



# CITY OF ATLANTA

FISCAL YEAR 2022  
PROPOSED BUDGET



KEISHA LANCE BOTTOMS  
*MAYOR*



# TABLE OF CONTENTS

## PREFACE

---

READER'S GUIDE	6
CERTIFICATE OF ACHIEVEMENT	8
THE HISTORY OF THE CITY OF ATLANTA	10
THE HONORABLE KEISHA LANCE BOTTOMS	12
ATLANTA CITY COUNCIL MEMBERS	14
COUNCIL DISTRICTS MAP	15
HOW THE CITY COUNCIL WORKS	16
CITY OFFICIALS	18
CITY ORGANIZATIONAL STRUCTURE	20

## MAYOR & CFO'S MESSAGE

---

THE MAYOR'S MESSAGE	24
THE CHIEF FINANCIAL OFFICER'S MESSAGE	26

## INTRODUCTION

---

BUDGET OVERVIEW	30
ECONOMIC AND DEMOGRAPHIC INFORMATION	32
PERFORMANCE HIGHLIGHTS	40

## BUDGET SUMMARIES

---

FUND STRUCTURE	44
OPERATING AND CAPITAL FUNDS	46
SUMMARY OF OPERATING BUDGET BY FUNDS	48
SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT	49
SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP	51
SUMMARY OF REVENUES AND EXPENSES	57
SUMMARY OF PERSONNEL	67

## REVENUE OVERVIEW

---

ECONOMIC OUTLOOK	70
REVENUE FORECAST SUMMARY	104

## OPERATIONAL SUMMARIES

---

OPERATIONAL DEPARTMENTAL SUMMARY OVERVIEW	136
CITY COUNCIL	138
EXECUTIVE OFFICES	146
ATLANTA INFORMATION MANAGEMENT	160
LAW	176
CORRECTIONS AND COMMUNITY SERVICES	192
FINANCE	200
PROCUREMENT	218
PUBLIC WORKS	236
PARKS AND RECREATION	248
WATERSHED MANAGEMENT	260
AVIATION	272
COURT OPERATIONS	282
NON-DEPARTMENTAL	290
HUMAN RESOURCES	312
FIRE & RESCUE SERVICES	332
POLICE SERVICES	342
CITY PLANNING	354
OFFICE OF THE CITY SOLICITOR	368
OFFICE OF INSPECTOR GENERAL	378
ATLANTA CITIZEN REVIEW BOARD	390
CITY AUDITOR'S OFFICE	398
PUBLIC DEFENDER	410
ENTERPRISE ASSETS MANAGEMENT	418
CUSTOMER SERVICE	426
ATLANTA DEPT OF TRANSPORTATION	438
GRANTS AND COMMUNITY DEVELOPMENT	446

## **CAPITAL PROJECT STATUS SUMMARIES**

---

CAPITAL PROJECT STATUS OVERVIEW	456
BOND/RENEWAL & EXTENSION/ SPECIAL REVENUE FUNDS	462
CAPITAL PROJECT STATUS DETAILS	468
GRANT FUNDS	546
TRUST FUNDS	558

## **DEBT MANAGEMENT**

---

DEBT OVERVIEW	568
MUNICIPAL BOND RATINGS	569
TOTAL OUTSTANDING DEBT PORTFOLIO	570
GENERAL FUND & OTHER	574
DEPARTMENT OF AVIATION	576
DEPARTMENT OF WATERSHED MANAGEMENT	579
GENERAL OBLIGATION	582
TAX ALLOCATION DISTRICTS (TADS)	584
LEGAL DEBT LIMIT	586

## **APPENDIX**

---

BUDGET CALENDAR & BUDGET PROCESS	590
FINANCIAL POLICIES	596
FIVE YEAR PLAN	602
GLOSSARY	608
ACKNOWLEDGMENTS	620

# PREFACE

READER'S GUIDE

CERTIFICATE OF ACHIEVEMENT

THE HISTORY OF THE CITY OF ATLANTA

THE HONORABLE MAYOR KEISHA LANCE BOTTOMS

ATLANTA CITY COUNCIL MEMBERS

COUNCIL DISTRICTS MAP

HOW THE CITY COUNCIL WORKS

CITY OFFICIALS

CITY ORGANIZATIONAL STRUCTURE

PROPOSED BUDGET  
FY 2022



## 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 FY2022 Proposed Budget Book and outlines its contents. The FY2022 Proposed 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](http://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 proposed in FY2022.
- **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, 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 FY2022 to FY2026 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

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

*The Office of Budget & Fiscal Policy (OBFP) provides*

### 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.



## FY22 OPERATING BUDGET HIGHLIGHTS Department Of Finance General Fund

FY19 ACTUAL EXPENDITUR	FY20 ACTUAL EXPENDITUR	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$7,948,259	\$8,498,365	\$9,085,220	<b>PERSONNEL</b>		
\$33,759	\$35,147	-	Salaries, Regular	\$9,697,661	\$612,441
-	-	-	Salaries, Perm Part-Time	\$36,000	\$36,000
\$642,638	\$335,948	\$185,000	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	\$84,996	(\$100,004)
\$114,001	\$42,859	\$15,000	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	\$15,000	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$831,222	\$922,943	\$895,352	Pen Cont Gen Emp Pen Fd	\$1,104,776	\$209,424
\$356,315	\$369,465	\$272,602	Defined Contribution	\$264,205	(\$8,397)
\$42,198	\$171,193	\$397	Workers' Compensation	\$396	(\$1)
\$1,099,135	\$1,109,454	\$1,276,789	Other Personnel Costs	\$1,423,318	\$146,529
<b>\$11,067,527</b>	<b>\$11,485,373</b>	<b>\$11,730,359</b>	<b>TOTAL PERSONNEL</b>	<b>\$12,626,352</b>	<b>\$895,993</b>
			<b>OTHER EXPENSES</b>		
\$1,630,032	\$1,900,070	\$2,765,139	Purchased / Contracted Services	\$3,048,036	\$282,897
\$234,620	\$248,663	\$189,412	Supplies	\$234,408	\$44,996
\$7,582	\$65,281	-	Capital Outlays	\$102,000	\$102,000
\$13,357	\$12,941	\$21,078	Interfund / Interdepartmental Charges	\$5,800	(\$15,278)
\$1,062,838	\$1,410,965	\$599,167	Other Costs	\$719,256	\$120,089
-	-	-	Debt Service	-	-
-	\$0	-	Conversion / Summary	-	-
\$1,030,661	\$1,000,000	\$1,000,000	Other Financing Uses	\$5,195	(\$994,805)
\$3,979,090	\$4,637,919	\$4,574,795	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,114,695</b>	<b>(\$460,100)</b>
<b>\$15,046,617</b>	<b>\$16,123,293</b>	<b>\$16,305,154</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$16,741,047</b>	<b>\$435,893</b>

**CERTIFICATE OF ACHIEVEMENT**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Atlanta**

**Georgia**

For the Fiscal Year Beginning

**July 1, 2020**

*Christopher P. Morill*

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 city population is estimated around a half-million, 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 60<sup>th</sup> 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 and the Census Task Force for the United States Conference of Mayors.

Georgia Trend magazine named Mayor Bottoms the 2020 Georgian of the Year. 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.

In 2020, the Lawyers’ Committee for Civil Rights (LCCR) Under Law awarded Mayor Bottoms the Distinguished Civil Rights Advocate Award in recognition of her equity-driven leadership to help guide and protect marginalized communities.

In October, Mayor Bottoms was named one of Glamour’s 2020 women of the year. Mayor Bottoms was honored as a BET 100 Entertainer and Innovator of the Year in 2020, and named Smart Cities Dive’s 2020 Leader of the Year.

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 dogs, Ace and Zeus.



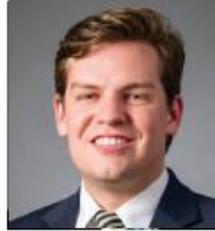
# ATLANTA CITY COUNCIL MEMBERS



**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

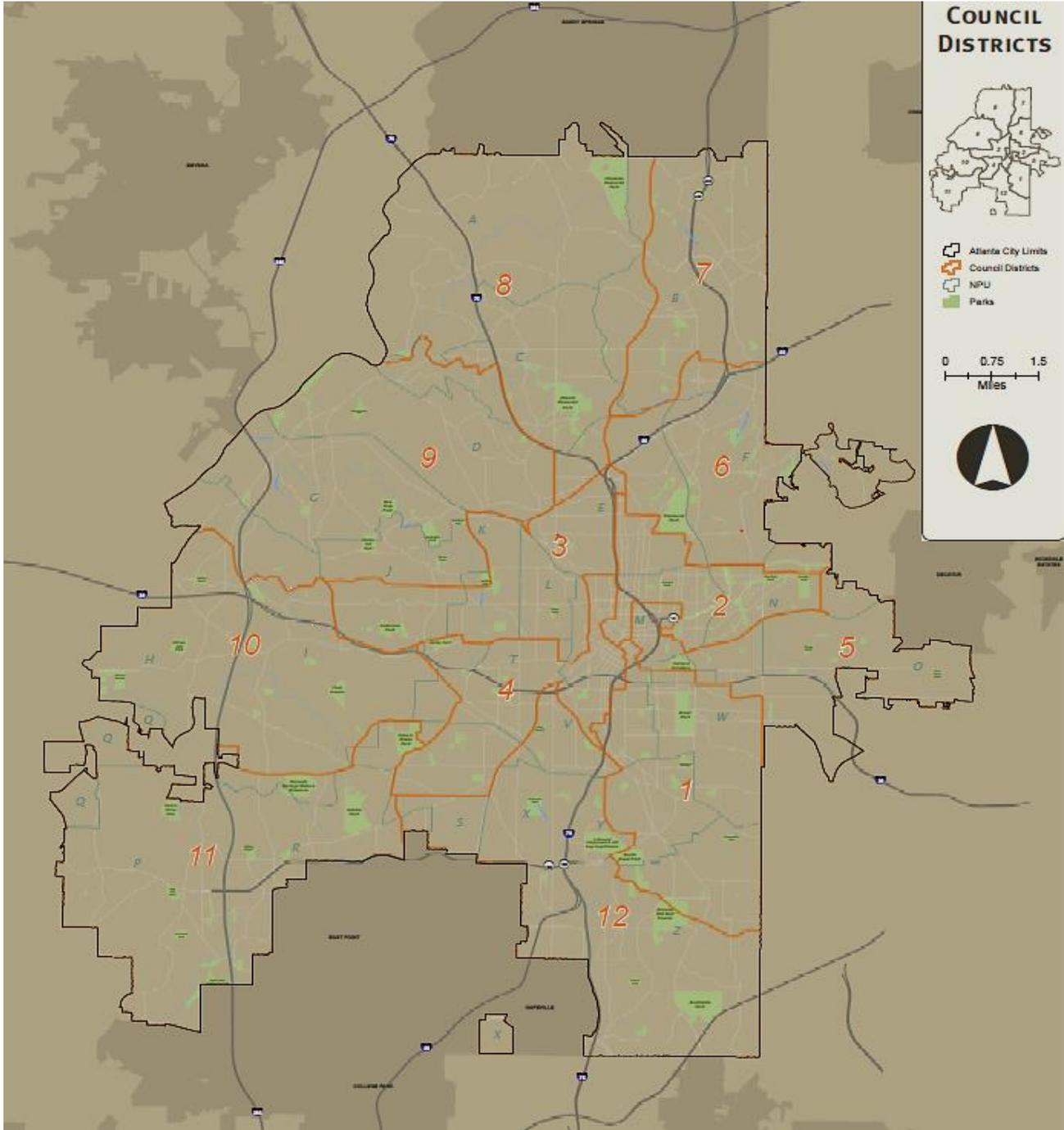


**Marci Collier Overstreet**  
District 11



**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 \$72,360 annually. The Council president is paid \$74,400 annually. An independent committee of city residents determines salaries.



# CITY OFFICIALS



Keisha Lance Bottoms  
*Mayor*

Jon Keen  
*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*

OFFICE OF INSPECTOR GENERAL

Shannon Manigault  
*Inspector General*

CITY INTERNAL AUDITOR

Amanda Noble  
*City Auditor*

---

## DEPARTMENT OFFICERS

---

AVIATION

Balram Bheodari  
*Interim General Manager*

CORRECTIONS AND COMMUNITY SERVICES

Elder Dancy  
*Interim Corrections Chief*

CUSTOMER SERVICE

Salethea Graham  
*Executive Director*

ENTERPRISE ASSETS MANAGEMENT

Remy Saintil  
*Commissioner*

FINANCE

Roosevelt Council, Jr.  
*Chief Financial Officer*

GRANTS AND COMMUNITY DEVELOPMENT

Deborah B. Lonon  
*Commissioner*

FIRE & RESCUE SERVICES

Roderick M. Smith  
*Fire Chief*

HUMAN RESOURCES

Jeffrey B. Norman  
*Interim Commissioner*

ATLANTA INFORMATION MANAGEMENT

*Tye Hayes*  
*Interim Chief Information Officer*

LAW

Nina Hickson  
*City Attorney*

PARKS & RECREATION

John Dargle, Jr.  
*Commissioner*

CITY PLANNING

Tim Keane  
*Commissioner*

POLICE SERVICES

Rodney Bryant  
*Interim Police Chief*

PROCUREMENT

Martin H. Clarke  
*Chief Procurement Officer*

PUBLIC WORKS

Al Wiggins, Jr.  
*Commissioner*

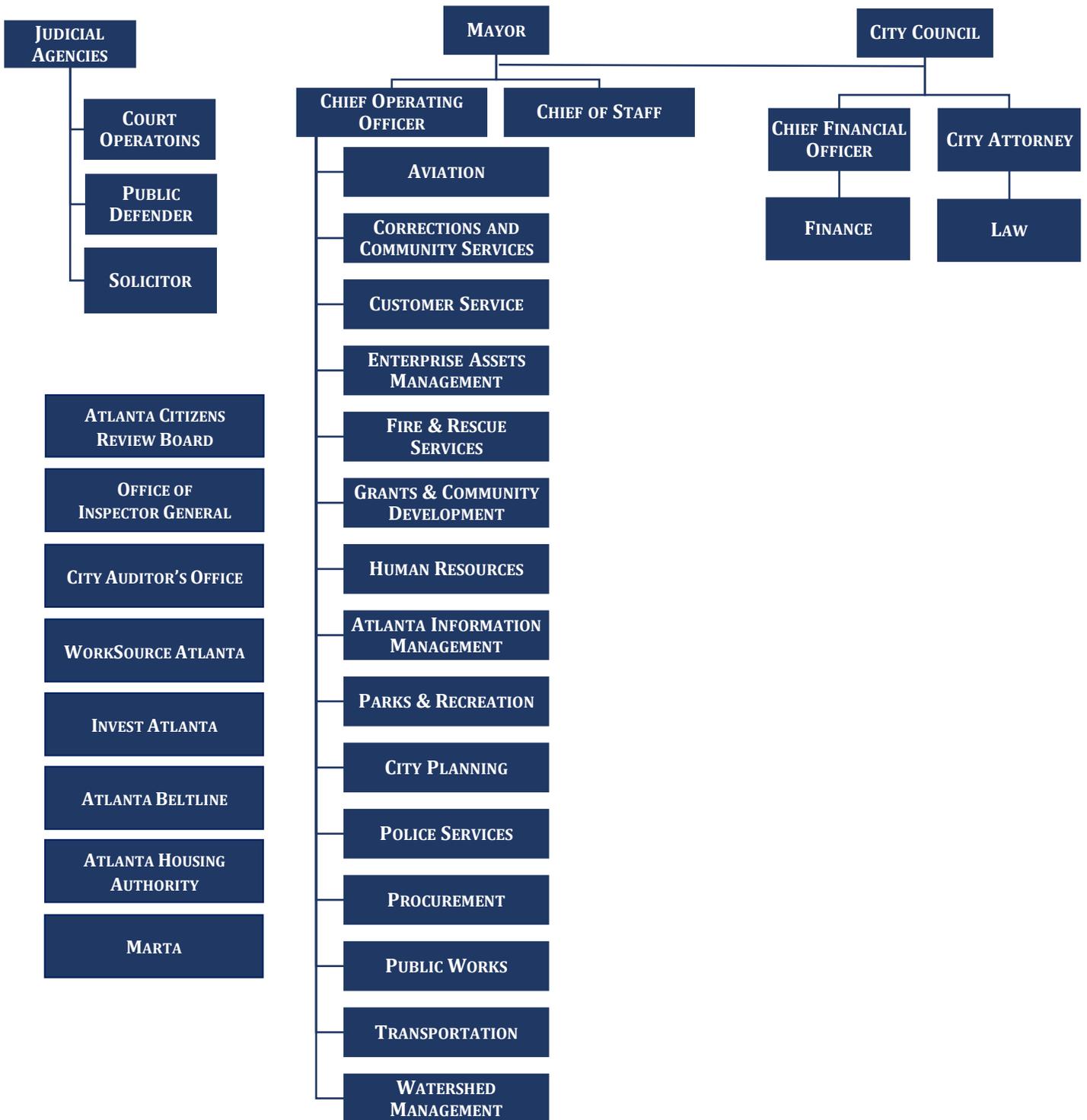
ATLANTA DEPARTMENT OF TRANSPORTATION

Josh Rowan  
*Commissioner*

WATERSHED MANAGEMENT

Mikita Browning  
*Commissioner*

# CITY ORGANIZATIONAL STRUCTURE





# MESSAGES

THE MAYOR'S MESSAGE

THE CHIEF FINANCIAL OFFICER'S MESSAGE

PROPOSED BUDGET  
FY2022





## CITY OF ATLANTA

55 TRINITY AVE, S.W.  
ATLANTA, GEORGIA 30303-0300

TEL (404) 330-6100

KEISHA LANCE BOTTOMS  
MAYOR

April 16, 2021

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 submit to you the Fiscal Year 2022 Proposed Budget for the City of Atlanta, covering the period July 1, 2021 to June 30, 2022.

This budget is an important step towards the City's equitable growth and recovery. It will enable us to strengthen public safety and service delivery across all parts of our city while maintaining the strong financial position that has enabled us to weather the past year with no layoffs, furloughs or cuts in critical services.

Revenue modeling currently supports a baseline forecast for the general fund of \$645M for FY22. This is being supplemented by \$62M in federal support from the American Rescue Plan Act for a total budget of \$707M. This is a \$33M increase from FY21. The key investments included in this budget are:

- Funding for 250 police vacancies
- A continued commitment to pay raises for sworn members of the police and fire departments
- Resources to support pre-arrest diversion efforts citywide
- Additional funding for the Solicitor's Office to tackle problem properties
- Support for the city's parks and recreation network
- An increased budget for transportation infrastructure maintenance
- Funding for interest payments on the Housing Opportunity draw down bond
- Continued support and investment in the arts community; and
- More resources to build out the Office of Inspector General.

