff Road Project - 112743 | 483,576 | - | - | - | - | \$483,576 |
| Boulevard Pedestrian Improvements - 112744 | 210,000 | - | - | - | - | \$210,000 |
| Mlk Corridor Improvements - 112745 | 2,965,180 | - | - | - | - | \$2,965,180 |
| Smart Lighting Pilot - 112746 | 810,388 | - | - | - | - | \$810,388 |
| D.I.F.Admin-Transportation-City - 201053 | 6,684,459 | - | - | - | - | \$6,684,459 |
| Sub-Total | <u>\$27,442,630</u> | - | - | - | - | <u>\$27,442,630</u> |
| Dept of Parks & Recreation | | | | | | |
| Comprehen Imps Major Pks, City-Wide - 101519 | 33,761 | - | - | - | - | \$33,761 |
| Centennial Park Trail - 101643 | 250,000 | - | - | - | - | \$250,000 |
| English Avenue Trail - 101644 | 100,000 | - | - | - | - | \$100,000 |
| Ada Compliant - 112737 | 1,600,000 | - | - | - | - | \$1,600,000 |
| System Improvement - 112738 | 2,928,887 | - | - | - | - | \$2,928,887 |
| Green Space Pgm., Parks North - 201997 | 865,525 | - | - | - | - | \$865,525 |
| Sub-Total | <u>\$5,778,173</u> | - | - | - | - | <u>\$5,778,173</u> |
| Department Of Fire Services | | | | | | |
| Fire Station 22 Construction - 100170 | 750,281 | - | - | - | - | \$750,281 |
| Fire Station 28 Construction - 100172 | 41,423 | - | - | - | - | \$41,423 |
| Sub-Total | <u>\$791,704</u> | - | - | - | - | <u>\$791,704</u> |
| Department Of Police Services | | | | | | |
| Police Academy Expansion - 101630 | 256,399 | - | - | - | - | \$256,399 |
| Workspace-Police Special Operation Sec. - 101957 | 176,424 | - | - | - | - | \$176,424 |
| New Zone 3 Precinct - 111450 | 25,243 | - | - | - | - | \$25,243 |
| Sub-Total | <u>\$458,066</u> | - | - | - | - | <u>\$458,066</u> |
| Department of City Planning | | | | | | |
| Arc Ctp Funding Assistance Program - 212319 | 2,280 | - | - | - | - | \$2,280 |
| Update To Impact Program And Fee Schedule - 212610 | 27,500 | - | - | - | - | \$27,500 |
| Sub-Total | <u>\$29,780</u> | - | - | - | - | <u>\$29,780</u> |
| Total City Wide | <u>\$46,121,698</u> | - | - | - | - | <u>\$46,121,698</u> |



FY20 CAPITAL BUDGET STATUS

Capital Finance Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 37,228,228 | 20,404,482 | 16,516,507 | 11,200,000 | 11,095,039 | \$96,444,256 |
| Expenses | 37,228,228 | 20,404,482 | 16,516,507 | 11,200,000 | 11,095,039 | \$96,444,256 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 37,228,228 | 20,404,482 | 16,516,507 | 11,200,000 | 11,095,039 | \$96,444,256 |
| Revenues | \$37,228,228 | \$20,404,482 | \$16,516,507 | \$11,200,000 | \$11,095,039 | \$96,444,256 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 298,504 | - | - | - | - | \$298,504 |
| Department of Atlanta Information Management | 978,337 | - | - | - | - | \$978,337 |
| Department Of Corrections | 1,708,095 | - | - | - | - | \$1,708,095 |
| Department Of Finance | 12,044,491 | - | - | - | - | \$12,044,491 |
| Department Of Public Works | 3,274,754 | - | - | - | - | \$3,274,754 |
| Dept of Parks & Recreation | 11,000,000 | 11,000,000 | 11,000,000 | 11,000,000 | 11,000,000 | \$55,000,000 |
| Judicial Agencies | 87,577 | - | - | - | - | \$87,577 |
| Department Of Fire Services | 3,292,957 | - | - | - | - | \$3,292,957 |
| Department Of Police Services | 1,577,119 | - | - | - | - | \$1,577,119 |
| Department of City Planning | 2,966,394 | 9,404,482 | 5,516,507 | 200,000 | 95,039 | \$18,182,422 |
| Total City Wide | \$37,228,228 | \$20,404,482 | \$16,516,507 | \$11,200,000 | \$11,095,039 | \$96,444,256 |



FY20 CAPITAL BUDGET STATUS

Capital Finance Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|--------------|--------------|--------------|--------------|--------------|--------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Default - 000000 | 298,504 | - | - | - | - | \$298,504 |
| Sub-Total | \$298,504 | - | - | - | - | \$298,504 |
| Department of Atlanta Information Management | | | | | | |
| Oracle Upgrade - 111897 | 109,157 | - | - | - | - | \$109,157 |
| Itsm-It Service Mgt - 212713 | 869,180 | - | - | - | - | \$869,180 |
| Sub-Total | \$978,337 | - | - | - | - | \$978,337 |
| Department Of Corrections | | | | | | |
| Cor Upgrades 2016 - 112522 | 133,666 | - | - | - | - | \$133,666 |
| Cor Upgrades 2017 - 112622 | 744,609 | - | - | - | - | \$744,609 |
| Cor Upgrades 2018 - 113053 | 724,625 | - | - | - | - | \$724,625 |
| Default - 000000 | 76,788 | - | - | - | - | \$76,788 |
| Cor Repair & Maint 2012 - 211198 | 28,407 | - | - | - | - | \$28,407 |
| Sub-Total | \$1,708,095 | - | - | - | - | \$1,708,095 |
| Department Of Finance | | | | | | |
| Dof Business Process Transformation - 112687 | 9,672,246 | - | - | - | - | \$9,672,246 |
| Bls Upgrade Dof Revenue - 112949 | 2,372,245 | - | - | - | - | \$2,372,245 |
| Sub-Total | \$12,044,491 | - | - | - | - | \$12,044,491 |
| Department Of Public Works | | | | | | |
| Ralph David Abernathy Streetscapes - 102114 | 11,295 | - | - | - | - | \$11,295 |
| Bicycle Route Sign & Marks - 110071 | 235,704 | - | - | - | - | \$235,704 |
| Lynhurst Sidewalk Impr - 110254 | 50,479 | - | - | - | - | \$50,479 |
| Southwest Atlanta Sidewalks - 110264 | 3,873 | - | - | - | - | \$3,873 |
| Sidewalks - Ada Ramps - 110820 | 678,874 | - | - | - | - | \$678,874 |
| Memorial Drive Corridor - 111322 | 101,400 | - | - | - | - | \$101,400 |
| Led Conversion Project - 112013 | 217,553 | - | - | - | - | \$217,553 |
| District 8 - 112210 | 750,000 | - | - | - | - | \$750,000 |
| Barge Road - 112683 | 2,319 | - | - | - | - | \$2,319 |
| Battle Of Atlanta Trail - 112684 | 127,000 | - | - | - | - | \$127,000 |
| Huff Road Project - 112743 | 112,904 | - | - | - | - | \$112,904 |
| Gardenhills - 112778 | 256,924 | - | - | - | - | \$256,924 |
| E-Builder Gsa - 112968 | 113,955 | - | - | - | - | \$113,955 |
| Memorial Drive Sidewalk Impr - 113081 | 460,474 | - | - | - | - | \$460,474 |
| Default - 000000 | 152,000 | - | - | - | - | \$152,000 |
| Sub-Total | \$3,274,754 | - | - | - | - | \$3,274,754 |
| Dept of Parks & Recreation | | | | | | |
| Westside Quarry - 112998 | 11,000,000 | 11,000,000 | 11,000,000 | 11,000,000 | 11,000,000 | \$55,000,000 |
| Sub-Total | \$11,000,000 | \$11,000,000 | \$11,000,000 | \$11,000,000 | \$11,000,000 | \$55,000,000 |
| Judicial Agencies | | | | | | |
| Case Management Syst - 112467 | 87,577 | - | - | - | - | \$87,577 |
| Sub-Total | \$87,577 | - | - | - | - | \$87,577 |
| Department Of Fire Services | | | | | | |
| Fire Station 22 - 112771 | 800,000 | - | - | - | - | \$800,000 |
| Default - 000000 | 2,156,492 | - | - | - | - | \$2,156,492 |
| Afr Facilities Repair & Maint. - 211200 | 336,465 | - | - | - | - | \$336,465 |
| Sub-Total | \$3,292,957 | - | - | - | - | \$3,292,957 |
| Department Of Police Services | | | | | | |
| Default - 000000 | 1,106,742 | - | - | - | - | \$1,106,742 |



FY20 CAPITAL BUDGET STATUS

Capital Finance Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|--------------|--------------|--------------|--------------|--------------|--------------|
| Apd Facility Improvements 2012 - 211204 | 270,587 | - | - | - | - | \$270,587 |
| Apd Reloca/Reno Cops/Cc - 211207 | 199,790 | - | - | - | - | \$199,790 |
| Sub-Total | \$1,577,119 | - | - | - | - | \$1,577,119 |
| Department of City Planning | | | | | | |
| Oob Technology Initiatives - 112953 | 1,245,996 | 3,349,004 | - | - | - | \$4,595,000 |
| 143 Alabama - 113000 | - | 5,316,507 | 5,316,507 | - | - | \$10,633,014 |
| OOB & OZD Restack - 113229 | 498,971 | 498,971 | - | - | - | \$997,942 |
| Atlas Geographic Data - 212646 | 365,427 | 40,000 | - | - | - | \$405,427 |
| Fy18 Planning Initiatives - 212709 | 656,000 | - | - | - | - | \$656,000 |
| Government District - 212711 | 200,000 | 200,000 | 200,000 | 200,000 | 95,039 | \$895,039 |
| Sub-Total | \$2,966,394 | \$9,404,482 | \$5,516,507 | \$200,000 | \$95,039 | \$18,182,422 |
| Total City Wide | \$37,228,228 | \$20,404,482 | \$16,516,507 | \$11,200,000 | \$11,095,039 | \$96,444,256 |



FY20 CAPITAL BUDGET STATUS Special Assessment Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|----------|------|------|------|------|----------|
| FUND SUMMARY | | | | | | |
| Revenues | 67,555 | - | - | - | - | \$67,555 |
| Expenses | 67,555 | - | - | - | - | \$67,555 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 67,555 | - | - | - | - | \$67,555 |
| Revenues | \$67,555 | - | - | - | - | \$67,555 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 67,555 | - | - | - | - | \$67,555 |
| Total City Wide | \$67,555 | - | - | - | - | \$67,555 |



FY20 CAPITAL BUDGET STATUS Special Assessment Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|-----------------|----------|----------|----------|----------|-----------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Public Works | | | | | | |
| Curb, Sidewalk & Gutter Construction - 100495 | 66,380 | - | - | - | - | \$66,380 |
| Private Property Clearance - 200496 | 1,175 | - | - | - | - | \$1,175 |
| Sub-Total | \$67,555 | - | - | - | - | \$67,555 |
| Total City Wide | \$67,555 | - | - | - | - | \$67,555 |



FY20 CAPITAL BUDGET STATUS

Solid Waste Management Fac Const Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 2,054,280 | - | - | - | - | \$2,054,280 |
| Expenses | 2,054,280 | - | - | - | - | \$2,054,280 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 2,054,280 | - | - | - | - | \$2,054,280 |
| Revenues | \$2,054,280 | - | - | - | - | \$2,054,280 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 1,923,825 | - | - | - | - | \$1,923,825 |
| Department Of Watershed Management | 130,454 | - | - | - | - | \$130,454 |
| Total City Wide | \$2,054,280 | - | - | - | - | \$2,054,280 |



FY20 CAPITAL BUDGET STATUS

Solid Waste Management Fac Const Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------------|------|------|------|------|--------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Public Works | | | | | | |
| Closure, Gun Club Road Landfill - 101335 | 748,667 | - | - | - | - | \$748,667 |
| Key Road Landfill Closure - 101588 | 109,510 | - | - | - | - | \$109,510 |
| Cascade Road Landfill Closure - 101589 | 237,145 | - | - | - | - | \$237,145 |
| Dpw Post Closure Care - 112812 | 828,504 | - | - | - | - | \$828,504 |
| Sub-Total | <u>\$1,923,825</u> | - | - | - | - | <u>\$1,923,825</u> |
| Department Of Watershed Management | | | | | | |
| East Confederate Landfill Closure - 101590 | 130,454 | - | - | - | - | \$130,454 |
| Sub-Total | <u>\$130,454</u> | - | - | - | - | <u>\$130,454</u> |
| Total City Wide | <u>\$2,054,280</u> | - | - | - | - | <u>\$2,054,280</u> |



FY20 CAPITAL BUDGET STATUS

Capital Asset - Finance Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|-------------|-------------|-------------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 33,747,392 | 3,650,160 | 2,976,786 | 1,000,000 | - | \$41,374,338 |
| Expenses | 33,747,392 | 3,650,160 | 2,976,786 | 1,000,000 | - | \$41,374,338 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 33,747,392 | 3,650,160 | 2,976,786 | 1,000,000 | - | \$41,374,338 |
| Revenues | \$33,747,392 | \$3,650,160 | \$2,976,786 | \$1,000,000 | - | \$41,374,338 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 211,000 | - | - | - | - | \$211,000 |
| Department of Atlanta Information Management | 175,000 | - | - | - | - | \$175,000 |
| Department Of Corrections | 149,000 | - | - | - | - | \$149,000 |
| Department Of Public Works | 1,022,000 | 1,000,000 | 1,000,000 | 1,000,000 | - | \$4,022,000 |
| Non-Departmental | 13,920,079 | 2,650,160 | 1,976,786 | - | - | \$18,547,025 |
| Department Of Fire Services | 10,566,125 | - | - | - | - | \$10,566,125 |
| Department Of Police Services | 7,630,588 | - | - | - | - | \$7,630,588 |
| Department Of The Solicitor | 73,600 | - | - | - | - | \$73,600 |
| Total City Wide | \$33,747,392 | \$3,650,160 | \$2,976,786 | \$1,000,000 | - | \$41,374,338 |



FY20 CAPITAL BUDGET STATUS

Capital Asset - Finance Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|---------------------|--------------------|--------------------|--------------------|----------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Default - 000000 | 211,000 | - | - | - | - | \$211,000 |
| Sub-Total | \$211,000 | - | - | - | - | \$211,000 |
| Department of Atlanta Information Management | | | | | | |
| Default - 000000 | 175,000 | - | - | - | - | \$175,000 |
| Sub-Total | \$175,000 | - | - | - | - | \$175,000 |
| Department Of Corrections | | | | | | |
| Default - 000000 | 149,000 | - | - | - | - | \$149,000 |
| Sub-Total | \$149,000 | - | - | - | - | \$149,000 |
| Department Of Public Works | | | | | | |
| Default - 000000 | 1,022,000 | 1,000,000 | 1,000,000 | 1,000,000 | - | \$4,022,000 |
| Sub-Total | \$1,022,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | - | \$4,022,000 |
| Non-Departmental | | | | | | |
| Default - 000000 | 13,920,079 | 2,650,160 | 1,976,786 | - | - | \$18,547,025 |
| Sub-Total | \$13,920,079 | \$2,650,160 | \$1,976,786 | - | - | \$18,547,025 |
| Department Of Fire Services | | | | | | |
| Default - 000000 | 10,566,125 | - | - | - | - | \$10,566,125 |
| Sub-Total | \$10,566,125 | - | - | - | - | \$10,566,125 |
| Department Of Police Services | | | | | | |
| Default - 000000 | 7,630,588 | - | - | - | - | \$7,630,588 |
| Sub-Total | \$7,630,588 | - | - | - | - | \$7,630,588 |
| Department Of The Solicitor | | | | | | |
| Default - 000000 | 73,600 | - | - | - | - | \$73,600 |
| Sub-Total | \$73,600 | - | - | - | - | \$73,600 |
| Total City Wide | \$33,747,392 | \$3,650,160 | \$2,976,786 | \$1,000,000 | - | \$41,374,338 |



FY20 CAPITAL BUDGET STATUS

Capital Finance-Recovery Zone (Eco. Dev.) Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-----------|------|------|------|------|-----------|
| FUND SUMMARY | | | | | | |
| Revenues | 203,823 | - | - | - | - | \$203,823 |
| Expenses | 203,823 | - | - | - | - | \$203,823 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 203,823 | - | - | - | - | \$203,823 |
| Revenues | \$203,823 | - | - | - | - | \$203,823 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Public Works | 203,823 | - | - | - | - | \$203,823 |
| Total City Wide | \$203,823 | - | - | - | - | \$203,823 |



FY20 CAPITAL BUDGET STATUS

Capital Finance-Recovery Zone (Eco. Dev.) Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|-------------------------------------|------------------|----------|----------|----------|----------|------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Public Works | | | | | | |
| Rec Zone Economic Dev Bond - 111318 | 203,823 | - | - | - | - | \$203,823 |
| Sub-Total | \$203,823 | - | - | - | - | \$203,823 |
| Total City Wide | \$203,823 | - | - | - | - | \$203,823 |



FY20 CAPITAL BUDGET STATUS 2018 Public Safety Project

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|------|------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 42,886,368 | - | - | - | - | \$42,886,368 |
| Expenses | 42,886,368 | - | - | - | - | \$42,886,368 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 42,886,368 | - | - | - | - | \$42,886,368 |
| Revenues | \$42,886,368 | - | - | - | - | \$42,886,368 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Police Services | 10,000,000 | - | - | - | - | \$10,000,000 |
| Department Of Enterprise Asset Management | 32,886,368 | - | - | - | - | \$32,886,368 |
| Total City Wide | \$42,886,368 | - | - | - | - | \$42,886,368 |



FY20 CAPITAL BUDGET STATUS 2018 Public Safety Project

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------------|----------|----------|----------|----------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Police Services | | | | | | |
| Gma Cops Records Management - 113050 | 5,000,000 | - | - | - | - | \$5,000,000 |
| Gma Cops Computer Aided - 113051 | 5,000,000 | - | - | - | - | \$5,000,000 |
| Sub-Total | \$10,000,000 | - | - | - | - | \$10,000,000 |
| Department Of Enterprise Asset Management | | | | | | |
| Gma Cops City Of Atlanta Public Safety Project Series 2018 - 112705 | 32,886,368 | - | - | - | - | \$32,886,368 |
| Sub-Total | \$32,886,368 | - | - | - | - | \$32,886,368 |
| Total City Wide | \$42,886,368 | - | - | - | - | \$42,886,368 |



FY20 CAPITAL BUDGET STATUS Bond Sinking Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|--------------|--------------|--------------|--------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 63,139,974 | 64,087,075 | 65,048,378 | 66,024,104 | 67,014,466 | \$325,313,997 |
| Expenses | 63,139,974 | 64,087,075 | 65,048,378 | 66,024,104 | 67,014,466 | \$325,313,997 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Taxes | 63,048,657 | 63,994,388 | 64,954,301 | 65,928,616 | 66,917,545 | \$324,843,507 |
| Investment Income | 91,317 | 92,687 | 94,077 | 95,488 | 96,921 | \$470,490 |
| Revenues | \$63,139,974 | \$64,087,075 | \$65,048,378 | \$66,024,104 | \$67,014,466 | \$325,313,997 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| DeptOrg000000 - DEFAULT | 21,706,049 | 22,336,311 | 27,268,179 | 39,736,562 | 43,788,527 | \$154,835,628 |
| Non-Departmental | 41,433,925 | 41,750,764 | 37,780,199 | 26,287,542 | 23,225,939 | \$170,478,369 |
| Total City Wide | \$63,139,974 | \$64,087,075 | \$65,048,378 | \$66,024,104 | \$67,014,466 | \$325,313,997 |



FY20 CAPITAL BUDGET STATUS Bond Sinking Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| DeptOrg000000 - DEFAULT | | | | | | |
| Default - 000000 | 21,706,049 | 22,336,311 | 27,268,179 | 39,736,562 | 43,788,527 | \$154,835,628 |
| Sub-Total | <u>\$21,706,049</u> | <u>\$22,336,311</u> | <u>\$27,268,179</u> | <u>\$39,736,562</u> | <u>\$43,788,527</u> | <u>\$154,835,628</u> |
| Non-Departmental | | | | | | |
| Default - 000000 | 41,433,925 | 41,750,764 | 37,780,199 | 26,287,542 | 23,225,939 | \$170,478,369 |
| Sub-Total | <u>\$41,433,925</u> | <u>\$41,750,764</u> | <u>\$37,780,199</u> | <u>\$26,287,542</u> | <u>\$23,225,939</u> | <u>\$170,478,369</u> |
| Total City Wide | <u>\$63,139,974</u> | <u>\$64,087,075</u> | <u>\$65,048,378</u> | <u>\$66,024,104</u> | <u>\$67,014,466</u> | <u>\$325,313,997</u> |



FY20 CAPITAL BUDGET STATUS

Water & Wastewater Renewal & Extension Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------|---------------|---------------|--------------|-------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 499,280,149 | 261,926,775 | 146,306,183 | 22,767,624 | 6,450,000 | \$936,730,731 |
| Expenses | 499,280,149 | 261,926,775 | 146,306,183 | 22,767,624 | 6,450,000 | \$936,730,731 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Intergovernmental Revenues | 24,100,000 | - | - | - | - | \$24,100,000 |
| Charges For Services | 9,000,000 | - | - | - | - | \$9,000,000 |
| Investment Income | 3,545,000 | - | - | - | - | \$3,545,000 |
| Miscellaneous Revenues | 298,635,149 | 261,926,775 | 146,306,183 | 22,767,624 | 6,450,000 | \$736,085,731 |
| Other Financing Sources | 164,000,000 | - | - | - | - | \$164,000,000 |
| Revenues | \$499,280,149 | \$261,926,775 | \$146,306,183 | \$22,767,624 | \$6,450,000 | \$936,730,731 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Executive Offices | 319,055 | - | - | - | - | \$319,055 |
| Department Of Watershed Management | 405,718,687 | 258,476,775 | 142,856,183 | 19,317,624 | 3,000,000 | \$829,369,269 |
| Non-Departmental | 93,242,407 | 3,450,000 | 3,450,000 | 3,450,000 | 3,450,000 | \$107,042,407 |
| Total City Wide | \$499,280,149 | \$261,926,775 | \$146,306,183 | \$22,767,624 | \$6,450,000 | \$936,730,731 |



FY20 CAPITAL BUDGET STATUS

Water & Wastewater Renewal & Extension Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|------------|------------|------------|-----------|-----------|--------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Default - 000000 | 319,055 | - | - | - | - | \$319,055 |
| Sub-Total | \$319,055 | - | - | - | - | \$319,055 |
| Department Of Watershed Management | | | | | | |
| Water Mains, Various Locations - 100395 | 1,148,944 | - | - | - | - | \$1,148,944 |
| Program Management-Year 3 - 102335 | 13,197,943 | - | - | - | - | \$13,197,943 |
| Sewer Group 2 Rehabilitation - 102445 | 750,734 | - | - | - | - | \$750,734 |
| Raw Water Transmission Mains - 102474 | 3,000,000 | 3,120,549 | - | - | - | \$6,120,549 |
| Sanitary Sewer-Annual Contract - 102506 | 8,678,425 | 8,678,424 | - | - | - | \$17,356,849 |
| Sses Sewer Groups - 102652 | 3,204,582 | - | - | - | - | \$3,204,582 |
| Small Meter Installation (New Meters) - 102658 | 2,900,000 | - | - | - | - | \$2,900,000 |
| Repair & Replace Large Water Meters - 102664 | 6,637,132 | - | - | - | - | \$6,637,132 |
| Clean Water Atlanta, Flint River - 102675 | 343,683 | - | - | - | - | \$343,683 |
| Peachtree Basin Cap Relief - 110846 | 20,000,000 | 17,814,389 | - | - | - | \$37,814,389 |
| Utilities Gdot & Municipal - 110893 | 4,000,000 | 4,000,000 | 20,627,762 | - | - | \$28,627,762 |
| Land Support Services Project - 111194 | 40 | - | - | - | - | \$40 |
| Custer Ave Cso Cap Relief - 111415 | 12,000,018 | 15,000,000 | 15,480,195 | - | - | \$42,480,213 |
| Clear Creek Cso-Improvements - 111432 | 35,460 | - | - | - | - | \$35,460 |
| Ne Quadrant Water System Imp. - 111443 | 156,750 | - | - | - | - | \$156,750 |
| Intrenchment Creek Wrc Dec S/S - 111468 | - | 21,000,000 | - | - | - | \$21,000,000 |
| Hemphill Res #1 Embank Rep - 111469 | 2,015,093 | - | - | - | - | \$2,015,093 |
| Lake Forrest Dam Improvement - 111605 | 483,280 | - | - | - | - | \$483,280 |
| Wpp-Nancy Creek Basin - 111613 | 75,769 | - | - | - | - | \$75,769 |
| W'Shed Impr Prog Plan & Des - 111614 | 872,537 | - | - | - | - | \$872,537 |
| South River Wrc Various Grp 1 - 111635 | 37,367 | - | - | - | - | \$37,367 |
| Hartsfield Manifold Improvements - 111636 | 5,798,138 | - | - | - | - | \$5,798,138 |
| Treatment Fac Various Projects - 111652 | 4,701,425 | - | - | - | - | \$4,701,425 |
| Rmc Compliance Upgrades 3 - 111674 | 5,600,000 | 6,017,426 | - | - | - | \$11,617,426 |
| W'Shed Impr Plan & Design Sccs - 111688 | 7,220,624 | - | - | - | - | \$7,220,624 |
| Cso Various Projects - 111697 | 14 | - | - | - | - | \$14 |
| Dwm It Infrastructure Upgrade - 111713 | 2,385,024 | - | - | - | - | \$2,385,024 |
| Raw Water Delivery Program - 111736 | 59,380,912 | - | - | - | - | \$59,380,912 |
| Csos. Fac. Comp. Improv. Proj. - 111741 | 11,000,000 | 13,000,000 | 13,767,094 | - | - | \$37,767,094 |
| Downtown H2O Storage Tanks & Pd - 111815 | 19,126,943 | 19,126,942 | - | - | - | \$38,253,885 |
| Consent Decree Rehab Comp Sewer Group - 111881 | 299,032 | - | - | - | - | \$299,032 |
| Sewer Capacity Relief - 111925 | 5,758,566 | 5,758,566 | 5,758,566 | - | - | \$17,275,698 |
| Distribution System R & R - 111948 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | \$10,000,000 |
| Dwm Vehicle & Heavy Equipment - 112157 | 5,820,867 | - | - | - | - | \$5,820,867 |
| Up Proctor Creek Cap Relief - 112164 | 13,948,426 | 10,000,000 | - | - | - | \$23,948,426 |
| Peyton Center - 112201 | 122,800 | - | - | - | - | \$122,800 |
| Utoy Creek Cso Various Projects - 112253 | 1,342,729 | - | - | - | - | \$1,342,729 |
| Sewer Group Ii - 112264 | 6,000,000 | 6,000,000 | 6,000,000 | 1,802,996 | - | \$19,802,996 |
| Cip A&E & Cm Services - 112308 | 15,000,000 | 15,000,000 | 15,000,000 | 3,746,399 | - | \$48,746,399 |
| Facility Capital Maintenance - 112309 | 5,730,455 | 5,730,455 | 5,730,455 | 5,730,455 | - | \$22,921,820 |
| Small Diameter Distribution System Rehad - 112517 | 8,000,000 | 8,125,892 | - | - | - | \$16,125,892 |
| Sg3 Contracat C - 112530 | 8,000,000 | 8,000,000 | 3,304,069 | - | - | \$19,304,069 |
| Sg3 Contr. D Rehab - 112804 | 6,000,000 | 6,000,000 | 6,000,000 | 4,437,774 | - | \$22,437,774 |
| Espi-Noresco-Sg - 112947 | 25,000,000 | 25,000,000 | 29,200,000 | - | - | \$79,200,000 |
| Espi-Schneider Elec/Me - 112948 | 12,000,000 | 12,000,000 | 12,230,885 | - | - | \$36,230,885 |



FY20 CAPITAL BUDGET STATUS

Water & Wastewater Renewal & Extension Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|----------------------|----------------------|----------------------|---------------------|--------------------|----------------------|
| Water Distribution System Rehab Impro. - 112966 | 8,000,000 | 8,000,000 | 4,000,000 | - | - | \$20,000,000 |
| Ami Smart Valve Program - 112973 | 2,000,000 | 2,000,000 | 2,000,000 | - | - | \$6,000,000 |
| Peachtree Pump Station - 112978 | 20,000,000 | 25,000,000 | - | - | - | \$45,000,000 |
| Rmc Digester Improv - 112985 | 7,000,000 | 3,400,000 | - | - | - | \$10,400,000 |
| Small Diameter Water Distribution System Impr - 113040 | 1,000,000 | - | - | - | - | \$1,000,000 |
| Nutrient Recovery Project - 113082 | 11,000,000 | - | - | - | - | \$11,000,000 |
| Default - 000000 | 38,736,545 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | \$42,736,545 |
| Dwm Fac & Struc.Site Impr - 111640 | 3,300,000 | 4,003,404 | - | - | - | \$7,303,404 |
| Atlanta Water Customer Rebate Program - 210059 | 100,000 | 250,000 | 157,157 | - | - | \$507,157 |
| Dwm Water Surcharge - 210540 | 1,000,000 | 1,850,728 | - | - | - | \$2,850,728 |
| Nancy Creek Assess & Odor Cnt. - 211775 | 8,430 | - | - | - | - | \$8,430 |
| Small Business Development Program - 212270 | 200,000 | - | - | - | - | \$200,000 |
| Asphaltic Concrete (Annual) - 212574 | 1,000,000 | 1,000,000 | - | - | - | \$2,000,000 |
| Geo Tech Testing & Investigation - 212576 | 2,000,000 | - | - | - | - | \$2,000,000 |
| Green Infrt. Challenge - 212594 | 600,000 | 600,000 | 600,000 | 600,000 | - | \$2,400,000 |
| Sub-Total | \$405,718,687 | \$258,476,775 | \$142,856,183 | \$19,317,624 | \$3,000,000 | \$829,369,269 |
| Non-Departmental | | | | | | |
| Default - 000000 | 93,242,407 | 3,450,000 | 3,450,000 | 3,450,000 | 3,450,000 | \$107,042,407 |
| Sub-Total | \$93,242,407 | \$3,450,000 | \$3,450,000 | \$3,450,000 | \$3,450,000 | \$107,042,407 |
| Total City Wide | \$499,280,149 | \$261,926,775 | \$146,306,183 | \$22,767,624 | \$6,450,000 | \$936,730,731 |