Residents will also see and feel other investments in pandemic relief, equitable growth and recovery in FY22 as the City establishes complementary programming with separate American Rescue Plan Act funds. Together, with this proposed budget, these measures will allow us to move forward with a balanced budget, a replenished fund balance, strengthened City services and no tax increases.

The past twelve months have been some of the most challenging times in the city's history. But we have shown our resilience. We look forward to FY22 mindful of the important work before us, with optimism for the future and with confidence that we are moving the city closer to the goals of One Atlanta.

Sincerely,

A handwritten signature in black ink that reads "Keisha Bottoms". The signature is written in a cursive, flowing style.

Keisha Lance Bottoms

Attachment



## CITY OF ATLANTA

KEISHA LANCE BOTTOMS  
MAYOR

DEPARTMENT OF FINANCE  
68 MITCHELL STREET, S.W. SUITE 11100  
ATLANTA, GEORGIA 30303-0312  
TEL (404) 330-6453 · FAX (404) 979-4873

ROOSEVELT COUNCIL, JR.  
CHIEF FINANCIAL OFFICER  
[rocouncil@atlantaga.gov](mailto:rocouncil@atlantaga.gov)

April 16, 2021

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:

Thank you for the opportunity to submit to you the Fiscal Year 2022 Proposed Budget for the City of Atlanta. This transmittal serves as an overview of the forthcoming year's budget detailed herein and summarized by the Finance Department's Office of Budget and Fiscal Policy.

The proposed budget is set at \$2.04 billion. Its anticipation and appropriation levels include \$706.8 million for the General Fund, a collective \$1.07 billion for Enterprise Funds, and \$260.4 million for the five remaining funds, which are collectively referred to as "Other Funds."

With the outbreak of the Coronavirus in March of 2020, Georgia's unemployment rate was 3.6% and in one month jumped to 12.5% in April. At that point, the nation's economy suffered an enormous setback. The country is still trying to recover. The Georgia Department of Labor reports that the state's unemployment rate has continually declined down to 4.8% in February of this year. Citizens have been asked to continue to refrain from large gatherings as a health and safety precaution. As many citizens comply, we find that it slows the rebound process of the economy.

As the number of vaccinations continue to rise, there are varying expert opinions as to how long the economy will take to return to pre-COVID levels. Given the continued uncertainty of the economy, the City has again contracted with Deloitte Consulting for revenue modeling and forecasting. As a result of their analysis, the general fund revenue forecast is at \$645 million for FY22. As part of the American Rescue Plan (ARP), submitted by the Biden Administration and approved by Congress, the City is expecting to be awarded approximately \$178 million in federal assistance. The City expects to utilize \$53.16 million to balance the FY22 Budget. An additional \$8.4 million from the City's Building Permit Fund will also be anticipated as revenue in the new year.

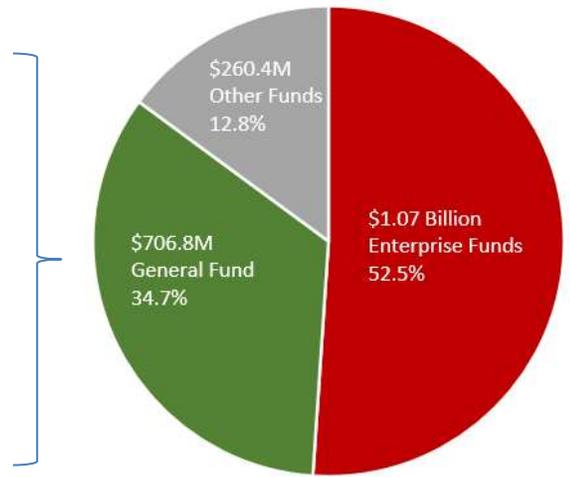
We have strategically reviewed the potential financial impact on each revenue category. Four revenue categories are particularly sensitive to the current economic environment: Local Option Sales Taxes, Licenses and Permits Revenue, Public Utility, Alcoholic Beverage and Other Taxes, and Hotel/Motel Tax. These categories collectively have a projected budget decrease of \$4.4 million. Property Tax which is the largest source of revenue is estimated to generate \$227.9 million in the new fiscal year. It represents a decrease of 1.8% (\$4.2 million) from the FY21 Budget.

Indirect Cost and Pilot & Franchise Fees will combine for a marginal gain of \$1 million (1.8%) over the current fiscal year.

While it is still too early to quantify potential budget impacts completely, the City is well-positioned to address any resultant financial needs thoughtfully and practically. The Proposed FY22 Budget will continue to keep the City’s workforce intact. The City continues a budget balancing strategy where it defunds selected vacant positions, institutes a slow-down in specific ancillary programs and capital project spending, and keeps a well-preserved Fund Balance. Lastly, it is important to re-emphasize that the City is a recipient of ARP funds which serve as a one-time funding source to offset anticipated revenue shortfalls. Nevertheless, we will continue to diligently monitor and evaluate the potential implications of changing economic conditions and market volatility connected to the pandemic. With that in mind, the Proposed Fiscal Year 2022 budget presented may be subject to change. In the event change is required and legislative action needed an ordinance will be submitted to City Council.

The table below highlights a comparison of anticipated budgets (FY21 vs. FY22) for the City's General Fund, Enterprise Funds, and Other Funds.

Fund Type	FY2021	FY2022
	Adopted Budget	Proposed Budget
<b>General Fund</b>	<b>\$673,407,452</b>	<b>\$706,779,181</b>
<b>Enterprise Funds</b>		
Airport Revenue Fund	\$370,080,802	\$425,213,005
City Plaza Operating Fund	\$1,001,000	\$1,002,001
Solid Waste Services Revenue Fund	\$66,371,350	\$66,905,286
Water and Wastewater Revenue Fund	\$569,728,208	\$577,255,955
<b>Total Enterprise Funds</b>	<b>\$1,007,181,360</b>	<b>\$1,070,376,247</b>
<b>Other Funds</b>		
Emergency Telephone System	\$20,703,393	\$21,324,495
Fleet Service Fund	\$37,707,096	\$37,837,324
Group Insurance Fund	\$153,343,198	\$165,098,476
Hotel/Motel Tax Fund	\$63,940,300	\$35,167,165
Rental/ Motor Vehicle Tax Fund	\$1,195,268	\$980,120
<b>Total Other Funds</b>	<b>\$276,889,255</b>	<b>\$260,407,580</b>
<b>Total Operating Funds</b>	<b>\$1,957,478,067</b>	<b>\$2,037,563,008</b>



Sincerely,

DocuSigned by:  
  
 852AD6F3A634489...

Roosevelt Council, Jr.  
 Chief Financial Officer

# INTRODUCTION

BUDGET OVERVIEW

ECONOMIC AND DEMOGRAPHIC INFORMATION

PERFORMANCE HIGHLIGHTS

PROPOSED BUDGET  
FY 2022



# BUDGET OVERVIEW

## BUDGET RESPONSIBILITIES AND FISCAL POLICIES

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

### MAYOR

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

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

### CITY COUNCIL

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

At the first City Council meeting in March, each council member may submit his/her budget priorities for the coming year. Such priorities are referred to 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 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 tenth largest metropolitan area in the country, inhabited by approximately six 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 1<sup>st</sup> of each year.

	<b>City of Atlanta</b>	<b>Annual Growth Rate</b>	<b>Fulton County</b>	<b>Annual Growth Rate</b>	<b>Dekalb County</b>	<b>Annual Growth Rate</b>	<b>State of Georgia</b>	<b>Annual Growth Rate</b>
2020	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2019	506,811	1.73%	1,063,937	1.30%	759,257	0.36%	10,617,423	0.92%
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%

Source: U.S. Census Bureau: State and County Quick Facts via <http://www.census.gov>  
N/A - Data not available

**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**

<b>Civilian Labor Force</b>	<b><u>2021</u></b>	<b><u>2020</u></b>	<b><u>2019</u></b>	<b><u>2018</u></b>	<b><u>2017</u></b>	<b><u>2016</u></b>
<i>*Atlanta</i>						
Employed	2,904,992	2,642,581	2,972,143	2,990,366	2,857,064	2,775,986
Unemployed	156,968	301,917	102,435	124,786	151,172	155,828
Total	3,061,960	2,944,498	3,074,578	3,115,152	3,008,236	2,931,814
County of Fulton						
Employed	523,095	475,209	535,849	538,431	514,411	500,342
Unemployed	34,180	62,638	19,853	23,689	28,882	29,314
Total	557,275	537,847	555,702	562,120	543,293	529,656
County of DeKalb						
Employed	371,395	340,756	386,008	387,855	370,646	362,268
Unemployed	24,140	44,312	14,145	16,994	20,924	20,726
Total	395,535	385,068	400,153	404,849	391,570	382,994
<b>Unemployment Rates</b>						
City	5.1%	10.3%	3.3%	4.0%	5.7%	5.3%
County-Fulton	6.1%	11.6%	3.6%	4.2%	5.8%	5.5%
County-DeKalb	6.1%	11.5%	3.5%	4.2%	4.6%	5.4%
State	5.0%	9.5%	3.5%	4.2%	5.2%	5.3%
United States	6.8%	13.0%	3.4%	4.2%	4.9%	4.9%

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](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>2019</u>	<u>% of Total</u>	<u>2020</u>	<u>% of Total</u>	<u>2020</u>	<u>% of Total</u>
Agriculture, Forestry, Fishing and Hunting	2,700	0.1	NDP	NDP	NDP	NDP
Natural Resources and Mining	1,200	0.0	NDP	NDP	NDP	NDP
Construction	124,900	4.6	NDP	NDP	NDP	NDP
Manufacturing	168,900	6.3	NDP	NDP	NDP	NDP
Trade, Transportation and Utilities	575,300	21.4	NDP	NDP	NDP	NDP
Information	93,900	3.5	NDP	NDP	NDP	NDP
Financial Activities	114,500	4.3	NDP	NDP	NDP	NDP
Professional and Business Services	560,700	20.9	NDP	NDP	NDP	NDP
Educational Health Services	347,400	12.9	NDP	NDP	NDP	NDP
Leisure and Hospitality	300,900	11.2	NDP	NDP	NDP	NDP
Unclassified Industry	7,300	0.3	NDP	NDP	NDP	NDP
Other Services	70,400	2.6	NDP	NDP	NDP	NDP
Government	319,400	11.9	NDP	NDP	NDP	NDP
<b>Total</b>	<b>2,687,500</b>	<b>100</b>	<b>NDP</b>	<b>NDP</b>	<b>NDP</b>	<b>NDP</b>

Source: Georgia Department of Labor, Industry Mix Analysis. This data represents jobs that are covered by unemployment insurance laws. <https://explorer.gdol.ga.gov/industrymix/> \*Atlanta data is derived from Atlanta-Sandy Springs-Roswell MSA regional data.  
Note: "NDP" means No Data Provided in the Current Employment Statistics (CES) 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**

---

<b>Employer</b>	<b>Product/Service</b>	<b>Employees</b>	<b>% of Total City Employment</b>
Delta Air Lines, Inc.	Transportation	6,250	2.77%
The Coca-Cola Co One Coca Cola	Marketing and Manufacturing	3,827	1.70%
Accenture LLP	Consulting	2,464	1.09%
Allied Universal Security Services	Security & Comm Brokers	2,082	0.92%
Atlanta Falcons Stadium Company	Contractor, other than Building	2,075	0.92%
Cortland Management LLC	Management/Admin Service	1,904	0.84%
NCR Corporation	Management/Admin Service	1,819	0.81%
ATL Hawks, LLC	Miscellaneous Recreation Services	1,730	0.77%
Deloitte Consulting	Consulting	1,714	0.76%
Cable News Network, Inc.	Television Broadcast Station	1,529	0.68%

---

Source: City of Atlanta, 2020 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 2015 through 2020.

**Table 5**  
**City, State and U.S.**  
**Effective Buying Income**  
**Calendar Years 2015 Through 2020**

<u>Year/Area</u>	<u>Personal Income</u>	<u>Per Capita Personal Income</u>
<b>2020</b>		
City	N/A	N/A
*State	491,251,800	45,868
United States	17,489,158,100	53,080
<b>2019</b>		
City	\$328,450,133	\$54,557
*State	455,548,300	42,863
United States	16,342,277,000	49,774
<b>2018</b>		
City	\$316,220,617	\$53,188
*State	437,374,200	41,578
United States	15,737,171,000	48,101
<b>2017</b>		
City	\$295,294,501	\$50,269
*State	412,760,200	39,639
United States	14,826,143,000	45,598
<b>2016</b>		
City	\$278,237,306	\$48,052
*State	391,074,700	37,951
United States	14,157,321,000	43,821
<b>2015</b>		
City	\$265,968,407	\$46,757
*State	376,600,000	36,990
United States	13,773,169,000	42,941

\*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>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>
Apparel	18,317,029	18,459,378	17,167,138	16,413,158	16,889,221
General	21,615,737	23,184,304	22,881,831	29,753,955	30,343,883
Food	40,353,609	42,407,658	42,074,465	56,194,372	54,282,271
Utilities	14,810,573	14,513,877	13,465,382	13,674,088	14,126,589
Home	19,116,680	19,294,140	20,876,612	20,044,096	20,764,270
Lumber	3,519,805	3,386,079	2,951,611	2,761,294	2,760,571
Automotive	2,857,347	3,263,125	3,240,139	3,403,931	3,290,380
Miscellaneous Services	122,635,056	133,311,837	118,953,666	80,534,793	81,655,985
<b>TOTAL</b>	<b>243,225,836</b>	<b>257,820,398</b>	<b>241,610,844</b>	<b>222,779,687</b>	<b>224,113,170</b>
Manufacturers	14,239,995	13,533,841	13,816,475	12,284,365	12,521,429
<b>TOTAL ALL OUTLETS</b>	<b>257,465,831</b>	<b>271,354,239</b>	<b>255,427,319</b>	<b>235,065,052</b>	<b>236,634,599</b>

Source: City of Atlanta, 2020 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>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>
Valuation <sup>(1)</sup>					
Residential <sup>(2)</sup>	N/A	\$306,789,268	\$203,369,121	\$252,971,535	\$284,451,635
<b>Total</b>	<b>N/A</b>	<b>\$306,789,268</b>	<b>\$203,369,121</b>	<b>\$252,971,535</b>	<b>\$284,451,635</b>
Number of					
Single <sup>(3)</sup>	N/A	770	545	797	673
Multi- <sup>(4)</sup>	N/A	1,046	627	197	414
<b>Total</b>	<b>N/A</b>	<b>1,816</b>	<b>1,172</b>	<b>994</b>	<b>1,087</b>

(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.

N/A – Data not available

**PROPERTY TAX LEVIES AND COLLECTIONS**

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

Fiscal Period Ended	Taxes Levies for the Fiscal Year	Amount (1)	Percentage of Levy	Collections in Subsequent Years	Total Collections to Date	
					Amount	Percentage of Levy
June 30, 2015	227,842	224,808	98.67%	2,427	227,235	98.67%
June 30, 2016	239,875	237,840	99.15%	1,287	239,127	99.15%
June 30, 2017	247,078	243,948	98.73%	2,086	246,034	98.73%
June 30, 2018	255,610	250,068	97.83%	3,850	253,918	97.83%
June 30, 2019	288,539	284,140	98.48%	-	284,140	98.48%
June 30, 2020	299,597	297,027	99.14%	-	297,027	99.14%

(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, 2020 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
2016	1.00%	7.00%
2017	1.00%	7.00%
2018	1.00%	7.00%
2019	1.90%	7.00%
2020	1.90%	7.00%

Source: Sales Tax Rates, Georgia Department of Revenue and the City of Atlanta, 2020 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. 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.

## Citywide Strategic Performance Measures

**World Class Infrastructure:** Since the Inauguration of Mayor Keisha Lance Bottoms in January of 2018, more than 28,000 potholes have been repaired. The City of Atlanta will continue to repair streets to ensure that we maintain a world class infrastructure.

**Safe and Welcoming City:** Atlanta experienced an increase in homicides and aggravated assaults in 2020. In response, the administration implemented the One Atlanta: One APD immediate action plan to address violent crime in the city. The administration also began the hard work of looking inward at the policies and practices of the police department to transform public safety in the city. Property crimes were down in the city in 2020.

**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. DCS continues to make technology investments that included a mobile app, which surpassed 4,221, downloads in 2020. In 2020, DCS received 495,273 calls which generated 448,904 service requests. These service requests ranged from a wide range of areas, which helped the City improve services for residents.

## Residents That Are Equipped for Success:

The pandemic created economic disruptions for households throughout our city. Mayor Bottoms took immediate steps to stop evictions and water disconnections, giving our families and businesses

that were hit the hardest and suffering the most some relief. Mayor Bottoms also launched the ATLStrong initiative with a commitment to ensure federal relief funds made it directly into the hands of Atlantans—in 2020, the City of Atlanta infused \$80 million of emergency support into our communities. More than 815 businesses impacted by the pandemic received financial support and nearly 6,000 families received emergency housing assistance. In addition to distributing relief funds, the City of Atlanta served thousands of people through emergency food programs and since March of last year, we have served more than 119,000 meals, including breakfast, lunch and dinner to students in the Atlanta Public School system.

**Economic Development:** The Office of Buildings issued 6,101 building permits in 2020. The Office of Buildings permitted over \$4.7B of new construction investment in 2020. Economic data provided by Invest Atlanta for 2020 includes:

- 222 economic and community development projects
- 4,742 jobs created or retained
- \$238 million in Invest Atlanta investment
- \$715 million in new capital investment
- 2,264 new housing units (including affordable units)
- 2,026 new affordable housing units (44%)
- \$1.7 billion in total economic output

**Affordable Housing:** In 2018, Mayor Bottoms pledged to invest \$1 billion towards creating and preserving affordable housing. Since taking office, nearly \$500 million of locally controlled public funds have gone towards affordable housing. To date more than 6,000 new and preserved affordable homes have been built.

**Transportation:** The launch of the city's first Department of Transportation (ADOT) streamlined City operations, resulting in a 40% reduction in administrative costs and a 65% increase in performance. In 2020, ADOT installed more than 8 miles of new and repaired sidewalks. ADOT also launched Vision Zero Initiative to eliminate traffic fatalities and serious injuries on our roads.



BUDGET  
SUMMARIES

FUND STRUCTURE

OPERATING AND CAPITAL 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 PERSONNEL

PROPOSED BUDGET  
FY 2022



# 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.

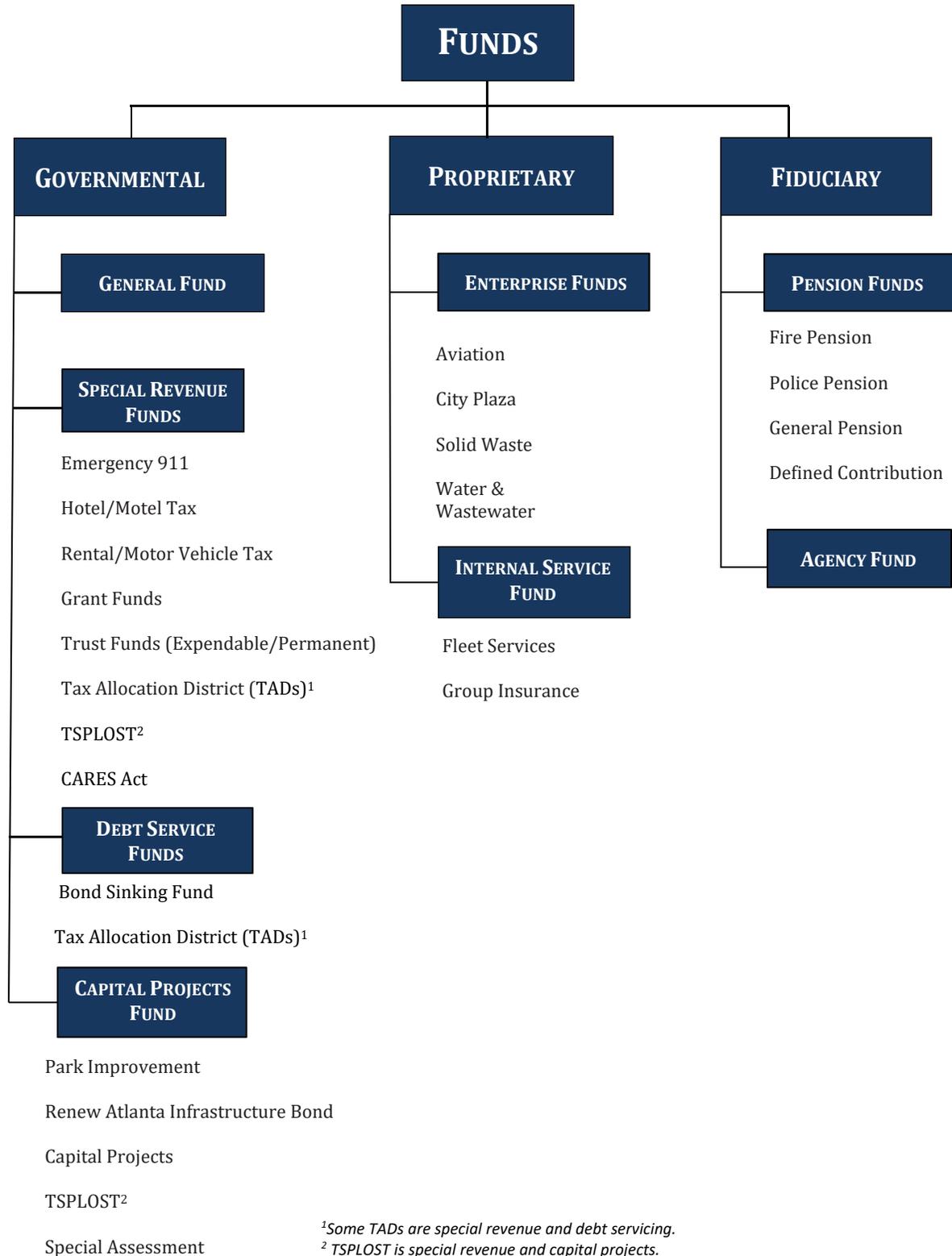
- *Enterprise Funds* are designed to be self-supporting. The Department of Watershed Management (DWM) Fund accounts for all activities associated with the provision and management of clean water, wastewater and storm water systems, and water pollution control services to individuals, organizations and 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, and the City Plaza Fund.
- The *Internal Service Funds* account for the activities of Motor Transport (Fleet) Services, and Group Insurance transactions related to the provision of life, accident, and medical insurance benefits through outside insurance companies for permanent employees and retirees of the City.

## FIDUCIARY FUNDS

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

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

# CITY OF ATLANTA FUND STRUCTURE



# 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, 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.
- 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 *E-911 Renewal Extension Fund* was created for the purpose of funding operating and project costs associated with the E-911 Communication Center.
- The activities of the *Internal Service Fund* 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)

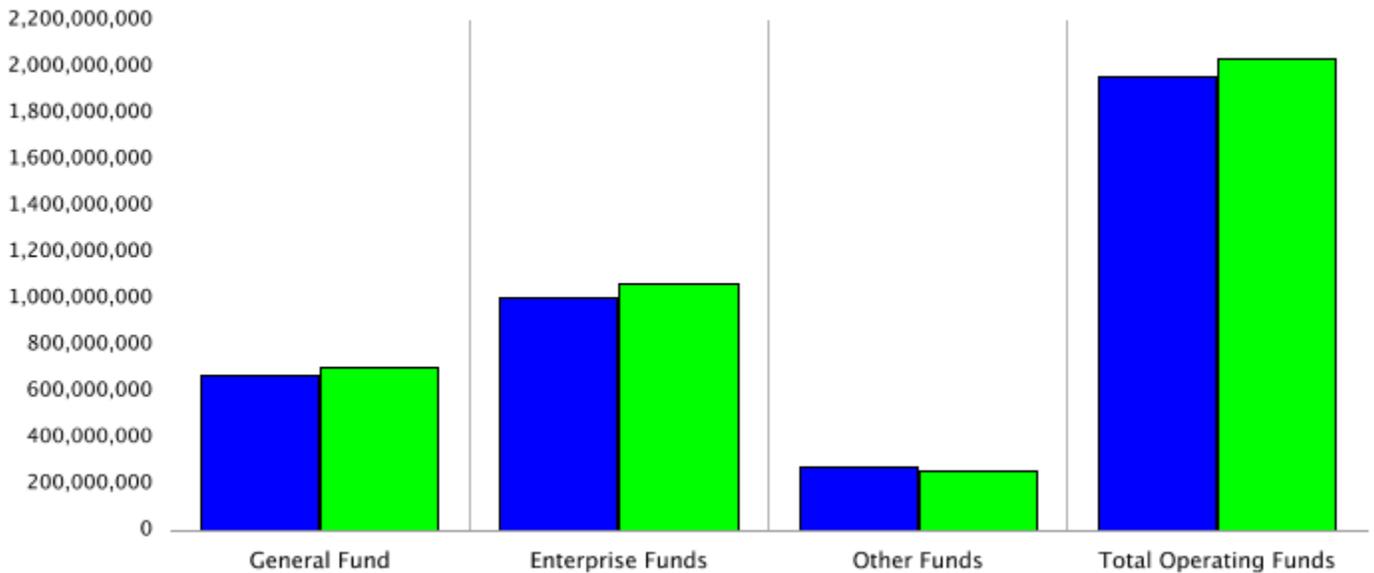


# SUMMARY OF OPERATING BUDGET BY FUNDS

## Final Proposed

	FY20 Actual	FY21 Adopted Budget	FY22 Budget	\$ Incr/Decr	% Incr/Decr
<b>General Fund</b>	<b>\$687,820,961</b>	<b>\$673,407,452</b>	<b>\$706,779,181</b>	<b>\$33,371,729</b>	<b>4.96%</b>
<b>Enterprise Funds</b>					
Airport Revenue Fund	\$361,302,595	\$370,080,802	\$425,213,005	\$55,132,203	14.90%
City Plaza Project Fund	\$895,315	\$1,001,000	\$1,002,001	\$1,001	0.10%
Solid Waste Services Revenue Fund	\$70,028,870	\$66,371,350	\$66,905,286	\$533,936	0.80%
Water & Wastewater Revenue Fund	\$624,262,913	\$569,728,208	\$577,255,955	\$7,527,747	1.32%
<b>Total Enterprise Funds</b>	<b>\$1,056,489,693</b>	<b>\$1,007,181,360</b>	<b>\$1,070,376,247</b>	<b>\$63,194,887</b>	<b>6.27%</b>
<b>Other Funds</b>					
Emergency 911 Telephone Fund	\$16,798,063	\$20,703,393	\$21,324,495	\$621,102	3.00%
Fleet Service Fund	\$36,676,564	\$37,707,096	\$37,837,324	\$130,228	0.35%
Group Insurance Fund	\$165,038,313	\$153,343,198	\$165,098,476	\$11,755,278	7.67%
Hotel/Motel Tax Fund	\$54,399,791	\$63,940,300	\$35,167,165	(\$28,773,135)	(45.00%)
Rental/Motor Vehicle Tax Fund	\$952,841	\$1,195,268	\$980,120	(\$215,148)	(18.00%)
<b>Total Other Funds</b>	<b>\$273,865,572</b>	<b>\$276,889,255</b>	<b>\$260,407,580</b>	<b>(\$16,481,675)</b>	<b>(5.95%)</b>
<b>Total Operating Funds</b>	<b>\$2,018,176,226</b>	<b>\$1,957,478,068</b>	<b>\$2,037,563,008</b>	<b>\$80,084,940</b>	<b>4.09%</b>

**Operating Budget by Fund**



■	FY21	\$673,407,452	\$1,007,181,360	\$276,889,255	\$1,957,478,068
■	FY22	\$706,779,181	\$1,070,376,247	\$260,407,580	\$2,037,563,008

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

# SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT

## Final Proposed

Fund/Department	FY20 Actual	FY21 Adopted	FY22 Budget	\$ Incr/Decr	% Incr/Decr
<b>General Fund</b>					
City Council	\$8,585,178	\$12,037,487	\$12,195,397	\$157,910	1.31%
Executive Offices	\$23,722,515	\$31,785,773	\$18,572,648	(\$13,213,125)	(41.57%)
Department of Atlanta Information Management	\$34,731,436	\$29,339,224	\$30,783,479	\$1,444,255	4.92%
Department Of Law	\$9,771,720	\$6,989,969	\$6,812,740	(\$177,229)	(2.54%)
Department of Corrections and Community Services	\$19,150,832	\$3,572,251	\$13,950,111	\$10,377,860	290.51%
Department Of Finance	\$16,123,293	\$16,305,154	\$16,741,047	\$435,893	2.67%
Department Of Procurement	\$2,647,829	\$2,981,816	\$3,109,583	\$127,767	4.28%
Department Of Public Works	\$53,908,703	\$0	\$0	\$0	-
Dept of Parks & Recreation	\$44,083,325	\$41,065,054	\$43,792,611	\$2,727,557	6.64%
Judicial Agencies	\$13,240,112	\$13,016,665	\$13,179,334	\$162,669	1.25%
Non-Departmental	\$96,404,838	\$92,985,838	\$91,630,454	(\$1,355,384)	(1.46%)
Department Of Human Resources	\$6,510,363	\$6,251,126	\$6,251,126	(\$28,922)	(0.46%)
Department Of Fire Services	\$94,055,761	\$96,762,247	\$104,371,848	\$7,609,601	7.86%
Department Of Police Services	\$207,259,853	\$215,013,960	\$230,234,324	\$15,220,364	7.08%
Department of City Planning	\$24,486,792	\$19,901,258	\$20,222,888	\$321,630	1.62%
Department Of The Solicitor	\$7,679,811	\$6,703,401	\$8,025,687	\$1,322,286	19.73%
The Office of the Inspector General	\$686,255	\$1,644,168	\$2,814,072	\$1,169,904	71.15%
Atlanta Citizens Review Board	\$827,864	\$1,367,940	\$1,422,060	\$54,120	3.96%
Department Of Audit	\$1,639,958	\$2,048,652	\$2,102,830	\$54,178	2.64%
Department Of Public Defender	\$3,708,156	\$3,898,182	\$4,646,286	\$748,104	19.19%
Department Of Enterprise Assets Management	\$16,674,641	\$17,142,890	\$18,161,624	\$1,018,734	5.94%
Department Of Customer Service	\$1,496,192	\$2,848,117	\$3,531,948	\$683,831	24.01%
Atlanta Department of Transportation	\$473,684	\$48,721,889	\$53,190,028	\$4,468,139	9.17%
Department of Grants and Community Development	-	\$995,470	\$1,037,055	\$41,585	4.18%
<b>Total General Fund</b>	<b>\$687,820,961</b>	<b>\$673,407,452</b>	<b>\$706,779,181</b>	<b>\$33,371,729</b>	<b>4.96%</b>
<b>Enterprise Funds</b>					
<b>Airport Revenue Fund</b>					
Executive Offices	\$441,793	\$727,350	\$541,526	(\$185,824)	(25.55%)
Department of Atlanta Information Management	\$557,041	\$492,342	\$491,534	(\$808)	(0.16%)
Department Of Law	\$3,587,464	\$7,144,582	\$6,773,275	(\$371,307)	(5.20%)
Department Of Finance	\$243,633	\$784,758	\$685,356	(\$99,402)	(12.67%)
Department Of Procurement	\$1,130,819	\$1,277,469	\$1,097,715	(\$179,754)	(14.07%)
Department Of Aviation	\$134,417,556	\$249,386,259	\$243,088,149	(\$6,298,110)	(2.53%)
Non-Departmental	\$173,838,279	\$50,694,953	\$114,065,393	\$63,370,440	125.00%
Department Of Human Resources	\$1,533,996	\$1,990,153	\$1,694,802	(\$295,351)	(14.84%)
Department Of Fire Services	\$24,762,429	\$32,082,960	\$30,856,851	(\$1,226,109)	(3.82%)
Department Of Police Services	\$20,036,152	\$24,286,380	\$24,725,223	\$438,843	1.81%
The Office of the Inspector General	\$108,463	\$256,801	\$224,580	(\$32,221)	(12.55%)
Department Of Audit	\$644,837	\$956,795	\$968,601	\$11,806	1.23%
Department Of Customer Service	\$132	-	\$0	\$0	-
<b>Total Airport Revenue Fund</b>	<b>\$361,302,595</b>	<b>\$370,080,802</b>	<b>\$425,213,005</b>	<b>\$55,132,203</b>	<b>14.90%</b>
<b>City Plaza Project Fund</b>					
Non-Departmental	\$895,315	\$1,001,000	\$1,002,001	\$1,001	0.10%
<b>Total City Plaza Project Fund</b>	<b>\$895,315</b>	<b>\$1,001,000</b>	<b>\$1,002,001</b>	<b>\$1,001</b>	<b>0.10%</b>
<b>Solid Waste Services Revenue Fund</b>					
Executive Offices	\$214,314	\$415,647	\$219,310	(\$196,337)	(47.24%)
Department of Atlanta Information Management	\$353,396	\$1,354,295	\$1,360,608	\$6,313	0.47%
Department Of Finance	\$404,552	\$640,660	\$637,130	(\$3,530)	(0.55%)
Department Of Procurement	\$31,830	\$101,804	\$43,083	(\$58,721)	(57.68%)
Department Of Public Works	\$48,478,246	\$55,719,705	\$56,358,434	\$638,729	1.15%
Non-Departmental	\$19,452,753	\$6,761,187	\$7,024,250	\$263,063	3.89%
Department Of Human Resources	\$401,459	\$397,261	\$250,465	(\$146,796)	(36.95%)
Department Of Customer Service	\$692,322	\$980,791	\$1,012,005	\$31,214	3.18%
<b>Total Solid Waste Services Revenue Fund</b>	<b>\$70,028,870</b>	<b>\$66,371,350</b>	<b>\$66,905,286</b>	<b>\$533,936</b>	<b>0.80%</b>
<b>Water &amp; Wastewater Revenue Fund</b>					
Executive Offices	\$21,748	\$13,870	\$13,870	\$0	0.00%
Department of Atlanta Information Management	\$2,781,003	\$5,568,826	\$5,607,111	\$38,285	0.69%
Department Of Law	\$5,589,776	\$7,915,857	\$7,912,661	(\$3,196)	(0.04%)
Department Of Finance	\$566,994	\$854,885	\$857,539	\$2,654	0.31%
Department Of Procurement	\$1,437,199	\$1,248,490	\$1,091,216	(\$157,274)	(12.60%)
Department Of Public Works	\$599,703	\$814,217	\$1,378,696	\$564,479	69.33%
Department Of Watershed Management	\$199,493,116	\$215,718,286	\$228,841,884	\$13,123,598	6.08%

# SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT

## Final Proposed

Fund/Department	FY20 Actual	FY21 Adopted	FY22 Budget	\$ Incr/Decr	% Incr/Decr
Department Of Aviation	(\$600)	\$0	-	\$0	-
Non-Departmental	\$404,827,013	\$330,112,605	\$324,857,627	(\$5,254,978)	(1.59%)
Department Of Human Resources	\$2,360,714	\$2,420,596	\$1,920,057	(\$500,539)	(20.68%)
Department Of Police Services	\$103,180	\$134,100	\$0	(\$134,100)	(100.00%)
Department Of The Solicitor	\$84,204	\$80,784	\$85,769	\$4,985	6.17%
The Office of the Inspector General	\$165,766	\$256,799	\$225,426	(\$31,373)	(12.22%)
Department Of Audit	\$818,919	\$956,795	\$972,944	\$16,149	1.69%
Department Of Customer Service	\$5,414,180	\$3,632,098	\$3,491,155	(\$140,943)	(3.88%)
<b>Total Water &amp; Wastewater Revenue Fund</b>	<b>\$624,262,913</b>	<b>\$569,728,208</b>	<b>\$577,255,955</b>	<b>\$7,527,747</b>	<b>1.32%</b>
<b>Other Funds</b>					
<b>Emergency Telephone System</b>					
Department of Atlanta Information Management	\$545,821	\$491,865	\$430,918	(\$60,947)	(12.39%)
Non-Departmental	(\$12,000)	-	-	-	-
Department Of Police Services	\$16,264,242	\$20,211,528	\$20,893,577	\$682,049	3.37%
<b>Total Emergency Telephone System</b>	<b>\$16,798,063</b>	<b>\$20,703,393</b>	<b>\$21,324,495</b>	<b>\$621,102</b>	<b>3.00%</b>
<b>Fleet Service Fund</b>					
Executive Offices	\$33,739	\$0	-	\$0	-
Department Of Finance	-	\$151,770	\$151,770	\$0	0.00%
Department Of Procurement	\$111,143	\$190,592	\$68,866	(\$121,726)	(63.87%)
Department Of Public Works	\$29,023,674	\$33,796,776	\$33,873,987	\$77,211	0.23%
Dept of Parks & Recreation	\$1,200	-	-	-	-
Non-Departmental	\$7,434,349	\$3,497,532	\$3,671,837	\$174,305	4.98%
Department Of Human Resources	\$72,459	\$70,427	\$70,864	\$437	0.62%
<b>Total Fleet Service Fund</b>	<b>\$36,676,564</b>	<b>\$37,707,096</b>	<b>\$37,837,324</b>	<b>\$130,228</b>	<b>0.35%</b>
<b>Group Insurance Fund</b>					
Non-Departmental	\$163,898,993	\$151,946,307	\$163,889,745	\$11,943,438	7.86%
Department Of Human Resources	\$1,139,320	\$1,396,891	\$1,208,731	(\$188,160)	(13.47%)
<b>Total Group Insurance Fund</b>	<b>\$165,038,313</b>	<b>\$153,343,198</b>	<b>\$165,098,476</b>	<b>\$11,755,278</b>	<b>7.67%</b>
<b>Hotel/Motel Tax Fund</b>					
Non-Departmental	\$54,399,791	\$63,940,300	\$35,167,165	(\$28,773,135)	(45.00%)
<b>Rental/Motor Vehicle Tax Fund</b>					
Non-Departmental	\$952,841	\$1,195,268	\$980,120	(\$215,148)	(18.00%)
<b>Total Operating Funds</b>	<b>\$2,018,176,226</b>	<b>\$1,957,478,068</b>	<b>\$2,037,563,008</b>	<b>\$80,084,940</b>	<b>4.09%</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Final Proposed