FY20 CAPITAL BUDGET STATUS 2001 Water & Wastewater Bond Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 6,482,465 | - | - | - | - | \$6,482,465 |
| Expenses | 6,482,465 | - | - | - | - | \$6,482,465 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 6,482,465 | - | - | - | - | \$6,482,465 |
| Revenues | \$6,482,465 | - | - | - | - | \$6,482,465 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Watershed Management | 6,482,465 | - | - | - | - | \$6,482,465 |
| Total City Wide | \$6,482,465 | - | - | - | - | \$6,482,465 |



FY20 CAPITAL BUDGET STATUS 2001 Water & Wastewater Bond Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------------|--------------------|----------|----------|----------|----------|--------------------|
| Department Of Watershed Management | | | | | | |
| Rmc Compliance Upgrades 3 - 111674 | 6,482,465 | - | - | - | - | \$6,482,465 |
| Sub-Total | \$6,482,465 | - | - | - | - | \$6,482,465 |
| Total City Wide | \$6,482,465 | - | - | - | - | \$6,482,465 |



FY20 CAPITAL BUDGET STATUS 2004 Water & Wastewater Bond Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 4,690,692 | - | - | - | - | \$4,690,692 |
| Expenses | 4,690,692 | - | - | - | - | \$4,690,692 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 4,690,692 | - | - | - | - | \$4,690,692 |
| Revenues | \$4,690,692 | - | - | - | - | \$4,690,692 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Watershed Management | 4,690,692 | - | - | - | - | \$4,690,692 |
| Total City Wide | \$4,690,692 | - | - | - | - | \$4,690,692 |



FY20 CAPITAL BUDGET STATUS 2004 Water & Wastewater Bond Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------------|--------------------|----------|----------|----------|----------|--------------------|
| Department Of Watershed Management | | | | | | |
| Rmc Compliance Upgrades 3 - 111674 | 4,690,692 | - | - | - | - | \$4,690,692 |
| Sub-Total | \$4,690,692 | - | - | - | - | \$4,690,692 |
| Total City Wide | \$4,690,692 | - | - | - | - | \$4,690,692 |



FY20 CAPITAL BUDGET STATUS Special 1% Sales And Use Tax Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------|------|------|------|------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 130,000,000 | - | - | - | - | \$130,000,000 |
| Expenses | 130,000,000 | - | - | - | - | \$130,000,000 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Intergovernmental Revenues | 130,000,000 | - | - | - | - | \$130,000,000 |
| Revenues | \$130,000,000 | - | - | - | - | \$130,000,000 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 130,000,000 | - | - | - | - | \$130,000,000 |
| Total City Wide | \$130,000,000 | - | - | - | - | \$130,000,000 |



FY20 CAPITAL BUDGET STATUS Special 1% Sales And Use Tax Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|----------------------|----------|----------|----------|----------|----------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 130,000,000 | - | - | - | - | \$130,000,000 |
| Sub-Total | \$130,000,000 | - | - | - | - | \$130,000,000 |
| Total City Wide | \$130,000,000 | - | - | - | - | \$130,000,000 |



FY20 CAPITAL BUDGET STATUS Water & Wastewater Sinking Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 433,455,414 | 432,867,639 | 432,879,465 | 433,126,589 | 428,938,002 | \$2,161,267,109 |
| Expenses | 433,455,414 | 432,867,639 | 432,879,465 | 433,126,589 | 428,938,002 | \$2,161,267,109 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Investment Income | 3,600,000 | 3,600,000 | 3,600,000 | 3,600,000 | 3,600,000 | \$18,000,000 |
| Miscellaneous Revenues | 216,630,945 | 216,630,945 | 216,630,946 | 216,630,945 | 216,630,946 | \$1,083,154,727 |
| Other Financing Sources | 213,224,469 | 212,636,694 | 212,648,519 | 212,895,644 | 208,707,056 | \$1,060,112,382 |
| Revenues | \$433,455,414 | \$432,867,639 | \$432,879,465 | \$433,126,589 | \$428,938,002 | \$2,161,267,109 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Non-Departmental | 433,455,414 | 432,867,639 | 432,879,465 | 433,126,589 | 428,938,002 | \$2,161,267,109 |
| Total City Wide | \$433,455,414 | \$432,867,639 | \$432,879,465 | \$433,126,589 | \$428,938,002 | \$2,161,267,109 |



FY20 CAPITAL BUDGET STATUS Water & Wastewater Sinking Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 433,455,414 | 432,867,639 | 432,879,465 | 433,126,589 | 428,938,002 | \$2,161,267,109 |
| Sub-Total | \$433,455,414 | \$432,867,639 | \$432,879,465 | \$433,126,589 | \$428,938,002 | \$2,161,267,109 |
| Total City Wide | \$433,455,414 | \$432,867,639 | \$432,879,465 | \$433,126,589 | \$428,938,002 | \$2,161,267,109 |



FY20 CAPITAL BUDGET STATUS

Ser. 2009A Water & Wastewater Rev Bd Fd

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|-------------|-------------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 50,431,701 | 6,982,045 | 1,675,643 | - | - | \$59,089,389 |
| Expenses | 50,431,701 | 6,982,045 | 1,675,643 | - | - | \$59,089,389 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 50,431,701 | 6,982,045 | 1,675,643 | - | - | \$59,089,389 |
| Revenues | \$50,431,701 | \$6,982,045 | \$1,675,643 | - | - | \$59,089,389 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Watershed Management | 50,431,701 | 6,982,045 | 1,675,643 | - | - | \$59,089,389 |
| Total City Wide | \$50,431,701 | \$6,982,045 | \$1,675,643 | - | - | \$59,089,389 |



FY20 CAPITAL BUDGET STATUS

Ser. 2009A Water & Wastewater Rev Bd Fd

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|---------------------|--------------------|--------------------|----------|----------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Watershed Management | | | | | | |
| Water Mains, Various Locations - 100395 | 512,648 | - | - | - | - | \$512,648 |
| H.T.P., Reservoir Expansion - 100897 | 17,466 | - | - | - | - | \$17,466 |
| Proctor Creek Basin - 101262 | 8,459 | - | - | - | - | \$8,459 |
| Small Diameter Sewer Rehab - 102350 | 2,160,072 | - | - | - | - | \$2,160,072 |
| Sewer Group 2 Rehabilitation - 102445 | 142,313 | - | - | - | - | \$142,313 |
| Large Diameter Sewer Rehab - 102450 | 322,335 | - | - | - | - | \$322,335 |
| Rm Clayton- Compliance Upgrades - 102462 | 203,414 | - | - | - | - | \$203,414 |
| Electrical Switchgear Replacement - 102482 | 137,534 | - | - | - | - | \$137,534 |
| Sanitary Sewer-Annual Contract - 102506 | 6,000,000 | - | - | - | - | \$6,000,000 |
| Small Meter Installation (New Meters) - 102658 | 738 | - | - | - | - | \$738 |
| North Area Main Improvements - 102663 | 5,393,383 | - | - | - | - | \$5,393,383 |
| Repair & Replace Large Water Meters - 102664 | 61,947 | - | - | - | - | \$61,947 |
| South River Tunnel & Ps - 110345 | 2,346,016 | - | - | - | - | \$2,346,016 |
| Peachtree Basin Cap Relief - 110846 | 4,000,000 | 4,482,045 | - | - | - | \$8,482,045 |
| Utilities Gdot & Municipal - 110893 | 355,074 | - | - | - | - | \$355,074 |
| Custer Ave Cso Cap Relief - 111415 | 371,790 | - | - | - | - | \$371,790 |
| Rmc Compliance Upgrades 3 - 111674 | 11,822,537 | - | - | - | - | \$11,822,537 |
| Clear Creek Cso - 112156 | 8,075,975 | - | - | - | - | \$8,075,975 |
| Small Diameter Distribution System Rehad - 112517 | 6,000,000 | - | - | - | - | \$6,000,000 |
| Ami Smart Valve Program - 112973 | 1,500,000 | 1,500,000 | 1,000,000 | - | - | \$4,000,000 |
| Emer. Sewer Repairs - 212531 | 1,000,000 | 1,000,000 | 675,643 | - | - | \$2,675,643 |
| Sub-Total | \$50,431,701 | \$6,982,045 | \$1,675,643 | - | - | \$59,089,389 |
| Total City Wide | \$50,431,701 | \$6,982,045 | \$1,675,643 | - | - | \$59,089,389 |



FY20 CAPITAL BUDGET STATUS Solid Waste R&E Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------------|--------------------|--------------------|------|------|--------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 2,103,000 | 2,102,125 | 2,097,000 | - | - | \$6,302,125 |
| Expenses | 2,103,000 | 2,102,125 | 2,097,000 | - | - | \$6,302,125 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 2,103,000 | 2,102,125 | 2,097,000 | - | - | \$6,302,125 |
| Revenues | \$2,103,000 | \$2,102,125 | \$2,097,000 | - | - | \$6,302,125 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 2,103,000 | 2,102,125 | 2,097,000 | - | - | \$6,302,125 |
| Total City Wide | \$2,103,000 | \$2,102,125 | \$2,097,000 | - | - | \$6,302,125 |



FY20 CAPITAL BUDGET STATUS Solid Waste R&E Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|--------------------|--------------------|--------------------|----------|----------|--------------------|
| Non-Departmental | | | | | | |
| Default - 000000 | 2,103,000 | 2,102,125 | 2,097,000 | - | - | \$6,302,125 |
| Sub-Total | \$2,103,000 | \$2,102,125 | \$2,097,000 | - | - | \$6,302,125 |
| Total City Wide | \$2,103,000 | \$2,102,125 | \$2,097,000 | - | - | \$6,302,125 |



FY20 CAPITAL BUDGET STATUS Airport Renewal And Extension Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 818,840,833 | 344,746,347 | 344,004,475 | 338,997,283 | 341,233,437 | \$2,187,822,375 |
| Expenses | 818,840,833 | 344,746,347 | 344,004,475 | 338,997,283 | 341,233,437 | \$2,187,822,375 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Intergovernmental Revenues | 162,720,888 | 162,720,888 | 162,720,888 | 162,720,888 | 162,720,888 | \$813,604,440 |
| Miscellaneous Revenues | 531,447,743 | 57,353,257 | 56,611,385 | 51,604,193 | 53,840,347 | \$750,856,925 |
| Other Financing Sources | 124,672,202 | 124,672,202 | 124,672,202 | 124,672,202 | 124,672,202 | \$623,361,010 |
| Revenues | \$818,840,833 | \$344,746,347 | \$344,004,475 | \$338,997,283 | \$341,233,437 | \$2,187,822,375 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Department Of Law | 3,701,124 | - | - | - | - | \$3,701,124 |
| Department Of Aviation | 466,785,461 | 94,059,311 | 93,317,439 | 88,310,248 | 90,546,402 | \$833,018,861 |
| Non-Departmental | 343,920,436 | 250,687,036 | 250,687,036 | 250,687,035 | 250,687,035 | \$1,346,668,578 |
| Department Of Fire Services | 3,845,686 | - | - | - | - | \$3,845,686 |
| Department Of Police Services | 588,126 | - | - | - | - | \$588,126 |
| Total City Wide | \$818,840,833 | \$344,746,347 | \$344,004,475 | \$338,997,283 | \$341,233,437 | \$2,187,822,375 |



FY20 CAPITAL BUDGET STATUS Airport Renewal And Extension Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Law | | | | | | |
| Default - 000000 | 3,701,124 | - | - | - | - | \$3,701,124 |
| Sub-Total | \$3,701,124 | - | - | - | - | \$3,701,124 |
| Department Of Aviation | | | | | | |
| Aip 01 - 100033 | 8,170,994 | - | - | - | - | \$8,170,994 |
| Hapeville Easement Program - 100312 | 4,892,744 | 1,751,637 | 1,461,122 | 2,050,697 | 2,546,282 | \$12,702,483 |
| Terminal Improvements - 101352 | 30,194 | - | - | - | - | \$30,194 |
| Capital Design & Mgmt/Design - 101948 | 360,599 | - | - | - | - | \$360,599 |
| Maynard H Jackson International Terminal - 102798 | 5,000 | - | - | - | - | \$5,000 |
| Planning & Development G&A - 102825 | 3,278,273 | - | - | - | - | \$3,278,273 |
| Capital Design & Mgmt/Construction Mgmt - 102838 | 53,477 | - | - | - | - | \$53,477 |
| Capital Design & Mgmt/Pgm Mgmt - 102839 | 248 | - | - | - | - | \$248 |
| Central Administration - 102843 | 772,258 | - | - | - | - | \$772,258 |
| Airfield Projects - 111300 | 32,229,128 | 4,609,514 | 3,295,154 | 684,948 | 1,332,871 | \$42,151,616 |
| Terminal & Atrium Projects - 111301 | 29,606,584 | 7,263,028 | 5,337,474 | 2,892,020 | 1,909,987 | \$47,009,092 |
| Concourse Projects - 111302 | 794,692 | 468,739 | 326,265 | 145,323 | 72,662 | \$1,807,682 |
| Agts System Projects - 111303 | 3,341,846 | - | - | - | - | \$3,341,846 |
| Other Facility Projects - 111304 | 102,863,981 | 5,425,650 | 8,431,226 | 7,884,757 | 9,016,727 | \$133,622,341 |
| Parking And Ground Transportation - 111306 | 11,329,064 | 2,067,250 | 2,610,261 | 1,543,293 | 1,505,187 | \$19,055,054 |
| Airport Wide Projects - 111307 | 371,128 | - | - | - | - | \$371,128 |
| Other Direct Costs Project - 111310 | 140,259,903 | - | - | - | - | \$140,259,903 |
| Doa Energy Service Performance Initiatives-Noresco Sg - 113054 | 12,935,119 | - | - | - | - | \$12,935,119 |
| Default - 000000 | 89,363,948 | 68,750,000 | 68,750,000 | 68,750,000 | 68,750,000 | \$364,363,948 |
| Noise Insulation Program - 210816 | 19,496,497 | 3,723,492 | 3,105,937 | 4,359,210 | 5,412,686 | \$36,097,822 |
| Non-Capital Projects - 211312 | 6,046,163 | - | - | - | - | \$6,046,163 |
| Airport Tma/Employer Serv - 211994 | 11,799 | - | - | - | - | \$11,799 |
| Airport Tma/Employer Ser-C.Match - 212006 | 107,889 | - | - | - | - | \$107,889 |
| AERO Grant From ARC - 213094 | 463,932 | - | - | - | - | \$463,932 |
| Sub-Total | \$466,785,461 | \$94,059,311 | \$93,317,439 | \$88,310,248 | \$90,546,402 | \$833,018,861 |
| Non-Departmental | | | | | | |
| Default - 000000 | 343,920,436 | 250,687,036 | 250,687,036 | 250,687,035 | 250,687,035 | \$1,346,668,578 |
| Sub-Total | \$343,920,436 | \$250,687,036 | \$250,687,036 | \$250,687,035 | \$250,687,035 | \$1,346,668,578 |
| Department Of Fire Services | | | | | | |
| Default - 000000 | 3,845,686 | - | - | - | - | \$3,845,686 |
| Sub-Total | \$3,845,686 | - | - | - | - | \$3,845,686 |
| Department Of Police Services | | | | | | |
| Default - 000000 | 588,126 | - | - | - | - | \$588,126 |
| Sub-Total | \$588,126 | - | - | - | - | \$588,126 |
| Total City Wide | \$818,840,833 | \$344,746,347 | \$344,004,475 | \$338,997,283 | \$341,233,437 | \$2,187,822,375 |



FY20 CAPITAL BUDGET STATUS

Airport Passenger Facility Charge Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 803,396,706 | 555,461,839 | 534,794,612 | 502,733,222 | 497,187,022 | \$2,893,573,401 |
| Expenses | 803,396,706 | 555,461,839 | 534,794,612 | 502,733,222 | 497,187,022 | \$2,893,573,402 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Charges For Services | 206,000,000 | 206,000,000 | 206,000,000 | 206,000,000 | 206,000,000 | \$1,030,000,000 |
| Investment Income | 4,857,178 | 4,857,178 | 4,857,178 | 4,857,178 | 4,857,178 | \$24,285,890 |
| Miscellaneous Revenues | 497,027,359 | 247,259,541 | 222,350,247 | 190,301,825 | 185,343,419 | \$1,342,282,391 |
| Other Financing Sources | 95,512,169 | 97,345,120 | 101,587,187 | 101,574,219 | 100,986,425 | \$497,005,120 |
| Revenues | \$803,396,706 | \$555,461,839 | \$534,794,612 | \$502,733,222 | \$497,187,022 | \$2,893,573,401 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 220,034,355 | 104,315,135 | 79,205,841 | 47,157,419 | 42,499,013 | \$493,211,762 |
| Non-Departmental | 583,362,352 | 451,146,705 | 455,588,771 | 455,575,803 | 454,688,009 | \$2,400,361,639 |
| Total City Wide | \$803,396,706 | \$555,461,839 | \$534,794,612 | \$502,733,222 | \$497,187,022 | \$2,893,573,402 |



FY20 CAPITAL BUDGET STATUS

Airport Passenger Facility Charge Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Department Of Aviation | | | | | | |
| N. Term Dev Area Roads - 100304 | 1,015,118 | - | - | - | - | \$1,015,118 |
| Terminal Improvements - 101352 | 2,139 | - | - | - | - | \$2,139 |
| Airfield Projects - 111300 | 48,721,267 | 14,559,969 | 10,408,332 | 2,163,530 | 4,210,112 | \$80,063,209 |
| Terminal & Atrium Projects - 111301 | 67,109,965 | 4,413,750 | 3,313,750 | 1,916,750 | 1,355,750 | \$78,109,965 |
| Concourse Projects - 111302 | 7,654,938 | 4,411,122 | 3,070,356 | 1,367,582 | 683,791 | \$17,187,789 |
| Other Facility Projects - 111304 | 381,111 | - | - | - | - | \$381,111 |
| Parking And Ground Transportation - 111306 | 54,901,374 | 45,123,200 | 26,768,000 | 5,736,000 | - | \$132,528,574 |
| Airport Wide Projects - 111307 | 816,709 | - | - | - | - | \$816,709 |
| Default - 000000 | 34,832,202 | 34,832,202 | 34,832,202 | 34,832,202 | 34,832,202 | \$174,161,010 |
| Noise Insulation Program - 210816 | 4,599,532 | 974,891 | 813,202 | 1,141,356 | 1,417,158 | \$8,946,138 |
| Sub-Total | \$220,034,355 | \$104,315,135 | \$79,205,841 | \$47,157,419 | \$42,499,013 | \$493,211,762 |
| Non-Departmental | | | | | | |
| Default - 000000 | 583,362,352 | 451,146,705 | 455,588,771 | 455,575,803 | 454,688,009 | \$2,400,361,639 |
| Sub-Total | \$583,362,352 | \$451,146,705 | \$455,588,771 | \$455,575,803 | \$454,688,009 | \$2,400,361,639 |
| Total City Wide | \$803,396,706 | \$555,461,839 | \$534,794,612 | \$502,733,222 | \$497,187,022 | \$2,893,573,402 |



FY20 CAPITAL BUDGET STATUS 2000 Airport Revenue Bond Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 1,958,514 | - | - | - | - | \$1,958,514 |
| Expenses | 1,958,514 | - | - | - | - | \$1,958,514 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 1,958,514 | - | - | - | - | \$1,958,514 |
| Revenues | \$1,958,514 | - | - | - | - | \$1,958,514 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 1,487,672 | - | - | - | - | \$1,487,672 |
| Non-Departmental | 470,842 | - | - | - | - | \$470,842 |
| Total City Wide | \$1,958,514 | - | - | - | - | \$1,958,514 |



FY20 CAPITAL BUDGET STATUS 2000 Airport Revenue Bond Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|--------------------|------|------|------|------|--------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Eip-Gp Substation Relocation & Nwk - 102802 | 1,487,608 | - | - | - | - | \$1,487,608 |
| Capital Design & Mgmt/Design - 102837 | 64 | - | - | - | - | \$64 |
| Sub-Total | <u>\$1,487,672</u> | - | - | - | - | <u>\$1,487,672</u> |
| Non-Departmental | | | | | | |
| Default - 000000 | 470,842 | - | - | - | - | \$470,842 |
| Sub-Total | <u>\$470,842</u> | - | - | - | - | <u>\$470,842</u> |
| Total City Wide | <u>\$1,958,514</u> | - | - | - | - | <u>\$1,958,514</u> |



FY20 CAPITAL BUDGET STATUS Conrac Customer Service Fac Ch

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|--------------|--------------|--------------|--------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 99,414,467 | 96,701,610 | 96,753,253 | 96,692,423 | 96,764,850 | \$486,326,603 |
| Expenses | 99,414,467 | 96,701,610 | 96,753,253 | 96,692,423 | 96,764,850 | \$486,326,603 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Charges For Services | 39,510,000 | 39,510,000 | 39,510,000 | 39,510,000 | 39,510,000 | \$197,550,000 |
| Investment Income | 97,000 | 97,000 | 97,000 | 97,000 | 97,000 | \$485,000 |
| Miscellaneous Revenues | 41,843,858 | 39,158,341 | 39,398,509 | 39,354,843 | 39,445,295 | \$199,200,846 |
| Other Financing Sources | 17,963,609 | 17,936,269 | 17,747,744 | 17,730,580 | 17,712,555 | \$89,090,757 |
| Revenues | \$99,414,467 | \$96,701,610 | \$96,753,253 | \$96,692,423 | \$96,764,850 | \$486,326,603 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 671,242 | 443,550 | 683,718 | 640,052 | 730,504 | \$3,169,067 |
| Non-Departmental | 98,743,225 | 96,258,060 | 96,069,534 | 96,052,371 | 96,034,346 | \$483,157,536 |
| Total City Wide | \$99,414,467 | \$96,701,610 | \$96,753,253 | \$96,692,423 | \$96,764,850 | \$486,326,603 |



FY20 CAPITAL BUDGET STATUS

Conrac Customer Service Fac Ch

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Other Facility Projects - 111304 | 661,242 | 433,550 | 673,718 | 630,052 | 720,504 | \$3,119,067 |
| Default - 000000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | \$50,000 |
| Sub-Total | \$671,242 | \$443,550 | \$683,718 | \$640,052 | \$730,504 | \$3,169,067 |
| Non-Departmental | | | | | | |
| Default - 000000 | 98,743,225 | 96,258,060 | 96,069,534 | 96,052,371 | 96,034,346 | \$483,157,536 |
| Sub-Total | \$98,743,225 | \$96,258,060 | \$96,069,534 | \$96,052,371 | \$96,034,346 | \$483,157,536 |
| Total City Wide | \$99,414,467 | \$96,701,610 | \$96,753,253 | \$96,692,423 | \$96,764,850 | \$486,326,603 |



FY20 CAPITAL BUDGET STATUS

Airport Fac Revenue Bond Sinking Fd

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------|---------------|---------------|---------------|---------------|-----------------|
| FUND SUMMARY | | | | | | |
| Revenues | 513,506,490 | 513,465,731 | 484,320,037 | 484,267,742 | 483,621,330 | \$2,479,181,330 |
| Expenses | 513,506,490 | 513,465,730 | 484,320,037 | 484,267,742 | 483,621,330 | \$2,479,181,329 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Other Financing Sources | 513,506,490 | 513,465,731 | 484,320,037 | 484,267,742 | 483,621,330 | \$2,479,181,330 |
| Revenues | \$513,506,490 | \$513,465,731 | \$484,320,037 | \$484,267,742 | \$483,621,330 | \$2,479,181,330 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Non-Departmental | 513,506,490 | 513,465,730 | 484,320,037 | 484,267,742 | 483,621,330 | \$2,479,181,329 |
| Total City Wide | \$513,506,490 | \$513,465,730 | \$484,320,037 | \$484,267,742 | \$483,621,330 | \$2,479,181,329 |



FY20 CAPITAL BUDGET STATUS

Airport Fac Revenue Bond Sinking Fd

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Non-Departmental | | | | | | |
| Default - 000000 | 513,506,490 | 513,465,730 | 484,320,037 | 484,267,742 | 483,621,330 | \$2,479,181,329 |
| Sub-Total | \$513,506,490 | \$513,465,730 | \$484,320,037 | \$484,267,742 | \$483,621,330 | \$2,479,181,329 |
| Total City Wide | \$513,506,490 | \$513,465,730 | \$484,320,037 | \$484,267,742 | \$483,621,330 | \$2,479,181,329 |



FY20 CAPITAL BUDGET STATUS

Airport Commercial Paper Series 2010A/B

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 8,121,983 | - | - | - | - | \$8,121,983 |
| Expenses | 8,121,983 | - | - | - | - | \$8,121,983 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 8,121,983 | - | - | - | - | \$8,121,983 |
| Revenues | \$8,121,983 | - | - | - | - | \$8,121,983 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 8,121,983 | - | - | - | - | \$8,121,983 |
| Total City Wide | \$8,121,983 | - | - | - | - | \$8,121,983 |



FY20 CAPITAL BUDGET STATUS

Airport Commercial Paper Series 2010A/B

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--------------------------------|--------------------|----------|----------|----------|----------|--------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Terminal Improvements - 101352 | 8,121,983 | - | - | - | - | \$8,121,983 |
| Sub-Total | \$8,121,983 | - | - | - | - | \$8,121,983 |
| Total City Wide | \$8,121,983 | - | - | - | - | \$8,121,983 |



FY20 CAPITAL BUDGET STATUS 2012A Bond General Airport Revenue

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|------|------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 10,684,845 | - | - | - | - | \$10,684,845 |
| Expenses | 10,684,845 | - | - | - | - | \$10,684,845 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 10,684,845 | - | - | - | - | \$10,684,845 |
| Revenues | \$10,684,845 | - | - | - | - | \$10,684,845 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 10,684,845 | - | - | - | - | \$10,684,845 |
| Total City Wide | \$10,684,845 | - | - | - | - | \$10,684,845 |



FY20 CAPITAL BUDGET STATUS 2012A Bond General Airport Revenue

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|-------------------------------------|---------------------|----------|----------|----------|----------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Concourse Projects - 111302 | 10,446,452 | - | - | - | - | \$10,446,452 |
| Other Direct Costs Project - 111310 | 238,392 | - | - | - | - | \$238,392 |
| Sub-Total | \$10,684,845 | - | - | - | - | \$10,684,845 |
| Total City Wide | \$10,684,845 | - | - | - | - | \$10,684,845 |



FY20 CAPITAL BUDGET STATUS 2012C Bond General Airport Revenue

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|------|------|------|------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 38,537,762 | - | - | - | - | \$38,537,762 |
| Expenses | 38,537,762 | - | - | - | - | \$38,537,762 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 38,537,762 | - | - | - | - | \$38,537,762 |
| Revenues | \$38,537,762 | - | - | - | - | \$38,537,762 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 38,537,762 | - | - | - | - | \$38,537,762 |
| Total City Wide | \$38,537,762 | - | - | - | - | \$38,537,762 |



FY20 CAPITAL BUDGET STATUS 2012C Bond General Airport Revenue

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|-------------------------------------|---------------------|----------|----------|----------|----------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Concourse Projects - 111302 | 37,094,970 | - | - | - | - | \$37,094,970 |
| Other Direct Costs Project - 111310 | 1,442,791 | - | - | - | - | \$1,442,791 |
| Sub-Total | \$38,537,762 | - | - | - | - | \$38,537,762 |
| Total City Wide | \$38,537,762 | - | - | - | - | \$38,537,762 |



FY20 CAPITAL BUDGET STATUS

Doa Series 2015 Commerical Paper Program

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|-------------|-----------|-----------|-----------|--------------|
| FUND SUMMARY | | | | | | |
| Revenues | 34,888,914 | 1,420,625 | 988,824 | 440,437 | 220,218 | \$37,959,018 |
| Expenses | 34,888,914 | 1,420,625 | 988,824 | 440,437 | 220,218 | \$37,959,018 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Other Financing Sources | 34,888,914 | 1,420,625 | 988,824 | 440,437 | 220,218 | \$37,959,018 |
| Revenues | \$34,888,914 | \$1,420,625 | \$988,824 | \$440,437 | \$220,218 | \$37,959,018 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 34,888,914 | 1,420,625 | 988,824 | 440,437 | 220,218 | \$37,959,018 |
| Total City Wide | \$34,888,914 | \$1,420,625 | \$988,824 | \$440,437 | \$220,218 | \$37,959,018 |



FY20 CAPITAL BUDGET STATUS

Doa Series 2015 Commerical Paper Program

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|-------------------------------------|---------------------|--------------------|------------------|------------------|------------------|---------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Terminal & Atrium Projects - 111301 | 34,888,914 | 1,420,625 | 988,824 | 440,437 | 220,218 | \$37,959,018 |
| Sub-Total | \$34,888,914 | \$1,420,625 | \$988,824 | \$440,437 | \$220,218 | \$37,959,018 |
| Total City Wide | \$34,888,914 | \$1,420,625 | \$988,824 | \$440,437 | \$220,218 | \$37,959,018 |



FY20 CAPITAL BUDGET STATUS

Doa Series 2016 Bond Anticipation Notes (Ban)