### General Fund

FY20 Actual	FY21 Adopted	DESCRIPTION	FY22 Budget
\$128,778,544	\$130,928,729	Salaries, Regular	\$133,999,920
\$2,631,901	\$3,476,351	Salaries, Perm Part-Time	\$3,512,351
\$150,441,658	\$155,455,429	Salaries, Sworn	\$168,573,747
\$10,170,561	\$2,636,288	Salaries, Extra Help	\$2,436,284
\$3,386,435	\$0	Salaries, Extra Help-Sworn	-
\$24,884,356	\$13,774,382	Overtime	\$10,025,116
\$12,239,016	\$20,034,691	Pen Cont Fire Pen Fd	\$20,034,691
\$19,527,640	\$31,517,873	Pen Cont Police Pen Fd	\$37,880,557
\$20,933,105	\$19,031,673	Pen Cont Gen Emp Pen Fd	\$22,810,211
\$7,800,655	\$10,626,720	Defined Contribution	\$8,865,422
\$6,037,138	\$8,900,401	Workers' Compensation	\$8,900,422
\$51,114,688	\$43,401,380	Other Personnel Costs	\$48,908,282
<b>\$437,945,698</b>	<b>\$439,783,918</b>	<b>Sub Total</b>	<b>\$465,947,003</b>
\$105,805,785	\$91,514,640	Purchased / Contracted Services	\$91,621,981
\$43,239,743	\$37,562,345	Supplies	\$38,664,134
\$184,037	\$6,364,603	Capital Outlays	\$6,673,085
\$17,388,399	\$14,771,277	Interfund / Interdepartmental Charges	\$20,014,336
\$39,310,402	\$38,851,512	Other Costs	\$42,504,935
\$6,483,378	\$31,490,970	Debt Service	\$28,865,713
(\$1,181)	\$3,193,115	Conversion / Summary	\$2,000,000
\$37,464,699	\$9,875,072	Other Financing Uses	\$10,487,996
<b>\$249,875,263</b>	<b>\$233,623,534</b>	<b>Sub Total</b>	<b>\$240,832,179</b>
<b>\$687,820,961</b>	<b>\$673,407,452</b>	<b>Total</b>	<b>\$706,779,181</b>

### ENTERPRISE FUNDS

#### Airport Revenue Fund

FY20 Actual	FY21 Adopted	DESCRIPTION	FY22 Budget
\$39,330,440	\$46,635,536	Salaries, Regular	\$52,228,934
\$566	-	Salaries, Perm Part-Time	\$0
\$21,844,973	\$27,532,366	Salaries, Sworn	\$27,053,857
\$469,306	\$431,442	Salaries, Extra Help	\$97,942
\$372,039	\$0	Salaries, Extra Help-Sworn	-
\$8,074,573	\$7,111,267	Overtime	\$6,913,844
\$3,594,015	\$5,690,309	Pen Cont Fire Pen Fd	\$5,690,309
\$1,721,164	\$3,556,659	Pen Cont Police Pen Fd	\$4,346,677
\$4,687,948	\$5,816,438	Pen Cont Gen Emp Pen Fd	\$7,163,228
\$1,534,374	\$2,286,837	Defined Contribution	\$2,185,303
\$376,827	\$462,350	Workers' Compensation	\$462,351
\$11,563,466	\$9,850,449	Other Personnel Costs	\$11,361,819
<b>\$93,569,691</b>	<b>\$109,373,653</b>	<b>Sub Total</b>	<b>\$117,504,263</b>
\$121,026,012	\$181,872,524	Purchased / Contracted Services	\$172,062,554
\$14,378,400	\$18,460,112	Supplies	\$17,772,087
\$2,020,660	\$1,453,600	Capital Outlays	\$426,560
\$16,596,613	\$14,633,932	Interfund / Interdepartmental Charges	\$15,641,480
\$8,093,973	\$7,333,005	Other Costs	\$7,005,421
(\$46,045,082)	-	Debt Service	-
-	\$0	Conversion / Summary	\$1,233,319
\$151,662,327	\$36,953,975	Other Financing Uses	\$93,567,321
<b>\$267,732,904</b>	<b>\$260,707,149</b>	<b>Sub Total</b>	<b>\$307,708,742</b>
<b>\$361,302,595</b>	<b>\$370,080,802</b>	<b>Total</b>	<b>\$425,213,005</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Final Proposed

### City Plaza Project Fund

FY20 Actual	FY21 Adopted	DESCRIPTION	FY22 Budget
-	-	Salaries, Regular	\$0
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	-	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
-	-	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
-	-	Pen Cont Gen Emp Pen Fd	-
-	-	Defined Contribution	-
-	-	Workers' Compensation	-
-	-	Other Personnel Costs	\$0
-	-	<b>Sub Total</b>	<b>\$0</b>
\$0	\$234,840	Purchased / Contracted Services	\$947,343
-	-	Supplies	-
-	-	Capital Outlays	-
\$190,315	\$52,010	Interfund / Interdepartmental Charges	\$54,658
\$0	\$0	Other Costs	-
\$705,000	\$714,150	Debt Service	\$0
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
<b>\$895,315</b>	<b>\$1,001,000</b>	<b>Sub Total</b>	<b>\$1,002,001</b>
<b>\$895,315</b>	<b>\$1,001,000</b>	<b>Total</b>	<b>\$1,002,001</b>

### Solid Waste Services Revenue Fund

FY20 Actual	FY21 Adopted	DESCRIPTION	FY22 Budget
\$16,318,324	\$18,165,728	Salaries, Regular	\$20,857,062
\$55,787	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
\$372,613	\$355,323	Salaries, Extra Help	\$144,605
-	-	Salaries, Extra Help-Sworn	-
\$1,644,660	\$1,797,183	Overtime	\$1,797,182
-	-	Pen Cont Fire Pen Fd	-
\$0	-	Pen Cont Police Pen Fd	-
\$3,507,696	\$4,449,217	Pen Cont Gen Emp Pen Fd	\$5,364,298
\$415,773	\$469,602	Defined Contribution	\$495,661
\$1,380,017	\$3,169,491	Workers' Compensation	\$2,569,537
\$3,278,227	\$4,242,129	Other Personnel Costs	\$4,908,289
<b>\$26,973,097</b>	<b>\$32,648,672</b>	<b>Sub Total</b>	<b>\$36,136,633</b>
\$11,638,705	\$13,695,999	Purchased / Contracted Services	\$11,848,207
\$1,711,568	\$832,196	Supplies	\$1,173,107
\$349,355	\$54,317	Capital Outlays	\$0
\$16,949,368	\$13,070,121	Interfund / Interdepartmental Charges	\$13,654,292
\$9,881,771	\$1,515,397	Other Costs	\$1,535,397
\$2,525,007	\$2,457,649	Debt Service	\$2,557,649
-	\$0	Conversion / Summary	-
\$0	\$2,097,000	Other Financing Uses	-
<b>\$43,055,773</b>	<b>\$33,722,678</b>	<b>Sub Total</b>	<b>\$30,768,652</b>
<b>\$70,028,870</b>	<b>\$66,371,350</b>	<b>Total</b>	<b>\$66,905,286</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Final Proposed

### Water & Wastewater Revenue Fund

FY20 Actual	FY21 Adopted	DESCRIPTION	FY22 Budget
\$70,983,400	\$75,696,252	Salaries, Regular	\$75,454,345
\$14,412	-	Salaries, Perm Part-Time	-
\$38,918	\$83,861	Salaries, Sworn	-
\$1,443,976	\$574,305	Salaries, Extra Help	\$573,405
-	-	Salaries, Extra Help-Sworn	-
\$8,099,598	\$4,836,069	Overtime	\$4,831,370
-	-	Pen Cont Fire Pen Fd	-
\$215,710	\$25,829	Pen Cont Police Pen Fd	-
\$12,528,619	\$12,751,094	Pen Cont Gen Emp Pen Fd	\$14,738,776
\$2,294,935	\$2,036,607	Defined Contribution	\$2,136,524
\$1,048,715	\$1,383,129	Workers' Compensation	\$1,379,558
\$12,995,899	\$12,273,888	Other Personnel Costs	\$12,127,373
<b>\$109,664,182</b>	<b>\$109,661,035</b>	<b>Sub Total</b>	<b>\$111,241,351</b>
\$66,972,267	\$85,486,418	Purchased / Contracted Services	\$92,330,899
\$44,866,159	\$45,723,919	Supplies	\$49,225,812
\$19,670	\$13,870	Capital Outlays	\$13,870
\$14,704,351	\$18,669,611	Interfund / Interdepartmental Charges	\$19,556,007
\$10,148,108	\$29,124,182	Other Costs	\$28,983,322
\$15,428,298	\$30,026,420	Debt Service	\$36,755,780
(\$40)	\$21,026,292	Conversion / Summary	\$12,741,815
\$362,459,917	\$229,996,461	Other Financing Uses	\$226,407,099
<b>\$514,598,731</b>	<b>\$460,067,173</b>	<b>Sub Total</b>	<b>\$466,014,604</b>
<b>\$624,262,913</b>	<b>\$569,728,208</b>	<b>Total</b>	<b>\$577,255,955</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Final Proposed

### OTHER FUNDS

#### Emergency Telephone System

FY20 Actual	FY21 Adopted	DESCRIPTION	FY22 Budget
\$6,068,200	\$7,512,923	Salaries, Regular	\$7,479,503
-	-	Salaries, Perm Part-Time	-
\$162,967	-	Salaries, Sworn	-
\$292,239	\$263,698	Salaries, Extra Help	\$263,698
\$6,563	-	Salaries, Extra Help-Sworn	-
\$1,902,395	\$923,905	Overtime	\$923,905
-	-	Pen Cont Fire Pen Fd	-
\$27,246	\$59,270	Pen Cont Police Pen Fd	\$34,791
\$1,568,658	\$1,646,954	Pen Cont Gen Emp Pen Fd	\$2,070,807
\$131,627	\$155,984	Defined Contribution	\$168,397
\$16,128	\$36,598	Workers' Compensation	\$36,598
\$1,382,113	\$1,505,861	Other Personnel Costs	\$1,585,320
<b>\$11,558,135</b>	<b>\$12,105,193</b>	<b>Sub Total</b>	<b>\$12,563,019</b>
\$4,873,593	\$8,120,787	Purchased / Contracted Services	\$8,284,062
\$79,363	\$477,414	Supplies	\$477,414
\$195,638	\$0	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
\$91,334	\$0	Other Costs	-
-	-	Debt Service	-
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
<b>\$5,239,928</b>	<b>\$8,598,201</b>	<b>Sub Total</b>	<b>\$8,761,476</b>
<b>\$16,798,063</b>	<b>\$20,703,393</b>	<b>Total</b>	<b>\$21,324,495</b>

#### Fleet Service Fund

FY20 Actual	FY21 Adopted	DESCRIPTION	FY22 Budget
\$6,891,552	\$8,408,691	Salaries, Regular	\$8,638,658
\$0	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
\$21,413	\$0	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
\$301,923	\$334,067	Overtime	\$334,067
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
\$1,643,776	\$1,790,032	Pen Cont Gen Emp Pen Fd	\$2,147,369
\$169,258	\$177,877	Defined Contribution	\$189,432
\$237,333	\$107,578	Workers' Compensation	\$107,578
\$1,529,209	\$1,523,892	Other Personnel Costs	\$1,778,882
<b>\$10,794,463</b>	<b>\$12,342,137</b>	<b>Sub Total</b>	<b>\$13,195,986</b>
\$6,487,586	\$6,223,795	Purchased / Contracted Services	\$6,223,795
\$11,432,636	\$15,265,131	Supplies	\$14,245,892
\$79,211	\$15,500	Capital Outlays	\$15,500
\$7,880,444	\$3,807,489	Interfund / Interdepartmental Charges	\$4,134,813
\$2,224	-	Other Costs	-
\$0	\$21,338	Debt Service	\$21,338
-	\$0	Conversion / Summary	-
-	\$31,706	Other Financing Uses	\$0
<b>\$25,882,100</b>	<b>\$25,364,960</b>	<b>Sub Total</b>	<b>\$24,641,338</b>
<b>\$36,676,564</b>	<b>\$37,707,096</b>	<b>Total</b>	<b>\$37,837,324</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Final Proposed

### Group Insurance Fund

FY20 Actual	FY21 Adopted	DESCRIPTION	FY22 Budget
\$759,955	\$814,646	Salaries, Regular	\$650,946
\$0	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
\$13,653	\$55,354	Salaries, Extra Help	\$55,354
-	-	Salaries, Extra Help-Sworn	-
\$23	\$1,041	Overtime	\$1,041
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
\$95,327	\$95,368	Pen Cont Gen Emp Pen Fd	\$85,840
\$26,604	\$19,561	Defined Contribution	\$20,798
\$0	\$2,836	Workers' Compensation	\$2,836
\$821,047	\$99,683	Other Personnel Costs	\$83,514
<b>\$1,716,609</b>	<b>\$1,088,489</b>	<b>Sub Total</b>	<b>\$900,329</b>
\$112,926	\$1,689,383	Purchased / Contracted Services	\$1,689,383
\$1,944	\$3,561	Supplies	\$3,561
(\$101)	\$0	Capital Outlays	-
\$2,409,999	\$1,681,176	Interfund / Interdepartmental Charges	\$1,766,785
\$160,334,865	\$148,880,589	Other Costs	\$160,738,418
\$462,072	\$0	Debt Service	-
-	-	Conversion / Summary	-
\$0	\$0	Other Financing Uses	-
<b>\$163,321,704</b>	<b>\$152,254,709</b>	<b>Sub Total</b>	<b>\$164,198,147</b>
<b>\$165,038,313</b>	<b>\$153,343,198</b>	<b>Total</b>	<b>\$165,098,476</b>

### Hotel/Motel Tax Fund

FY20 Actual	FY21 Adopted	DESCRIPTION	FY22 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	-
-	-	<b>Sub Total</b>	-
-	-	Purchased / Contracted Services	-
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
-	-	Depreciation And Amortization	-
\$43,063,463	\$44,768,965	Other Costs	\$26,378,890
-	-	Debt Service	-
-	-	Conversion / Summary	-
\$11,336,328	\$19,171,335	Other Financing Uses	\$8,788,275
<b>\$54,399,791</b>	<b>\$63,940,300</b>	<b>Sub Total</b>	<b>\$35,167,165</b>
<b>\$54,399,791</b>	<b>\$63,940,300</b>	<b>Total</b>	<b>\$35,167,165</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Final Proposed

### Rental/Motor Vehicle Tax Fund

FY20 Actual	FY21 Adopted	DESCRIPTION	FY22 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	-
-	-	<b>Sub Total</b>	-
-	-	Purchased / Contracted Services	-
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
-	-	Depreciation And Amortization	-
\$952,841	\$1,195,268	Other Costs	\$980,120
-	-	Debt Service	-
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
<b>\$952,841</b>	<b>\$1,195,268</b>	<b>Sub Total</b>	<b>\$980,120</b>
<b>\$952,841</b>	<b>\$1,195,268</b>	<b>Total</b>	<b>\$980,120</b>
<b>\$2,018,176,226</b>	<b>\$1,957,478,068</b>	<b>Grand Total</b>	<b>\$2,037,563,008</b>

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

## SUMMARY OF REVENUES AND EXPENSES

### General Fund

Revenues	FY20 Actuals	FY21 Adopted	FY22 Budget
Property Taxes	\$227,987,043	\$232,106,376	\$227,940,084
Public Utility, Alcoholic Beverage and Other Taxes	\$104,027,102	\$100,626,410	\$100,264,630
Local Option Sales Taxes	\$110,769,790	\$122,150,372	\$112,895,712
Licenses and Permits Revenue	\$119,237,199	\$105,375,616	\$114,496,657
Other Revenue	\$16,510,674	\$19,489,286	\$13,708,347
Charges For Current Services	\$5,520,449	\$3,383,385	\$4,068,417
Federal Revenues	\$362,271	\$0	\$53,286,196
Fines, Forfeitures and Penalties	\$18,540,938	\$14,430,426	\$6,131,091
Building Rentals and Concessions	\$4,542,194	\$4,285,096	\$5,370,027
Indirect Costs Recovery	\$41,022,450	\$34,877,555	\$35,780,446
Hotel & Motel Tax Revenue	\$11,336,328	\$15,985,075	\$12,018,090
Pilot & Franchise Fees	\$20,990,162	\$20,697,855	\$20,819,484
<b>Total Revenues</b>	<b>\$680,846,601</b>	<b>\$673,407,452</b>	<b>\$706,779,181</b>

Expenditures	FY20 Actuals	FY21 Adopted	FY22 Budget
Personnel Services and Employee Benefits	\$437,945,698	\$439,783,918	\$465,947,003
Purchased / Contracted Services	\$105,805,785	\$91,514,640	\$91,621,981
Supplies	\$43,239,743	\$37,562,345	\$38,664,134
Capital Outlays	\$184,037	\$6,364,603	\$6,673,085
Interfund / Interdepartmental Charges	\$17,388,399	\$14,771,277	\$20,014,336
Other Costs	\$39,310,402	\$38,851,512	\$42,504,935
Debt Service	\$6,483,378	\$31,490,970	\$28,865,713
Conversion / Summary	(\$1,181)	\$3,193,115	\$2,000,000
Other Financing Uses	\$37,464,699	\$9,875,072	\$10,487,996
<b>Total Expenditures</b>	<b>\$687,820,961</b>	<b>\$673,407,452</b>	<b>\$706,779,181</b>

## SUMMARY OF REVENUES AND EXPENSES

### Airport Revenue Fund

<b>Revenues</b>	<b>FY20 Actuals</b>	<b>FY21 Adopted</b>	<b>FY22 Budget</b>
Licenses And Permits	\$35,356	\$48,000	\$48,000
Charges For Services	\$443,100,242	\$366,789,382	\$422,552,500
Fines And Forfeiture	\$1,690	\$0	-
Investment Income	\$3,716,319	-	-
Miscellaneous Revenues	(\$819,532)	\$3,243,420	\$2,612,505
Other Financing Sources	\$5,044,015	-	-
<b>Total Revenues</b>	<b>\$451,078,090</b>	<b>\$370,080,802</b>	<b>\$425,213,005</b>

<b>Expenditures</b>	<b>FY20 Actuals</b>	<b>FY21 Adopted</b>	<b>FY22 Budget</b>
Personnel Services and Employee Benefits	\$93,569,691	\$109,373,653	\$117,504,263
Purchased / Contracted Services	\$121,026,012	\$181,872,524	\$172,062,554
Supplies	\$14,378,400	\$18,460,112	\$17,772,087
Capital Outlays	\$2,020,660	\$1,453,600	\$426,560
Interfund / Interdepartmental Charges	\$16,596,613	\$14,633,932	\$15,641,480
Other Costs	\$8,093,973	\$7,333,005	\$7,005,421
Debt Service	(\$46,045,082)	-	-
Conversion / Summary	-	\$0	\$1,233,319
Other Financing Uses	\$151,662,327	\$36,953,975	\$93,567,321
<b>Total Expenditures</b>	<b>\$361,302,595</b>	<b>\$370,080,802</b>	<b>\$425,213,005</b>

## SUMMARY OF REVENUES AND EXPENSES

### City Plaza Project Fund

<b>Revenues</b>	<b>FY20 Actuals</b>	<b>FY21 Adopted</b>	<b>FY22 Budget</b>
Investment Income	\$42,715	\$0	-
Miscellaneous Revenues	\$1,460,000	\$1,001,000	\$1,002,001
<b>Total Revenues</b>	<b>\$1,502,715</b>	<b>\$1,001,000</b>	<b>\$1,002,001</b>

<b>Expenditures</b>	<b>FY20 Actuals</b>	<b>FY21 Adopted</b>	<b>FY22 Budget</b>
Purchased / Contracted Services	\$0	\$234,840	\$947,343
Interfund / Interdepartmental Charges	\$190,315	\$52,010	\$54,658
Debt Service	\$705,000	\$714,150	\$0
<b>Total Expenditures</b>	<b>\$895,315</b>	<b>\$1,001,000</b>	<b>\$1,002,001</b>

## SUMMARY OF REVENUES AND EXPENSES

### Solid Waste Services Revenue Fund

Revenues	FY20 Actuals	FY21 Adopted	FY22 Budget
Taxes	\$1,205,195	\$469,603	\$455,515
Licenses And Permits	\$132,584	-	-
Intergovernmental Revenues	\$150,000	\$0	-
Charges For Services	\$73,246,811	\$65,901,747	\$66,449,771
Investment Income	(\$6,570)	\$0	-
<b>Total Revenues</b>	<b>\$74,728,020</b>	<b>\$66,371,350</b>	<b>\$66,905,286</b>

Expenditures	FY20 Actuals	FY21 Adopted	FY22 Budget
Personnel Services and Employee Benefits	\$26,973,097	\$32,648,672	\$36,136,633
Purchased / Contracted Services	\$11,638,705	\$13,695,999	\$11,848,207
Supplies	\$1,711,568	\$832,196	\$1,173,107
Capital Outlays	\$349,355	\$54,317	\$0
Interfund / Interdepartmental Charges	\$16,949,368	\$13,070,121	\$13,654,292
Other Costs	\$9,881,771	\$1,515,397	\$1,535,397
Debt Service	\$2,525,007	\$2,457,649	\$2,557,649
Other Financing Uses	\$0	\$2,097,000	-
<b>Total Expenditures</b>	<b>\$70,028,870</b>	<b>\$66,371,350</b>	<b>\$66,905,286</b>

## SUMMARY OF REVENUES AND EXPENSES

### Water & Wastewater Revenue Fund

Revenues	FY20 Actuals	FY21 Adopted	FY22 Budget
Charges For Services	\$468,537,513	\$480,608,208	\$482,250,955
Investment Income	\$2,488,202	\$1,000,000	\$1,000,000
Miscellaneous Revenues	\$223,494	\$120,000	\$80,000
Other Financing Sources	\$146,696,416	\$88,000,000	\$93,925,000
<b>Total Revenues</b>	<b>\$617,945,626</b>	<b>\$569,728,208</b>	<b>\$577,255,955</b>

Expenditures	FY20 Actuals	FY21 Adopted	FY22 Budget
Personnel Services and Employee Benefits	\$109,664,182	\$109,661,035	\$111,241,351
Purchased / Contracted Services	\$66,972,267	\$85,486,418	\$92,330,899
Supplies	\$44,866,159	\$45,723,919	\$49,225,812
Capital Outlays	\$19,670	\$13,870	\$13,870
Interfund / Interdepartmental Charges	\$14,704,351	\$18,669,611	\$19,556,007
Other Costs	\$10,148,108	\$29,124,182	\$28,983,322
Debt Service	\$15,428,298	\$30,026,420	\$36,755,780
Conversion / Summary	(\$40)	\$21,026,292	\$12,741,815
Other Financing Uses	\$362,459,917	\$229,996,461	\$226,407,099
<b>Total Expenditures</b>	<b>\$624,262,913</b>	<b>\$569,728,208</b>	<b>\$577,255,955</b>

## SUMMARY OF REVENUES AND EXPENSES

### Emergency Telephone System

<b>Revenues</b>	<b>FY20 Actuals</b>	<b>FY21 Adopted</b>	<b>FY22 Budget</b>
Taxes	\$155,949	\$0	-
Charges For Services	\$22,045,381	\$20,703,393	\$21,324,495
<b>Total Revenues</b>	<b>\$22,201,330</b>	<b>\$20,703,393</b>	<b>\$21,324,495</b>

<b>Expenditures</b>	<b>FY20 Actuals</b>	<b>FY21 Adopted</b>	<b>FY22 Budget</b>
Personnel Services and Employee Benefits	\$11,558,135	\$12,105,193	\$12,563,019
Purchased / Contracted Services	\$4,873,593	\$8,120,787	\$8,284,062
Supplies	\$79,363	\$477,414	\$477,414
Capital Outlays	\$195,638	\$0	-
Other Costs	\$91,334	\$0	-
<b>Total Expenditures</b>	<b>\$16,798,063</b>	<b>\$20,703,393</b>	<b>\$21,324,495</b>

## SUMMARY OF REVENUES AND EXPENSES

### Fleet Service Fund

<b>Revenues</b>	<b>FY20 Actuals</b>	<b>FY21 Adopted</b>	<b>FY22 Budget</b>
Charges For Services	\$36,533,474	\$37,624,807	\$37,754,212
Investment Income	\$129,815	\$0	-
Miscellaneous Revenues	\$84,144	\$82,289	\$83,112
<b>Total Revenues</b>	<b>\$36,747,433</b>	<b>\$37,707,096</b>	<b>\$37,837,324</b>

<b>Expenditures</b>	<b>FY20 Actuals</b>	<b>FY21 Adopted</b>	<b>FY22 Budget</b>
Personnel Services and Employee Benefits	\$10,794,463	\$12,342,137	\$13,195,986
Purchased / Contracted Services	\$6,487,586	\$6,223,795	\$6,223,795
Supplies	\$11,432,636	\$15,265,131	\$14,245,892
Capital Outlays	\$79,211	\$15,500	\$15,500
Interfund / Interdepartmental Charges	\$7,880,444	\$3,807,489	\$4,134,813
Other Costs	\$2,224	-	-
Debt Service	\$0	\$21,338	\$21,338
Other Financing Uses	-	\$31,706	\$0
<b>Total Expenditures</b>	<b>\$36,676,564</b>	<b>\$37,707,096</b>	<b>\$37,837,324</b>

## SUMMARY OF REVENUES AND EXPENSES

### Group Insurance Fund

<b>Revenues</b>	<b>FY20 Actuals</b>	<b>FY21 Adopted</b>	<b>FY22 Budget</b>
Charges For Services	\$152,775,656	\$153,343,198	\$165,098,476
Miscellaneous Revenues	\$3,652	-	-
<b>Total Revenues</b>	<b>\$152,779,308</b>	<b>\$153,343,198</b>	<b>\$165,098,476</b>

<b>Expenditures</b>	<b>FY20 Actuals</b>	<b>FY21 Adopted</b>	<b>FY22 Budget</b>
Personnel Services and Employee Benefits	\$1,716,609	\$1,088,489	\$900,329
Purchased / Contracted Services	\$112,926	\$1,689,383	\$1,689,383
Supplies	\$1,944	\$3,561	\$3,561
Capital Outlays	(\$101)	\$0	-
Interfund / Interdepartmental Charges	\$2,409,999	\$1,681,176	\$1,766,785
Other Costs	\$160,334,865	\$148,880,589	\$160,738,418
Debt Service	\$462,072	\$0	-
<b>Total Expenditures</b>	<b>\$165,038,313</b>	<b>\$153,343,198</b>	<b>\$165,098,476</b>

## SUMMARY OF REVENUES AND EXPENSES

### Hotel/Motel Tax Fund

#### Revenues

	FY20 Actuals	FY21 Adopted	FY22 Budget
Taxes	\$54,399,791	\$63,940,300	\$35,167,165
<b>Total Revenues</b>	<b>\$54,399,791</b>	<b>\$63,940,300</b>	<b>\$35,167,165</b>

#### Expenditures

	FY20 Actuals	FY21 Adopted	FY22 Budget
Other Costs	\$43,063,463	\$44,768,965	\$26,378,890
Other Financing Uses	\$11,336,328	\$19,171,335	\$8,788,275
<b>Total Expenditures</b>	<b>\$54,399,791</b>	<b>\$63,940,300</b>	<b>\$35,167,165</b>

## SUMMARY OF REVENUES AND EXPENSES

### Rental/Motor Vehicle Tax Fund

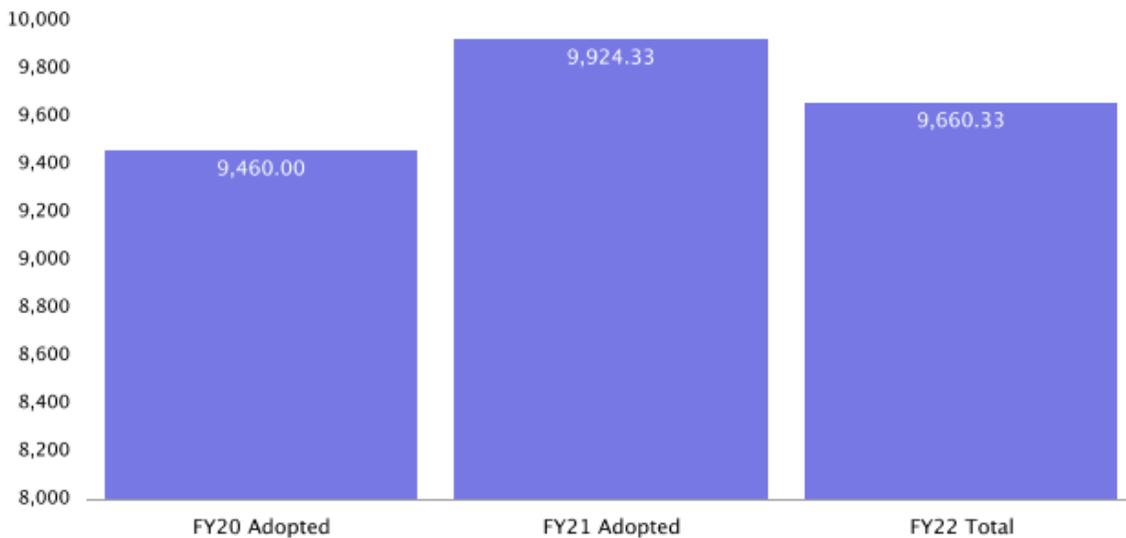
<b>Revenues</b>	<b>FY20 Actuals</b>	<b>FY21 Adopted</b>	<b>FY22 Budget</b>
Taxes	\$952,841	\$1,195,268	\$980,120
<b>Total Revenues</b>	<b>\$952,841</b>	<b>\$1,195,268</b>	<b>\$980,120</b>

<b>Expenditures</b>	<b>FY20 Actuals</b>	<b>FY21 Adopted</b>	<b>FY22 Budget</b>
Other Costs	\$952,841	\$1,195,268	\$980,120
<b>Total Expenditures</b>	<b>\$952,841</b>	<b>\$1,195,268</b>	<b>\$980,120</b>

# SUMMARY OF PERSONNEL

	FY20	FY21	FY22 Final Proposed			FY22 vs.
	Adopted	Adopted	Operating	Other	Total	FY21 Change
030000 City Council	48.00	48.00	48.00	-	48.00	0.00
040000 Executive Offices	185.96	265.00	194.50	11.50	206.00	(59.00)
050000 Department of Atlanta Information Management	148.67	159.00	159.00	3.00	162.00	3.00
080000 Department Of Law	98.00	99.00	113.14	0.87	114.00	15.00
090000 Department of Corrections and Community Services	227.50	232.00	210.00	-	210.00	22.00)
100000 Department Of Finance	158.17	169.00	156.00	10.00	166.00	(3.00)
110000 Department Of Procurement	80.50	85.00	81.00	2.00	83.00	(2.00)
130000 Department Of Public Works	965.00	988.00	665.80	-	65.80	(322.20)
140000 Dept of Parks & Recreation	536.00	503.00	448.00	64.00	512.00	9.00
170000 Department Of Watershed Management	1,766.50	1,742.00	1,316.00	293.00	1,609.00	(133.00)
180000 Department Of Aviation	736.90	757.00	714.00	2.00	716.00	(41.00)
190000 Judicial Agencies	148.00	182.00	185.00	-	185.00	3.00
220000 Department Of Human Resources	158.00	149.00	138.00	5.00	143.00	(6.00)
230000 Department Of Fire Services	1,154.00	1,207.33	1,184.33	-	1,184.33	(23.00)
240000 Department Of Police Services	2,376.00	2,605.00	2,603.00	3.00	2,606.00	1.00
250000 Department of City Planning	276.05	309.00	233.00	19.00	252.00	(57.00)
260000 Department Of The Solicitor	80.00	88.00	88.00	-	88.00	0.00
270000 The Office of the Inspector General	-	11.00	18.00	-	18.00	7.00
280000 Atlanta Citizens Review Board	8.00	9.00	9.00	-	9.00	0.00
290000 Department Of Audit	21.00	19.00	16.93	0.07	17.00	(2.00)
300000 Department Of Public Defender	36.00	45.00	46.00	-	46.00	1.00
310000 Department Of Enterprise Assets Management	123.00	131.00	122.00	-	122.00	(9.00)
320000 Department Of Customer Service	113.75	114.00	122.00	-	122.00	8.00
330000 Atlanta Department of Transportation	6.00	6.00	348.66	2.26	350.92	344.92
340000 Department of Grants and Community Development	-	-	6.00	-	6.00	6.00
<b>Total Full-Time Equivalent Employees</b>	<b>9,460.00</b>	<b>9,924.33</b>	<b>9,225.36</b>	<b>415.69</b>	<b>9,660.33</b>	<b>(264.00)</b>

**Summary of Personnel**



REVENUE  
OVERVIEW

ECONOMIC OUTLOOK  
REVENUE FORECAST SUMMARY

PROPOSED BUDGET  
FY 2022



# ECONOMIC OUTLOOK

## THE U.S ECONOMIC OUTLOOK FOR 2021

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

Absent another lockdown of the population and broad shutdown of the economy, the COVID-19 recession is over. It lasted three months – March through May – making it the shortest US recession. It was short because the fiscal and monetary policy responses were truly massive. The fiscal policy responses authorized in spring 2020 equaled almost 13 percent of pre-pandemic GDP. In addition, the initial fiscal policy responses were very timely. For example, government assistance payments were quickly distributed to households and businesses. The monetary policy response also was timely and very aggressive. The Federal Reserve quickly cut policy interest rates to zero, engaged in massive quantitative easing, and set up a wide range of credit facilities to support the credit markets thereby preventing the economic crisis created by COVID-19 from morphing into a financial crisis. Credit markets – the lifeblood of any modern economy – continued to function. In addition, the broad “stay-at-home” orders issued by many states in March and April were partially lifted in May and June. It helped tremendously that the US economy was in very good shape when the pandemic began without many large imbalances that needed to be corrected. The US-China trade war, paradoxically, hardened businesses’ supply chains against the logistics problems that accompanied the global lockdowns. Therefore, once government stimulus hit the streets and restrictions on mobility and business were lifted people emerged

and many types of businesses partially or fully reopened.

Although brief, the COVID-19 recession was very steep and is without a historical precedent. Inflation-adjusted (real) GDP fell at an annualized rate of 31 percent in the second quarter of 2020, following a 5 percent (annual rate) drop in the first quarter. The annualized rate of decline shows how much economic activity would have plunged if drop in GDP in that quarter were sustained for an entire year. It is a good way to gauge the intensity a downturn. By this measure, the second quarter drop was the steepest contraction ever recorded for the US economy, reflected the unique nature of a recession characterized by the deliberate shutdown of large swaths of the economy to contain a pandemic. The peak-to-trough drop in GDP over the entire course of the COVID-19 recession provides a better measure of the cumulative effect of the recession on the overall economy (as opposed to the intensity of the downturn within a single quarter). The peak-to-trough plunge in real GDP was 10 percent. The peak-to-trough decline was two and one half times larger than the 4 percent drop experienced during the Great Recession – December 2007 through June 2009. Of course, the 26 percent peak-to-trough decline in GDP during the Great Depression was much larger, but that drop was spread over many years rather than just a few months and therefore less surreal. The labor market was severely impacted by the COVID-19 lockdowns. In

just two months, 22 million jobs – one out of every seven – were lost. The unemployment rate soared from 3.5 percent in February to 14.7 percent in April. Many of those layoffs were initially classified as temporary, but became permanent.