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------|--------------|--------------|--------------|-------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 296,211,719 | 54,001,515 | 37,447,692 | 16,493,099 | 8,160,021 | \$412,314,046 |
| Expenses | 296,211,719 | 54,001,515 | 37,447,692 | 16,493,099 | 8,160,021 | \$412,314,045 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 296,211,719 | 54,001,515 | 37,447,692 | 16,493,099 | 8,160,021 | \$412,314,046 |
| Revenues | \$296,211,719 | \$54,001,515 | \$37,447,692 | \$16,493,099 | \$8,160,021 | \$412,314,046 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 296,211,719 | 54,001,515 | 37,447,692 | 16,493,099 | 8,160,021 | \$412,314,045 |
| Total City Wide | \$296,211,719 | \$54,001,515 | \$37,447,692 | \$16,493,099 | \$8,160,021 | \$412,314,045 |



FY20 CAPITAL BUDGET STATUS

Doa Series 2016 Bond Anticipation Notes (Ban)

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|----------------------|---------------------|---------------------|---------------------|--------------------|----------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Terminal & Atrium Projects - 111301 | 121,832,155 | 52,640,137 | 36,640,095 | 16,320,042 | 8,160,021 | \$235,592,450 |
| Parking And Ground Transportation - 111306 | 174,379,564 | 1,361,378 | 807,597 | 173,056 | - | \$176,721,595 |
| Sub-Total | \$296,211,719 | \$54,001,515 | \$37,447,692 | \$16,493,099 | \$8,160,021 | \$412,314,045 |
| Total City Wide | \$296,211,719 | \$54,001,515 | \$37,447,692 | \$16,493,099 | \$8,160,021 | \$412,314,045 |



FY20 CAPITAL BUDGET STATUS City Plaza Project R & E Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|----------|------|------|------|------|----------|
| FUND SUMMARY | | | | | | |
| Revenues | 65,309 | - | - | - | - | \$65,309 |
| Expenses | 65,309 | - | - | - | - | \$65,309 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 65,309 | - | - | - | - | \$65,309 |
| Revenues | \$65,309 | - | - | - | - | \$65,309 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Human Resources | 65,309 | - | - | - | - | \$65,309 |
| Total City Wide | \$65,309 | - | - | - | - | \$65,309 |



FY20 CAPITAL BUDGET STATUS

City Plaza Project R & E Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|-------------------------------------|-----------------|----------|----------|----------|----------|-----------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Human Resources | | | | | | |
| Coa Wellness Center - 112538 | 65,309 | - | - | - | - | \$65,309 |
| Sub-Total | \$65,309 | - | - | - | - | \$65,309 |
| Total City Wide | \$65,309 | - | - | - | - | \$65,309 |



FY20 CAPITAL BUDGET STATUS

Doa Series 2016 F-G Commerical Paper Program

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------|--------------|--------------|-------------|-------------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 173,394,786 | 24,133,612 | 16,798,168 | 7,482,153 | 3,757,077 | \$225,565,796 |
| Expenses | 173,394,786 | 24,133,612 | 16,798,168 | 7,482,153 | 3,757,077 | \$225,565,796 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Other Financing Sources | 173,394,786 | 24,133,612 | 16,798,168 | 7,482,153 | 3,757,077 | \$225,565,796 |
| Revenues | \$173,394,786 | \$24,133,612 | \$16,798,168 | \$7,482,153 | \$3,757,077 | \$225,565,796 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department Of Aviation | 173,394,786 | 24,133,612 | 16,798,168 | 7,482,153 | 3,757,077 | \$225,565,796 |
| Total City Wide | \$173,394,786 | \$24,133,612 | \$16,798,168 | \$7,482,153 | \$3,757,077 | \$225,565,796 |



FY20 CAPITAL BUDGET STATUS

Doa Series 2016 F-G Commerical Paper Program

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|-------------------------------------|----------------------|---------------------|---------------------|--------------------|--------------------|----------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department Of Aviation | | | | | | |
| Airfield Projects - 111300 | 9,547,586 | - | - | - | - | \$9,547,586 |
| Terminal & Atrium Projects - 111301 | 24,624,000 | 5,264,000 | 3,664,000 | 1,632,000 | 832,000 | \$36,016,000 |
| Concourse Projects - 111302 | 139,223,200 | 18,869,612 | 13,134,168 | 5,850,153 | 2,925,077 | \$180,002,211 |
| Sub-Total | \$173,394,786 | \$24,133,612 | \$16,798,168 | \$7,482,153 | \$3,757,077 | \$225,565,796 |
| Total City Wide | \$173,394,786 | \$24,133,612 | \$16,798,168 | \$7,482,153 | \$3,757,077 | \$225,565,796 |



GRANT FUNDS

GRANT FUNDS

Atlanta Workforce Development Authority (AWDA) enables each locality to develop a unified training system that will increase the employment, retention, and earnings by participants and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.

Community Development Block Grant Fund was established to account for the revenue and expenditure provided under the Title I of the Housing and Community Development Act of 1974 which provides for development of viable urban communities, including decent housing and suitable living environments and expansion of economic opportunities, principally for persons of low and moderate incomes.

Home Investment Trust Fund (HOME) provides formula grants to States and localities that communities used often in partnership with local nonprofit groups, to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

Intergovernmental Grant Fund was established to account for the revenues and expenditures for miscellaneous grants except for those recorded in the Department of Aviation, Watershed and Community Development Funds.

Section 108 Loan Guarantee Program is a source of financing allotted for the economic development, housing rehabilitation, public facilities rehab, construction or installation for the benefit of low-to moderate-income persons, or to aid in the prevention of slums.



FY20 CAPITAL BUDGET STATUS

Community Development Block Grant Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------------|--------------------|------------------|------------------|------------------|---------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 6,246,150 | 3,342,219 | 311,350 | 264,105 | 242,461 | \$10,406,285 |
| Expenses | 6,246,150 | 3,342,219 | 311,350 | 264,105 | 242,461 | \$10,406,285 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Intergovernmental Revenues | 6,246,150 | 3,342,219 | 311,350 | 264,105 | 242,461 | \$10,406,285 |
| Revenues | \$6,246,150 | \$3,342,219 | \$311,350 | \$264,105 | \$242,461 | \$10,406,285 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 1,829,346 | - | - | - | - | \$1,829,346 |
| Department Of Finance | 400,056 | 34,357 | 10,907 | - | - | \$445,320 |
| Department Of Public Works | 105,610 | 32,943 | 32,943 | - | - | \$171,496 |
| Dept of Parks & Recreation | 1,058,344 | 993,514 | - | - | - | \$2,051,858 |
| Department Of Watershed Management | 140,000 | - | - | - | - | \$140,000 |
| Judicial Agencies | 50,000 | - | - | - | - | \$50,000 |
| Department Of Police Services | 1,397,459 | 196,536 | - | - | - | \$1,593,995 |
| Department of City Planning | 1,265,334 | 2,084,869 | 267,500 | 264,105 | 242,461 | \$4,124,269 |
| Total City Wide | \$6,246,150 | \$3,342,219 | \$311,350 | \$264,105 | \$242,461 | \$10,406,285 |



FY20 CAPITAL BUDGET STATUS

Community Development Block Grant Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|---------|------|------|------|------|-----------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Nicholas House Stable, 2013 Cd - 211550 | 3,262 | - | - | - | - | \$3,262 |
| Caring Works 2014 Cd - 211776 | 2,511 | - | - | - | - | \$2,511 |
| Feed The Hungry 2014 Cd - 211791 | 4,730 | - | - | - | - | \$4,730 |
| Nicholas House-Stabilization 2014 Cd - 211818 | 10,570 | - | - | - | - | \$10,570 |
| Feed The Hungry Budget 2015 Cd - 212103 | 10,431 | - | - | - | - | \$10,431 |
| Big Bros, Big Sis Ada 2016 Cd - 212387 | 1,890 | - | - | - | - | \$1,890 |
| Clear Point Tenancy & Budget 2016 - 212424 | 5,854 | - | - | - | - | \$5,854 |
| Clearpoint Hmls Educ Cd 2017 - 212820 | 2,494 | - | - | - | - | \$2,494 |
| Damascus Inn 2017 Es/Cd - 212823 | 1,587 | - | - | - | - | \$1,587 |
| Esg Data Analysis 2017 Es - 212825 | 15,000 | - | - | - | - | \$15,000 |
| Essence Treatment 2017 Cd - 212826 | 895 | - | - | - | - | \$895 |
| Hope Atlanta Outreach 2017 Es - 212829 | 421 | - | - | - | - | \$421 |
| Rebecca'S Tent 2017 Cd - 212839 | 3,000 | - | - | - | - | \$3,000 |
| The Renewal Project 2017 Cd - 212841 | 28,000 | - | - | - | - | \$28,000 |
| Pathways Home 2017 Cd - 212860 | 512 | - | - | - | - | \$512 |
| Big Bros Big Sis Ada 2017 Cd - 212914 | 50,000 | - | - | - | - | \$50,000 |
| Hfth Bldg Renovation 2017 Cd - 212918 | 100,000 | - | - | - | - | \$100,000 |
| Thomasville Parent 2017 Cd - 212924 | 25,101 | - | - | - | - | \$25,101 |
| Westcare Bldg Renv 2017 Cd - 212927 | 73,844 | - | - | - | - | \$73,844 |
| 3 Keys, Inc Housing Program - 213100 | 23,000 | - | - | - | - | \$23,000 |
| All Rapid Re-Housing, 2018 CD - 213101 | 30,000 | - | - | - | - | \$30,000 |
| Caring Work Sup Hsg 2018 CD - 213102 | 38,250 | - | - | - | - | \$38,250 |
| CAP Nurses 2018 CD - 213104 | 54,000 | - | - | - | - | \$54,000 |
| Damascus Inn, 2018 ES/CD - 213105 | 25,000 | - | - | - | - | \$25,000 |
| Gilgal Life Exchange, 2018 CD - 213108 | 20,000 | - | - | - | - | \$20,000 |
| HMIS User Fees, CD 2018 - 213109 | 40,000 | - | - | - | - | \$40,000 |
| Homeless Prevention 2018 ES/CD - 213110 | 136,000 | - | - | - | - | \$136,000 |
| HOPE ATL Airport 2018 CD - 213111 | 42,137 | - | - | - | - | \$42,137 |
| HOPE Atlanta Outreach 2018 ES - 213112 | 49,025 | - | - | - | - | \$49,025 |
| Main Frame, 2108 CD - 213113 | 10,000 | - | - | - | - | \$10,000 |
| Nicholas TBRA CaseMgmt 2018 CD - 213114 | 50,000 | - | - | - | - | \$50,000 |
| Odyssey III, 2018 CD - 213116 | 50,000 | - | - | - | - | \$50,000 |
| Peopletown Fmly Init, 2018 CD - 213117 | 10,000 | - | - | - | - | \$10,000 |
| Point in Time Count 2018 CD - 213118 | 20,000 | - | - | - | - | \$20,000 |
| Safehouse Outreach 2018 CD - 213119 | 24,000 | - | - | - | - | \$24,000 |
| Shelter-A-Family 2018 CD - 213120 | 22,969 | - | - | - | - | \$22,969 |
| The Renewal Project 2018 CD - 213121 | 280,000 | - | - | - | - | \$280,000 |
| Trinity Big Bethel Prg 2018 CD - 213123 | 50,000 | - | - | - | - | \$50,000 |
| Welcome House 2018 CD - 213124 | 20,000 | - | - | - | - | \$20,000 |
| ClearPath Coor Entry CD 2018 - 213125 | 20,000 | - | - | - | - | \$20,000 |
| ACF Housing Program 2018 CD - 213160 | 15,000 | - | - | - | - | \$15,000 |
| CareerWorks 2018 CD - 213161 | 30,000 | - | - | - | - | \$30,000 |
| Family Support 2018 CD - 213163 | 22,000 | - | - | - | - | \$22,000 |
| HFTH 2018 CD - 213166 | 40,000 | - | - | - | - | \$40,000 |
| Meals on Wheels 2018 CD - 213169 | 10,000 | - | - | - | - | \$10,000 |
| Our House Childcare 2018 CD - 213171 | 30,000 | - | - | - | - | \$30,000 |
| St. Jude's 2018 CD - 213174 | 55,000 | - | - | - | - | \$55,000 |
| Red Shield 2018 ES/CD - 213175 | 76,864 | - | - | - | - | \$76,864 |



FY20 CAPITAL BUDGET STATUS

Community Development Block Grant Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------------|------------------|-----------------|----------|----------|--------------------|
| Year Round Acad Enrch 2018 CD - 213178 | 22,000 | - | - | - | - | \$22,000 |
| Nicholas Boulevard 2018 ES/CD - 213179 | 52,000 | - | - | - | - | \$52,000 |
| Donna Center 2018 ES - 213180 | 20,000 | - | - | - | - | \$20,000 |
| Project Connect ES 2018 - 213181 | 30,000 | - | - | - | - | \$30,000 |
| First Step Benefits 2018 CD - 213183 | 25,000 | - | - | - | - | \$25,000 |
| Essence Project 2018 CD - 213215 | 15,000 | - | - | - | - | \$15,000 |
| Nicholas House Hmls Prv 2018 - 213218 | 32,000 | - | - | - | - | \$32,000 |
| Sub-Total | \$1,829,346 | - | - | - | - | \$1,829,346 |
| Department Of Finance | | | | | | |
| Cdbg Grant Admin 2013, Cd - 211587 | 3,755 | - | - | - | - | \$3,755 |
| Cdbg Grant Acct Admin 2014 - 211845 | 1,317 | - | - | - | - | \$1,317 |
| 2015 Cdbg Grant Admin - 212034 | 2,040 | - | - | - | - | \$2,040 |
| Mechanicsville Section 108 2016 - 212335 | 58,701 | - | - | - | - | \$58,701 |
| Grant Serv. Admin, 2016Cd - 212389 | 14,625 | - | - | - | - | \$14,625 |
| Grant Accting Admin, 2016 Cd - 212391 | 2,529 | - | - | - | - | \$2,529 |
| Esg Administration 2017 Es - 212824 | 45,264 | 34,357 | 10,907 | - | - | \$90,528 |
| Cdbg Prog Admin Ga 2017 Cd - 212929 | 100,724 | - | - | - | - | \$100,724 |
| ESG Administration 2018 ES - 213106 | 44,654 | - | - | - | - | \$44,654 |
| CDBG Prog. Admin GA 2018 CD - 213153 | 126,447 | - | - | - | - | \$126,447 |
| Sub-Total | \$400,056 | \$34,357 | \$10,907 | - | - | \$445,320 |
| Department Of Public Works | | | | | | |
| Barge Road Sidewalk 2015 Cd - 112166 | 105,610 | 32,943 | 32,943 | - | - | \$171,496 |
| Sub-Total | \$105,610 | \$32,943 | \$32,943 | - | - | \$171,496 |
| Dept of Parks & Recreation | | | | | | |
| Playground Replacement 2016 - 212397 | 64,830 | - | - | - | - | \$64,830 |
| Ada Accessibility 2017 Cd - 212913 | 325,740 | 325,740 | - | - | - | \$651,480 |
| Playgrounds 2017 Cd - 212923 | 150,000 | 150,000 | - | - | - | \$300,000 |
| ADA Handicapped Accessibility - 213129 | 267,774 | 267,774 | - | - | - | \$535,548 |
| Playgrounds 2018 CD - 213135 | 250,000 | 250,000 | - | - | - | \$500,000 |
| Sub-Total | \$1,058,344 | \$993,514 | - | - | - | \$2,051,858 |
| Department Of Watershed Management | | | | | | |
| Nehemiah 2017 Cd - 212951 | 140,000 | - | - | - | - | \$140,000 |
| Sub-Total | \$140,000 | - | - | - | - | \$140,000 |
| Judicial Agencies | | | | | | |
| Transition Ex-Offenders 2018 - 213122 | 50,000 | - | - | - | - | \$50,000 |
| Sub-Total | \$50,000 | - | - | - | - | \$50,000 |
| Department Of Police Services | | | | | | |
| Housing Code Inspection - 211328 | 1,565 | - | - | - | - | \$1,565 |
| Demolition/Reclamation 2016 Cd - 212401 | 199,359 | - | - | - | - | \$199,359 |
| Code Inspection 2017 Cd - 212915 | 80,558 | 80,558 | - | - | - | \$161,116 |
| Code Inspection 2018 CD - 213130 | 115,978 | 115,978 | - | - | - | \$231,956 |
| Demolition/Reclamation 2018 CD - 213131 | 1,000,000 | - | - | - | - | \$1,000,000 |
| Sub-Total | \$1,397,459 | \$196,536 | - | - | - | \$1,593,995 |
| Department of City Planning | | | | | | |
| Nsp Project Funds 2008 Nsp - 210408 | - | 7,629 | - | - | - | \$7,629 |
| Housing Admin 2012 Cd/Hm - 211264 | 32,570 | - | - | - | - | \$32,570 |
| Housing Rehab Admin, 2012 Cd - 211265 | 3,404 | - | - | - | - | \$3,404 |
| House Proud Atlanta 2013 Cd - 211533 | - | 13,779 | - | - | - | \$13,779 |
| Atlanta Home Owner 2013 Cd - 211540 | - | 34,817 | - | - | - | \$34,817 |
| Cdbg Housing Rehab. Admin 2014 Cd - 211859 | 10,000 | 34,294 | - | - | - | \$44,294 |



FY20 CAPITAL BUDGET STATUS

Community Development Block Grant Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|--------------------|--------------------|------------------|------------------|------------------|---------------------|
| Cdbg Administration-Housing - 212036 | 75,000 | 11,203 | - | - | - | \$86,203 |
| Bus Improvement Loan 2015 - 212042 | - | 197,989 | - | - | - | \$197,989 |
| Joint Venture Fair Housing 2015 - 212064 | 15,214 | - | - | - | - | \$15,214 |
| Housing Admin, 2016 Cd - 212392 | 23,000 | 33,021 | - | - | - | \$56,021 |
| Ai Plan Implementaion 2016 - 212394 | 37,500 | - | - | - | - | \$37,500 |
| Pmbc Housing Initiative 2016 - 212398 | 19,085 | - | - | - | - | \$19,085 |
| Uni Choice Neighborhood 2016 - 212411 | - | 164,740 | - | - | - | \$164,740 |
| Housing Rehab Admin, 2016 Cd - 212414 | 10,000 | 10,000 | 10,000 | 10,000 | 54,961 | \$94,961 |
| Business Improvem'T Loan 2016 - 212415 | 30,000 | 60,000 | 60,000 | 50,000 | - | \$200,000 |
| Rosa Burney Manor 2016 Cd - 212478 | - | 33,385 | - | - | - | \$33,385 |
| Atl Home Owner Maint 2017 Cd - 212899 | 150,000 | - | - | - | - | \$150,000 |
| Cdbg Prog Admin Hsg 2017 Cd - 212931 | 30,000 | 50,000 | 50,000 | 53,535 | - | \$183,535 |
| Housing Rehab Admin 2017 Cd - 212935 | 10,000 | 42,500 | 42,500 | 42,500 | 42,500 | \$180,000 |
| Uni Choice Neighborhood 2017 - 212937 | - | 200,000 | - | - | - | \$200,000 |
| Housing Diversion Prog 2017 - 212938 | 150,000 | 75,000 | - | - | - | \$225,000 |
| Rebuilding Together 2017 Cd - 212940 | 50,000 | 60,966 | - | - | - | \$110,966 |
| Urban League Fam & Youth 2017 Cd - 212986 | 30,000 | 92,657 | - | - | - | \$122,657 |
| Housing Rehab Admin 2018 CD - 213132 | - | 120,687 | - | - | - | \$120,687 |
| Joint Venture, 2018 CD - 213133 | 60,000 | - | - | - | - | \$60,000 |
| Off of Hsg Diversion 2018 CD - 213134 | 150,000 | - | - | - | - | \$150,000 |
| Uni Choice Neighborhood 2018 - 213136 | - | 200,000 | - | - | - | \$200,000 |
| QLS Gardens Engy Sav 2018 CD - 213138 | 25,000 | - | - | - | - | \$25,000 |
| Roof Replacement Program 2018 - 213139 | 25,000 | 60,000 | 60,000 | 60,000 | 145,000 | \$350,000 |
| The Nehemiah Project 2018 CD - 213140 | 100,000 | 192,379 | - | - | - | \$292,379 |
| Women's Econ Sif-Suff Prg 2018 - 213141 | 50,000 | 56,725 | - | - | - | \$106,725 |
| Carrie Steele-Pitts Home 2018 - 213142 | 25,353 | - | - | - | - | \$25,353 |
| Business Improvement Fund 2018 - 213143 | 60,743 | - | - | - | - | \$60,743 |
| Storefront Improvement 2018 CD - 213144 | 25,000 | 50,000 | - | - | - | \$75,000 |
| 1034 Washington Street 2018 CD - 213145 | 50,000 | 38,098 | - | - | - | \$88,098 |
| Westside Promise Zone 2018 CD - 213146 | - | 200,000 | - | - | - | \$200,000 |
| CDBG Prog Admin Hsg 2018 CD - 213189 | 18,465 | 45,000 | 45,000 | 48,070 | - | \$156,535 |
| Sub-Total | \$1,265,334 | \$2,084,869 | \$267,500 | \$264,105 | \$242,461 | \$4,124,269 |
| Total City Wide | \$6,246,150 | \$3,342,219 | \$311,350 | \$264,105 | \$242,461 | \$10,406,285 |



FY20 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------------|---------------------|------------------|-----------------|----------------|----------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 84,634,199 | 17,558,581 | 147,975 | 69,646 | 3,050 | \$102,413,452 |
| Expenses | 84,634,199 | 17,558,581 | 147,975 | 69,646 | 3,050 | \$102,413,452 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Intergovernmental Revenues | 80,761,049 | 17,421,232 | 147,975 | 69,646 | 3,050 | \$98,402,952 |
| Contributions And Donations From Private Sources | 3,115,830 | - | - | - | - | \$3,115,830 |
| Other Financing Sources | 757,321 | 137,350 | - | - | - | \$894,670 |
| Revenues | \$84,634,199 | \$17,558,581 | \$147,975 | \$69,646 | \$3,050 | \$102,413,452 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
| Executive Offices | 28,164,286 | 12,725,102 | - | - | - | \$40,889,388 |
| Department Of Finance | 1,794,299 | - | - | - | - | \$1,794,299 |
| Department Of Public Works | 48,303,217 | 4,371,200 | - | - | - | \$52,674,417 |
| Dept of Parks & Recreation | 439,707 | - | - | - | - | \$439,707 |
| Department Of Watershed Management | 160,918 | - | - | - | - | \$160,918 |
| Department Of Fire Services | 113,238 | - | - | - | - | \$113,238 |
| Department Of Police Services | 1,940,121 | 137,350 | - | - | - | \$2,077,470 |
| Department of City Planning | 3,668,413 | 324,930 | 147,975 | 69,646 | 3,050 | \$4,214,015 |
| Department Of Public Defender | 50,000 | - | - | - | - | \$50,000 |
| Total City Wide | \$84,634,199 | \$17,558,581 | \$147,975 | \$69,646 | \$3,050 | \$102,413,452 |



FY20 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

| PROJECT TOTALS BY DEPARTMENT | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|-----------|---------|------|------|------|-------------|
| Executive Offices | | | | | | |
| 2009 Hopwa Admin Bhs - 210516 | 675 | - | - | - | - | \$675 |
| Dek. Cty. Bd. Health, 10 Hopwa - 210790 | 19,480 | - | - | - | - | \$19,480 |
| Hopwa Admin, 2011 Hopwa - 211014 | 2,576 | - | - | - | - | \$2,576 |
| Recycling Copr 2013-2014 - 211455 | 150 | - | - | - | - | \$150 |
| Aids Athens, 2013 Hopwa - 211518 | 3,409 | - | - | - | - | \$3,409 |
| Hope House, 2013 Hopwa - 211531 | 37,061 | - | - | - | - | \$37,061 |
| Hopwa Admin-H.S. 2013 Hopwa - 211532 | 8,703 | - | - | - | - | \$8,703 |
| Jerusalem House Ssii 2013 Hopwa - 211539 | 967 | - | - | - | - | \$967 |
| Positive Impact, 2013 Hopwa - 211552 | 5,401 | - | - | - | - | \$5,401 |
| Edgewood Sup Svcs, 2013 Hopwa - 211556 | 11,380 | - | - | - | - | \$11,380 |
| Dklb Co. Bd Of Hlth 2014 Hopwa - 211863 | 83,504 | - | - | - | - | \$83,504 |
| Cobb County Boh, 2014 Hopwa - 211864 | 48,892 | - | - | - | - | \$48,892 |
| Narina Housing 2014 Hp - 211866 | 26,490 | - | - | - | - | \$26,490 |
| Aid Atlanta, 2014 Hopwa - 211869 | 310,198 | - | - | - | - | \$310,198 |
| Aid Gwinnett, 2014 Hopwa - 211870 | 31,544 | - | - | - | - | \$31,544 |
| Matthews Place 2014 Hopwa - 211871 | 73,640 | - | - | - | - | \$73,640 |
| Living Room, 2014 Hopwa - 211872 | 46,543 | - | - | - | - | \$46,543 |
| Covenant House Ga 2014 Hopwa - 211873 | 47,750 | - | - | - | - | \$47,750 |
| Aids Athens, 2015 Hopwa - 212124 | 12,916 | - | - | - | - | \$12,916 |
| Aids Legal Project 2015 - 212125 | 68,799 | - | - | - | - | \$68,799 |
| Covenantant House Ga, 2015 - 212126 | 72,921 | - | - | - | - | \$72,921 |
| Hopwa Admin, Human Ser 2015 - 212130 | 2,588 | - | - | - | - | \$2,588 |
| Jerusalem House Ss I, 2015 Hopwa - 212133 | 0 | - | - | - | - | \$0 |
| Jerusalem House Ss li, 2015 - 212134 | 602 | - | - | - | - | \$602 |
| Legacy House 2015 Hopwa - 212135 | 120,809 | - | - | - | - | \$120,809 |
| Legacy Village, 2015 Hopwa - 212136 | 67,454 | - | - | - | - | \$67,454 |
| Positive Impact 2015 Hopwa - 212140 | 0 | - | - | - | - | \$0 |
| Hope House, 2015 Hopwa - 212141 | 0 | - | - | - | - | \$0 |
| Resource Id 2015 Hopwa - 212142 | 91,826 | - | - | - | - | \$91,826 |
| The Edgewood Suppt. Serv. 2015 - 212144 | 34,847 | - | - | - | - | \$34,847 |
| Welcoming Atl-Fin Lit W/Esl - 212352 | 15,000 | - | - | - | - | \$15,000 |
| Aid Atlanta, 2016 Hopwa - 212355 | 763,476 | - | - | - | - | \$763,476 |
| Cobb County Boh 2016 Hopwa - 212356 | 56,239 | - | - | - | - | \$56,239 |
| Dekalb County Boh, 2016 Hp - 212357 | 4,204 | - | - | - | - | \$4,204 |
| Hp-16-13 Living Room - 212358 | 30,672 | - | - | - | - | \$30,672 |
| Naesm Housing Program - 212360 | 41,001 | - | - | - | - | \$41,001 |
| Hp-16-58 Narnia Housing Proj - 212361 | 79,836 | - | - | - | - | \$79,836 |
| 2016 Travelers Aid Hiv/Aids - 212362 | 3,232,311 | - | - | - | - | \$3,232,311 |
| 2016 Positive Impact Health Ctr - 212363 | 49,911 | - | - | - | - | \$49,911 |
| Ohs Grant Admin (Human Serv) - 212367 | 58,378 | - | - | - | - | \$58,378 |
| Gfba Grant - 212519 | 10,000 | - | - | - | - | \$10,000 |
| Browns Mill Food Forest - 212529 | 18,586 | - | - | - | - | \$18,586 |
| Elevate Fy 17 - 212555 | 68 | - | - | - | - | \$68 |
| 2016 Atlanta Cabhi Csat Grant - 212580 | 1,595,033 | - | - | - | - | \$1,595,033 |
| 100Rc 2017 - 212639 | 68,950 | - | - | - | - | \$68,950 |
| Africa'S Children Fd 2017 Hp - 212868 | 20,242 | 65,000 | - | - | - | \$85,242 |
| Aids Athens 2017 Hp - 212869 | 103,106 | 850,000 | - | - | - | \$953,106 |
| Aids Legal 2017 Hp - 212870 | 83,680 | - | - | - | - | \$83,680 |