The COVID-19 recession is unique in the US experience because its duration and depth were largely the result of deliberate actions by government to shut-down the economy in order to flatten the curve of the pandemic to prevent overburdening the healthcare system. In prior pandemics – the Spanish flu (1917-18) and the deadly 1957 flu, the economic repercussions were relatively minor because the economy was not deliberately shut down. The “stay-at-home” orders and business shutdowns flattened the curve of the COVID-19 pandemic and saved lives, but lockdowns of the entire population and the shutdown of large economic sectors are inefficient, inflict tremendous economic damage, and therefore in practice cannot be maintained for very long. The imposition of broad lockdowns and shutdowns dramatically steepened COVID-19 downturn. A more limited use of population lockdowns and business shutdowns that targeted the most vulnerable subsets of the population as well as high-contact industries (especially those where economic losses are relatively minor) probably would have reduced virus transmission while simultaneously limiting the economic damage wrought by COVID-19. In addition, a more targeted approach is more sustainable. Ideally, business shutdowns should be based on a rigorous evaluation of the tradeoffs between the risk of virus transmission and the size of the economic losses. Moreover, there’s no doubt that a nationwide mandate to use face masks would have reduced the toll of the pandemic on human health and on the US economy.

The Terry College expects the economic recovery from the COVID-19 recession to

occur in three distinct phases: an initial “bounce” in economic activity due to the lifting of “stay-at-home” restrictions and business re-openings; followed by an extended period of “choppy” economic growth that lingers until either a medical solution to the virus is widely adopted and/or herd immunity is attained; followed by a period of steady, sustainable, above-average economic growth. The “bounce” phase is over. The US economy is now in the “choppy” phase of the recovery. It will be a slog. There will be many powerful crosscurrents and perhaps some stops and re-starts. The Terry College does not expect another round of widespread lockdowns of the population or shut-downs of businesses. The US economy therefore is unlikely to slide back into another deep recession. Nonetheless, economic growth will not gain traction until an effective vaccine (or other medical solution) to the virus is widely available and adopted, which we assume will occur in mid-2021.

If the Terry College’s assumption that an effective vaccine is widely adopted by mid-2021, then US GDP will increase by 3.7 percent in 2021, which compares favorably to the 3.8 percent decline estimated for 2020. Since the decline in US GDP that occurred in 2020 was large – a peak-to-trough contraction of 10 percent – and the projected rate of 2021 GDP growth is modest (3.7 percent), GDP will not surpass its’ previous peak until mid-2021. Similarly, labor market conditions will improve in 2021, but the number of jobs will grow more slowly than GDP. On an annual average basis, total nonfarm employment will expand by 0.9 percent in 2021. That gain compares well to the 6 percent decline estimated for 2020, but the labor market will not recover the 22.2 million job lost to the COVID-19 recession until 2023. Only then can the US economy be considered healed, but it will be a very different economy.

## **The “Bounce”**

Late in the second quarter, many state’s eased restrictions on businesses’ operations and on people’s movement. Despite contagion fears and social distancing, people emerged from the spring lockdowns. Many businesses reopened – fully or partially. Pent-up demand was released. There was a sharp rebound in consumer spending. Retail sales quickly recovered and spending on both durable and nondurable goods quickly surpassed pre-pandemic levels. Retailers, home sellers, and providers of services that could not be postponed any longer benefited the most. That initial rush to spend represents a rebound from extreme shocks and massive economic stimulus rather than economic reality. Nonetheless, economic activity surged. On an annualized basis third quarter GDP increased by 33 percent. The third quarter “bounce” returned US GDP to 97 percent of its pre-pandemic level, up from only 90 percent of its pre-pandemic level in the second quarter. The surge in economic activity as measured by GDP was extremely uneven and many types of businesses did not benefit very much. For example, consumers strongly shifted their spending from services to goods. The labor market also rebounded. In the initial three month rebound – May through July, the number of jobs rose by 7.1 percent, reversing 42 percent of the peak-to-trough drop in employment.

## **The “Slog”**

In final quarter of 2020, the US economic recovery slowed sharply. The economic realities of permanent job and income losses set in. Many of the fiscal stimulus programs passed in the early months of the pandemic were winding down. Politicians found it difficult to agree on an additional large stimulus package. Anxiety about skipped payments to landlords and lenders increased. Forbearance policies

were expiring, or were set to expire in 2021. Meanwhile, the COVID-19 pandemic continued. Most states saw a re-intensification of the virus. Although consumer confidence was higher than during the lockdown period, it was stuck at levels fundamentally inconsistent with solid growth in consumer spending. Personal and business bankruptcies began to rise and many more were expected in the not too distant future. And, the COVID-19 pandemic continued. Official lockdowns were over, but many, even among those who are not members of vulnerable populations, continued to self-isolate. Almost everyone practiced social distancing, which limits the spread of the virus, but also restrains the economic recovery, especially for providers of high-contact services. The Terry College estimates that the annualized rate of GDP growth dropped from 33 percent in the third quarter of 2020 to about 3 percent in the fourth quarter.

In 2021, a balance of positive forces over negative forces should sustain the US economy recovery, but it will continue to be a slog. V-shaped recoveries for retailers and housing are the biggest positives, but are also the biggest exceptions. The recovery will not be V-shaped recovery for most types of business. It will help that households have saved a lot and will spend some of their savings. That should sustain consumer spending, which is vital to the recovery. The Federal Reserve will do “whatever it takes” to support the struggling US economy, including keeping policy interest rates at zero into 2023. It is very good that COVID-19 dramatically accelerated the adoption of digital technology and remote work in a wide range of industries. Capital spending, innovation, and productivity will benefit from the increasing digitization of the US economy. Digitization and the move towards remote work will support

increased spending for high-tech equipment in 2021 and beyond. Indeed, capital goods orders will fare better in the wake of the COVID-19 recession than in the wake of the Great Recession. Meanwhile, depleted inventories and firmer orders will shore up industrial production, albeit from depressed levels. A weaker dollar will make US exports less expensive in foreign markets and foreign imports more expensive in US markets, but because nearly all foreign economies will be struggling the contribution that international trade makes to US GDP growth will be small.

There are nearly as many negatives. Most importantly, the pandemic is not over. Self-quarantine, contagion fears, and social distancing will continue to keep many businesses from getting back to operating normally. We may see a resurgence of the virus during the traditional cold and flu season, but very few states will shut down their economies a second time. That's because many policymakers realize that another broad population lockdown or broad business shutdown would be economically devastating. Due to social distancing and contagion fears many high-contact business will continue to operate at greatly reduced capacity levels (e.g., lodging, airlines, and dine-in restaurants), which will not be profitable for many firms. Some types of businesses will remain essentially shut down (e.g., live entertainment). Some businesses will never reopen (many restaurants and movie theatres). The debt that companies incurred to survive the pandemic may limit their growth during the recovery. Increasingly, people will come to accept the reality that their job and income losses are permanent rather than temporary and will scale back spending. Most of the large federal fiscal stimulus programs enacted at the beginning of the pandemic wound down in the third quarter of 2020. More federal stimulus is needed, but it is

unlikely to provide enough support to accelerate the pace of the economic recovery. Business and personal bankruptcies will rise dramatically 2021, which will be a source of persistent layoffs. Put it all together and the year-over-year rate of GDP growth will be about 3.7 percent in 2021. Growth will be weak in early 2021, but under the assumption that an effective vaccine is widely available and adopted in mid-2021, GDP growth will be strong in the remainder of the year.

### **The “New Normal”**

Once an effective vaccine and/or treatment is widely available and adopted, the US economy will fully engage and will quickly shift onto a higher – above average – growth trajectory. The pace of growth will be faster and steadier. The recovery will be less fragile and more durable as well. It should be noted that even with a vaccine that's very effective it's likely that mask wearing and some degree of social distancing (for vulnerable segments of the population) will be necessary. The Terry College assumes that one or more approved COVID-19 vaccines will be widely available in the US by mid-2021. If this assumption holds, the third and fourth quarters of 2021 will experience annualized rates of GDP growth of about 5 percent. At that time, the labor market will begin to heal faster, too. If an effective vaccine is not developed by mid-2021, then it will take much longer to reach herd immunity and, in turn, longer before the economy truly engages and fully recovers. Essentially, achieving herd immunity without an effective vaccine would delay full economic recovery, perhaps by a year or more.

The expectation of an above-average pace of GDP growth in the second half of 2021 reflects a dramatic broadening of the US economic expansion to include even the most severely impacted industries and geographies. That broadening will be

possible at that time only because of the widespread vaccination of the US population. For the first time since the pandemic began, high-contact industries such as restaurants, hotels, and live entertainment will be able to fully engage. Similarly, regional economies highly dependent on travel, hospitality, tourism, and public transportation will finally gain traction and move forward. Consumer and business confidence will rise significantly, releasing animal spirits heretofore restrained by contagion fears.

### **Recession Risks**

The risks are skewed to the downside. COVID-19 remains the main recession risk. A dramatic worsening of the pandemic could cause the economy to go back into recession. Even if there is not a dramatic surge in the number of COVID-19 cases, more federal fiscal stimulus may be needed to avoid a double-dip recession. A mistake in the US government's response to the pandemic is a downside risk to the forecast. Inadequate federal fiscal stimulus and/or mistakes in the wind down of the massive stimulus programs already in place are possible. Because risks are tilted towards the downside, it is better to err on the side of too much stimulus rather than not enough – especially given that interest rates are at, or near, record lows.

Recent rapid growth in lending to highly leveraged businesses represents another risk to the US economic expansion. Corporate leverage is at historic highs – 49 percent of GDP. The default risk is difficult to gauge, partially because a significant share of leveraged loans are held by the “shadow banking” sector, which includes small funds and finance companies. Defaults there could spill over into the formal finance sector and create a financial crisis. The Federal Reserve has taken notice of the rise in corporate debt levels and created a facility to buy corporate

debt. The Federal Reserve's ability to backstop non-investment grade debt is limited, however. Because interest rates are extremely low, leveraged lending to businesses probably will not trigger a double-dip recession in the coming year, but it could worsen a recession triggered by another factor. A related risk is the size of the junk corporate bond market. Excessive risk taking took place in these two areas of the financial system.

In addition to domestic risks, there are at least two non-trivial geopolitical risks capable of triggering another downturn – trade tensions with China and high levels of sovereign debt. Even with the Phase One trade deal, the US-China trade war may cause another recession and any major escalation could be fatal to the US economic recovery. The higher tariffs enacted in 2018-19 were not a large enough percentage of GDP to push the US economy into recession, but most remain in place and will be an economic headwind. At this juncture, a worsening of relations with China or other major trading partners is capable of pushing the US economy into recession. Due to both the COVID-19 pandemic and insufficient deleveraging after the Great Recession, sovereign debt levels are very high and could bring on a global financial crisis. A sovereign debt crisis that begins in the EU, or developing economies, could quickly spread to other financial markets and take down the US economy.

Put it all together and we estimate the overall risk that a recession begins before the end of 2021 is about 40 percent.

### **Consumer Spending**

The Terry College expects the consumer will be the main strength of the 2021 economy. In contrast, the Federal Government was the main strength of the 2020 economy. On an inflation-adjusted basis, personal consumption expenditures

will grow by about 4 percent in 2021. That will be quite an accomplishment given that personal income is expected to decline due to a massive drop in federal assistance transfers to households. The increase in consumer spending will be possible due to a drop in the personal savings rate from about 17 percent in 2020 to about 8 percent in 2021. That amounts to \$1 trillion in spending out of accumulated savings.

Another factor powering increases in consumer spending is 0.9 percent job growth in 2021. Gradually improving labor market conditions will support modest growth in wages and salaries, with compensation per hour rising by about 1 percent. More importantly, the number of hours worked will rise. That favorable combination will support growth of wage and salary income in 2021. Unfortunately, personal income derived from all other major sources – transfer payments, earned interest, dividends, and rent – will decline. The decline in transfer payments will be especially large and will be the main culprit behind the overall drop in personal income. It will be large due to the wind down of the federal government’s massive stimulus programs enacted in 2020.

Growth in consumer credit will contribute significantly to the projected increase in consumer spending. Consumer credit markets contracted significantly in 2020, but the pullback was confined to revolving credit. In 2021, credit will expand, with revolving credit growing much faster than non-revolving credit. Job growth and the lower unemployment rate will support credit growth. Another very positive factor that will support credit growth is that household balance sheets are still in good shape. Credit will be more available to households in 2021 than in 2020 and it will be very inexpensive. Debt burdens borne by households therefore are very low. For example, the ratio of debt payments to households after tax income

was 9.5 percent prior to the COVID-19 recession and are expected to rise to about 10 percent in 2021. In comparison, the debt service ratio was 13 percent leading up to the Great Recession. Another positive for the outlook for consumer spending is that many households locked in historically low mortgage rates in 2020, lowering their mortgage payments. More will do so in 2021. Consumers will take on more home equity debt and will spend aggressively for home improvements, which is high octane fuel for the economy. The proportion homeowners who extract cash from the refinancing of their home mortgages probably will rise slightly, but it will not surge as it did prior to the Great Recession.

Consumer confidence currently is not very high. Uncertainty regarding COVID-19, fears of a double-dip recession, the high – albeit declining – unemployment rate, and the wind down of massive government support programs will keep consumers’ confidence from rallying very much until a vaccine is widely available. Job growth should keep confidence above recessionary levels, but barely so. If our assumption that one or more effective vaccines are widely availability in the second half of 2021 holds, then consumers’ confidence will rise substantially at that time. That will go a long ways towards transforming a weak and “choppy” recovery into a strong and steady recovery that ushers in an extended period of above-average US GDP growth.

Less positively, wealth-effect spending will probably be absent in 2021. A global savings glut has caused the prices of almost all types of assets to be bid up. There’s probably still some limited upside potential for home prices. Bond prices should hold firm, but equity markets are very richly valued. Stock prices therefore are vulnerable to correction. That’s a fundamental concern for consumer spending going forward as growth in

household wealth has been on the increase since 2009, exceeding income growth in most years. Turmoil in stock markets could reduce financial equity wealth. As noted above, home prices should continue to increase, albeit at a slower pace than in recent years. That is important to the outlook because real estate wealth tends to have a larger influence on overall consumer spending than equity-based wealth. Changes in equity-based wealth have a significant influence on spending for luxury items and on spending by retirees – or near retirees, however.

On an annual average basis, consumers' outlays will increase much faster (4 percent) in 2021 than in 2020 (-4 percent). Traditional lenders will loosen credit to customers with good credit scores. Non-traditional lenders will loosen credit to customers with poor credit scores. Vehicle sales will rise by at least 15 percent. Sales of light trucks will be very strong. The expectation for higher vehicle sales mostly reflects fundamental economic improvements that generate new demand and release pent-up demand (e.g., deferred replacement needs) for new vehicles. There are some additional factors that will boost vehicle sales, however. In post-pandemic America, people will be less inclined to use public transportation or ride share and more inclined to use personal owned vehicles. Similarly, personal vehicle sales should benefit from peoples' greater interest in traveling by car to destinations closer to home rather than to far-flung destinations by plane or cruise ship. In addition, stronger preferences for detached homes in the suburbs over attached housing in, or near, city centers should boost demand for new vehicles. This sanguine outlook for vehicle sales assumes that supply chain issue are largely resolved.

Spending for durable goods and services will increase faster than spending for nondurable goods. For example, strong

housing markets will support sales of durable household equipment and furniture and other home-related goods and services. As discussed above, vehicle sales will increase substantially. Price increases and demographic factors will cause spending on pharmaceuticals and other medical products to rise. Spending on grocery items will rise moderately from already elevated levels, but once a vaccine is available restaurants will begin to take market share back from grocers. One result will be more intense competition among retailers which will lead to margin compression. Spending on clothing and footwear will increase slowly. Among services, providers of health care will see above average growth in spending. In second half of 2021, the widespread availability of a vaccine will boost sales for many of the high-contact service businesses that can't fully return to normal as long as the pandemic rages. Although full economic recovery for many types of service businesses will take a long time, the year-over-year percentage gains will be very strong. Consumers' spending on luxury goods should expand in line with the overall economy, but such spending will be very sensitive to the performance of the US stock market. At the time of this writing, the US stock market appears to be vulnerable to setbacks.

### **Labor Markets**

In 2021, the US labor market will continue to recover, but slowly until after a vaccine is widely available. On an annual average basis, total nonfarm employment will increase by 0.9 percent in 2021, which will not go far in terms of offsetting the massive job losses that occurred in 2020. Once a vaccine is available, job growth will accelerate sharply and become much more broadly based across industries. At that time, many businesses will find that they are significantly understaffed, and will boost hiring.

Some industries that suffered the greatest job losses during 2020 will post the largest percentage gains in 2021. The leisure and hospitality is a good example. The “other services” industry, which includes many high-contact services, will also see fast job growth. Professional and business services firms will see the third fastest rate of job growth. The information industry will add jobs due to the rapid digitization of the economy and the roll out of 5G networks. Transportation and utilities will see limited or no job growth. Manufacturing, retailing, construction, and government formation are the major sectors expected to shed jobs. Industrial production will increase by about 5 percent due to firming orders and lean inventories, but production probably will not increase fast enough to offset jobs lost to automation and other gains in labor productivity. Manufacturing will struggle due to trade tensions, supply chain disruptions, past appreciation of the dollar, and slow global growth. Despite trade tensions, reshoring production will not be a major factor in 2021, with the possible exception of pharmaceuticals and other medical goods. Retail sales will increase, but retail jobs will continue to be lost as market shares shift to less labor-intensive channels. Homebuilders will be hiring, but job losses in nonresidential construction will offset job gains in residential construction. State and local government employment will decline due to disappointing revenue collections, with state government posting the largest percentage declines. Natural resources and mining also will see job losses, but these industries do not employ many workers.

GDP growth will sustain job creation, with the pace of job growth accelerating significantly once a vaccine is widely available. It will help that venture capital – which fuels job creation – will be more available in 2021 than in 2020. Less positively, foreign direct investment will

remain at very depressed levels throughout 2021. That is a major negative for the job outlook, especially for gateway metropolitan areas that have come to depend on foreign direct investment.

Assuming that labor force participation does not rise quickly, net job creation will be fast enough to bring down the unemployment rate substantially, from its peak of 14.7 percent to below 7 percent in late 2021. The unemployment rate will be high throughout 2021, but it will be moving in the right direction. The high unemployment rate will vent some of the pressures on wages and limit inflation.

With the unemployment rate at elevated levels throughout 2021, the balance of power will favor buyers of labor over sellers of labor, which is a major reversal of the situation prior to COVID-19 when workers had the upper hand. In 2021, it may still be difficult to hire workers that have very specialized training or educational requirements, however. For example, there will be shortages of some types of construction workers and truck drivers.

In 2021, wages and benefits will rise by about 1 percent. Compensation per hour therefore will increase very modestly. Health insurance costs will be the primary force behind benefit cost increases. Faster productivity growth coupled with slow wage growth will cause unit labor costs to drop by -0.5 percent in 2021. That will make US firms more competitive. Another implication of the drop in unit labor costs is that inflation should be well contained, which provides the Federal Reserve the latitude to keep short-term policy interest rates at zero and expand the size of its balance sheet.

## **Housing**

Home sales and homebuilding will be very important drivers of US GDP growth in

2021. That will be mostly due to record low mortgage rates and cyclical factors, but demographic trends also will support the housing industry in 2021. For example, Millennials are reaching the age where they will buy homes in much larger numbers, especially in Southern and Western states where overall population growth is relatively strong. Telecommuting and social distancing make the home more important to many people. Due to COVID-19 many older homeowners are likely to stay in their single-family homes longer than originally planned, postponing their moves from single family housing to retirement communities or assisted living facilities. The postponement of moves by elderly homeowners to multiunit housing arrangements means fewer existing single-family homes will be on the market to satisfy buyers' needs. The upshot of these considerations is that the number of single-family home starts for new construction will increase by about 25 percent in 2021.

Existing single-family home prices rose substantially in 2013-20. Existing home prices will continue to rise, but at a more moderate rate – about 2.5 percent in 2021. As the record of home price appreciation lengthens, potential homebuyers who have been waiting on the sidelines are opting to become homeowners. Many investors pulled the trigger on home purchases in late 2011 or in 2012, but people who buy homes to live in them did so in increasing numbers in 2013-20. In 2021, the share of homes sold to people who live in them will rise and the share sold to investors will decline.

Going forward, the performance of the housing market will depend on the performance of the labor market, changes in mortgage rates, and credit conditions. New jobs and bigger paychecks – plus appreciating home values – will give more people the wherewithal and the

confidence to buy homes, sustaining the housing market's growth in 2021 and beyond.

Prevailing mortgage rates are a tremendous bargain, and rates are expected to remain close to historically low levels through 2023. Rock bottom mortgage rates will be the strongest driver of the housing recovery. Lending standards will ease for homebuyers making home mortgages easier to obtain in 2021 than in 2020. Lending standards for new home construction and new residential developments will be good. Credit lines and money to builders will be more available due to reduced concerns about a double-dip recession, especially in the second half of the year. Supply constraints – the scarcity of developed lots and a shortage of lumber and skilled construction tradespeople – will continue to be a factor slowing recovery of the homebuilding industry. Financing for lot development will be more available in 2021 than in recent years, reflecting good prospects for new home sales.

Trade tensions, visa restrictions, past appreciation of the US dollar, and weak foreign economies will reduce the number of foreign investors who are looking to buy residential properties in the US. Until 2020, foreign buyers played a major role in the recovery of housing markets in the urban core of many large US MSAs, especially for luxury flats and townhomes.

Another potentially negative for homebuilding is the reduced rate of household formation, which never fully rebounded from the lows reached after the Great Recession. Job losses in 2020 caused many young adults to move back in with family members, or simply to stay in their parents' home a bit longer. The wind down of many mortgage forbearance programs launched during the COVID-19 recession will put more foreclosed homes on the market in 2021. The influx of

distressed properties will prevent home prices from rising as quickly in 2021 as in recent years. Due to the tight inventory situation, the Terry College does not expect home prices to decline in 2021.

### **Non-Residential Construction**

Spending for new nonresidential construction will decrease in 2021. The down cycle that began in the second quarter of 2020 will continue. Low rents, high vacancy rates, and little or no absorption are powerful headwinds that will not overcome the tailwind generated by very low interest rates. Low yields and financial market volatility do make investors more interested in income-producing property as an asset class, but the risks are too high. In most markets, tenants will have the upper hand in lease negotiations. Credit conditions will tighten for those looking to build nonresidential structures, and will be very bad in markets with high vacancy rates. Even beyond COVID-19, trade tensions, dollar strength, and visa restrictions will dampen foreign investors' interest in US real estate. In 2021, there will be a few bright spots. For example, spending will increase to build data centers, communications infrastructure, and warehouses.

Office and retail vacancy rates are already very high in too many markets and will continue to rise throughout 2021. COVID-19 permanently accelerated the trend towards remote work, which will reduce office headcounts and the overall demand for office space going forward. One counter trend, however, is that in post-pandemic America more space probably will be allocated to each office worker, reducing density to allow for greater social distancing at work. Hence, the demand for office space probably will not decline as sharply as office headcounts might otherwise suggest. The overall effect, however, is likely to be less

utilization of office space per dollar of US GDP. Demand for new office space will be most resilient in lower-density urban and suburban markets, especially where high technology and health care industries are concentrated. One positive factor is that the construction pipeline was not very full at the onset of the pandemic. Hence, the delivery of projects in the development pipeline will not hurt non-residential construction to the extent that it did in the wake of the Great Recession.

Even though consumers' spending for goods recovered very quickly, retail is tremendously overbuilt and under demolished. The glut of retail space will sharply limit new retail construction. Financing will be very difficult to obtain. Competition from online retailers decreases the need to build more stores, but it will increase the need to build more distribution centers. Industrial development will be very limited with new development focusing on locations with logistical advantages.

Due to fiscal constraints stemming from lower revenue collections, spending by state governments for publicly funded structures will decline. Public construction by local governments will fare somewhat better due to a relatively high reliance on property and sales taxes rather than income taxes. Although, residential property values will continue to increase, nonresidential property values will decline. In most jurisdictions, the overall property tax digest will benefit from upward adjustments in assessed property values, but tax digest may decline in areas with high proportions of office and retail properties. Typically, such adjustments lag movements in market prices by several years. In 2021, property tax bases will continue to benefit from the upturn in residential real estate prices. Therefore, local governments' property tax bases will be supportive of revenue collections and in turn public construction.

In 2020, sales tax collections benefited because retail sales quickly recovered. In 2021, spending on both durable and nondurable goods will exceed pre-pandemic levels, mostly because consumers are not spending as much on services. Unlike most retail goods, many services purchased by households are not subject to sales taxes. Thus, the reallocation of consumers' expenditures from services towards goods has favored sales tax collections.

### **Businesses' Spending for Equipment**

Due to growth of end markets, technological advances, competitive pressures, and less regulation, businesses' spending for equipment and intellectual property will increase by about 5 percent in 2021. That percentage increase could be larger should a medical solution to the virus be found quickly and/or should trade tensions loosen appreciably. As things stand, businesses' spending on equipment and intellectual property will provide a good tailwind to US GDP growth. The need to improve productivity and access to inexpensive credit will support such spending, but the combination of COVID-19 and the trade war creates too much uncertainty for capital spending to expand vigorously. Some businesses therefore will not move forward with much needed capital spending. Downside risks include delays in finding a medical solution to the virus, an escalation of the trade war, slower than expected recovery for oil prices, lower stock prices, and possible turmoil in the financial markets.

By historical standards, businesses' capital spending has been very weak for an extended period. Consequently, there is a long-term need to increase spending on nonresidential fixed investment despite low levels of capacity utilization. That is because too much of the US capital stock is getting quite old, or is in the wrong industry, or in the wrong location. In

recent years, businesses have spent aggressively on stock buybacks and acquisitions, but have not spent aggressively on equipment and other forms of capital that raise productivity. Investments have been deferred for so long that replacement needs will raise capital spending in 2021.

Capacity utilization is very low and therefore will be a headwind for business spending for equipment and software. In July 2020, the rate of capacity utilization in all industries was 71 percent, which was up from its low point of 64 percent in April 2020. Nonetheless, the long-run (1972-2018) average rate of capacity utilization for all industries in the US is 80 percent. Because the rate of capacity utilization is well below its long-term average, capacity utilization alone will not spur capacity additions in 2021.

Capacity utilization varies by industry, with some major subsectors operating above, or below their long-term averages. For example, in July 2020, capacity utilization for industries producing crude goods was 75 percent, a rate 11 percentage points below its long-run average. Capacity utilization at the primary and semi-finished stages of production was 69 percent, a rate 11 percentage points below its long-term average. Capacity utilization for goods at the finished stages of production was 70 percent, a rate 7 percentage points below its long-run average.

### **Corporate Profits**

Due to COVID-19, corporate profits fell sharply in 2020, but are expected to rise substantially in 2021. To a considerable extent, the expectation of a high percentage gain in corporate profits in 2021 reflects easy comparisons to depressed profits reported for 2020. Consequently, earnings per share will not quickly return to pre-pandemic levels.

The forecast for 3.5 percent inflation-adjusted US GDP bodes well for a partial rebound in domestically generated corporate profits. Plus, due to poor labor markets conditions unit labor costs are expected to decline slightly in 2021, which is a tailwind for corporate profits. Very low interest rates will help profit margins, especially for debt-heavy and capital-intensive businesses. Expense management and more broadly based – albeit moderate – growth in demand for goods and services will support profits. Cash flow will be stronger and financing should still be reasonably easy to obtain, and as noted above it will be inexpensive. The recovery of housing markets and substantially more single-family homebuilding will boost profits for many home-related industries. Growth in spending for business equipment bodes well for profits earned by technology-oriented companies. Productivity growth is likely to be positive and productivity is a panacea for profits, wages, and the overall economy.

On the minus side, slow economic recoveries from COVID-19 in the EU and other developed economies will limit overseas earnings growth. In addition, past appreciation of the dollar will make it expensive for companies to convert earnings in foreign markets to dollars. The dollar's value will moderate only slightly in 2021, which will not provide much help to profit growth based on overseas earnings. Another problem is that businesses' pricing power will not be very strong in 2021. Many companies will resist price increased in order to lure back customers lost during the pandemic. Competition will be intense as companies struggle. Some industries will take a long time to recover from COVID-19 and will not return to profitability in 2021. Air transportation, the cruise industry and movie theatres are a few examples of industries where profits will be elusive, and perhaps for many years. It is also

important to recognize that financial institutions' profit margins will be severely constrained by a much flatter than normal yield curve.

### **International Trade**

Uncertainty about COVID-19 as well as US trade policy and tariffs adds considerable risk to the 2021 forecast for international trade. The Phase One trade deal suggests that trade tensions will not escalate. Indeed, the Terry College's baseline forecast assumes that the US-China trade war does not escalate, but it also assumes that trade tensions will remain very high. In 2021, real exports and imports will grow at about the same pace, but imports and exports of goods will do better than imports and exports of services. The 2021 trade gap will be larger than in 2020. The main obstacles to faster US export growth are the same as in 2020: COVID-19, the trade war and past appreciation of the US dollar. In addition, foreign GDP growth will be slower than US GDP growth in 2021. In 2021, the US dollar's value will be quite high, which limits prospects for US exports. The US dollar probably will depreciate slightly in 2021, but the depreciation will be minor compared to the appreciation that has recently transpired.

### **Inflation & Monetary Policy**

Consumer price inflation will increase by only 1.9 percent in 2021, which is above the 1.1 percent rate estimated for 2020. The main reason why inflation will be low is that the economy will be weak and not fully recovered from the COVID-19 recession. The Federal Reserve will keep short-term policy interest rates between 0.0 percent and 0.25 percent in 2021. Many of the usual drivers of inflation will be lacking. The elevated unemployment rate and low levels of capacity utilization reduce the prospects for inflation. The

strong dollar will help keep inflation at bay.

In 2021, labor market conditions will strengthen, but not nearly enough to support much inflation, much less ignite rapidly accelerating inflation. Indeed, employment will barely grow at all on an annual average basis. The Federal Reserve therefore can continue very stimulative monetary policy without worrying too much about consumer price inflation getting much traction in 2021, but it probably should be concerned about asset price bubbles.

The Federal Reserve will keep interest rates low for several years. In addition, the Federal Reserve has increased the size of its balance sheet – quantitative easing – and will do so again in 2021, especially if long-term rates rise too much or if a double-dip recession develops.

### **Crude Oil Markets**

Absent significant supply interruptions or additional price premiums due to increased political tensions it is likely that oil prices will be higher in 2021 than in 2020, but will remain below the long-term equilibrium level of about \$55 per barrel. The global economic recovery is the main factor that will push oil prices higher. Another factor is restraint on the part of non-OPEC producers who will find it very difficult to obtain financing to boost production. Rig counts will be low in 2021. OPEC producers are expected to take back market share from non-OPEC producers. Because oil markets are so volatile, a significant supply interruption would cause oil to trade significantly higher. There is no shortage of potential negative supply shocks. The major downside risk for the oil price outlook is global recession.

### **Productivity**

In the wake of most recessions, productivity increases and that familiar

pattern will play out in 2021, but a limiting factor is that over the last decade there has not been very much capital deepening – adding more capital per worker. The uncertainties surrounding COVID-19 and international trade caused many businesses to further postpone spending for investment. More positively, social distancing and more emphasis on remote work encouraged businesses to invest more in labor saving equipment and processes. The current surplus of workers, however, discourages employers from using their workers more efficiently, which limits productivity growth.

Unfortunately, many of the long-term factors behind weak productivity growth will not lessen and may intensify. In the not too distant future, we are likely to see higher overall federal tax burdens to help pay down the national debt. That will limit productivity growth. Another problem is that slower gains in educational achievement contribute to sub-par productivity growth. We are simply not adding enough to human capital to generate average, or above average, productivity growth. Many state and local governments reduced inflation-adjusted spending per student for both K-12 and higher education. Less public support for the nation's research universities erodes our comparative advantage in innovation. Moreover, public spending priorities appear to be moving towards providing more support to the retired rather than to educational institutions and students. Access to higher education therefore will continue to be more expensive. Another effect of less public support for higher education is that the US innovation ecosystem will suffer. The aging of the population also limits productivity growth. In general, a less liberal immigration policy limits productivity growth, but not if more visas are given to those with the most skills. Tariffs and trade tensions limit productivity growth and over time can cause productivity to

decline substantially. Productivity growth and in turn living standards will rise if the nation's policymakers focus more on improving the innovation ecosystem and focus less on reducing the trade deficit or on restricting the immigration of talented working-age people.

## THE GEORGIA ECONOMIC OUTLOOK FOR 2021

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

The 2021 baseline forecast for Georgia's economy calls for the recovery from the COVID-19 recession to continue. GDP and employment growth will quicken in the second half of the year because that is when we assume an effective vaccine is widely available and adopted. The main risk to growth, however, remains COVID-19. For example, it may take longer than we expect to find either an effective vaccine or another medical solution to the virus, which would slow the pace of growth and postpone full economic recovery.

The pandemic seriously damaged Georgia's economy. For example, the peak-to-trough drop in nonagricultural employment was 11.4 percent, which was much worse than the 8.2 percent peak-to-trough drop during the Great Recession. The heaviest job losses were in the leisure and hospitality, air transportation, and textile mill products industries. More positively, unlike the Great Recession, the COVID-19 recession's hit to Georgia's economy was not as hard as its hit to the national economy. Georgia's 11.4 percent peak-to-trough job loss was smaller than the US job loss of 14.5 percent. The COVID-19 recession did not last any longer in Georgia than in the US as a whole – it started in February and ended in May.

Because the depth from which Georgia's economy must recover is less than that of the nation as a whole, full recovery of Georgia's economy should arrive faster here than for the US. Indeed, the initial 3-month "bounce" in jobs added back 55 percent of the jobs Georgia lost compared to only 42 percent of the jobs lost nationwide. In Georgia, there is relatively less economic debris to clean up. In addition, many factors that caused Georgia to outperform the US economy prior to the

pandemic will reassert themselves. The pattern of faster economic growth in Georgia than for the nation as a whole will continue through 2021.

State-specific forces that will sustain Georgia's economic recovery through 2021 include: (1) the build out of many projects in Georgia's economic development pipeline; (2) competitive state-level economic development incentives that help refill the economic development pipeline; (3) more leverage than most states from higher housing sales and starts; (4) more leverage than most states from higher vehicle sales; (5) good prospects for Georgia's military bases; (6) state and local governments face less daunting fiscal challenges than in most states; and (7) demographic trends that are supportive of growth. Georgia's population will grow strongly due to the in-migration of educated workers as well as retirees.

The 2021 forecast calls for Georgia's inflation-adjusted GDP to increase by 4.2 percent, which compares well to the 3.3 decline estimated for 2020. Georgia's 2021 GDP growth rate of 4.2 percent will be 0.5 percentage points higher than the 3.7 percent rate estimated for US GDP. Similarly, Georgia's nonfarm employment will rise by 1.5 percent in 2021, which is above the 0.9 percent gain estimated for the US. Georgia's unemployment rate for 2021 will average 5.1 percent, or about 1.1 percentage points lower than the 6.2 percent rate estimated for 2020. Georgia's unemployment rate will remain below the US unemployment rate. The state's nominal personal income will grow 0.2 percent in 2021, which is lower than the 5.2 percent gain estimated for 2020. It should be noted that the sharp slowdown in personal income reflects the winding

down of federal stimulus programs that provided large transfer payments to individuals rather than slower growth of Georgia's economy. In contrast, the wage and salary based personal income will grow faster in 2021 than in 2020.

The pattern of job growth across Georgia's industries will be different than it was before the virus crisis. In 2021, several of the industries hit hardest by the COVID-19 pandemic will post the fastest growth, but the high percentage gains reflect rebounds off very depressed levels rather than healthy recovery. Examples include, bars, restaurants, hospitality, tourism, movie theatres, live entertainment, air transportation, high contact personal services, and the sharing economy. Indeed, most of these same industries are the farthest from full economic recovery. Some may never recover (e.g., movie theatres). In contrast, logistics, distribution, warehousing, professional and business services, the information industry, FinTech, education, and health services will fully recover relatively quickly, posting solid job growth in 2021. In addition, positive job growth will occur in manufacturing, financial activities, transportation & utilities, but full recovery may take awhile. Due to the strong housing market homebuilders will be hiring, but bleak prospects for commercial real estate markets mean that nonresidential construction firms will be laying off workers. In 2021, retailing and government are expected to lose jobs.

### **Prospects for Service Producing Industries in 2020**

Georgia's major categories of service-related businesses will expand in 2021. Growth will reflect the upturn in housing markets, growing demand for health care, education, digital services, and high technology services, as well as a long list of

projects already in the economic development pipeline.

Georgia's large, well-established, cluster of Fin-Tech companies fared relatively well during the COVID-19 recession. FinTech, transactions processing, data processing, cyber security, and development of software and mobile apps will continue to strongly support Georgia's economic recovery. The FinTech industry received a boost from the COVID-19 crisis because contagion fears pushed people to adopt new mobile technologies, including mobile banking and touchless payment systems. Most consumers are pleased with such services and will never return to their pre-crisis ways of banking and shopping. Georgia's Fin-Tech ecosystem is healthy. One of the main reasons why Fin-Tech companies locate in Georgia is that large number of existing companies ensures deep pools of experienced workers with the specialized talents needed. In addition, Georgia's post-secondary education system is focused on the production of new talent for the Fin-Tech industry. The list of IT and Fin-Tech companies that announced major projects in 2015-20 is very long and includes Microsoft, Deluxe, Milletech Systems, Zillow, Perspecta, Medline Industries, Toyota Financial Services, and RYSE Interactio. Invesco, OS National, Salesforce, Facebook, BurningCastle LLC, InComm, Pandora, OneTrust, Accenture, Assurant, CryusOne, Switch PRIME, Sysnet Global Solutions, Global Technology, Better Cloud, GE Digital, Honeywell, NCR, VIX Global Solutions, ADP, Keysight Technologies, VIX Verify, Merchant e-Solutions, Applied Systems, Courion, Sage, and Stefanini.