FY20 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|---------------------|---------------------|----------|----------|----------|---------------------|
| Covenant House 2017 Hp - 212871 | 99,559 | - | - | - | - | \$99,559 |
| Furniture Bank 2017 Hp - 212872 | 6 | - | - | - | - | \$6 |
| Help For Our Heroes 2017 Hp - 212873 | 51,937 | 35,000 | - | - | - | \$86,937 |
| Hope House 2017 Hp - 212874 | 120,000 | - | - | - | - | \$120,000 |
| Ohs Grant Admin 2017 Hp - 212877 | 297,000 | - | - | - | - | \$297,000 |
| Htdi Permanent Housing 2017 Hp - 212879 | 67,632 | - | - | - | - | \$67,632 |
| Jh Family 2017 Hp - 212880 | 266,203 | - | - | - | - | \$266,203 |
| Jh Single Adults 2017 Hp - 212881 | 481,357 | - | - | - | - | \$481,357 |
| Jh Ssi 2017 Hp - 212882 | 275,399 | - | - | - | - | \$275,399 |
| Jh Ss2 2017 Hp - 212883 | 3,753,373 | 2,830,000 | - | - | - | \$6,583,373 |
| Legacy House 2017 Hp - 212884 | 330,074 | - | - | - | - | \$330,074 |
| Legacy Village 2017 Hp - 212885 | 207,275 | - | - | - | - | \$207,275 |
| Living Room Expansion 2017 Hp - 212886 | 252,800 | - | - | - | - | \$252,800 |
| Making A Way Houseing 2017 Hp - 212887 | 147,360 | - | - | - | - | \$147,360 |
| Open Hand 2017 Hp - 212888 | 161,679 | - | - | - | - | \$161,679 |
| Phoenix Rising 2017 Hp - 212889 | 93,533 | - | - | - | - | \$93,533 |
| Positive Impact 2017 Hp - 212890 | 124,573 | - | - | - | - | \$124,573 |
| The Edgewood Center 2017 Hp - 212891 | 150,919 | - | - | - | - | \$150,919 |
| Edgewood Supportive Services - 212892 | 192,675 | - | - | - | - | \$192,675 |
| Yagc 2017 Hp - 212893 | 100,000 | - | - | - | - | \$100,000 |
| 2017 Pathway To Freedom - 213018 | 253,880 | - | - | - | - | \$253,880 |
| AIDS Atlanta Housing Program - 213192 | 2,556,000 | 844,000 | - | - | - | \$3,400,000 |
| Covenant House 2018 HP - 213194 | 69,999 | - | - | - | - | \$69,999 |
| Caring Works HOPWA PSH 2018 HP - 213195 | 309,000 | - | - | - | - | \$309,000 |
| Capstone/Cobb BOH 2018 HP - 213196 | 300,000 | - | - | - | - | \$300,000 |
| Dekalb/Douglas BOH 2018 HP - 213197 | 254,000 | - | - | - | - | \$254,000 |
| Essence Project IV 2018 HP - 213198 | 199,998 | - | - | - | - | \$199,998 |
| Hope House 2018 HP - 213204 | 100,000 | - | - | - | - | \$100,000 |
| HTD Permanent Housing 2018 HP - 213205 | 300,000 | - | - | - | - | \$300,000 |
| Living Room 2018 HP - 213206 | 1,500,000 | 5,500,000 | - | - | - | \$7,000,000 |
| Making A Way Housing Srvs 2018 - 213207 | 500,000 | - | - | - | - | \$500,000 |
| Making A Way Housing Renv 2018 - 213208 | 350,000 | - | - | - | - | \$350,000 |
| Naesm Strmu 2018 HP - 213209 | 337,336 | - | - | - | - | \$337,336 |
| Phoenix Rising Emergency - 213210 | 400,000 | - | - | - | - | \$400,000 |
| Positive Impact 2018 HP - 213211 | 2,000,000 | 1,500,000 | - | - | - | \$3,500,000 |
| Special Needs Housing 2018 - 213212 | 3,300,000 | - | - | - | - | \$3,300,000 |
| Second Time Around 2018 HP - 213213 | 500,000 | 1,000,000 | - | - | - | \$1,500,000 |
| Matthew's Place 2018 HP - 213214 | 298,898 | 101,102 | - | - | - | \$400,000 |
| Sub-Total | \$28,164,286 | \$12,725,102 | - | - | - | \$40,889,388 |
| Department Of Finance | | | | | | |
| 2008 Hopwa Admin - 210041 | 24,526 | - | - | - | - | \$24,526 |
| Needs Assessment, Hopwa 2009 - 210518 | 74,204 | - | - | - | - | \$74,204 |
| 2009 Hopwa Admin Ogs - 210566 | 63,429 | - | - | - | - | \$63,429 |
| Cobb Cty. Bd. Health, 10 Hopwa - 210789 | 70,666 | - | - | - | - | \$70,666 |
| Hopwa Admin, Hopwa 2010 - 210798 | 499 | - | - | - | - | \$499 |
| Needs Assessment, 2010 Hopwa - 210821 | 50,795 | - | - | - | - | \$50,795 |
| Hopwa Admin, Hopwa 2011 - 210948 | 1,260 | - | - | - | - | \$1,260 |
| Hopwa Admin.- G.A., 2011 - 211055 | 256 | - | - | - | - | \$256 |
| Hidta Administration - 211079 | 139,071 | - | - | - | - | \$139,071 |
| Hopwa Admin, 2013 Hopwa - 211569 | 4,563 | - | - | - | - | \$4,563 |



FY20 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|---------------------|--------------------|----------|----------|----------|---------------------|
| Hopwa Admin-Ga, 2013 Hopwa - 211586 | 31 | - | - | - | - | \$31 |
| Hopwa Adm, G Acc.2015 - 212128 | 209 | - | - | - | - | \$209 |
| Hopwa Adm, G Ser.2015 - 212129 | 90,246 | - | - | - | - | \$90,246 |
| Ogs Grantee Admin, Hopwa 2016 - 212364 | 300,000 | - | - | - | - | \$300,000 |
| 2016 Resource Identification - 212365 | 85,000 | - | - | - | - | \$85,000 |
| Ogs Grantee Admin, Hp 2017 - 212876 | 320,000 | - | - | - | - | \$320,000 |
| Hopwa Resource Id 2017 Hp - 212878 | 85,000 | - | - | - | - | \$85,000 |
| Office Of Grant Acc Admin 2017 - 212911 | 12,396 | - | - | - | - | \$12,396 |
| Office of Grant ACC Admin 2018 - 213200 | 35,020 | - | - | - | - | \$35,020 |
| OGS Grantee Admin, HP 2018 HP - 213201 | 352,129 | - | - | - | - | \$352,129 |
| 10 HOPWA Resource ID 2018 HP - 213203 | 85,000 | - | - | - | - | \$85,000 |
| Sub-Total | \$1,794,299 | - | - | - | - | \$1,794,299 |
| Department Of Public Works | | | | | | |
| Memorial Dr Sidewalks - 110255 | 444,298 | - | - | - | - | \$444,298 |
| Marta Trans Imp - 110871 | 2,005,156 | - | - | - | - | \$2,005,156 |
| DI Hollowell/Westlake-Lci - 111105 | 17,251 | - | - | - | - | \$17,251 |
| Glenwood/Moreland-Lci - 111106 | 28,456 | - | - | - | - | \$28,456 |
| Memorial Drive Corridor - 111322 | 223,136 | - | - | - | - | \$223,136 |
| Govt Center Improvements-Srta - 112025 | 2,830,732 | - | - | - | - | \$2,830,732 |
| Fy16 Dtop - 112344 | 3,250 | - | - | - | - | \$3,250 |
| Juniper St Bicycle/Ped Fac - 112503 | 3,347,200 | - | - | - | - | \$3,347,200 |
| Midtown Atl Reg Act Ctr Ped Mod - 112504 | 1,421,600 | - | - | - | - | \$1,421,600 |
| Mlk Jr Dr Complete St Retrofit - 112505 | 387,834 | - | - | - | - | \$387,834 |
| Moores Mill Rd Mult Ext & Tran - 112506 | 468,800 | 1,171,200 | - | - | - | \$1,640,000 |
| Us 19 (Spring St) Ped Mob - 112508 | 1,849,602 | - | - | - | - | \$1,849,602 |
| Fy17 Lmig-Refreshing - 112588 | 174,577 | - | - | - | - | \$174,577 |
| Mlk, Jr Dr Corr Imp - 112618 | 9,024,871 | - | - | - | - | \$9,024,871 |
| Spring St Bridge Viaduct Replacement, Phase 2 - 112620 | 4,272,655 | - | - | - | - | \$4,272,655 |
| 15Th Street - 112668 | 121,112 | - | - | - | - | \$121,112 |
| Fy 17 Dtop - 112674 | 79,673 | - | - | - | - | \$79,673 |
| Auburn Avenue FY17 - 112749 | 550,000 | - | - | - | - | \$550,000 |
| Mlk Jr Dr Complete St Retro - 112783 | 955,483 | - | - | - | - | \$955,483 |
| Cleveland Ave Ped Mob Impr - 112784 | 200,000 | 800,000 | - | - | - | \$1,000,000 |
| Campbellton Rd Ped Mob Impr - 112785 | 200,000 | 800,000 | - | - | - | \$1,000,000 |
| Blvd Ped Mob Impr - 112786 | 1,000,000 | - | - | - | - | \$1,000,000 |
| Lee St Trail - 112787 | 264,000 | - | - | - | - | \$264,000 |
| Cycle Atlanta Fy 18 - 112808 | 400,000 | 1,600,000 | - | - | - | \$2,000,000 |
| Spring Street Viaduct - 112811 | 8,730,223 | - | - | - | - | \$8,730,223 |
| Fy18 Lmig - 112976 | 4,065,808 | - | - | - | - | \$4,065,808 |
| Ga 400 Trail - 113016 | 121,693 | - | - | - | - | \$121,693 |
| Fy18 Ivan Allen Bridge - 113027 | 13,000 | - | - | - | - | \$13,000 |
| Fy2019 LMIG - 113263 | 4,168,941 | - | - | - | - | \$4,168,941 |
| Streetcar O&M - 211934 | 635,868 | - | - | - | - | \$635,868 |
| Fy18 More Marta Program - 213227 | 298,000 | - | - | - | - | \$298,000 |
| Sub-Total | \$48,303,217 | \$4,371,200 | - | - | - | \$52,674,417 |
| Dept of Parks & Recreation | | | | | | |
| Adair I Park - 101018 | 976 | - | - | - | - | \$976 |
| Daniel Stanton Park - 101791 | 2,301 | - | - | - | - | \$2,301 |
| After School Play Program - 210886 | 20,657 | - | - | - | - | \$20,657 |
| National Endowment For Th Arts - 211076 | 21 | - | - | - | - | \$21 |



FY20 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-------------|-----------|--------|--------|-------|-------------|
| Troops For Fitness - 211716 | 2,532 | - | - | - | - | \$2,532 |
| Fy16 Out Of School Meals - 212494 | 8,814 | - | - | - | - | \$8,814 |
| Fy 17 Hot Meal Program - 212800 | 404,406 | - | - | - | - | \$404,406 |
| Sub-Total | \$439,707 | - | - | - | - | \$439,707 |
| Department Of Watershed Management | | | | | | |
| Hazard Mitigation - 113089 | 160,918 | - | - | - | - | \$160,918 |
| Sub-Total | \$160,918 | - | - | - | - | \$160,918 |
| Department Of Fire Services | | | | | | |
| Gsar/Haz-Mat - 212272 | 43,471 | - | - | - | - | \$43,471 |
| Fy 17 Child Safety Seats - 212593 | 38,783 | - | - | - | - | \$38,783 |
| Car Safety 2018 - 212984 | 30,983 | - | - | - | - | \$30,983 |
| Sub-Total | \$113,238 | - | - | - | - | \$113,238 |
| Department Of Police Services | | | | | | |
| Justice Assistance Grant, Non Dept. - 202624 | 108,949 | - | - | - | - | \$108,949 |
| 2007 Bpvp - 210274 | 19,519 | - | - | - | - | \$19,519 |
| 2008 Jag - 210391 | 341 | - | - | - | - | \$341 |
| 2012 Cops Hiring - 211409 | 34,930 | - | - | - | - | \$34,930 |
| 2014 Cops - 211985 | 179,003 | - | - | - | - | \$179,003 |
| Hidta 2015 - 212012 | 18,288 | - | - | - | - | \$18,288 |
| 2015 Cops Hiring - 212313 | 471,681 | 137,350 | - | - | - | \$609,031 |
| 2015-Jag - 212339 | 424,219 | - | - | - | - | \$424,219 |
| Hidta 2016 - 212474 | 61,903 | - | - | - | - | \$61,903 |
| 2016 Jag - 212599 | 442,988 | - | - | - | - | \$442,988 |
| Smart Policing - 212748 | 178,300 | - | - | - | - | \$178,300 |
| Sub-Total | \$1,940,121 | \$137,350 | - | - | - | \$2,077,470 |
| Department of City Planning | | | | | | |
| Section 8 Annual Contributions - 200668 | 130,169 | - | - | - | - | \$130,169 |
| Lci South Moreland - 210293 | 4,751 | - | - | - | - | \$4,751 |
| Dca - Nsp 2009 - 210568 | 169,604 | - | - | - | - | \$169,604 |
| Dca - Nsp - Admin 2009 - 210569 | 8,745 | - | - | - | - | \$8,745 |
| Us-Epa - 210641 | 441,431 | - | - | - | - | \$441,431 |
| 2011 Community Rlf - 211139 | 86,367 | - | - | - | - | \$86,367 |
| Cycle Atl Phase I - 2012 - 211315 | 5,215 | - | - | - | - | \$5,215 |
| Ez Administration - 211680 | 325,044 | - | - | - | - | \$325,044 |
| Po215 Section 8-Ac - 211772 | 11,609 | 9,500 | 9,500 | 9,500 | 3,050 | \$43,159 |
| Section 8 2015 - 211951 | 120,398 | 47,021 | - | - | - | \$167,419 |
| Bicycle Coalition - 212255 | 136,956 | - | - | - | - | \$136,956 |
| Brownfield Revolving Loan Fund - 212307 | 363,361 | - | - | - | - | \$363,361 |
| 2016 Section 8 Budget Santa Fe - 212330 | 65,000 | 22,372 | - | - | - | \$87,372 |
| Po215 Section 8 Annual Contribution - 212491 | 641 | - | - | - | - | \$641 |
| Section 8 Budget Admin Fy 16 - 212511 | - | 20,804 | 20,795 | - | - | \$41,599 |
| Po215 Section 8 Annual Admin - 212512 | 10,000 | 4,470 | - | - | - | \$14,470 |
| Vanira Admin - 212550 | 10,000 | 16,027 | - | - | - | \$26,027 |
| Fy 17 Bellline Tod Plan - 212558 | 97,648 | - | - | - | - | \$97,648 |
| Lenox Road Corridor Study - 212603 | 2,491 | - | - | - | - | \$2,491 |
| Fy17 Lakewood Trail Feasibility - 212607 | 70,890 | - | - | - | - | \$70,890 |
| Fy 17 Cycle Atlanta Phase 2.0 - 212612 | 5,020 | - | - | - | - | \$5,020 |
| 2017 Section 8 Budget Sfv - 212616 | 360,985 | - | - | - | - | \$360,985 |
| 2017 Section 8 Santa Fe Admin - 212617 | 26,700 | 23,000 | 23,000 | 20,252 | - | \$92,952 |
| Fy17 Greenbriar Town Center - 212678 | 269 | - | - | - | - | \$269 |



FY20 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|---------------------|---------------------|------------------|-----------------|----------------|----------------------|
| Fy17 Section 8 Budget Edgewood - 212697 | - | - | 42,628 | 29,161 | - | \$71,789 |
| 2017 Section 8 Edgewood Admin - 212699 | - | - | 32,025 | 10,733 | - | \$42,758 |
| 2017 Section 8 Budget - 212702 | 3,812 | - | - | - | - | \$3,812 |
| Brownfields Assessment Grant - 212775 | 281,103 | - | - | - | - | \$281,103 |
| 2017 Vanira Admin - 212791 | 3,000 | 3,000 | 20,027 | - | - | \$26,027 |
| 2017 Section 8 Budget Vanira - 212792 | 17,227 | - | - | - | - | \$17,227 |
| 2018 Budget Santa Fe Villas - 213003 | 330,611 | - | - | - | - | \$330,611 |
| Fy18 Section 8 Budget Vanira - 213004 | 137,139 | - | - | - | - | \$137,139 |
| 2018 Sec 8 Santa Fe Admin - 213006 | - | 92,952 | - | - | - | \$92,952 |
| Fy18 Sec 8 Vanira Admin - 213007 | - | 26,688 | - | - | - | \$26,688 |
| Fy18 Section 8 Budget Washing - 213009 | 37,691 | - | - | - | - | \$37,691 |
| Fy18 Sec 8 Washington Admin - 213010 | - | 15,251 | - | - | - | \$15,251 |
| Fy18 Section 8 Budget Edgewood - 213012 | 182,404 | - | - | - | - | \$182,404 |
| Fy18 Sec 8 Edgewood Admin - 213013 | - | 43,845 | - | - | - | \$43,845 |
| 2017 Hpf Grant - 213058 | 27,050 | - | - | - | - | \$27,050 |
| West End LCI Update FY18 - 213078 | 150,000 | - | - | - | - | \$150,000 |
| FY19 HRS GA DNR Grant - 213237 | 45,083 | - | - | - | - | \$45,083 |
| Sub-Total | \$3,668,413 | \$324,930 | \$147,975 | \$69,646 | \$3,050 | \$4,214,015 |
| Department Of Public Defender | | | | | | |
| Safety+Justice Challenge 2017 - 212742 | 50,000 | - | - | - | - | \$50,000 |
| Sub-Total | \$50,000 | - | - | - | - | \$50,000 |
| Total City Wide | \$84,634,199 | \$17,558,581 | \$147,975 | \$69,646 | \$3,050 | \$102,413,452 |



FY20 CAPITAL BUDGET STATUS Job Training Grant Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-------------|------|------|------|------|-------------|
| FUND SUMMARY | | | | | | |
| Revenues | 9,675,845 | - | - | - | - | \$9,675,845 |
| Expenses | 9,675,845 | - | - | - | - | \$9,675,845 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Intergovernmental Revenues | 9,675,845 | - | - | - | - | \$9,675,845 |
| Revenues | \$9,675,845 | - | - | - | - | \$9,675,845 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Department of City Planning | 9,675,845 | - | - | - | - | \$9,675,845 |
| Total City Wide | \$9,675,845 | - | - | - | - | \$9,675,845 |



FY20 CAPITAL BUDGET STATUS Job Training Grant Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|-------------------------------------|--------------------|------|------|------|------|--------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Department of City Planning | | | | | | |
| Cnp 16-17 - 212544 | 250,680 | - | - | - | - | \$250,680 |
| Chp/Hcyp 16-17 - 212545 | 71,740 | - | - | - | - | \$71,740 |
| Tech Hire - 212547 | 3,665,149 | - | - | - | - | \$3,665,149 |
| Yb Eta Fy2017 - 212630 | 204,618 | - | - | - | - | \$204,618 |
| Wioa Youth Py17 - 212795 | 246,945 | - | - | - | - | \$246,945 |
| Wioa Dw Py2017 - 212815 | 142,203 | - | - | - | - | \$142,203 |
| Wioa Adult Py17 - 212817 | 38,362 | - | - | - | - | \$38,362 |
| Dw Fy18 - 212990 | 1,123,426 | - | - | - | - | \$1,123,426 |
| Wioa Adult Fy2018 - 212992 | 58,840 | - | - | - | - | \$58,840 |
| Yb Americorps 17-18 - 213225 | 27,040 | - | - | - | - | \$27,040 |
| Youth Py18 - 213256 | 977,393 | - | - | - | - | \$977,393 |
| GP Adult - 213279 | 291,834 | - | - | - | - | \$291,834 |
| GP DW - 213285 | 422,367 | - | - | - | - | \$422,367 |
| Adult FY19 - 213294 | 931,799 | - | - | - | - | \$931,799 |
| DW FY19 - 213295 | 1,223,448 | - | - | - | - | \$1,223,448 |
| Sub-Total | <u>\$9,675,845</u> | - | - | - | - | <u>\$9,675,845</u> |
| Total City Wide | <u>\$9,675,845</u> | - | - | - | - | <u>\$9,675,845</u> |



FY20 CAPITAL BUDGET STATUS

Home Investment Partnerships Program Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------------|--------------------|------------------|------|------|--------------------|
| FUND SUMMARY | | | | | | |
| Revenues | 2,398,388 | 2,571,679 | 250,000 | - | - | \$5,220,067 |
| Expenses | 2,398,388 | 2,571,679 | 250,000 | - | - | \$5,220,067 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Intergovernmental Revenues | 2,398,388 | 2,571,679 | 250,000 | - | - | \$5,220,067 |
| Revenues | \$2,398,388 | \$2,571,679 | \$250,000 | - | - | \$5,220,067 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| Executive Offices | 200,000 | - | - | - | - | \$200,000 |
| Department of City Planning | 2,198,388 | 2,571,679 | 250,000 | - | - | \$5,020,067 |
| Total City Wide | \$2,398,388 | \$2,571,679 | \$250,000 | - | - | \$5,220,067 |



FY20 CAPITAL BUDGET STATUS

Home Investment Partnerships Program Fund

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|--------------------|--------------------|------------------|----------|----------|--------------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| Executive Offices | | | | | | |
| Nicholas Tbra 2017 Hm - 212834 | 200,000 | - | - | - | - | \$200,000 |
| Sub-Total | \$200,000 | - | - | - | - | \$200,000 |
| Department of City Planning | | | | | | |
| Down Payment Assistance Program 2008 - 210196 | 30,431 | - | - | - | - | \$30,431 |
| Multifamily Loan Pool 2013 Hm - 211581 | 489,893 | - | - | - | - | \$489,893 |
| Chdo Capital Fund 2014 Home - 211847 | 54,797 | 178,934 | - | - | - | \$233,731 |
| 2015 Cap Proj Predev Loan Fund - 212047 | - | 18,725 | - | - | - | \$18,725 |
| Quest Community Dev - 212185 | 662,092 | 98,813 | - | - | - | \$760,905 |
| Habitat For Humanity 2016 Hm - 212406 | 64,576 | - | - | - | - | \$64,576 |
| Chdo Capt Proj & Predev 2016 - 212413 | - | 17,029 | - | - | - | \$17,029 |
| Sf Loan Pool, 2016 Hm - 212782 | 100,000 | 561,861 | - | - | - | \$661,861 |
| Chdo Capital Project 2017 Hm - 212894 | - | 229,000 | - | - | - | \$229,000 |
| Chdo Operating Assist 2017 Hm - 212895 | - | 41,204 | - | - | - | \$41,204 |
| Multi Family Loan Pool 2017 Hm - 212896 | - | 493,559 | - | - | - | \$493,559 |
| Aahop 2017 Hm - 212897 | 169,000 | 31,000 | - | - | - | \$200,000 |
| Habitat Down Payment 2017 Hm - 212898 | 20,000 | 180,000 | - | - | - | \$200,000 |
| Home Administration Hm 2017 - 212919 | 144,381 | - | - | - | - | \$144,381 |
| Chdo Set Aside - 213030 | 283,922 | 94,379 | - | - | - | \$378,301 |
| Quest Multifamily - 213084 | 99,297 | 15,638 | - | - | - | \$114,935 |
| Sf Loan Reprogram 2018 - 213097 | - | 160,420 | - | - | - | \$160,420 |
| AAHOP, 2018 HM - 213151 | - | 300,431 | - | - | - | \$300,431 |
| Habitat Down Payment 2018 HM - 213152 | - | 20,000 | 250,000 | - | - | \$270,000 |
| HOME Prog. Admin Hsg 2018 CD - 213191 | 80,000 | 130,686 | - | - | - | \$210,686 |
| Sub-Total | \$2,198,388 | \$2,571,679 | \$250,000 | - | - | \$5,020,067 |
| Total City Wide | \$2,398,388 | \$2,571,679 | \$250,000 | - | - | \$5,220,067 |



TRUST FUNDS

Trust Fund is a fiduciary fund which accounts for activities in which the City of Atlanta acts as a trustee for an individual or organization. The Trust Fund holds assets on behalf of the beneficiaries and utilizes the money for specific purpose defined in the trust agreements.





FY20 CAPITAL BUDGET STATUS Trust

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------|------|------|------|------|---------------|
| FUND SUMMARY | | | | | | |
| Revenues | 28,765,410 | - | - | - | - | \$28,765,410 |
| Expenses | 28,765,410 | - | - | - | - | \$28,765,410 |
| Total Revenues Over(Under) Expenses | - | - | - | - | - | - |
| ANTICIPATIONS | | | | | | |
| REVENUE GROUP TOTALS | | | | | | |
| Miscellaneous Revenues | 28,765,410 | - | - | - | - | \$28,765,410 |
| Revenues | \$28,765,410 | - | - | - | - | \$28,765,410 |
| APPROPRIATIONS | | | | | | |
| DEPARTMENT TOTALS | | | | | | |
| City Council | 35,206 | - | - | - | - | \$35,206 |
| Executive Offices | 329,740 | - | - | - | - | \$329,740 |
| Department of Atlanta Information Management | 11,267 | - | - | - | - | \$11,267 |
| Department Of Law | 55 | - | - | - | - | \$55 |
| Department Of Corrections | (407,433) | - | - | - | - | (\$407,433) |
| Department Of Finance | 2,561,426 | - | - | - | - | \$2,561,426 |
| Department Of Procurement | 9,122 | - | - | - | - | \$9,122 |
| Department Of Public Works | (1,763,374) | - | - | - | - | (\$1,763,374) |
| Dept of Parks & Recreation | 6,065,740 | - | - | - | - | \$6,065,740 |
| Department Of Watershed Management | 3,395,174 | - | - | - | - | \$3,395,174 |
| Judicial Agencies | 299,402 | - | - | - | - | \$299,402 |
| Non-Departmental | 31,652 | - | - | - | - | \$31,652 |
| Department Of Human Resources | 1,546,206 | - | - | - | - | \$1,546,206 |
| Department Of Fire Services | 237,869 | - | - | - | - | \$237,869 |
| Department Of Police Services | 3,625,774 | - | - | - | - | \$3,625,774 |
| Department of City Planning | 12,701,287 | - | - | - | - | \$12,701,287 |
| Department Of Public Defender | 60,000 | - | - | - | - | \$60,000 |
| Department Of Enterprise Asset Management | 26,297 | - | - | - | - | \$26,297 |
| Total City Wide | \$28,765,410 | - | - | - | - | \$28,765,410 |

* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.



FY20 CAPITAL BUDGET STATUS Trust

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|-----------------|----------|----------|----------|----------|-----------------|
| PROJECT TOTALS BY DEPARTMENT | | | | | | |
| City Council | | | | | | |
| Assistance To Lower Income Family Youth - 600041 | (1) | - | - | - | - | (\$1) |
| District 3 Holiday Family Asst Initiativ - 600060 | 5,667 | - | - | - | - | \$5,667 |
| Post 1 At-Large Community Projects - 600061 | (51) | - | - | - | - | (\$51) |
| Atlanta Commission On Women - 600069 | 23,070 | - | - | - | - | \$23,070 |
| District 3 Senior Citizens Picnic - 600130 | 6,949 | - | - | - | - | \$6,949 |
| District 12 Annual Holiday Celebration - 600223 | (2,343) | - | - | - | - | (\$2,343) |
| Community Events & Projects--District 12 - 600402 | 1,914 | - | - | - | - | \$1,914 |
| Sub-Total | \$35,206 | - | - | - | - | \$35,206 |
| Executive Offices | | | | | | |
| Underground Atlanta - 100003 | 95,386 | - | - | - | - | \$95,386 |
| Dunbar Reading Center - 201201 | 284 | - | - | - | - | \$284 |
| M-Net - 600004 | 12,113 | - | - | - | - | \$12,113 |
| Comm. Tech. Initiative - 600005 | (289) | - | - | - | - | (\$289) |
| Tree Removal Protection - 600013 | 350 | - | - | - | - | \$350 |
| Atlanta-Caribbean Trade Conf. - 600021 | 973 | - | - | - | - | \$973 |
| Bedford Place Housing Legal Cost - 600029 | 67 | - | - | - | - | \$67 |
| Dream Jamboree - 600037 | 0 | - | - | - | - | \$0 |
| Bigsby Family Donations - 600038 | 2,318 | - | - | - | - | \$2,318 |
| Human Services Resource Bank - 600042 | 14,171 | - | - | - | - | \$14,171 |
| Mayor'S Scholar Program - 600057 | 883 | - | - | - | - | \$883 |
| Community Relations Commission - 600059 | 616 | - | - | - | - | \$616 |
| Older Atlantan'S Month (02-O-0846) - 600062 | (674,457) | - | - | - | - | (\$674,457) |
| Memorial Svc-Maynard Jackson Jr. - 600068 | 0 | - | - | - | - | \$0 |
| Chastain Arts Center - 600071 | 285,152 | - | - | - | - | \$285,152 |
| Donation For Parks,Rec. & Cultural Aff. - 600080 | 1,000 | - | - | - | - | \$1,000 |
| Special Events - 600081 | (1,607,144) | - | - | - | - | (\$1,607,144) |
| Mktg & Comm.,Special Events & Ceremonies - 600083 | 4,257 | - | - | - | - | \$4,257 |
| Maintenance And Conservation Public Art - 600086 | 25,499 | - | - | - | - | \$25,499 |
| International Events - 600091 | 5,300 | - | - | - | - | \$5,300 |
| City Of Atlanta Process, Review & Design - 600092 | 111,524 | - | - | - | - | \$111,524 |
| Dunbar Neighborhood Center - 600224 | 579,630 | - | - | - | - | \$579,630 |
| Legislative Reception - 600227 | 649 | - | - | - | - | \$649 |
| Atlanta Sesquicentennial - 600236 | 5,445 | - | - | - | - | \$5,445 |
| Gma Fifth District Meeting - 600257 | 0 | - | - | - | - | \$0 |
| Georgia Power Ad Valorem Tax Lawsuit - 600262 | 203 | - | - | - | - | \$203 |
| Fire Dept. Costs Recovery Training Pgms - 600281 | 959 | - | - | - | - | \$959 |
| Recreation Program Activities - 600282 | 194 | - | - | - | - | \$194 |
| Atlanta Sisters Cities Commission-2001 - 600287 | 1,644 | - | - | - | - | \$1,644 |
| Hurricane Katrina Relief Fund - 600290 | 15,293 | - | - | - | - | \$15,293 |
| Georgia Hill Neighborhood Center - 600291 | 829,079 | - | - | - | - | \$829,079 |
| J.C. Birdine Neighborhood Center - 600292 | 340,999 | - | - | - | - | \$340,999 |
| Summer Youth Employment, Prgm Operations - 600294 | 107 | - | - | - | - | \$107 |
| Mayor'S Youth Program - 600306 | (186) | - | - | - | - | (\$186) |
| Donation Meters For Homeless Initiatives - 600310 | (4,397) | - | - | - | - | (\$4,397) |
| Jazz Festival - 600346 | 199,834 | - | - | - | - | \$199,834 |
| Cultural Affairs-General - 600349 | (163,374) | - | - | - | - | (\$163,374) |
| Chastain Amphitheater Sound - 600367 | (44,922) | - | - | - | - | (\$44,922) |

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FY20 CAPITAL BUDGET STATUS Trust

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-------------|------|------|------|------|---------------|
| Cyclorama Improvements - 600371 | (4,505) | - | - | - | - | (\$4,505) |
| Marta/Tiger Discretionary Grant Application - 600379 | (33,319) | - | - | - | - | (\$33,319) |
| Census Outreach Efforts - 600381 | (2,635) | - | - | - | - | (\$2,635) |
| Sustainability Project - 600388 | 1,275,557 | - | - | - | - | \$1,275,557 |
| Apd Sos Special Event Trust Account - 600393 | (1,062,730) | - | - | - | - | (\$1,062,730) |
| Salary Surcharge & Security - 600394 | 43,497 | - | - | - | - | \$43,497 |
| Startup In A Day - 600403 | 1,670 | - | - | - | - | \$1,670 |
| Downtown Day Labor Center, Cd-162 - 600435 | 50 | - | - | - | - | \$50 |
| Mayor'S Task Force-Sr. Citizens - 600437 | (13) | - | - | - | - | (\$13) |
| Atl Relig Mobil Against Crime (Armac) - 600440 | 447 | - | - | - | - | \$447 |
| 1992-1994 Weed And Seed Program - 600442 | 53,709 | - | - | - | - | \$53,709 |
| Charter Review Commission - 600445 | 18,853 | - | - | - | - | \$18,853 |
| Sub-Total | \$329,740 | - | - | - | - | \$329,740 |
| Department of Atlanta Information Management | | | | | | |
| Govt & Public Cable Access - 600428 | 11,267 | - | - | - | - | \$11,267 |
| Sub-Total | \$11,267 | - | - | - | - | \$11,267 |
| Department Of Law | | | | | | |
| Bedford Place Housing Legal Cost - 600029 | 55 | - | - | - | - | \$55 |
| Sub-Total | \$55 | - | - | - | - | \$55 |
| Department Of Corrections | | | | | | |
| Jail Fund Administration & Construction - 200769 | 14,080 | - | - | - | - | \$14,080 |
| Donated Surplus Food Program - 600040 | 70 | - | - | - | - | \$70 |
| Federal-Rico - 600234 | 636 | - | - | - | - | \$636 |
| Employee Awards Program - 600266 | (251,215) | - | - | - | - | (\$251,215) |
| Inmate Deposits - 600270 | (154,582) | - | - | - | - | (\$154,582) |
| Cultural Affairs-General - 600349 | 99 | - | - | - | - | \$99 |
| Jail Admin Fund - 600405 | (426,607) | - | - | - | - | (\$426,607) |
| Jail Fund Administration & Construction - 600439 | 703,568 | - | - | - | - | \$703,568 |
| Inmate Welfare Program - 600446 | (293,482) | - | - | - | - | (\$293,482) |
| Sub-Total | (\$407,433) | - | - | - | - | (\$407,433) |
| Department Of Finance | | | | | | |
| Special Events - 600081 | (28,504) | - | - | - | - | (\$28,504) |
| Car Rental Tax- Philips Arena Imp. - 600115 | 1,033,545 | - | - | - | - | \$1,033,545 |
| G. M. A. Reception - 600225 | 1 | - | - | - | - | \$1 |
| Murdered And Missing Children Fd. - 600296 | 15,000 | - | - | - | - | \$15,000 |
| Atlanta Housing Authority Envir - 600383 | (69,352) | - | - | - | - | (\$69,352) |
| Streetcar O & M - 600401 | 1,610,737 | - | - | - | - | \$1,610,737 |
| Sub-Total | \$2,561,426 | - | - | - | - | \$2,561,426 |
| Department Of Procurement | | | | | | |
| Vendor Outreach Seminar/Expos - 600027 | 8,572 | - | - | - | - | \$8,572 |
| Erosion & Sedimentation Control Fee - 600271 | 550 | - | - | - | - | \$550 |
| Sub-Total | \$9,122 | - | - | - | - | \$9,122 |
| Department Of Public Works | | | | | | |
| Citywide Sidewalk Program, Cd-588 - 101619 | (8,670) | - | - | - | - | (\$8,670) |
| Howell Mill Rd-Huff Rd To Forrest - 102631 | 113,475 | - | - | - | - | \$113,475 |
| D.I.F.Admin-Transportation-City - 201053 | 490 | - | - | - | - | \$490 |
| City Of Atlanta/Dekalb Co. Capital Proj. - 600006 | 16,172 | - | - | - | - | \$16,172 |
| Red Light Camera Enforcement Program - 600098 | (723,314) | - | - | - | - | (\$723,314) |
| Solid Waste Mgmt Pgm - User Fee - 600099 | (2,048) | - | - | - | - | (\$2,048) |
| Chester Avenue - 600103 | 10,803 | - | - | - | - | \$10,803 |

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FY20 CAPITAL BUDGET STATUS Trust

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|---------------|------|------|------|------|---------------|
| Clair Drive - 600104 | 9,788 | - | - | - | - | \$9,788 |
| Maddox Park - 600106 | 6,292 | - | - | - | - | \$6,292 |
| Liddell-Vending Machines - 600111 | 5,061 | - | - | - | - | \$5,061 |
| Madox Park/North Avenue - 600113 | 3,041 | - | - | - | - | \$3,041 |
| Banner Deposits - 600114 | 25,299 | - | - | - | - | \$25,299 |
| Friendship Club Escrow - 600301 | 3,465 | - | - | - | - | \$3,465 |
| Margaret Mitchell Square - 600420 | 32,802 | - | - | - | - | \$32,802 |
| Howell Mill/Northside Pkwy Signalization - 600421 | 6,939 | - | - | - | - | \$6,939 |
| Speed Bump And Other Sidewalk Project - 600422 | (586) | - | - | - | - | (\$586) |
| Roxboro Road Underpass - 600424 | 79,371 | - | - | - | - | \$79,371 |
| Traffic Signal Installation - 600425 | 4,926 | - | - | - | - | \$4,926 |
| Citywide Sidewalk Program, Cd-588 - 600429 | (1,348,245) | - | - | - | - | (\$1,348,245) |
| Sidewalk Improvements, District 5 - 600431 | 1,212 | - | - | - | - | \$1,212 |
| Howell Mill Rd-Chattahoochee - 600433 | 1,817 | - | - | - | - | \$1,817 |
| Howell Mill Rd-Forrest St To Holmes - 600434 | (1,465) | - | - | - | - | (\$1,465) |
| Sub-Total | (\$1,763,374) | - | - | - | - | (\$1,763,374) |
| Dept of Parks & Recreation | | | | | | |
| Summer Program - 200463 | 218 | - | - | - | - | \$218 |
| User Fee - 600001 | (4,800) | - | - | - | - | (\$4,800) |
| Adamsville Recreation Center/Natatorium - 600002 | 2,528 | - | - | - | - | \$2,528 |
| Atlanta Smoke Alarm Program (Asap) - 600007 | 75 | - | - | - | - | \$75 |
| Tree Removal Protection - 600013 | 588,299 | - | - | - | - | \$588,299 |
| Piedmont Park Restaurant - 600023 | 86,107 | - | - | - | - | \$86,107 |
| Swim Accoutrements - 600067 | 17,190 | - | - | - | - | \$17,190 |
| Chastain Arts Center - 600071 | (96,945) | - | - | - | - | (\$96,945) |
| Cultural Exchange Program - 600075 | 1 | - | - | - | - | \$1 |
| Gilbert House - 600078 | 740 | - | - | - | - | \$740 |
| Atlanta Arts Alliance, Inc. - 600079 | 44,219 | - | - | - | - | \$44,219 |
| Donation For Parks, Rec. & Cultural Aff. - 600080 | 898,220 | - | - | - | - | \$898,220 |
| Special Events - 600081 | 643,358 | - | - | - | - | \$643,358 |
| 1988 Brown Bag Concerts - 600082 | (5) | - | - | - | - | (\$5) |
| Midtown Public Arts Project - 600085 | 0 | - | - | - | - | \$0 |
| Maintenance And Conservation Public Art - 600086 | (210) | - | - | - | - | (\$210) |
| Red Light Camera Enforcement Program - 600098 | (650) | - | - | - | - | (\$650) |
| Schindler, Eva - 600206 | (607) | - | - | - | - | (\$607) |
| Wiseberg, Clara H. & Morris - 600219 | 0 | - | - | - | - | \$0 |
| Undist. Perp. Care Receipts - 600222 | 5,477 | - | - | - | - | \$5,477 |
| Dunbar Neighborhood Center - 600224 | (3,059) | - | - | - | - | (\$3,059) |
| Athletics Operations - 600228 | 20,715 | - | - | - | - | \$20,715 |
| Piedmont Tennis Court Operations - 600229 | 106,696 | - | - | - | - | \$106,696 |
| Recreation Camps Operations - 600230 | 45,222 | - | - | - | - | \$45,222 |
| Summer User Fees - 600231 | (746,734) | - | - | - | - | (\$746,734) |
| Federal-Rico - 600234 | (1,164) | - | - | - | - | (\$1,164) |
| Atlanta Sesquicentennial - 600236 | 6,112 | - | - | - | - | \$6,112 |
| Youth Athletics Program - 600239 | 1,311,206 | - | - | - | - | \$1,311,206 |
| Chastain Park Tennis Center Operations - 600240 | 301,065 | - | - | - | - | \$301,065 |
| Bitsy Grant Tennis Center Pro - 600249 | 165,949 | - | - | - | - | \$165,949 |
| Mcghee Tennis Center Pro - 600250 | 66,316 | - | - | - | - | \$66,316 |
| 1991 U.S. Youth Games - 600256 | 142 | - | - | - | - | \$142 |
| Washington Park Tennis Center - 600261 | 16,163 | - | - | - | - | \$16,163 |

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FY20 CAPITAL BUDGET STATUS Trust

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|-----------|------|------|------|------|-------------|
| Employee Awards Program - 600266 | (87) | - | - | - | - | (\$87) |
| Inner-City Games - 600276 | (14) | - | - | - | - | (\$14) |
| Recreation Program Activities - 600282 | 32,819 | - | - | - | - | \$32,819 |
| Amateur Athletic Union - 600283 | 15 | - | - | - | - | \$15 |
| Georgia Hill Neighborhood Center - 600291 | 6,883 | - | - | - | - | \$6,883 |
| J.C. Birdine Neighborhood Center - 600292 | (13) | - | - | - | - | (\$13) |
| Employee Incentive Program - 600299 | 16,046 | - | - | - | - | \$16,046 |
| Friendship Club Escrow - 600301 | (2,229) | - | - | - | - | (\$2,229) |
| Prc Adams Park Recreation Center - 600312 | 271 | - | - | - | - | \$271 |
| Prc Adamsville Recreation Center - 600313 | 785 | - | - | - | - | \$785 |
| Prc Ben Hill Recreation Center - 600316 | 1,085 | - | - | - | - | \$1,085 |
| Prc Bessie Branham Recreation Center - 600317 | 58 | - | - | - | - | \$58 |
| Prc Brownwood Recreation Center - 600318 | 350 | - | - | - | - | \$350 |
| Prc Butler Park Recreation Center - 600319 | 725 | - | - | - | - | \$725 |
| Prc Ca Scott Recreation Center - 600320 | 5,028 | - | - | - | - | \$5,028 |
| Prc Central Park Recreation Center - 600321 | (62,270) | - | - | - | - | (\$62,270) |
| Prc Chastain Recreation Center - 600322 | (16,458) | - | - | - | - | (\$16,458) |
| Prc Coan Recreation Center - 600324 | 695 | - | - | - | - | \$695 |
| Prc Collier Recreation Center - 600325 | (37) | - | - | - | - | (\$37) |
| Prc Dunbar Recreation Center - 600326 | 850 | - | - | - | - | \$850 |
| Prc Grant Recreation Center - 600328 | 2,475 | - | - | - | - | \$2,475 |
| Prc Grove Recreation Center - 600329 | 1,851 | - | - | - | - | \$1,851 |
| Prc Jd Sims Recreation Center - 600330 | 780 | - | - | - | - | \$780 |
| Prc Lang Carson Recreation Center - 600332 | 100 | - | - | - | - | \$100 |
| Prc Langford Recreation Center - 600333 | 715 | - | - | - | - | \$715 |
| Prc Ml King Recreation Center - 600334 | 941 | - | - | - | - | \$941 |
| Prc Morningside Recreation Center - 600335 | (2,498) | - | - | - | - | (\$2,498) |
| Prc Oakland Recreation Center - 600336 | 7,489 | - | - | - | - | \$7,489 |
| Prc Perkerson Recreation Center - 600337 | 1,143 | - | - | - | - | \$1,143 |
| Prc Peachtree Hills Recreation Center - 600338 | 146 | - | - | - | - | \$146 |
| Prc Pittman Recreation Center - 600339 | (32,097) | - | - | - | - | (\$32,097) |
| Prc Rosel Fann Recreation Center - 600341 | (74,452) | - | - | - | - | (\$74,452) |
| Prc Thomasville Recreation Center - 600342 | 2,902 | - | - | - | - | \$2,902 |
| Prc Zaban Recreation Center - 600343 | 5,543 | - | - | - | - | \$5,543 |
| Dunbar Rec Center Afterschool Prog 2009 - 600344 | 65,430 | - | - | - | - | \$65,430 |
| Jazz Festival - 600346 | 8,863 | - | - | - | - | \$8,863 |
| Cultural Affairs-General - 600349 | 29,144 | - | - | - | - | \$29,144 |
| Non Res. Golfers- Summer Programs - 600354 | 60,384 | - | - | - | - | \$60,384 |
| Summer Program - 600355 | 388,796 | - | - | - | - | \$388,796 |
| Ground & Site Improvements - 600359 | 145,529 | - | - | - | - | \$145,529 |
| Citywide Park Furniture - 600363 | 12,912 | - | - | - | - | \$12,912 |
| Candler Park - 600364 | 500 | - | - | - | - | \$500 |
| Oakland Cemetary - 600365 | 6,400 | - | - | - | - | \$6,400 |
| R.I.C.O.-State - 600369 | (2,160) | - | - | - | - | (\$2,160) |
| Piedmont Park Arts Festival - 600370 | 2,322 | - | - | - | - | \$2,322 |
| Cyclorama Improvements - 600371 | 10,410 | - | - | - | - | \$10,410 |
| Chastain Trust - 600372 | 294,830 | - | - | - | - | \$294,830 |
| Snowmobile - 600376 | (37,994) | - | - | - | - | (\$37,994) |
| Southbend Cultural Center Operations - 600382 | 2,042 | - | - | - | - | \$2,042 |
| Centers Of Hope - 600384 | 1,036,934 | - | - | - | - | \$1,036,934 |

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FY20 CAPITAL BUDGET STATUS Trust

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|--|--------------------|----------|----------|----------|----------|--------------------|
| Apd Sos Special Event Trust Account - 600393 | 1,077,683 | - | - | - | - | \$1,077,683 |
| Salary Surcharge & Security - 600394 | (193,800) | - | - | - | - | (\$193,800) |
| Piedmont Park Improvements - 600418 | 526,700 | - | - | - | - | \$526,700 |
| Ground & Site Imprvs., City-Wide - 600427 | 300 | - | - | - | - | \$300 |
| Citywide Sidewalk Program, Cd-588 - 600429 | (503) | - | - | - | - | (\$503) |
| 1988 Jazz Festival - 600436 | 214 | - | - | - | - | \$214 |
| Mayor'S Task Force-Sr. Citizens - 600437 | (1,449) | - | - | - | - | (\$1,449) |
| Summer Program - 600438 | (739,129) | - | - | - | - | (\$739,129) |
| Sub-Total | \$6,065,740 | - | - | - | - | \$6,065,740 |
| Department Of Watershed Management | | | | | | |
| Sewer Collections, De Kalb - 200510 | 540 | - | - | - | - | \$540 |
| Englewood - 600105 | 6,498 | - | - | - | - | \$6,498 |
| R.M. Clayton W.P.C. - 600107 | 8,835 | - | - | - | - | \$8,835 |
| Utoy Creek - 600109 | 3,315 | - | - | - | - | \$3,315 |
| Drinking Water-Vending Machines - 600112 | 26,867 | - | - | - | - | \$26,867 |
| Fulton County Sewer Escrow - 600226 | 21 | - | - | - | - | \$21 |
| Erosion & Sedimentation Control Fee - 600271 | 131,214 | - | - | - | - | \$131,214 |
| Care & Conserve Trust Fund - 600308 | 3,209,906 | - | - | - | - | \$3,209,906 |
| 72 Marietta St-Vending Machines - 600398 | 1,039 | - | - | - | - | \$1,039 |
| Greenway Acquisition Project - 600430 | 5,419 | - | - | - | - | \$5,419 |
| Care & Conserve Fund - 600444 | 1,520 | - | - | - | - | \$1,520 |
| Sub-Total | \$3,395,174 | - | - | - | - | \$3,395,174 |
| Judicial Agencies | | | | | | |
| Tree Removal Protection - 600013 | (93) | - | - | - | - | (\$93) |
| Hon. Judge L. A. Jackson, Sr. Center - 600093 | 0 | - | - | - | - | \$0 |
| Atlanta Community Court Foundation - 600124 | 2,898 | - | - | - | - | \$2,898 |
| Foam Upgrade - 600125 | (400) | - | - | - | - | (\$400) |
| Victim & Witness Penalty, Tc - 600302 | 363,063 | - | - | - | - | \$363,063 |
| Victim & Witness Penalty, Mc - 600303 | 55,649 | - | - | - | - | \$55,649 |
| State Of Ga-Brain And Spinal Injury - 600304 | (18,236) | - | - | - | - | (\$18,236) |
| Victim & Witness Penalty, County (5%) - 600305 | 11,799 | - | - | - | - | \$11,799 |
| Jail Fund Administration & Construction - 600439 | (115,278) | - | - | - | - | (\$115,278) |
| Sub-Total | \$299,402 | - | - | - | - | \$299,402 |
| Non-Departmental | | | | | | |
| Atlanta Arts Alliance, Inc. - 600079 | 49,577 | - | - | - | - | \$49,577 |
| Emergency Response - 600096 | (4,058) | - | - | - | - | (\$4,058) |
| Elected Official Compensation Commission - 600100 | 13,818 | - | - | - | - | \$13,818 |
| Inmate Deposits - 600270 | (4,444) | - | - | - | - | (\$4,444) |
| 94 Flood Victims Relief Fund - 600272 | 3,549 | - | - | - | - | \$3,549 |
| R.I.C.O.-State - 600369 | (15,541) | - | - | - | - | (\$15,541) |
| Electronic Legislative Management System (Elms) - 600387 | (11,250) | - | - | - | - | (\$11,250) |
| Sub-Total | \$31,652 | - | - | - | - | \$31,652 |
| Department Of Human Resources | | | | | | |
| Water Works Lodge - 600012 | 6,479 | - | - | - | - | \$6,479 |
| Donation For Parks, Rec. & Cultural Aff. - 600080 | (35,358) | - | - | - | - | (\$35,358) |
| Women'S History Month - 600126 | (139) | - | - | - | - | (\$139) |
| City-Wide Training Program - 600232 | 14,822 | - | - | - | - | \$14,822 |
| Insurance Rebates - 600414 | 1,560,402 | - | - | - | - | \$1,560,402 |
| Sub-Total | \$1,546,206 | - | - | - | - | \$1,546,206 |

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FY20 CAPITAL BUDGET STATUS Trust

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|--------------------|----------|----------|----------|----------|--------------------|
| Department Of Fire Services | | | | | | |
| Atlanta Smoke Alarm Program (Asap) - 600007 | 1,487 | - | - | - | - | \$1,487 |
| Tree Removal Protection - 600013 | 6,000 | - | - | - | - | \$6,000 |
| Emergency Response - 600096 | (19,195) | - | - | - | - | (\$19,195) |
| Fire Headquarters Vending Machines - 600110 | 15,144 | - | - | - | - | \$15,144 |
| Foam Upgrade - 600125 | 435 | - | - | - | - | \$435 |
| Ems Activities - 600127 | 72 | - | - | - | - | \$72 |
| Fire Fighters' Banquet - 600258 | 1,130 | - | - | - | - | \$1,130 |
| Training & Gen Operating Enhancements - 600263 | 2,718 | - | - | - | - | \$2,718 |
| Fire Dept Facility Relocation - 600274 | 1,768 | - | - | - | - | \$1,768 |
| Donations-Recognition Fire Pers/Citizens - 600275 | 13,236 | - | - | - | - | \$13,236 |
| Fire Prevention Week '95 - 600277 | 902 | - | - | - | - | \$902 |
| Fire Dept. Costs Recovery Training Pgms - 600281 | 187,105 | - | - | - | - | \$187,105 |
| Fire Station #21 - 600309 | 97 | - | - | - | - | \$97 |
| Firefighting Equipment - 600392 | 20,279 | - | - | - | - | \$20,279 |
| Improving Fire Station #8 Work Environ - 600423 | 971 | - | - | - | - | \$971 |
| City'S Health And Wellness Center - 600448 | 4,368 | - | - | - | - | \$4,368 |
| Fire Safety Education Program - 600450 | 1,353 | - | - | - | - | \$1,353 |
| Sub-Total | \$237,869 | - | - | - | - | \$237,869 |
| Department Of Police Services | | | | | | |
| Piedmont Park Restaurant - 600023 | (4,200) | - | - | - | - | (\$4,200) |
| Summer User Fees - 600231 | 570 | - | - | - | - | \$570 |
| Federal-Rico - 600234 | 833,863 | - | - | - | - | \$833,863 |
| Drug Reward Program - 600235 | 8,111 | - | - | - | - | \$8,111 |
| Purchase Of Protective Items - 600237 | 273 | - | - | - | - | \$273 |
| Zone 3 Mini Precinct - 600238 | 5,427 | - | - | - | - | \$5,427 |
| Poor & Homeless Assistance Program - 600243 | 2,374 | - | - | - | - | \$2,374 |
| Bricola W. Coleman Reward Fund - 600247 | 1,506 | - | - | - | - | \$1,506 |
| Reward Fd-Murdered Clark College Student - 600252 | 972 | - | - | - | - | \$972 |
| Police Department Capital Acquisitions - 600253 | 2,636 | - | - | - | - | \$2,636 |
| Police Department Management Retreat - 600254 | 4,589 | - | - | - | - | \$4,589 |
| Youth Advisory Council - 600265 | 291 | - | - | - | - | \$291 |
| Bicycle Patrol Program - 600267 | 8,746 | - | - | - | - | \$8,746 |
| Blue Circle America - 600268 | 56 | - | - | - | - | \$56 |
| Atlanta Police Athletic League - 600269 | 56,319 | - | - | - | - | \$56,319 |
| Attack On America: 09/11/2001 - 600289 | 5,824 | - | - | - | - | \$5,824 |
| R.I.C.O.-State - 600369 | 1,382,054 | - | - | - | - | \$1,382,054 |
| Federal-Rico-Treasury - 600373 | 1,252,820 | - | - | - | - | \$1,252,820 |
| Apd Sos Special Event Trust Account - 600393 | 63,134 | - | - | - | - | \$63,134 |
| Council Dist.6 Sidewalk Waivers - 600396 | (150) | - | - | - | - | (\$150) |
| R.I.C.O. State - 600426 | 560 | - | - | - | - | \$560 |
| Sub-Total | \$3,625,774 | - | - | - | - | \$3,625,774 |
| Department of City Planning | | | | | | |
| Municipal Market Parking, Cd-75 - 100153 | 26,064 | - | - | - | - | \$26,064 |
| Atlanta Day Care Program - 200095 | 65 | - | - | - | - | \$65 |
| User Fee - 600001 | (46,890) | - | - | - | - | (\$46,890) |
| Pedestrian Safety Campaign - 600011 | 2,800 | - | - | - | - | \$2,800 |
| Tree Removal Protection - 600013 | 8,747,828 | - | - | - | - | \$8,747,828 |
| Int'L Relations And Business Development - 600022 | 66 | - | - | - | - | \$66 |
| Streetscape Improv. & Maintenance Prog. - 600031 | 489,953 | - | - | - | - | \$489,953 |

* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.



FY20 CAPITAL BUDGET STATUS Trust

| | FY20 | FY21 | FY22 | FY23 | FY24 | Total |
|---|---------------------|----------|----------|----------|----------|---------------------|
| Liveable Communities Initiative (Lci) - 600034 | 3,389 | - | - | - | - | \$3,389 |
| Aid For The Homeless - 600036 | 3,275 | - | - | - | - | \$3,275 |
| Atlanta Planning Advisory Bd 00-R-0329 - 600058 | 1 | - | - | - | - | \$1 |
| Awda'S Cyber Center - 600094 | 21,859 | - | - | - | - | \$21,859 |
| Council District 9 Sidewalk Waiver - 600116 | 96,276 | - | - | - | - | \$96,276 |
| Council District 7 Sidewalk Waiver - 600117 | 148,539 | - | - | - | - | \$148,539 |
| Council District 1 Sidewalk Waiver - 600118 | 34,743 | - | - | - | - | \$34,743 |
| Council District 5 Sidewalk Waiver - 600119 | 23,942 | - | - | - | - | \$23,942 |
| Council District 11 Sidewalk Waiver - 600120 | 49,174 | - | - | - | - | \$49,174 |
| Council District 10 Sidewalk Waiver - 600121 | 3,689 | - | - | - | - | \$3,689 |
| Improvement Building Permit Project - 600123 | 668 | - | - | - | - | \$668 |
| Neighborhood Deputies Program - 600286 | 355 | - | - | - | - | \$355 |
| Victim & Witness Penalty, County (5%) - 600305 | (4,007) | - | - | - | - | (\$4,007) |
| Mayor'S Youth Program - 600306 | (21,870) | - | - | - | - | (\$21,870) |
| Edu. Outreach/Tree Removal - 600307 | 101,799 | - | - | - | - | \$101,799 |
| Ground & Site Improvements - 600359 | (314) | - | - | - | - | (\$314) |
| Technology Surcharge - 600375 | 1,544,522 | - | - | - | - | \$1,544,522 |
| Maddox Retirement Fund - 600378 | (126) | - | - | - | - | (\$126) |
| Census 2020 - 600408 | 963,572 | - | - | - | - | \$963,572 |
| Coca-Cola Street Purchase - 600419 | 2,427 | - | - | - | - | \$2,427 |
| Edgewood Greenspace Acquisition - 600432 | 101,724 | - | - | - | - | \$101,724 |
| Recovering Substance Abuser'S Program - 600441 | 2,424 | - | - | - | - | \$2,424 |
| Smoke Detectors Programs - 600443 | 24 | - | - | - | - | \$24 |
| Housing Rehab/Seniors & Low Income Indiv - 600447 | 1,934 | - | - | - | - | \$1,934 |
| Council District 12 Sidewalk Waiver - 600449 | 383,328 | - | - | - | - | \$383,328 |
| Atlantic Station Wkforce Dev Partnership - 600451 | 20,054 | - | - | - | - | \$20,054 |
| Sub-Total | \$12,701,287 | - | - | - | - | \$12,701,287 |
| Department Of Public Defender | | | | | | |
| Transforming Homelessness - 600413 | 60,000 | - | - | - | - | \$60,000 |
| Sub-Total | \$60,000 | - | - | - | - | \$60,000 |
| Department Of Enterprise Asset Management | | | | | | |
| Dunbar Neighborhood Center - 600224 | 4,693 | - | - | - | - | \$4,693 |
| Georgia Hill Neighborhood Center - 600291 | 13,176 | - | - | - | - | \$13,176 |
| J.C. Birdine Neighborhood Center - 600292 | 8,427 | - | - | - | - | \$8,427 |
| Sub-Total | \$26,297 | - | - | - | - | \$26,297 |
| Total City Wide | \$28,765,410 | - | - | - | - | \$28,765,410 |

* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.

DEBT OVERVIEW

MUNICIPAL BOND RATINGS

TOTAL OUTSTANDING DEBT
PORTFOLIO

GENERAL FUND & OTHER

DEPARTMENT OF AVIATION

DEPARTMENT OF
WATERSHED MANAGEMENT

GENERAL OBLIGATION

TAX ALLOCATION DISTRICTS

LEGAL DEBT LIMITS

DEBT
MANAGEMENT

ADOPTED BUDGET
FY 2020



DEBT OVERVIEW

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

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

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

Debt Management Objectives

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

MUNICIPAL BOND RATINGS

CITY OF ATLANTA

| BONDS TYPE | CREDIT RATING | | |
|---|---------------|-------------------|-------|
| | Moody's | Standard & Poor's | Fitch |
| General Obligation Bonds | Aa1 | AA+ | AA+ |
| Water and Wastewater Revenue Bonds | Aa2 | AA- | AA- |
| Hartsfield - Jackson Atlanta International Airport Revenue Bonds - Senior Lien GARBs | Aa3 | AA- | AA- |
| Hartsfield - Jackson Atlanta International Airport Revenue Bonds- PFC/Subordinate Lien GARBs | Aa3 | AA- | AA- |
| Hartsfield - Jackson Atlanta International Airport Revenue Bonds Senior Lien Customer Facility Charge | A2 | A | A |
| 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 | -- |

CITY OF ATLANTA – TOTAL OUTSTANDING DEBT PORTFOLIO

The City of Atlanta's outstanding debt portfolio consists of five (5) categories of pledged revenues: General Fund and Other, Aviation Fund, Water & Wastewater Fund, General Obligation Fund, and Tax Allocation District Fund.

GENERAL FUND & OTHER:

The City has issued various bonds that are supported by the General Fund and Other. The General Fund supports various capital improvement projects, leasing of equipment (i.e. police cars, dump trucks, garbage trucks and fire trucks, public safety and traffic court buildings). The total outstanding debt for the General Fund and Other debt is \$411.7 million as of July 1, 2019.

AVIATION FUND:

The City of Atlanta's Department of Aviation is one of four cities in the nation that owns and operates a world-class international airport. The Hartsfield-Jackson Atlanta International Airport is a self-sustaining enterprise fund which derives its operating revenue from landing fees, concession revenues, parking fees, building and land rentals, and passenger facility charges ("PFC") approved by the Federal Aviation Authority ("FAA"). Capital Improvements are financed by excess operating revenues, revenue bonds, and grant funding via capital improvement applications submitted to the FAA. To maintain its position, the City issues bonds for ongoing capital improvement projects which are pledged against its revenues and have equal lien parity. Revenues pledged against the bonds issued are either from General Airport Revenue Bonds ("GARB"), Passenger Facility Charges ("PFC"), or Customer Facility Charges ("CFC"). The total outstanding long-term debt for the Department of Aviation is \$2.3 billion with a Commercial Paper Program in the amount of \$675 million as of July 1, 2019. The Department of Aviation also issued Bond Anticipation Notes ("BAN") in the amount of \$300 million as of July 1, 2019.

WATER & WASTEWATER FUND:

The Department of Watershed Management (the "Department" or "DWM") was created in 2002. The Department is responsible for operating and maintaining the City's Water and Wastewater system in compliance with federal and state regulations. The Department has issued long-term bonds, state revolving loans administered by the Georgia Environmental Facilities Authority ("GEFA"), commercial paper, and other financing vehicles to provide funding for its capital improvement projects. The bonds and loans issued are pledged against the revenues generated by the water and wastewater system. The total outstanding long-term debt for the Department is \$3.2 billion with a Commercial Paper Program in the amount of \$125 million as of July 1, 2019.

GENERAL OBLIGATION FUND:

The City is authorized by the State of Georgia to issue annual General Obligation Bonds in the amount of \$8 million without a voter referendum for various public purpose capital improvements. Proceeds from these bonds are shared equally between the City and the Atlanta Public Schools. The debt obligation on these bonds is secured by a pledge of the City's full faith and credit and general property taxing power. Furthermore, the City is permitted by O.C.G.A. §36-82-1 to issue Public Improvement Bonds by a voter referendum. The Referendum Bonds, when issued, cannot bear an interest rate that exceeds 8.5% per annum. The City is required by law to levy an ad valorem tax on all taxable property within the City in an amount sufficient to make the principal and interest payments that become due. The total outstanding debt for the General Obligation Bonds is \$299.1 million as of July 1, 2019.

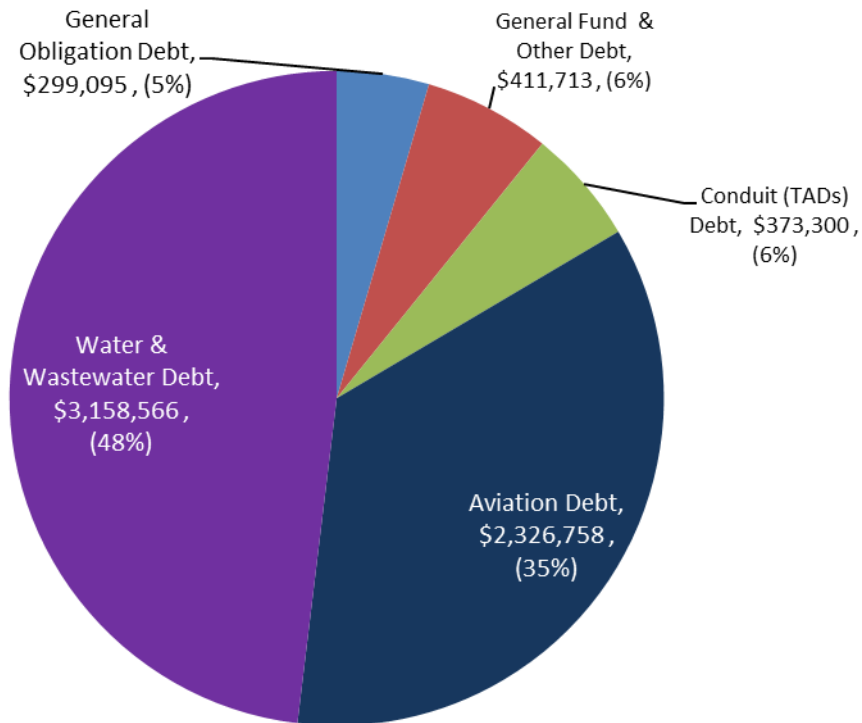
TAX ALLOCATION DISTRICT FUND:

The City has issued Tax Allocation District ("TAD") bonds in accordance with Federal Tax Law which allows state and local governments to issue tax-exempt securities on behalf of nonprofit corporations exempt from taxes under Section 501 (c)(3) of the Internal Revenue Service Code.

Specifically, the Redevelopment Powers Law, O.C.G.A. §36-44-1, *et seq.* of the State of Georgia Constitution authorizes municipalities to create Tax Allocation Districts. The City has created ten (10) tax districts, however, only six (6) (Atlantic Station, BeltLine, Eastside, Perry Bolton, Princeton Lakes, and Westside) are active. The tax revenues from each active TAD district are pledged against the bonds that the district issues. For Fiscal Year 2020, the City will have fourteen (14) TAD bonds outstanding with a total value of \$373.3 million.

FY2020 TOTAL OUTSTANDING DEBT

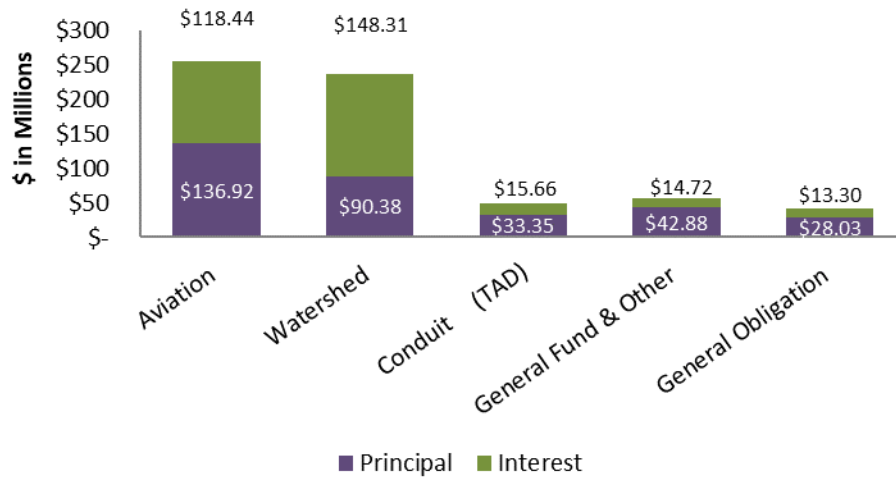
At the start of Fiscal Year 2020 (July 1, 2019), the City of Atlanta’s outstanding long-term debt will be \$6.6 billion. Total debt consists of \$1.1 billion in General Obligation and Other debt (General Fund, loans, leases, Intergovernmental Agreements and TADs), \$2.3 billion in Aviation Revenue Bonds, and \$3.2 billion in Water and Wastewater Revenue Bonds. The Department of Aviation Commercial Paper Program in the amount of \$675 million and the Bond Anticipation Notes (“BANs”) in the amount of \$300 million, are not included in the Aviation’s long-term debt amount referenced above. The Department of Watershed Management has a Commercial Paper Program in the amount of \$125 million which is not included in the long-term debt amount referenced above.¹



¹ Outstanding debt excludes bonds/other financial instruments which are not the obligation of the City of Atlanta and are not paid directly from City of Atlanta revenues.

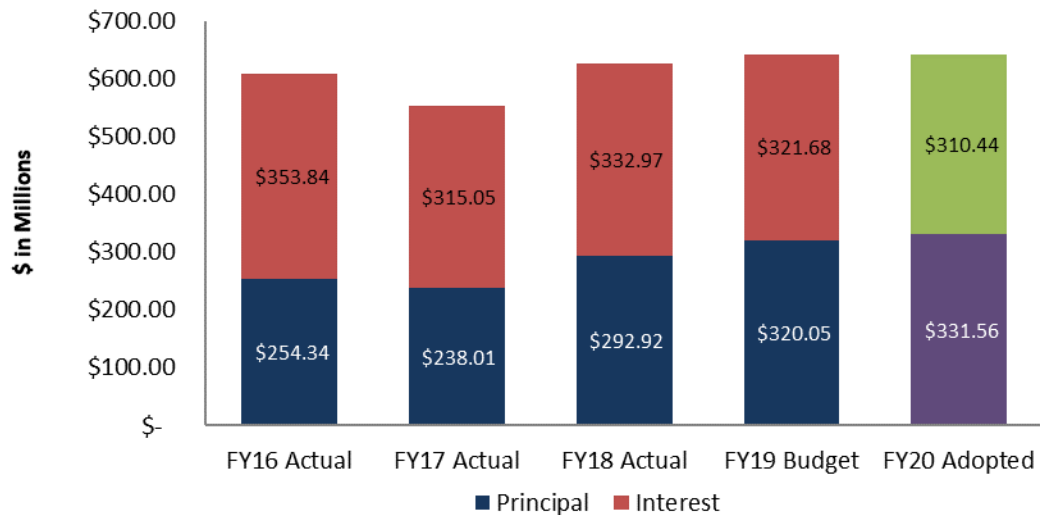
FY2020 PRINCIPAL & INTEREST PAYMENTS (BY CATEGORY)

It is expected that in Fiscal Year 2020, \$57.6 million of General and Other Fund, \$255.4 million of Aviation Fund, \$238.7 million of Water and Wastewater Fund, \$41.3 million of General Obligation Fund, and \$49.0 million of TAD Fund receipts will be used to make debt service payments.



HISTORICAL EXPENSES & FY2020 OUTLOOK

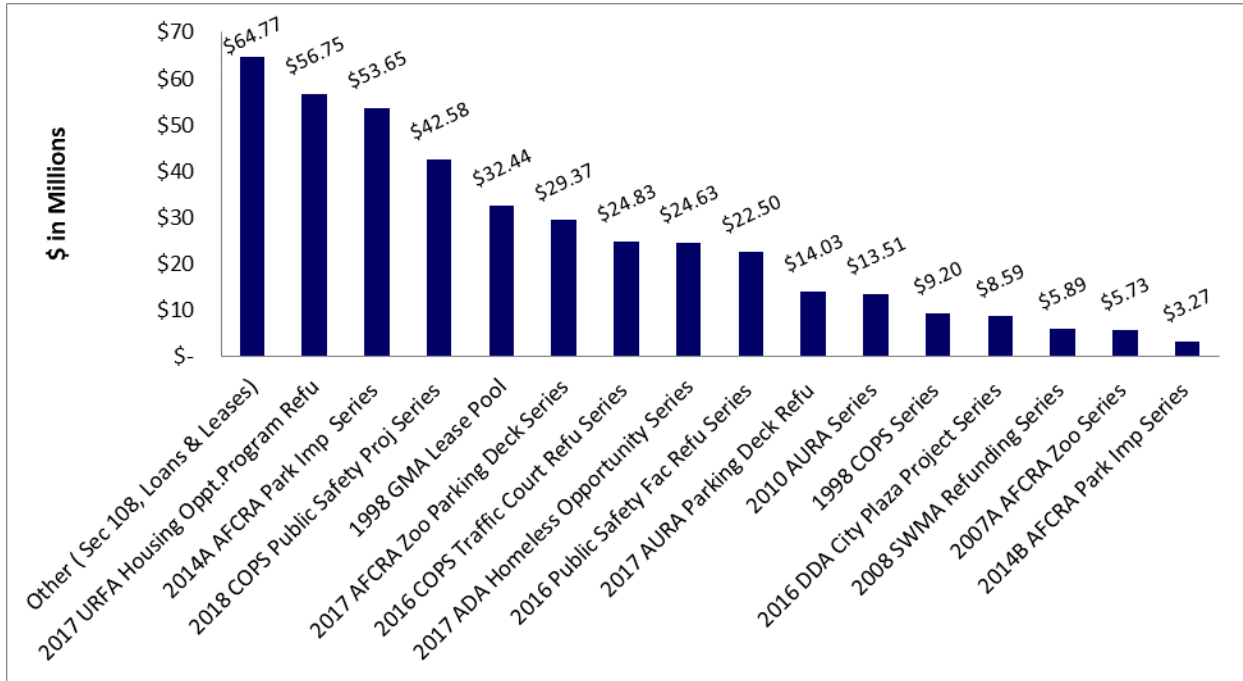
Between Fiscal Year 2016 and Fiscal Year 2020 ending June 30, 2020, the City will have made \$3.1 billion in payments to service its debt obligations. \$1.4 billion of this total will be for principal payments and \$1.6 billion will be for interest payments. During Fiscal Year 2020, the City will make approximately \$642.0 million in debt service payments; \$331.6 million in principal and \$310.4 million in interest payments, respectively.



GENERAL FUND & OTHER

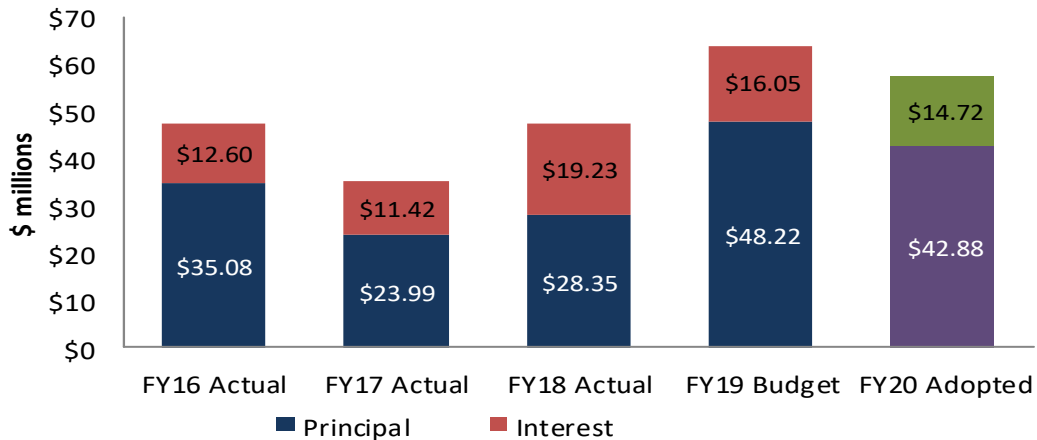
GENERAL FUND – TOTAL OUTSTANDING DEBT (JULY 1, 2019)

The General Fund debt obligation of the City consists of various bonds issued for various purposes. For Fiscal Year 2020, \$411.7 million will be outstanding.



PRINCIPAL AND INTEREST PAYMENTS (FY2016 – FY2020)

During Fiscal Year 2020, it is expected that the City will make approximately \$57.6 million in payments to service outstanding General Fund and Other obligations; \$42.9 million will be spent on principal and \$14.7 million on interest payments.



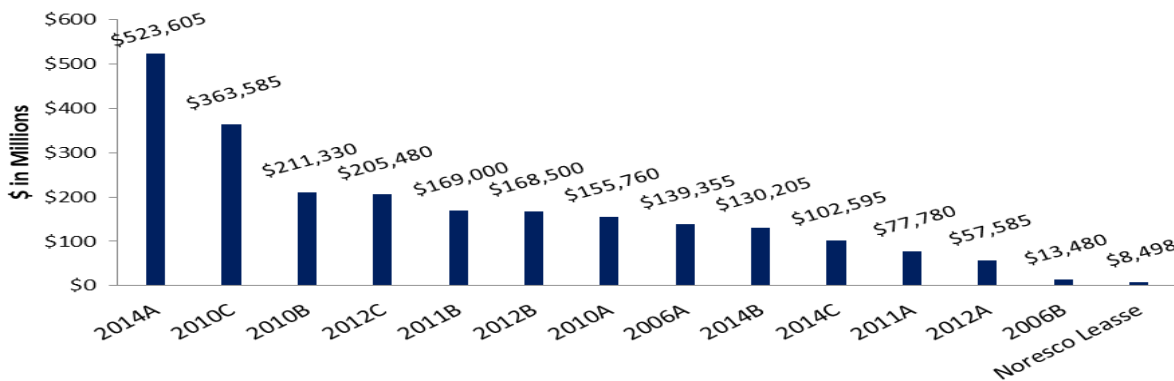
GENERAL FUND & OTHER DEBT AMORTIZATION SCHEDULE

| PERIOD ENDING | PRINCIPAL | INTEREST | DEBT SERVICE |
|---------------|-------------|-------------|--------------|
| 6/30/2020 | 42,882,195 | 14,722,353 | 57,604,548 |
| 6/30/2021 | 39,593,667 | 13,320,429 | 52,914,096 |
| 6/30/2022 | 35,087,600 | 12,004,005 | 47,091,604 |
| 6/30/2023 | 24,738,964 | 10,872,038 | 35,611,002 |
| 6/30/2024 | 24,198,094 | 9,880,578 | 34,078,673 |
| 6/30/2025 | 21,750,561 | 8,932,375 | 30,682,936 |
| 6/30/2026 | 22,681,693 | 8,000,624 | 30,682,317 |
| 6/30/2027 | 23,681,626 | 7,005,451 | 30,687,076 |
| 6/30/2028 | 49,957,900 | 6,070,331 | 56,028,230 |
| 6/30/2029 | 13,957,728 | 5,324,695 | 19,282,423 |
| 6/30/2030 | 14,611,163 | 4,724,738 | 19,335,901 |
| 6/30/2031 | 15,161,210 | 4,093,042 | 19,254,252 |
| 6/30/2032 | 14,200,767 | 3,445,644 | 17,646,411 |
| 6/30/2033 | 13,015,000 | 2,846,327 | 15,861,327 |
| 6/30/2034 | 13,600,000 | 2,248,578 | 15,848,578 |
| 6/30/2035 | 14,225,000 | 1,617,084 | 15,842,084 |
| 6/30/2036 | 14,885,000 | 955,798 | 15,840,798 |
| 6/30/2037 | 10,100,000 | 393,377 | 10,493,377 |
| 6/30/2038 | 3,385,000 | 84,625 | 3,469,625 |
| | 411,713,168 | 116,542,090 | 528,255,257 |

DEPARTMENT OF AVIATION

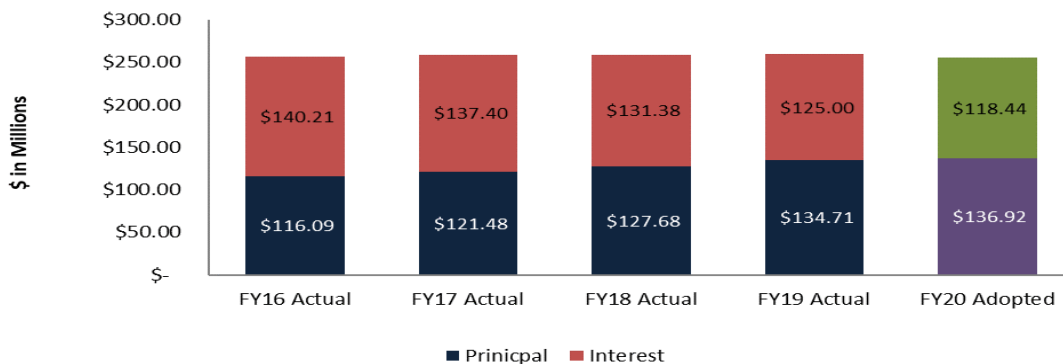
DEPARTMENT OF AVIATION – TOTAL OUTSTANDING DEBT (JULY 1, 2019)

For Fiscal Year 2020, the Department of Aviation is expected to have \$2.3 billion in outstanding long-term debt that consists of General Airport Revenue Bonds (“GARB”), Passenger Facility Charge Revenue Bonds (“PFC”) and Customer Facility Charge Revenue Bonds (“CFC”). These bonds were issued as Senior Lien or Subordinate Lien Debt with Alternative Minimum Tax (AMT) and/or Non-Alternative Minimum Tax (Non-AMT) treatment. In addition, the Department has a Commercial Paper Program in the amount of \$675 million as of July 1, 2019. The Department of Aviation also issued Bond Anticipation Notes (“BANs”) in the amount of \$300 million as of July 1, 2019.



PRINCIPAL AND INTEREST PAYMENTS (FY2016 – FY2020)

During Fiscal Year 2020 it is expected that \$255.4 million in GARB, PFC, and CFC revenues will be used to service the outstanding long-term debt of \$136.9 million for principal and \$118.4 million in interest.



DEPARTMENT OF AVIATION DEBT AMORTIZATION SCHEDULE

| PERIOD ENDING | PRINCIPAL | INTEREST | DEBT SERVICE |
|---------------|---------------|---------------|---------------|
| 6/30/2020 | 136,918,965 | 118,444,068 | 255,363,033 |
| 6/30/2021 | 143,942,696 | 111,575,876 | 255,518,571 |
| 6/30/2022 | 121,597,646 | 104,351,673 | 225,949,319 |
| 6/30/2023 | 128,068,863 | 98,012,228 | 226,081,091 |
| 6/30/2024 | 134,306,391 | 91,343,381 | 225,649,772 |
| 6/30/2025 | 141,370,275 | 84,284,203 | 225,654,478 |
| 6/30/2026 | 148,750,564 | 77,133,563 | 225,884,127 |
| 6/30/2027 | 161,882,311 | 69,429,236 | 231,311,547 |
| 6/30/2028 | 170,390,565 | 61,048,068 | 231,438,633 |
| 6/30/2029 | 178,780,382 | 52,228,808 | 231,009,190 |
| 6/30/2030 | 181,716,814 | 42,963,960 | 224,680,774 |
| 6/30/2031 | 120,839,922 | 33,628,353 | 154,468,275 |
| 6/30/2032 | 108,979,763 | 27,465,874 | 136,445,637 |
| 6/30/2033 | 115,012,896 | 22,147,342 | 137,160,238 |
| 6/30/2034 | 64,200,000 | 16,689,356 | 80,889,356 |
| 6/30/2035 | 30,785,000 | 13,481,044 | 44,266,044 |
| 6/30/2036 | 32,350,000 | 11,949,100 | 44,299,100 |
| 6/30/2037 | 34,005,000 | 10,337,300 | 44,342,300 |
| 6/30/2038 | 35,745,000 | 8,643,000 | 44,388,000 |
| 6/30/2039 | 37,575,000 | 6,855,750 | 44,430,750 |
| 6/30/2040 | 39,510,000 | 4,977,000 | 44,487,000 |
| 6/30/2041 | 29,265,000 | 3,001,500 | 32,266,500 |
| 6/30/2042 | 30,765,000 | 1,538,250 | 32,303,250 |
| | 2,326,758,053 | 1,071,528,932 | 3,398,286,985 |

**Represents long-term debt only.*

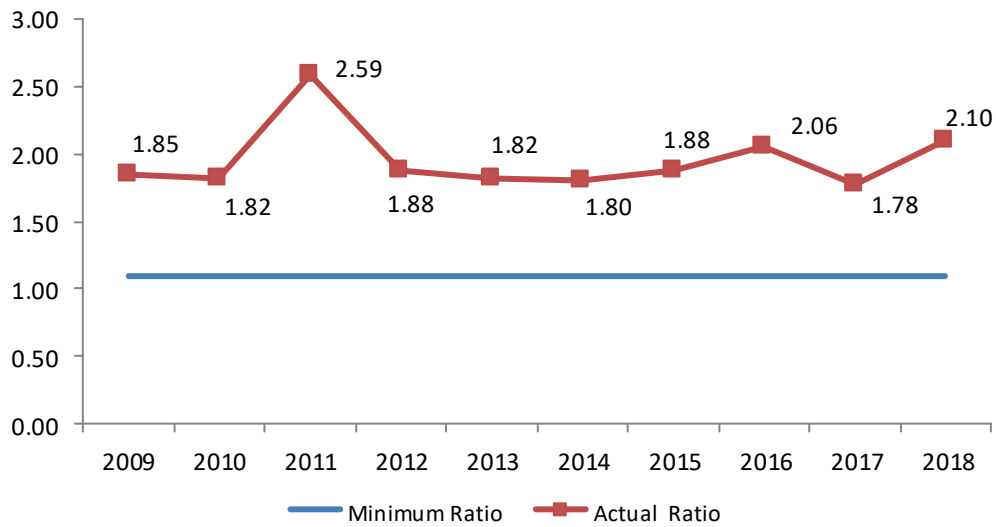
City of Atlanta Airport Bond Anticipation Notes (BANs) expire in 2020.

DEPARTMENT OF AVIATION REVENUE BOND COVERAGE

| Ending Period | Operating Revenue | Operating Expenses | Net Revenue | General Revenue Debt | Debt Paid from PFC Revenue | Debt Paid From Net Revenue | Coverage Ratio |
|---------------|-------------------|--------------------|-------------|----------------------|----------------------------|----------------------------|----------------|
| 2009 | 404,724 | 165,995 | 238,729 | 152,181 | 23,100 | 129,081 | 1.85 |
| 2010 | 414,898 | 184,275 | 230,623 | 145,835 | 19,000 | 126,835 | 1.82 |
| 2011 | 416,748 | 169,799 | 246,949 | 120,154 | 24,800 | 95,354 | 2.59 |
| 2012 | 407,094 | 186,808 | 220,286 | 125,366 | 8,300 | 117,066 | 1.88 |
| 2013 | 497,165 | 211,196 | 285,969 | 157,237 | - | 157,237 | 1.82 |
| 2014 | 509,891 | 224,276 | 285,615 | 158,935 | - | 158,935 | 1.80 |
| 2015 | 512,952 | 225,189 | 287,763 | 153,298 | - | 153,298 | 1.88 |
| 2016 | 499,792 | 240,432 | 259,360 | 168,552 | 42,675 | 125,877 | 2.06 |
| 2017 | 512,726 | 264,125 | 248,601 | 167,951 | 28,318 | 139,633 | 1.78 |
| 2018 | 549,120 | 248,854 | 300,266 | 167,964 | 25,310 | 142,654 | 2.10 |

**Data Source: - City of Atlanta Comprehensive Annual Financial Report (FY 18 CAFR)*

Coverage Ratio Performance

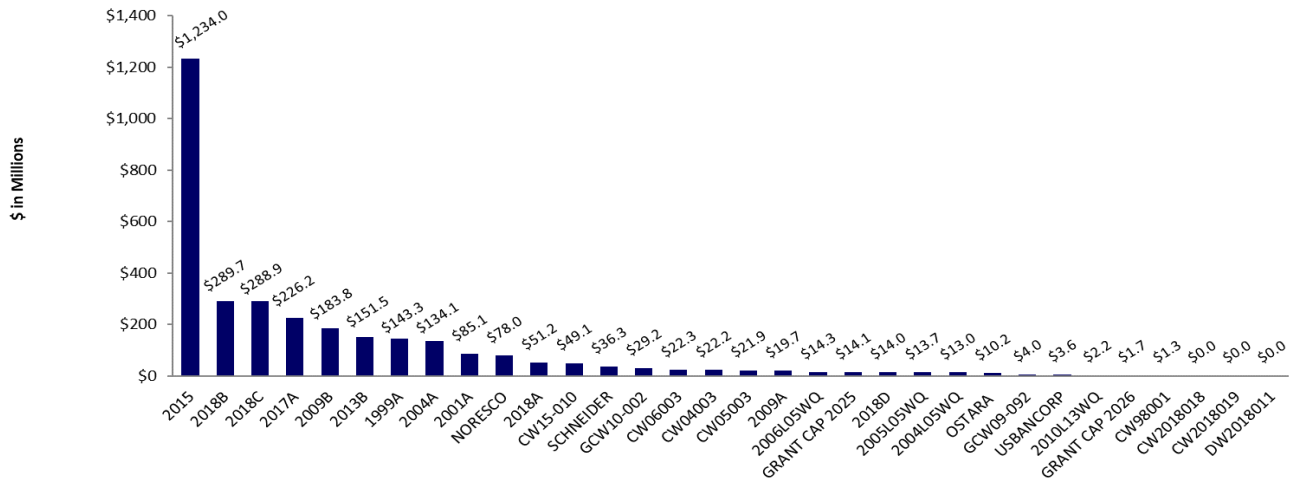


**Minimum coverage ratio per DOA Master Bond Ordinance is 1.10*

DEPARTMENT OF WATERSHED MANAGEMENT

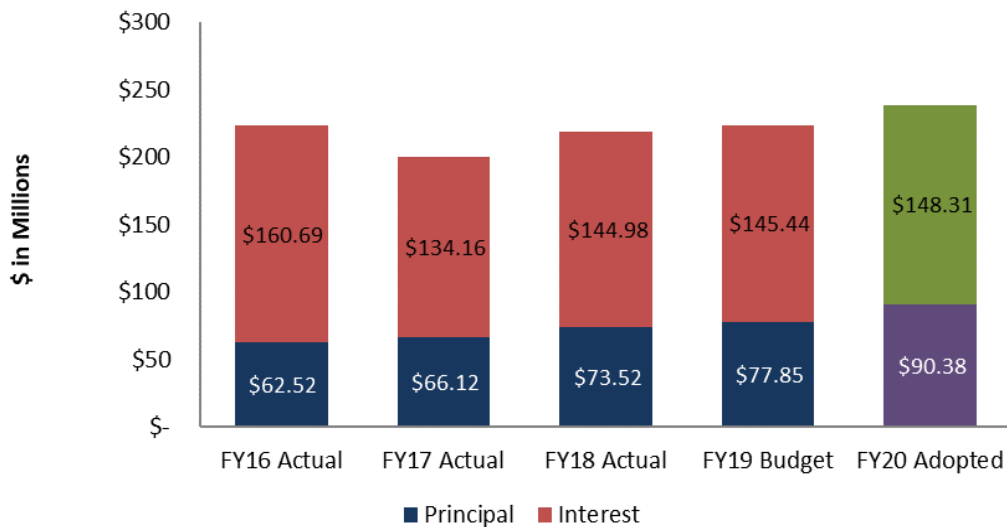
DEPARTMENT OF WATERSHED MANAGEMENT – TOTAL OUTSTANDING DEBT (JULY 1, 2019)

For Fiscal Year 2020, the Department of Watershed Management’s outstanding long-term debt will be \$3.2 billion which consists of \$2.8 billion of Senior Lien debt, \$193.2 million of Subordinate Lien debt (GEFA), and \$144.0 million in lease payments. The Department also has a Commercial Paper Program outstanding in the amount of \$125 million as of July 1, 2019.



PRINCIPAL AND INTEREST PAYMENTS (FY2016 – FY2020)

During Fiscal Year 2020, it is expected that the City will pay approximately \$238.7 million to service the Department’s current outstanding long-term debt; \$90.4 million will be spent on principal and \$148.3 million on interest payments.



WATERSHED MANAGEMENT DEBT AMORTIZATION SCHEDULE

| PERIOD ENDING | PRINCIPAL | INTEREST | DEBT SERVICE |
|----------------------|----------------------|----------------------|----------------------|
| 6/30/2020 | 90,384,816 | 148,305,106 | 238,689,922 |
| 6/30/2021 | 94,011,751 | 151,315,822 | 245,327,573 |
| 6/30/2022 | 102,312,224 | 141,177,346 | 243,489,569 |
| 6/30/2023 | 107,617,670 | 136,119,028 | 243,736,697 |
| 6/30/2024 | 108,355,420 | 130,952,575 | 239,307,994 |
| 6/30/2025 | 115,895,816 | 125,613,787 | 241,509,602 |
| 6/30/2026 | 121,191,660 | 119,878,133 | 241,069,794 |
| 6/30/2027 | 127,430,703 | 113,779,402 | 241,210,105 |
| 6/30/2028 | 135,832,793 | 107,310,880 | 243,143,672 |
| 6/30/2029 | 138,920,036 | 100,575,047 | 239,495,083 |
| 6/30/2030 | 143,524,320 | 93,700,592 | 237,224,912 |
| 6/30/2031 | 138,954,565 | 86,793,214 | 225,747,779 |
| 6/30/2032 | 140,937,563 | 80,058,560 | 220,996,123 |
| 6/30/2033 | 147,685,231 | 73,215,419 | 220,900,651 |
| 6/30/2034 | 166,305,590 | 65,750,155 | 232,055,745 |
| 6/30/2035 | 156,949,703 | 58,019,572 | 214,969,275 |
| 6/30/2036 | 155,439,853 | 50,434,427 | 205,874,280 |
| 6/30/2037 | 162,011,661 | 42,845,358 | 204,857,019 |
| 6/30/2038 | 165,539,917 | 35,073,504 | 200,613,421 |
| 6/30/2039 | 169,655,000 | 27,067,789 | 196,722,789 |
| 6/30/2040 | 166,280,000 | 18,891,922 | 185,171,922 |
| 6/30/2041 | 62,270,000 | 13,286,988 | 75,556,988 |
| 6/30/2042 | 73,310,000 | 9,985,838 | 83,295,838 |
| 6/30/2043 | 49,835,000 | 6,998,713 | 56,833,713 |
| 6/30/2044 | 52,235,000 | 4,541,688 | 56,776,688 |
| 6/30/2045 | 15,210,000 | 2,903,750 | 18,113,750 |
| 6/30/2046 | 15,990,000 | 2,123,750 | 18,113,750 |
| 6/30/2047 | 16,810,000 | 1,303,750 | 18,113,750 |
| 6/30/2048 | 17,670,000 | 441,750 | 18,111,750 |
| | 3,158,566,290 | 1,948,463,865 | 5,107,030,155 |

**Represents long-term debt only.*

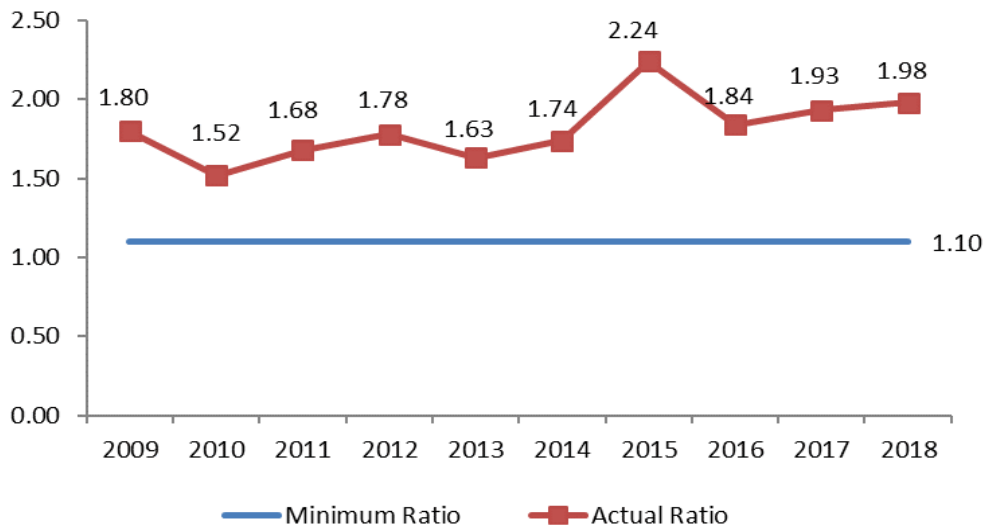
WATERSHED MANAGEMENT REVENUE BOND COVERAGE*

| Period | Operating Revenue | Current Operating Expenses | Net Revenue available for Debt Service | Principal | Interest | Total | Coverage Ratio |
|--------|-------------------|----------------------------|--|-----------|----------|---------|----------------|
| 2009 | 498,216 | 220,962 | 277,254 | 26,300 | 127,452 | 153,752 | 1.80 |
| 2010 | 511,667 | 206,186 | 305,481 | 28,980 | 172,074 | 201,054 | 1.52 |
| 2011 | 561,485 | 191,816 | 369,669 | 38,370 | 182,157 | 220,527 | 1.68 |
| 2012 | 596,680 | 192,177 | 404,503 | 46,085 | 180,893 | 226,978 | 1.78 |
| 2013 | 576,474 | 205,520 | 370,954 | 48,425 | 178,763 | 227,188 | 1.63 |
| 2014 | 575,656 | 210,265 | 365,391 | 51,370 | 158,893 | 210,263 | 1.74 |
| 2015 | 601,210 | 202,633 | 398,577 | 53,710 | 124,383 | 178,093 | 2.24 |
| 2016 | 614,633 | 224,954 | 389,679 | 56,310 | 155,241 | 211,551 | 1.84 |
| 2017 | 621,905 | 228,027 | 393,878 | 60,120 | 143,824 | 203,944 | 1.93 |
| 2018 | 640,537 | 239,020 | 401,517 | 63,650 | 138,913 | 202,563 | 1.98 |

*In Thousands

**Data Source - City of Atlanta Comprehensive Annual Financial Report FY18 CAFR

Coverage Ratio Performance



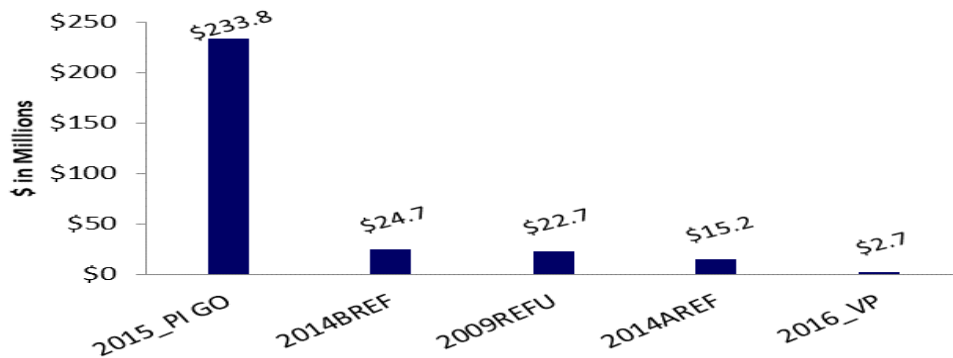
GENERAL OBLIGATION

GENERAL OBLIGATION – TOTAL OUTSTANDING DEBT (JULY 1, 2019)

The City’s General Obligation (“GO”) Public Improvement bonds are issued to finance capital improvement projects throughout the City for the benefit of residents. Projects financed with GO-issued bonds include sidewalk installations, facility improvements, bridges, roads, street improvements, and streetscape.

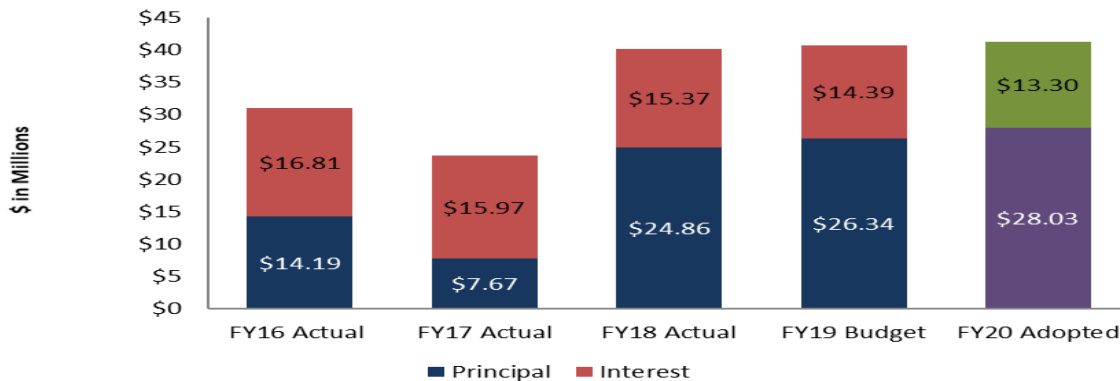
Under State of Georgia Law, the City is permitted to issue \$8.0 million in annual General Obligation bonds without a voter referendum. As a requirement, the proceeds from any annual GO bond issuance are to be evenly distributed between the City and Atlanta Public Schools.

At the beginning of Fiscal Year 2020, the City is budgeted to have five (5) General Obligation bonds outstanding totaling \$299.1 million.



PRINCIPAL AND INTEREST PAYMENTS (FY2016 – FY2020)

During Fiscal Year 2020, the City will pay approximately \$41.3 million to service outstanding General Obligation debt; \$28.0 million will be spent on principal payments and \$13.3 million will be spent on interest payments.



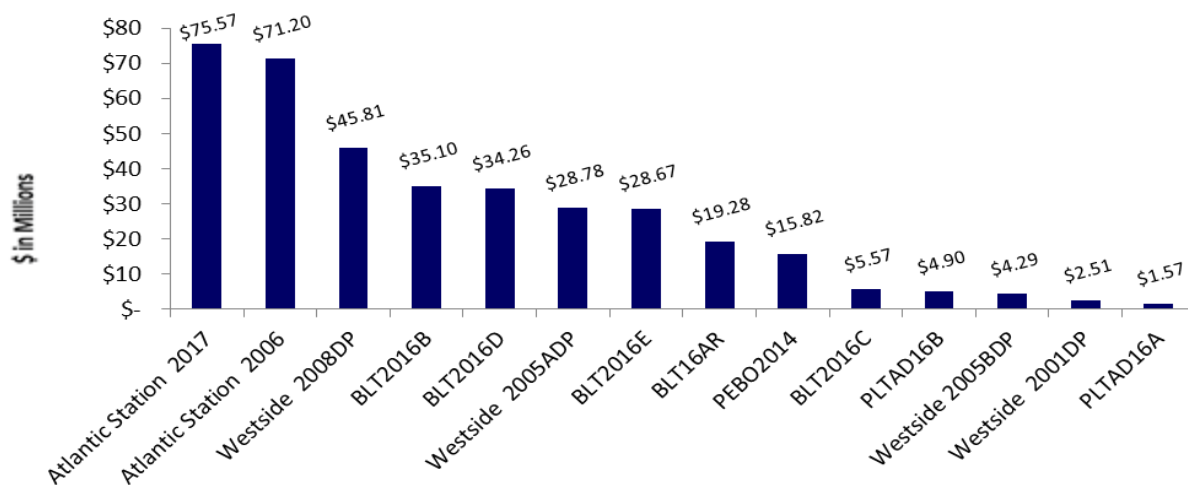
GENERAL OBLIGATION DEBT AMORTIZATION SCHEDULE

| PERIOD ENDING | PRINCIPAL | INTEREST | DEBT SERVICE |
|---------------|-------------|-------------|--------------|
| 6/30/2020 | 28,030,000 | 13,300,925 | 41,330,925 |
| 6/30/2021 | 29,565,000 | 12,088,764 | 41,653,764 |
| 6/30/2022 | 26,830,000 | 10,853,199 | 37,683,199 |
| 6/30/2023 | 16,315,000 | 9,875,542 | 26,190,542 |
| 6/30/2024 | 13,970,000 | 9,158,939 | 23,128,939 |
| 6/30/2025 | 14,685,000 | 8,479,423 | 23,164,423 |
| 6/30/2026 | 15,140,000 | 7,775,416 | 22,915,416 |
| 6/30/2027 | 14,560,000 | 7,061,397 | 21,621,397 |
| 6/30/2028 | 14,595,000 | 6,341,200 | 20,936,200 |
| 6/30/2029 | 15,345,000 | 5,631,063 | 20,976,063 |
| 6/30/2030 | 16,130,000 | 4,922,875 | 21,052,875 |
| 6/30/2031 | 16,955,000 | 4,178,463 | 21,133,463 |
| 6/30/2032 | 17,825,000 | 3,351,350 | 21,176,350 |
| 6/30/2033 | 18,740,000 | 2,437,225 | 21,177,225 |
| 6/30/2034 | 19,700,000 | 1,476,225 | 21,176,225 |
| 6/30/2035 | 20,710,000 | 491,863 | 21,201,863 |
| | 299,095,000 | 107,423,868 | 406,518,868 |

TAX ALLOCATION DISTRICTS (TADS)

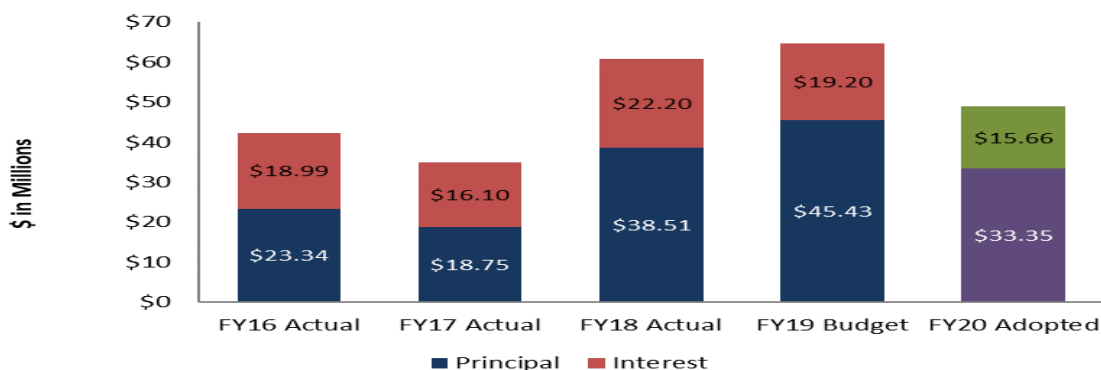
TADS – TOTAL OUTSTANDING DEBT (JULY 1, 2019)

The City has issued bonds to fund various Capital Improvement Projects (CIP) in specifically designated tax districts. There are ten (10) tax districts and six (6) of the ten (10) districts, which are active, composed of Atlantic Station, BeltLine, Eastside, Perry Bolton, Princeton Lakes, and Westside. These bond issuances are deemed conduit debt obligations of the City. Tax receipts from the designated districts are used to make annual debt service payments when due. For Fiscal Year 2020, the City will have fourteen (14) TAD bonds outstanding with a total value of \$373.3 million.



PRINCIPAL AND INTEREST PAYMENTS (FY2016 – FY2020)

During Fiscal Year 2020, the City will pay approximately \$49.0 million to service the TAD obligations of the City; \$33.4 million will be spent on principal and \$15.7 million on interest payments.



TAX ALLOCATION DISTRICTS (TADs) DEBT AMORTIZATION SCHEDULE

| PERIOD ENDING | PRINCIPAL | INTEREST | DEBT SERVICE |
|----------------------|--------------------|-------------------|---------------------|
| 6/30/2020 | 33,350,000 | 15,664,149 | 49,014,149 |
| 6/30/2021 | 97,800,000 | 13,702,014 | 111,502,014 |
| 6/30/2022 | 26,407,500 | 11,818,765 | 38,226,265 |
| 6/30/2023 | 27,647,500 | 10,601,796 | 38,249,296 |
| 6/30/2024 | 26,240,000 | 9,324,684 | 35,564,684 |
| 6/30/2025 | 97,165,000 | 6,046,484 | 103,211,484 |
| 6/30/2026 | 11,855,000 | 3,112,080 | 14,967,080 |
| 6/30/2027 | 10,975,000 | 2,552,298 | 13,527,298 |
| 6/30/2028 | 10,005,000 | 2,027,872 | 12,032,872 |
| 6/30/2029 | 10,500,000 | 1,542,832 | 12,042,832 |
| 6/30/2030 | 8,530,000 | 1,062,511 | 9,592,511 |
| 6/30/2031 | 8,965,000 | 638,850 | 9,603,850 |
| 6/30/2032 | - | 193,000 | 193,000 |
| 6/30/2033 | - | 193,000 | 193,000 |
| 6/30/2034 | - | 193,000 | 193,000 |
| 6/30/2035 | 1,485,000 | 155,875 | 1,640,875 |
| 6/30/2036 | - | 118,750 | 118,750 |
| 6/30/2037 | - | 118,750 | 118,750 |
| 6/30/2038 | - | 118,750 | 118,750 |
| 6/30/2039 | - | 118,750 | 118,750 |
| 6/30/2040 | - | 118,750 | 118,750 |
| 6/30/2041 | - | 118,750 | 118,750 |
| 6/30/2042 | 2,375,000 | 59,375 | 2,434,375 |
| | 373,300,000 | 79,601,084 | 452,901,084 |

LEGAL DEBT LIMIT

LEGAL DEBT LIMIT

According to the State Constitution: Article IX, Section V, Paragraph 1

The debt incurred by any county, municipality, or other political subdivision of this state, including debt incurred on behalf of any special district, shall never exceed 10 percent of the assessed value of all taxable property within such county, municipality, or political subdivision; and no such county, municipality, or other political subdivision shall incur any new debt without the assent of a majority of the qualified voters of such county, municipality, or political subdivision voting in an election held for that purpose as provided by law.

As of June 30, 2018, the City's assessed value is \$28,741,461,480. As of July 1, 2018, the City has a legal debt limit in the amount of **\$2,548,716,148**.

| | |
|--|------------------------------------|
| Assessed Value | 28,741,461,480 |
| <u>Debt Limit Calculation:</u> | |
| Legal limit (10% of Assessed Value) | 2,874,146,148 |
| Less Outstanding General Obligation Bonded Debt | <u>325,430,000</u> |
| Legal Debt Limit | <u><u>2,548,716,148</u></u> |

Source: Assessed values are established by the Fulton & DeKalb Counties Board of Tax Assessors on January 1 of each year at 40% of the property's market value as required by State Law. The source of the information above is from the City of Atlanta Comprehensive Annual Financial Report as of June 30, 2018.



APPENDIX

BUDGET CALENDAR & BUDGET PROCESS

FINANCIAL POLICIES

STRATEGIC INITIATIVES & FINANCIAL PLANNING

FIVE YEAR PLAN

GLOSSARY

ACKNOWLEDGMENTS

ADOPTED BUDGET
FY2020



FY2020 BUDGET CALENDAR AND BUDGET PROCESS

The Mayor

- Prepares and submits the proposed annual budget ordinance to the governing body no later than its first regular meeting in May, preceding the commencement of the fiscal year.
- Considers the resolution submitted by City Council's Finance/Executive Committee, based on council members' suggestions for budget priorities.
- Mayor and Chief Financial Officer (CFO) may choose to consider the resolution in preparing the budget.

City Council

- Holds one or more public hearings on the proposed budget; advertises said meeting(s) in a general-circulation newspaper at least seven (7) days before the date of the hearing.
- Amends the proposed annual budget as many times as necessary, so long as the final version allows for all legal and charter-mandated expenditures.
- City Council has until June to adopt the annual budget for the upcoming fiscal year.

Budget Commission

- Works alongside City Council to submit an anticipated revenue report to the Mayor for use in preparing the budget.
- Filing revenue anticipations needs no approval or disapproval, as they are binding upon the City Council.

Chief Financial Officer

- Five days before the meeting at which the final budget will be submitted to the City Council, the CFO must provide a complete detailed written copy of the final version of the budget.

| | DESCRIPTION | DATE | RESPONSIBILITY |
|----|--|-------------------------------|-------------------------|
| 1. | City Council submits Budget Priorities for FY2020 | April 15 | City Council |
| 2. | Budget Kick-Off, Training/Instructions, Templates and Timeline Provided | March 21 | DOF/EXE/DHR |
| 3. | Departmental meetings with Executive Office, DOF and DHR | March 25 – April 5 | Executive Office |
| 4. | FINANCE/EXECUTIVE COMMITTEE MEETING <ul style="list-style-type: none"> • FY2020 Budget Ordinance Introduced as 1st Read • FY2020 Personnel Ordinance Introduced as 1st Read • Revenue Package Items Legislation Introduced as 1st Read | April 24 | City Council |
| 5. | Second Round of Departmental Meetings with Executive Office, DOF and DHR | April 8 - 10 | Executive Office |
| 6. | Departments Develop Proposed FY2020 Budget in PBCS | April 8 - 11 | Departments |
| 7. | Deadline for Department Input in PBCS | April 11 | Departments |

| | | |
|--|----------------------------|---|
| 6. Departments Develop Proposed FY2020 Budget in PBCS | April 8 - 11 | Departments |
| 7. Deadline for Department Input in PBCS | April 11 | Departments |
| 8. Budget Office Staff/Leadership Team Prepares/Reviews Draft Proposed Budget Book | March 29 – April 12 | OBFP |
| 9. Draft of Proposed Budget Book to Mayor, CFO, COO | April 26 | DOF |
| 10. Mayor, CFO and COO Review of Proposed Budget Book, Complete/Finalize Actions Items | April 29 | OBFP |
| 11. Finalized Proposed Budget Book | April 30 | |
| 12. Print Budget Book | April 30 – May 1 | OBFP |
| 13. Proposed Book Finalized/Delivered | May 3 | DOF |
| 14. BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS <ul style="list-style-type: none"> • Fiscal Condition of the City • Budget Development Process • Non-Departmental • Capital, Grants, and Trust Funds; Debt Service; Cash Pool; Investments | May 7 | DOF |
| 15. BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS <ul style="list-style-type: none"> • Department of Police Services • Department of Fire Services • Department of Corrections • Citizens Review Board • Unions (AFSCME, PACE, IAFF, IBPO) | May 8 | Executive Offices Chiefs/Commissioners |
| 16. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS <ul style="list-style-type: none"> • Department of Public Works/Solid Waste/Fleet Services • Renew Atlanta • Department of Parks & Recreation • Invest Atlanta • Department of Customer Service (ATL311) | May 9 | Executive Offices Chiefs/Commissioners |

| | | |
|--|----------------------|--|
| <p>17. FINANCE/EXECUTIVE COMMITTEE MEETING (If not submitted by April 25th)</p> <ul style="list-style-type: none"> • FY 2020 Personnel Ordinance discussed and amended by FEC Committee (HR) • Other HR related legislation if applicable • Property Tax Rate Ordinance discussed and adopted by Finance/Executive Committee • Public Hearing for Revenue Fee Legislation <i>(if needed)</i> | <p>May 29</p> | <p>City Council</p> |
| <ul style="list-style-type: none"> • DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS • Department of Human Resources • Board of Ethics • Internal Auditor • Executive Offices • City Council • Department of Procurement • PUBLIC HEARINGS for Tax Millage Rate and FY2020 Budget (6 pm) City Council Chambers (Interactive Community Budget Session) | <p>June 4</p> | <p>Executive Offices Chiefs/Commissioners</p> |
| <p>18. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</p> <ul style="list-style-type: none"> • Department of Watershed Management • Department of Law • Municipal Court • Office of the Public Defender • Office of the Solicitor • Department of Atlanta Information Management (AIM) | <p>June 5</p> | <p>Executive Offices Chiefs/Commissioners</p> |
| <p>19. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</p> <ul style="list-style-type: none"> • Department of City Planning • Department of Finance • Department of Enterprise Assets Management (DEAM) • Department of Aviation • Personnel Paper Discussion | <p>June 6</p> | <p>Executive Offices Chiefs/Commissioners</p> |

| | | |
|--|-----------------------|--|
| <p>20. FINANCE/EXECUTIVE COMMITTEE MEETING</p> <ul style="list-style-type: none"> • FY2020 Personnel Ordinance discussed and adopted by Finance/Executive Committee – forwarded to City Council • Other HR related legislation, if applicable forwarded to City Council. • Property Tax Rate ordinance discussed and adopted and forwarded to City Council • FY2020 Budget Ordinance discussed, adopted and forwarded to City Council • Second & Third Public Hearing for Tax Millage Rate-per Published Notice (11:30 am & 6:00 pm) | <p>June 12</p> | <p>City Council</p> |
| <p>21. Budget Commission Meets to Approve FY2020 Anticipations (10:30 am) Full Council Meeting</p> <ul style="list-style-type: none"> • FY2020 Budget Adopted by Council • Adoption of Revenue/Fee/Budget Legislation • Adoption of FY2020 Personnel Ordinance • Adoption of other HR related legislation, if applicable | <p>June 17</p> | <p>Budget Commission/City Council</p> |
| <p>22. Mayor Bottoms Approves/Vetoes Adopted Ordinances</p> <ul style="list-style-type: none"> • Property Tax Rate Ordinance • FY2020 Budget Ordinance • Personnel Ordinance • HR-related legislation • Millage Rate Adoption | <p>June 25</p> | <p>Mayor Bottoms/ Executive Offices</p> |

FINANCIAL POLICIES

The City of Atlanta is a municipal corporation governed by the Mayor and the City Council. The accounting principles of the City of Atlanta, Georgia (the "City"), conform to Generally Accepted Accounting Principles ("GAAP") applicable to governmental entities. The Government Accounting Standards Board ("GASB") is the accepted standards setting body for establishing governmental accounting and financial reporting principles. The significant financial policies of the City are described below.

Accounting, Auditing and Financial Reporting Policies

An annual audit shall be performed by an independent public accounting firm with the subsequent issue of a Comprehensive Annual Financial Report (CAFR). The report shall include audited general purpose financial statements and audited individual fund statements with both introductory and statistical sections, by the end of the sixth month after the close of the fiscal year. The Report shall be prepared in conformity with GAAP for governments.

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. The government-wide, proprietary funds and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. Agency funds, as part of fiduciary funds, while on the accrual basis do not have a measurement focus since they do not report net position.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available.

Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, principal and interest on general long-term debt, compensated absences, claims and judgments, and worker's compensation are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

Property taxes, franchise taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual and have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the City.

Revenue Recognition - Accrual Basis of Accounting

The accrual basis of accounting is used by all proprietary fund and fiduciary fund types. Under the accrual basis, revenue recognition occurs when the transactions are earned and measurable irrespective of when cash is received. Measurable means the amount can be determined accurately. (Note: a transaction cannot be reported unless the amount of the transaction can be determined. In order to record the transaction, either the actual amount of a transaction or an estimate must be known in order to record the transaction). For a

government to earn revenue, it must have provided the goods or services.

Revenue Recognition – Modified Accrual Basis of Accounting

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers revenues as available if they are collected within 60 days after year-end. All revenues are considered susceptible to accrual except revenues from licenses and permits, fines, forfeitures and penalties because they are generally not measurable until cash is received.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include: (a) principal and interest on general long-term debt, which is recognized when due or when amounts have been accumulated in the debt service fund for payments to be made early in the following year, and (b) accumulated unpaid vacation pay, compensatory pay, accrued workers' compensation, and arbitrage rebate which are recognized in the governmental funds only to the extent they will be paid from available expendable financial resources. Those liabilities that are not to be paid from current resources are recorded in the General Long-Term Obligations Account Group.

The City adopted GASB Statement No. 20, "Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities that use Proprietary Fund Accounting," in 1994 and elected to follow GASB standards.

Financial Management Policies

Cash & Investments

The City considers all highly liquid debt securities with an original maturity of three months or less to be cash equivalents. The Georgia Fund 1 (Georgia Fund) is a stable net asset value

investment pool managed by the State of Georgia (Office of State Treasurer) and is not registered with the SEC. The Georgia Fund 1 operates in a manner consistent with SEC Rule 2a-7 of the Investment Company Act of 1940 and is considered a SEC Rule 2a-7- like pool. The fair value of the participant shares is computed weekly with pool earnings distributed on a monthly basis based on equivalent shares owned by participants based on \$1.00 per share.

The O.C.G.A. 36-83-4 authorizes the City to invest in U.S. Government obligations, U.S. Government agency obligations, State of Georgia obligations, and obligations of a corporation of the U.S. Government. The City's investment policy authorizes portfolios that consist of U.S. Treasuries, U.S. Agencies/Instrumentalities, Obligations of Other Political in the State of Georgia, Municipal Securities, Bankers Acceptances, Local Government Investment Pools and Certificate of Deposit. According to City Policy up to 75% may consist of U.S. corporate equity securities. The City invests in repurchase agreements only when collateralized by U.S. Government or Agency Obligations. By statute, up to 55% of the cost basis of the investment portfolio for the General Employees' Pension Plan, the Firefighters' Pension Plan and the Police Officers' Pension Plan (The Plans) may consist of U.S. corporate equity securities. Additionally, in accordance with authorized investment laws, The Plans can invest in various mortgage-backed securities, such as collateralized mortgage obligations ("CMOs") and government backed mortgage securities. These are separately identified in the disclosure of custodial credit risk (see Note III. A.). In 2014, the General Employees' Pension Board, the Firefighters' Pension Board, and the Police Officers' Pension Board (The Pension Boards) authorized The Plans to invest in alternative investments, not to exceed 5% of the total investments. Investments, other than repurchase agreements, are reported at fair value, based on quoted market prices, and include any accrued interest. Repurchase agreements are reported at amortized cost.

The City maintains a cash management pool whereby operating cash is held. This pool is not considered a separate accounting entity for financial reporting purposes; instead, each participating fund's equity in the cash management pool is recorded as such on its statement of net position. Related interest income

is allocated to each participating fund based on each fund's recorded equity in the pool.

Restricted Assets

Restricted assets represent amounts which are required to be maintained pursuant to City ordinances relating to the passenger and customer facility charges (Department of Aviation only); construction, renewal and extension and sinking funds; funds received for specific purposes pursuant to U. S. Government grants; and municipal option sales tax (Department of Watershed Management only).

Capital Assets

Capital assets, which include property, easements, plant, equipment and infrastructure (e.g. roads, bridges, sidewalks, and similar items) used in governmental and business-type activities of the City, are recorded in the statement of net position at historical cost (or estimated historical cost). Capital assets are defined by the City as assets with an initial, individual cost of \$5,000 and an estimated useful life in excess of one year. Donated capital assets are recorded at their estimated fair value at the date of donation. Expenses for replacements, maintenance, repairs, and betterments which do not materially prolong the life of the related asset are charged to expenditures/expenses when incurred. All reported capital assets, except land and construction in progress, are depreciated.

Compensated Absences

City employees are awarded sick and vacation time as determined by personnel policies. A maximum accrual of 25 to 45 days of vacation leave is authorized, depending upon length of service. The liability for compensated absences reported in the government-wide and proprietary fund statements consists of unpaid, accumulated vacation leave balance. The liability has been calculated using the vesting method, in which vacation amounts for employees who currently are eligible to receive termination payments and other employees who are expected to become eligible in the future to receive such payments upon termination are included. The liability for compensated absences is only reported in governmental funds if they have matured.

Employees can accrue unlimited amounts of sick leave. Sick leave can be taken only due to personal illness or, in certain cases, illness of family members. Sick leave is not intended to be paid out except under special circumstances where the City Council has given approval and the necessary funds are available. Consequently, the City does not record an accrued liability for accumulated sick pay.

Fund Balance

City of Atlanta Code of Ordinances Section 6-315 provides authority pertaining to fund balances. Fund balances are classified as: (1) Nonspendable, (2) Restricted, (3) Committed, (4) Assigned, and (5) Unassigned. *Nonspendable fund balance* refers to amounts that are not in spendable form or are legally required to remain intact. *Restricted fund balance* refers to amounts that are subject to externally enforceable legal restrictions by either debt covenants, or laws or regulations of other governments. *Committed fund balance* refers to amounts that can only be used for specific purposes pursuant to constraints imposed by ordinance of the City Council prior to the end of the fiscal year. The same formal action is required to remove the limitation. *Assigned fund balance* refers to amounts that are intended to be used for specific purposes. The Chief Financial Officer of the City may recommend assignment of fund balances subject to approval of the City Council. *Unassigned fund balances* refer to the residual net resources and are the excess of nonspendable, restricted, committed, and assigned. Fund expenditures can be paid from restricted fund balance to the extent of the restricted fund revenue, followed by committed, assigned, and then unassigned fund balance. The general fund is the only fund that reports a positive unassigned fund balance amount.

Spending Prioritization Policy

When an expenditure is incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, restricted amounts shall be considered to have been reduced first. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, committed amounts are reduced first, followed by assigned amounts and then unassigned amounts.

Authority to Commit or Assign Funds Policy

Commitments or assignments of funds will only be used for specific purposes. Committed balances or assigned balances will only be established pursuant to formal action by the City Council, upon recommendation from the Chief Financial Officer. Such commitments or assignments cannot exceed the available fund balance in any particular fund.

Minimum Unrestricted Balance in the General Fund Policy

The City maintains a minimum unrestricted fund balance in the General Fund ranging from no less than 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers. At any time the unrestricted fund balance is within the range of 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers. Upon recommendation by the Chief Financial Officer, the City Council may authorize additional transfers to a fund at its discretion, up to a maximum of 5% per year of the subsequent year's budgeted revenues in preparation for adoption of the upcoming year's budget. If the unrestricted fund balance falls below the minimum 15% of the subsequent year's budgeted expenditures and outgoing transfers, replenishment of shortages/deficiencies will be made within specified time periods and upon the recommendation of the Chief Financial Officer. Should the unrestricted fund balance of the General Fund exceed the maximum of 20%, such surplus fund balance may be considered for transfer to deficit balances in other funds and for one-time expenditures that are nonrecurring. At least 50% of surplus fund balance must be used to reduce any deficit fund balance prior to allocation for any one-time expenditure.

Net Position

Net position is classified and displayed in three components, as applicable:

Net investment in capital assets – Consists of capital assets including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, notes, or other borrowings that are attributable to the acquisition, construction or improvement of those assets. If there are significant unspent related debt proceeds at year-end, the portion of the debt attributable to the unspent proceeds is excluded

from the calculation of net investment in capital assets.

Restricted – Consists of assets with constraints placed on the use either by (1) external groups, such as creditors, grantors, contributors, or laws or regulations of other governments; or (2) law through constitutional provisions or enabling legislation. When an expense is incurred for purposes for which there are both restricted and unrestricted assets available, it is the City's policy to apply those expenses to restricted assets, to the extent such are available, and then to unrestricted assets.

Unrestricted – All other assets that constitute the components of net position that do not meet the definition of "restricted" or "investment in capital assets."

Deferred Outflows of Resources

Deferred outflows of resources represent a consumption of net position that applies to a future period and will not be recognized as an outflow of resource (expense) until then. The deferred charge on refunding results from the difference in the carrying value of refunded debt and reacquisition price. The amount is deferred and amortized over the shorter of the life of the refunded or refunding debt.

Deferred Inflows of Resources

In addition to liabilities, the Balance Sheets and Statements of Net Position report a separate section for deferred inflows of resources. Deferred inflows of resources represent an acquisition of net position that applies to a future period and so will not be recognized as an inflow of resource (revenue) until that time. The unavailable revenue reported in the Balance Sheet, which arises under a modified accrual basis of accounting, represents amounts that are deferred and recognized as an inflow of resources in the periods that the amounts become available.

Grants from Other Governments

Federal and state governmental units represent an important source of supplementary funding used to finance housing, employment, construction programs, and other activities beneficial to the community. This funding, primarily in the form of grants, is recorded in the governmental and proprietary funds. All grant contributions in the proprietary funds are for the purpose of construction activities, principal debt service reimbursements, or land or easement acquisitions. They are recorded in the statement of revenues, expenses, and changes in net position on a separate line as capital contributions after non-operating revenues and expenses. For all funds, a grant receivable is recorded when all applicable eligibility requirements have been met.

General Services Costs

The City allocates a portion of general services costs (such as purchasing, accounting, budgeting, personnel administration, and certain other costs based on allocation methods determined by an independent study) to the Aviation, Watershed, Solid Waste, Building Permits and Internal Service Funds in order to more fully reflect the actual cost of providing these services.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, expenditures/expenses and disclosures. Actual results could differ from those estimates.




STRATEGIC INITIATIVES AND FINANCIAL PLANNING

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

MAJOR INITIATIVES AND FINANCIAL PLANNING

Priorities and Investments

- **A Safe, Welcoming, and Inclusive City**
 - Cash Bail Reform Implemented
 - Human Trafficking Fellow Onboarded
 - APD officers to receive significant pay increases
- **World Class Employees, Infrastructure, and Services**
 - Mayor launches Operation Fix-it
 - Atlanta Beltline, Inc. acquire 2.5 acre site at Murphy Crossing for development of housing, employment and transit connectivity opportunities
- **Residents Who Are Equipped for Success**
 - Expansion of Bank On Initiative
 - A number of deeds have been signed over to APS
 - Students2Startups program launched
- **Thriving Neighborhoods, Communities, and Businesses**
 - First ever Chief Housing Officer named
 - \$5M Partnership with Wells Fargo for Neighborhood LIFT Program
 - Gulch development plan approved by City Council
- **An Ethical, Transparent, and Fiscally Responsible Government**
 - Open Checkbook website launched
 - Procurement Transformation
 - Transparency Officer position created





DEPARTMENT OF FINANCE
FY2020 FIVE-YEAR FINANCIAL PLAN
MARCH 13, 2019

ROOSEVELT COUNCIL, JR., CFO

JOHN GAFFNEY, DCFO

TINA WILSON, DCFO



FY2020 FIVE YEAR FINANCIAL PLAN

Five Year Financial Plan

FIVE YEAR FORECAST



The **FY2020 Five Year Plan** covers fiscal years 2020 through 2024.

WHAT IS A FIVE YEAR PLAN?



The Five Year Plan is a long-term **financial planning** tool for decision making.

WHY A FIVE YEAR PLAN?



The purpose of the Five Year Plan is to **develop strategies** for long-term sustainability of government services, objectives, and financial challenges.

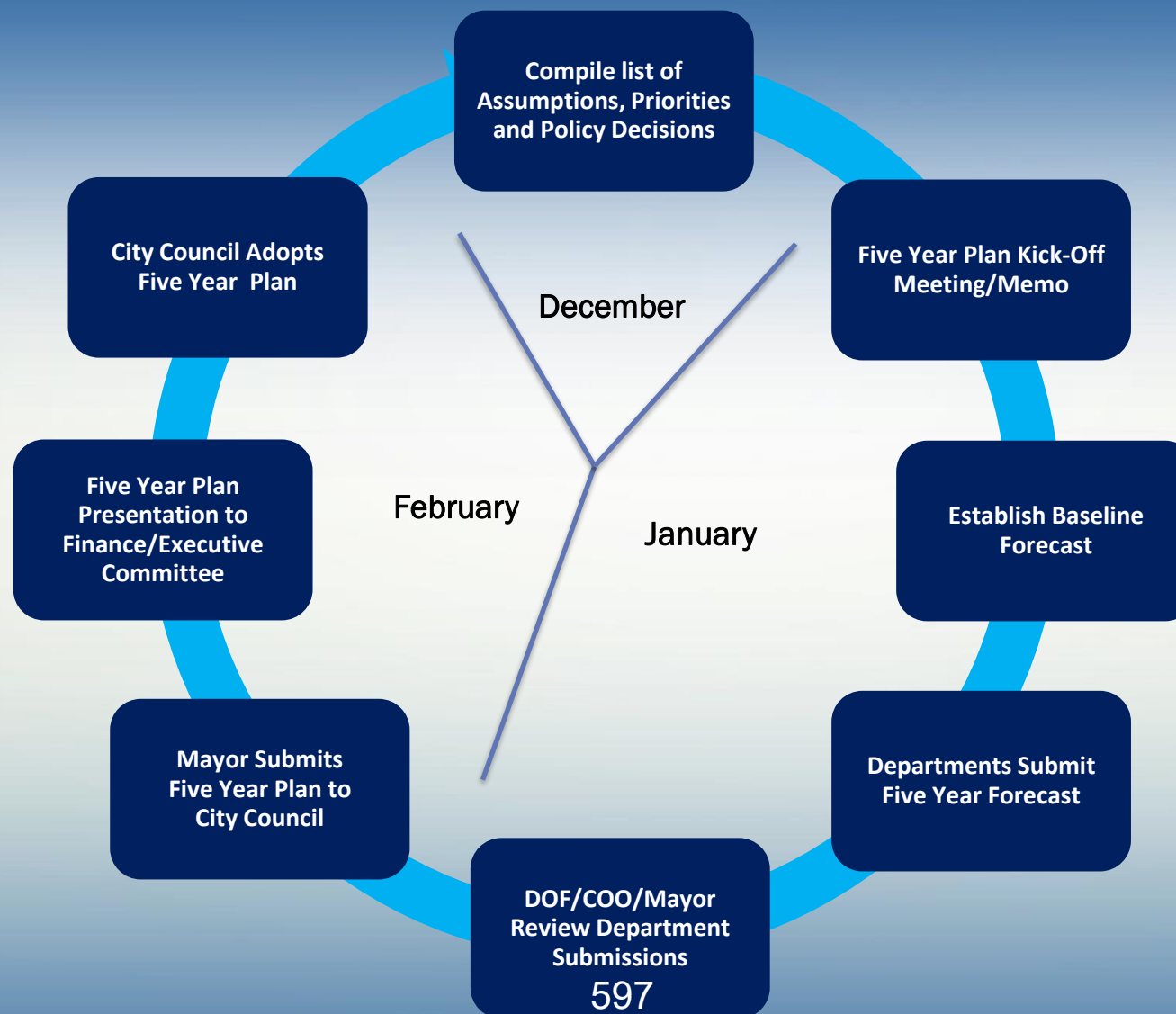
HOW THE FIVE YEAR PLAN IS DEVELOPED



The Five Year Plan was adopted via **legislation** and is **updated annually** through a formalized process.



FIVE YEAR PLANNING PROCESS

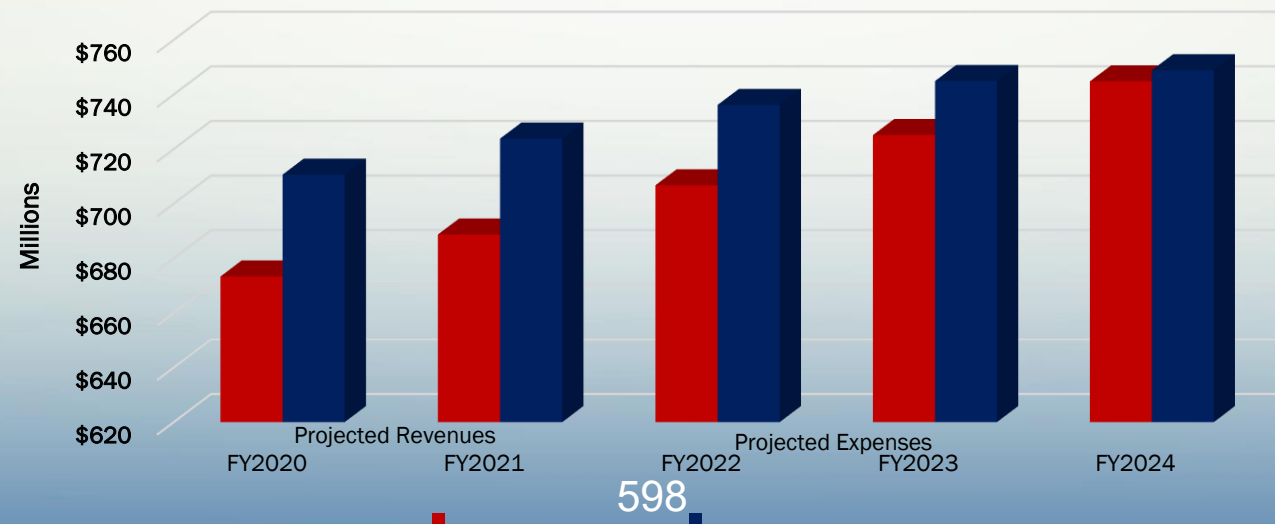


EXECUTIVE SUMMARY



Summary of General Fund – Five Year Forecast

| | 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) |



GENERAL FUND REVENUE COMPARISON BY MAJOR CATEGORY FIVE YEAR FORECAST



| | FY19 ADOPTED | FY20 PROJECTED | FY21 PROJECTED | FY22 PROJECTED | FY23 PROJECTED | FY24 PROJECTED |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| PROPERTY TAXES | \$208.45 | \$218.49 | \$224.16 | \$229.79 | \$235.00 | \$240.63 |
| PUBLIC UTILITY, ALCOHOLIC BEVERAGE & OTHER | \$106.92 | \$107.71 | \$111.97 | \$116.66 | \$121.85 | \$127.63 |
| LOCAL OPTION SALES TAX | \$108.73 | \$115.43 | \$117.79 | \$122.31 | \$127.01 | \$131.88 |
| LICENSES AND PERMITS | \$118.28 | \$121.77 | \$123.76 | \$125.81 | \$127.90 | \$130.06 |
| OTHER REVENUE | \$7.33 | \$6.29 | \$6.32 | \$6.36 | \$6.39 | \$6.43 |
| CHARGES FOR CURRENT SERVICES | \$4.58 | \$4.56 | \$4.68 | \$4.81 | \$4.97 | \$5.14 |
| FINES, FORFEITURES & PENALTIES | \$23.47 | \$22.21 | \$22.23 | \$22.25 | \$22.26 | \$22.28 |
| BUILDING RENTAL & CONCESSIONS | \$13.99 | \$4.37 | \$4.43 | \$4.49 | \$4.57 | \$4.63 |
| INDIRECT COSTS | \$30.00 | \$30.00 | \$30.66 | \$31.33 | \$32.02 | \$32.73 |
| HOTEL/MOTEL | \$19.15 | \$21.80 | \$21.82 | \$21.84 | \$21.86 | \$21.89 |
| PILOT & FRANCHISE | \$20.48 | \$20.68 | \$20.87 | \$21.07 | \$21.27 | \$21.47 |
| GRAND TOTAL | <u>\$661.39</u> | <u>\$673.31</u> | <u>\$688.69</u> | <u>\$706.72</u> | <u>\$725.10</u> | <u>\$744.77</u> |
| % Change | | 1.8% | 2.3% | 2.6% | 2.6% | 2.7% |

GENERAL FUND EXPENSE COMPARISON BY MAJOR CATEGORY FIVE YEAR FORECAST



| | FY19 ADOPTED | FY20 PROJECTED | FY21 PROJECTED | FY22 PROJECTED | FY23 PROJECTED | FY24 PROJECTED |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| PERSONNEL SERVICES & EMPLOYEE BENEFITS | \$414.11 | \$445.88 | \$457.38 | \$468.80 | \$476.91 | \$487.41 |
| PURCHASED/CONTRACTED SERVICES | \$105.84 | \$117.31 | \$117.66 | \$120.37 | \$121.07 | \$125.01 |
| SUPPLIES | \$38.79 | \$39.74 | \$39.85 | \$39.85 | \$40.11 | \$40.28 |
| CAPITAL OUTLAYS | \$1.00 | \$2.24 | \$2.24 | \$2.30 | \$2.37 | \$2.44 |
| INTERFUND/INTERDEPARTMENTAL CHARGES | \$15.16 | \$15.11 | \$15.39 | \$15.40 | \$15.41 | \$15.42 |
| OTHER COSTS | \$35.84 | \$37.57 | \$39.88 | \$37.49 | \$37.46 | \$37.43 |
| DEBT SERVICE | \$9.83 | \$27.51 | \$27.53 | \$27.61 | \$29.86 | \$28.44 |
| CONVERSION/SUMMARY | \$4.65 | \$16.83 | \$17.22 | \$17.67 | \$18.13 | \$18.62 |
| OTHER FINANCING USES | \$36.17 | \$8.28 | \$6.71 | \$6.69 | \$7.65 | \$5.85 |
| GRAND TOTAL | <u>\$661.39</u> | <u>\$710.48</u> | <u>\$723.86</u> | <u>\$736.18</u> | <u>\$748.97</u> | <u>\$760.90</u> |
| | | | | | | |
| % Change | | 7.4% | 1.9% | 1.7% | 1.7% | 1.6% |



QUESTIONS/ANSWERS SESSION



GLOSSARY

| | |
|---------------|---|
| AATC | Atlanta Airport Terminal Corporation |
| ACTIVITY | An action or set of actions directed at a specific purpose or purposes |
| ACDC | Atlanta City Detention Center |
| ACRB | Atlanta Citizens Review Board |
| ADID | Atlanta Downtown Improvement District |
| ADA | Americans with Disabilities Act |
| ADOT | Atlanta Department of Transportation |
| ADU | Accessory Dwelling Units |
| AEDs | Automated External Defibrillators |
| AFR | Department of Fire & Rescue Services |
| AIM | Department of Atlanta Information Management |
| AMI | Area Media Income |
| AMWA | Association of Metropolitan Water Agencies |
| ANNUAL BUDGET | A budget developed and enacted to apply to a single fiscal year |
| ANTICIPATION | See “Estimated Receipts” |
| APD | Atlanta Police Department |
| APEX | Atlanta Proactive Enforcement Interdiction |
| APIN | Atlanta Police Intelligence Network |
| APPROPRIATION | The legal authorization given by the City Council to make expenditures and incur obligations using city funds |
| APS | Atlanta Public Schools |
| ARC | Atlanta Regional Commission |
| ARFF | Aircraft Rescue Fire Fighting |
| ART | Arterial Rapid Transit |
| ASQ | Airport Service Quality |
| ATM | Automated Teller Machine |

| | |
|-------------------|---|
| ATP | Atlanta's Transportation Plan |
| ATS | Automatic Transfer Switches |
| AUDIT | Department of Audit |
| AWDA | Atlanta Workforce Development Authority |
| BASE BUDGET | The budget required to maintain the current level of service in the succeeding fiscal year. During budget development, a distinction is made between the base budget required to fund a continuation of existing service levels and program change requests for additional resources for new activities or change to services levels. |
| BALANCED BUDGET | A budget in which estimated revenues equal estimated expenditures |
| BORN | Breach of Rule Notice |
| BUDGET COMMISSION | Established in the Charter of the City of Atlanta, the Budget Commission is composed of the Mayor, Chairman of the Finance Executive Committee, the Chief Financial Officer, and two members of Council, and sets the levels of estimated revenue for budget purposes. |
| BRT | Bus Rapid Transit |
| CAP | Central Atlanta Progress |
| CCN | City Council |
| CDBG | Community Development Block Grant |
| CDC | Center for Disease Control |
| CDP | Comprehensive Development Plan |
| CID | Community Improvement District |
| CIP | Capital Improvement Program |
| CDL | Commercial Driver License |
| CMAR | Construction Manager At Risk |
| COP | Community Oriented Policing |
| COR | Department of Corrections |
| COST CENTER | A segregated set of expenditure accounts within a fund, separated for the purpose of identifying specific resources that will be applied toward a specific goal. |
| CRC | Concept Review Committee |
| CSB | Civil Service Board |
| CSO | Combined Sewer Overflow |

| | |
|---------------|---|
| CY | Calendar Year |
| ETHICS & ID | Department of Board of Ethics & Independent Compliance |
| EBO | Equal Business Opportunity |
| EXE | Executive Offices |
| DB | Defined Benefit |
| DBE | Disadvantaged Business Enterprise |
| D/B | Design Build |
| DC | Defined Contribution |
| DCP | Department of City Planning |
| DCS | Department of Customer Service |
| DEAM | Department of Enterprise Asset Management |
| DEBT SERVICE | Payment of interest and principal on an obligation resulting from the issuance of bonds |
| DHR | Department of Human Resources |
| DOA | Department of Aviation |
| DOF | Department of Finance |
| DOJ | Department of Justice |
| DOP | Department of Procurement |
| DPD | Department of Public Defender |
| DPW | Department of Public Works |
| DPR | Department of Parks & Recreation |
| DRC | Development Review Committee |
| DUI | Driving Under the Influence |
| DWM | Department of Watershed Management |
| EBO | Equal Business Opportunity |
| EDR | Electronic Document Review |
| EFFECTIVENESS | The extent to which the outcome of an action or set of actions produces the desired results or impact |
| EFFICIENCY | A ratio between input (resources) and output (production) |

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|--------------------|---|
| EMT | Emergency Medical Technician |
| ENTERPRISE FUND | A fund which pays for its costs of operations from user fees and does not generally receive property tax support |
| EPA | Environmental Protection Agency |
| EPD | Environmental Protection Division (State Agency) |
| ERP | Enterprise Resource Planning |
| ESTIMATED RECEIPTS | The legally authorized level of revenue expected to be received from individual revenue sources, as set by the Budget Commission. Generally, estimated revenues from any source for any given budget year cannot exceed ninety-nine percent (99%) of the actual prior year receipts. Estimated receipts are also referred to as "Anticipations" |
| FAA | Federal Aviation Administration |
| FISCAL YEAR | A twelve month period (July 1 through June 30) at the beginning of which the city implements a new budget based on expected revenues and expenditures, and at the end of which the city determines its financial position and the results of its operations. |
| FTA | Failure To Appear/Abide |
| FUND | A self-balancing set of accounts set aside and accounted for separately for the purpose of restricting specific revenues that are then spent for a specific set of activities |
| FUND BALANCE | The excess of an entity's assets over its liabilities also known as excess revenues over expenditures |
| GAAP | Generally Accepted Accounting Principles |
| GASB | Governmental Accounting Standards Board |
| GAWP | Georgia Association of Water Professionals |
| GDOT | Georgia Department of Transportation |
| GDP | Gross Domestic Product |
| GEFA | Georgia Environmental Facilities Authority |
| GFOA | Government Finance Officers Association |
| GO BOND | General Obligation Bond |
| HCM | Human Capital Management |
| HIDTA | High Intensity Drug Trafficking Area |
| HHS | Health and Human Services |
| HJAIA | Hartsfield-Jackson Atlanta International Airport |

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|------------------------|---|
| HVAC | Heating, Ventilation, Air Conditioning |
| INTERNAL SERVICES FUND | A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies, on a cost-reimbursement basis. |
| JDA | Judicial Agencies |
| IGA | Intergovernmental Agreement |
| ISO | Insurance Service Office |
| IVR | Interactive Voice Response |
| LAW | Department Of Law |
| LED | Light-Emitting Diode |
| LEED | Leadership in Energy and Environmental Design |
| LGBTQ | Lesbian Gay Bisexual Transgender Queer |
| LOST | Fulton County imposes a 1% Local Option Sales Tax (LOST) which is shared between the county and the municipalities within the county based on population. |
| MAJOR FUND | Funds are classified as major if the following conditions are met: Total assets, liabilities, revenues or expenditures/expenses of the individual governmental or enterprise fund are at least 10% of the corresponding total of all funds of that category; and are at least 5% of the total for all governmental and enterprise funds combined. |
| MANAGEMENT OBJECTIVE | A specific, measurable things to be accomplished which have the characteristic of being able to be controlled or affected by management decisions and direction. |
| MARTA | Metropolitan Atlanta Rapid Transit Authority |
| MEASURE | An absolute indicator of the attainment of an objective. May be simply a determinable result, or may consist of statistical data. |
| MILL | A measure of the rate of ad valorem (property taxation, representing one (\$1) dollar of tax per one thousand (\$1,000) dollars of assessed property value) |
| MSA | Metropolitan Statistical Area |
| MOST | A 1% City of Atlanta Municipal Option Sales Tax (MOST) is collected for retail sales and use occurring within the incorporated city limits of Atlanta. The purpose of this tax is to assist with funding renovations to the water and sewer system. |
| MOU | Memorandum of Understanding |
| NDP | Non-Departmental |
| NPU | Neighborhood Planning Unit |

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| OBJECTIVE | Specific, measurable thing to be accomplished |
| OOB | Office Of Buildings |
| OPEB | Other Post-Employment Benefits |
| OPERATING BUDGET | The annual budget for the routine, ongoing activities and work program of an organized unit, as opposed to budgets which may also be established for capital projects, grant funded projects, and other activities of a non-permanent nature. |
| OSHA | Occupational Safety and Health Administration |
| PAD | Pre-Arrest Diversion |
| PILOT | Payment In Lieu Of Taxes |
| PROGRAM | A set of activities under a specific organization |
| PROGRAM CHANGE | A proposed activity which is not presently in an organization's work program, nor funded in its budget |
| PROPRIETARY FUND | A set of segregated revenue and expenditure accounts, set up for the purpose of showing net income, financial position, and changes in financial position. Enterprise Fund and the Internal Service Fund are Proprietary Funds. |
| PSA | Public Service Announcement |
| PSHQ | Public Safety Headquarters |
| QUASI-CRIMINAL | Civil proceeding that may result in a penalty akin to a criminal penalty |
| RA | Retirement Account |
| RESERVE | An account used to set aside and earmark monies for future use. Monies must be appropriated from the reserve account to an expenditure account for a specific purpose before they can be spent. |
| REVENUE | The taxes, fees, charges, special assessments, grants, and other funds collected and received by the city in order to support the services provided |
| RFP | Request For Proposal |
| RMC | R. M. Clayton |
| ROW | Right-of-Way |
| SBA | Small Business Administration |
| SBO | Small Business Opportunity |
| SOL | Department of Solicitor |
| SOOFA | The City of Atlanta's neighborhood news feed that connects the community with screens that everyone can see and anyone can use. |

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| SORBA | Southern Off Road Bike Association |
| SRTA | State Road and Toll-way Authority |
| STEAM | Science, Technology, Engineering, Arts, Math |
| SWAT | Southwest Atlanta Too Strong |
| TAD | Tax Allocation District |
| TAN | Tax Allocation Notes |
| TOD | Transportation Oriented Development |
| TPL | Trust for Public Land |
| TPO | Tree Protection Ordinance |
| TSA | Transportation Security Administration |
| TSPLOST | Transportation Special Purpose Local Option Sales Tax |
| UDC | Urban Design Commission |
| UEF | Urban Ecology Framework |
| UPS | Uninterruptible Power Supply |
| USER FEES | The payment of a fee for direct receipt of a public service by the person benefiting from the service |
| VDI | Virtual Desktop Infrastructure |
| VISTA | Volunteers in Service to America |
| VPN | Virtual Private Network |
| WC | Worker's Compensation |
| WORKLOAD | A measure of quantity produced, processed, handled, or otherwise acted upon or with by an organizational unit. Workload is preferably indicated with respect to a specific, identifiable period of time. |
| WORK PROGRAM | The detailed set of things to be accomplished, within specified time periods, for an organizational unit |
| WRC | Water Reclamation Center |



ACKNOWLEDGMENTS

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