The Fintech cluster of companies in the Atlanta MSA is growing rapidly. For example, in 2020, Deluxe announced that it will establish a new FinTech and customer innovation center in Sandy Springs, creating over 700 jobs. In 2020,

Toyota Financial Services announced it will open a financial services center in Alpharetta that will be one of three national hubs and will create 150 jobs. In 2019, Invesco – an investment management company – announced plans to add 500 jobs at its global headquarters in midtown Atlanta. In 2019, OS National announced plans to expand its headquarters operations in Gwinnett County, adding over 1,000 jobs. In late 2018, BlackRock announced the creation of an innovation hub in Atlanta, creating 1,000 jobs over several years. The Georgia FinTech Academy – available at 15 of the University System of Georgia’s 26 institutions – will provide the talent needed to attract more financial technology companies to Georgia.

The COVID-19 crisis dramatically boosted the use of online and digital services, which increases the need for cyber security. Indeed, the digital transformation of many industries, ranging from health care, to entertainment, to mobile banking, was an existing trend that the pandemic dramatically accelerated. The speed of this widespread digital transformation increases the risks of cyber-attacks, which puts Georgia’s cyber security industry onto higher short- and long-term growth trajectories.

Georgia’s cyber security industry is located primarily in Atlanta and Augusta. Talent is the key to Atlanta’s success whereas the presence of the US Army Cyber Command at Fort Gordon and Georgia Cyber Center are the foundations of Augusta’s cyber security economy. Fort Gordon provides a critical mass of dependable contracts. For example, in 2020, Perspecta announced that it will open a regional office at the Georgia Cyber Center creating 178 jobs in support of the U.S. army Cyber Command at Fort Gordon. Similarly, in 2019, Parsons Corp – a cybersecurity technology provider –

announced that it would open a new office in the Georgia Cyber Center to train operators supporting the U.S. Army Cyber Command and its operational units at Fort Gordon. The Georgia Cyber Center provides the leadership and talent needed to attract more cyber security firms to Georgia.

Healthcare IT and telemedicine will create thousands of high-paying jobs in Georgia over the next decade. The COVID-19 crisis greatly accelerated the adoption of telemedicine by traditional healthcare providers, which got large segments of the population accustomed to the online delivery of healthcare. Once the pandemic is over, it is likely that many patients will continue to use online healthcare, which bodes well for healthcare providers, healthcare IT companies, and cyber security companies. Georgia is attracting and growing healthcare IT companies. For example, in 2019, BioIQ – a health IT company – announced that it would create 500 jobs in Cobb County at its new headquarters. In 2019, Edifecs Inc. announced plans to create 200 healthcare IT jobs over the next 3 to 5 years in Atlanta. Animal healthcare is also a source of economic growth. Boehringer Ingelheim, which has located its North American Headquarters in Duluth, will create over 225 jobs at three locations in Georgia – Gwinnett, Clarke, and Hall counties.

The build out of headquarters projects announced over the last several years will be an important force powering Georgia’s current and future economic growth. Several headquarters projects were announced in 2020. For example, in July, Common said it would establish a second headquarters in Atlanta, creating 274 jobs. In September, Papa John’s choose Georgia as the location of its new global headquarters, bringing 200 jobs to the Atlanta MSA. In addition to headquarters projects announced in 2020, projects announced in prior years will spur growth

as they build out more fully and become more interwoven into the business fabric of the state. For example, in late 2018, Norfolk Southern announced that it will relocate its corporate headquarters to Atlanta. Norfolk Southern broke ground on a new complex in 2019 and expects to move in the second half of 2021.

Hartsfield-Jackson International Airport and Georgia's ideal geographic location makes Georgia a good hub from which to serve operations in the Americas. In addition, access to talent and the strength of the business community are very important drivers of headquarters locations in the Atlanta MSA. According to FEMA, Georgia has a very low risk for business disruption due to natural disasters, which is an important consideration for headquarters locations. Thirty companies with headquarters in the Atlanta MSA rank among the 2020 Fortune 1000, placing Atlanta behind only New York City and Houston among US metros headquartering Fortune 1000 companies. In 2019, Atlanta was home to only 26 Fortune 1,000 companies.

During the initial lockdown period, many people postponed visits to healthcare providers, but because their health concerns did not disappear, most appointments were rescheduled once the economy reopened. Georgia's healthcare industry quickly adapted to the new realities imposed by COVID-19. For example, the fast rollout of telemedicine by many traditional healthcare providers made the healthcare industry more resilient than most other industries. Due to the essential need for healthcare, the 2021 outlook for Georgia's healthcare providers is very good. Georgia's growing and aging population will demand more healthcare services. Of course, there's seemingly intractable disagreement about who will pay the bills, which is a headwind for the industry's growth. More specifically, uncertainties regarding the

long-term viability of the ACA as well as Georgia's nonparticipation in the expanded Medicaid program cloud the outlook for the healthcare industry, especially rural hospitals. Despite the fact that 1.4 million Georgians do not have health insurance, this sector will be one of the better performers. The large numbers of baby boomers are reaching the age where the incidence of heart attacks, strokes, cancer, and other care-intensive problems begin to rise rapidly. In essence, the population of persons with multiple chronic health conditions that require ongoing healthcare continues to grow rapidly regardless of the vicissitudes of the business cycle or healthcare policy.

Factors that will encourage providers of high-tech and highly specialized professional services to favor sites in Georgia – especially the Atlanta MSA – include the good business climate, logistical advantages in terms of serving far-flung clients, and the available professional workforce. For example, the Boston Consulting Group's decision to create a new regional support center in Atlanta reflects the ease of using the area as a geographic hub from which to serve clients throughout the Southeast. The plethora of short- and long-term changes created by the COVID-19 pandemic will generate business for consulting firms. The renewed growth of corporate profits bodes well for consulting firms. In addition, providers of business services that either lower costs or provide necessities should do well in 2021.

Assuming that the trade war does not intensify, the prospects for Georgia's transportation and logistics industry are good. One driver will be the abundance of logistics and distribution projects already in Georgia's economic development pipeline. This highly cyclical industry also will benefit from more spending by consumers, increases in industrial production, more homebuilding,

population growth, improvements in Georgia's transportation infrastructure, and the state's expanding role as a regional and national logistics and distribution center. In addition, the accelerated shift from physical retail to online retail benefitted Georgia's distribution and logistics industry in 2020 and will do so again in 2021. The gradual build out of economic development projects involving the relocation and expansion of manufacturers bode well for the future of Georgia's transportation and logistics industry.

In 2021, cargo volumes will outpace state- and US-GDP growth. That will be quite an accomplishment for an industry that typically moves in lockstep with the overall economy. The 2018 opening of the Appalachian Regional Port will help the Port of Savannah tap into new markets and will help economic developers bring more projects to Georgia. Similarly, the Mason Mega-Rail Terminal at the Port of Savannah will provide more frequent and faster rail services to Midwestern cities like Memphis, St. Louis, Chicago, and cities in the Ohio Valley. In 2020, the Georgia Port Authority put into operation the first nine of 18 new working tracks. When the project is complete, the Mason-Mega Rail Terminal will double the Port of Savannah's rail capacity and it will be the largest on-dock rail terminal at any port in North America.

Many of the major distribution and logistics project announcements in 2020 will be building out in 2021. For example, Home Depot announced that it will open three new warehousing facilities, creating 1,000 jobs in the metro Atlanta area. Georgia is the hub for Home Depot's supply chain operations for the Southeast and the company will continue to benefit from homeowners heightened interest in home improvement projects. In 2020, Amazon announced two major projects, a fulfillment Center in Columbia County that

will employ 88 and a fulfillment center in Coweta County that will employ 500. Hello Fresh announced plan to build a distribution center in Newnan that will employ 750. BANG ENERGY announced that it would locate its first Southeastern manufacturing and distribution facility in Lithia Springs, creating 600 jobs. Radial Inc. announced plans to build an e-commerce fulfillment center in Locust Grove, creating 344 jobs.

In July 2020, Business Facilities Magazine ranked Georgia as the No. 1 state for motion picture and TV production. Prior to the pandemic, Georgia was on pace to have a record setting year in film production. Unfortunately, COVID-19 shut down virtually all film production for several months. After the pause, production activity resumed, but production in this air-travel dependent, relatively high-contact industry is unlikely to normalize until 2022.

Since the Georgia Entertainment Industry Investment Act was signed into law in 2008, direct spending by the film industry has increased from \$93 million in 2007 to \$2.9 billion in FY 2019. In 2018, Georgia's film industry ranked third to California and New York in the production of all feature films - 2019 ranking were not available at the time of this writing. State incentives help to ensure that nearly all studio space is booked. The Georgia Film Academy helps to ensure that well-trained workers are available. Georgia's diversity of locations provides a good fit for a wide range of film and TV productions. Georgia is at the stage of development where new movie and film production increasingly begets additional movie and film production. As the professional, technical, and physical infrastructure becomes even more fully developed, the economic benefits of each dollar spent on film and television production in Georgia should generate larger economic impacts for our state's economy.

Financial services is one of the most economically cyclical industries and COVID-19 was a major challenge to the industry. For example, the virus crisis caused many more people to become unemployed and miss payments on consumer loans and mortgages. Similarly, temporary and permanent business closures caused many businesses to miss payments on business loans. Banks responded by adding aggressively to their loan loss reserves. Large numbers of missed payments can lead to bank failures, but it will help that most banks were exceptionally well capitalized when the pandemic began. Compared to historical averages banks have a relatively low exposure to home loans, but a higher-than-average exposure to business loans. Due to a favorable combination of high levels of capitalization, aggressive and timely intervention by the by the Federal Reserve, and Congressional actions that helped mitigate financial risks relatively few bank failures are expected in the wake of the COVID-19 pandemic, at least relative to what occurred in Georgia in the wake of the Great Recession. As forbearance policies wind down in early 2021, additional credit problems almost certainly will emerge, however.

The forecast that economic recovery continues through 2021 will help Georgia's financial institutions. Demographic trends such as above-average population growth will help Georgia's financial institutions. The upcycle in residential real estate will benefit financial institutions, but poor prospects for commercial real estate will hurt financial institutions. Similarly, rising home prices favor banks' top- and bottom-line growth, but declines in commercial property prices will hurt banks. The prospects for deposit growth are good, but an almost flat yield curve will limit financial institutions' ability to profit from borrowing short and lending long.

Higher demand for many types of loans will support Georgia banks' profits. Households' credit scores are at decent levels and are not expected to deteriorate too much more assuming that double-dip recession is avoided. Higher consumer spending should ensure growth of non-revolving credit to households, but banks will tighten lending due to rising delinquencies. More major home renovation projects will cause the use of home equity loans to increase. More auto loans will add to the bottom line, but less mortgage refinancing will challenge the bottom line.

Banks adapted to COVID-19 by accelerating the use of digital banking products as well as streamlining processes, which increases productivity, resilience, and competitiveness. That should help traditional banks and credit unions cope with more competition from large retailers, venture capital funds, microfinance, and other nonbanks. These nontraditional competitors are not as heavily regulated as traditional banks or savings and loans, which gives them an advantage. Mobile banking will transform banking into a much more customer-focused business, which could advantage technology firms – or online retailers – that invade markets currently served by banks.

Georgia's leisure and hospitality industry is a high contact industry and therefore was hit extremely hard by the COVID-19 pandemic. In 2021, lodging demand will rise substantially, but from a very depressed level. It probably will take many years for Georgia's leisure and hospitality industry to fully recover from changes wrought by the pandemic, which has major implications for the prospects for Georgia's hospitality-dependent areas (e.g., Brunswick).

Although uncertainty with respect to the pandemic reigns, it is possible to make some general observations about the prospects for various segments of Georgia's hospitality industry. First, leisure travel will recover much faster than business travel. Short-trips by car to visit relatives or friends will come back faster than long-trips to attractions or events – especially if the trip involves travel by air. Within the business travel segment, trips to see clients and to make sales calls will come back fairly quickly, especially when such trips can be made by car rather than by plane or train. Second, domestic travel will come back much faster than international travel. That observation applies to both leisure and business travel. Third, prospects for the lodging industry vary by property type. For example, economy and midscale properties that cater primarily to essential workers, construction crews, the truck drivers, first responders, extended-stay guests, and drive to leisure travelers will fare best. Full recovery for such properties will occur once consumer confidence and people's willingness to travel normalizes. Upscale and luxury properties catering to group/convention travelers, inbound international travelers, and fly-to leisure/business travelers will fare worst. Full recovery for such properties could take many years due to structural changes such as the widespread substitution of videoconferencing for in-person events. Finally, properties located in the suburbs, small metros, or on Interstates will outperform properties located in large urban areas or at fly-to resorts.

### **Prospects for Manufacturing in 2021**

Production by Georgia's manufacturers will continue to recover from the virus crisis. Indeed, industrial production will increase more quickly than GDP. Due to productivity gains, manufacturing jobs will increase more slowly than the total

number of jobs across all industries, however. The main impetus to growth in manufacturing production will be recovering global demand for manufactured goods. Due to factory shutdowns in the first half of 2020 there's also need to produce more to restock stores and warehouses. Inventories were only partially restored in 2020 and will be fully restored in 2021. COVID-19 is the main downside risk, but an escalation of the US-China trade war also could endanger the projected increases in industrial production. More positively, Georgia saw many manufacturing economic development projects announced in 2020 and those projects – as well as some announced in prior years – will continue to build out, contributing to the increase in industrial production expected in 2021.

Georgia's manufacturing sector is cyclically sensitive and depends heavily on international supply chains and export markets. In most years, Georgia manufacturers' focus on export markets works to the state's advantage economically. For example, Georgia's exports surged to over \$41.2 billion in 2019, up 2 percent from 2018. Georgia was the nation's twelfth largest exporting state and its top five markets were Canada, Mexico, Germany, China, and Singapore.

Georgia's largest manufacturing industry is food processing. Food processors fared relatively well during the pandemic, but had to accommodate to higher sales to grocers and lower sales to restaurants and institutions. It is very good therefore that many of the economic development projects announced over the last few years were food processors. Production will increase substantially in 2021. Agribusiness and food processing projects announced in 2020 include Anheuser-Busch, BANG ENERGY, Sugar Bowl Bakery, Kerry Group, Batter Up Foods, Frito Lay, Coffee Cake Bakery and General Mills.

Georgia's vehicle parts manufacturing industry will benefit from higher domestic demand for vehicles. Political pressures that encourage foreign manufacturers to invest more in US production facilities and to buy automotive parts from US manufacturers will help. In addition, there are more assembly plants in the Southeast in the wake of the COVID-19 recession than in the wake of the Great Recession. Vehicle parts manufacturing projects announced in 2018-2020 that will bolster growth in Georgia's vehicle and vehicle parts manufacturing industry include GEDIA Auto Group, SK Innovation, Enchem, Sangsin Technology, Nivel Parts & Manufacturing, Acoustics & Insulation Techniques, Hitachi Automotive Systems Americas, Toyo Tire North America, VINTECH INDUSTRIES, Nisshinbo Automotive Manufacturing, Groupe PSA, SEWON America, and Fox Factory Holding Corp.

Due to the build out of previously announced advanced manufacturing projects, Georgia will see increases in advanced manufacturing activity and employment in 2021. Advanced manufacturing projects announced in 2020 include Enchem, RWDC Industries, SK Innovation, GEDIA Automotive Group, and Zinus USA. Advanced manufacturing projects announced in 2019 include Boehringer Ingelheim, ZKTeco, Hitachi Automotive Systems America, Plethora, Elma Electronic, Union Agener, Rivacold, and Barco.

Effective economic development policies, low electricity and natural gas prices, rising wages and production costs in China – and other overseas locations – are factors that support Georgia's manufacturing sector. Concerns about trade policies, product quality and management of the risks associated with increasingly complex – time-sensitive – supply chains also make manufacturing in Georgia more attractive than

manufacturing overseas. Additional factors that will help Georgia attract manufacturers include a superior transportation, logistics, and distribution infrastructure, low costs of doing business relative to other highly developed economies, a favorable tax structure, highly ranked colleges & universities, excellent work-force training programs such as Quick Start, and very competitive economic development incentives.

### **Prospects for State and Local Government**

Prior to the pandemic, the State of Georgia prepared for a substantial slowdown in revenue collections by cutting its budget for FY 2020 and FY 2021. At that time, the main threat was thought to be an escalation of the trade war. The cuts were timely and helped to reduce the fiscal impact of the COVID-19 crisis on the state's economy. Nonetheless, budget cuts reduced state government employment in 2020 and will do so again in 2021. The bottom line is that state government will not contribute to 2021 GDP or employment growth.

In addition to short-term cyclical challenges created by the pandemic, several long-term fiscal challenges loom for state government. These fiscal challenges – discussed below – will discourage state government from hiring additional workers in 2021 and beyond. The biggest long-term challenge for state government financing is uncertainty regarding federal funding for mandated programs, especially Medicaid. Mandatory spending on Medicaid is crowding out spending on K-12 education, higher education, and infrastructure, three spending areas essential to boosting – or even maintaining – Georgia's competitiveness, productivity, and culture for innovation. The second biggest long-term challenge is an antiquated tax structure that increasingly does not line

up with the state's shifting economic structure. Consequently, when Georgia's economy expands state taxes do not generate as much revenue as a similar expansion would have generated in the past. This systemic slowdown in revenue growth is unlikely to go away without comprehensive tax reform. For example, Georgia's sales and use tax depends very heavily on the sales of goods and exempts many services. Over time, that is a problem because consumer spending has been trending away from taxable goods and towards tax-exempt services. In addition, goods-price inflation generally has been much weaker than service-price inflation. Over time, legislated exemptions have also substantially eroded the sales and use tax base. Pension liabilities and state retiree health care costs are the third and fourth biggest long-term challenges to state government financing. These long-term fiscal challenges will exacerbate the effects of the next recession on the state's ability to sustain core deliverables ranging from public safety, to education, and infrastructure.

In 2021, the fiscal situation facing most local governments will be better than the situation facing state government. Local government in most jurisdictions therefore will add to Georgia's economic growth. Local government employment and programs will not expand much in 2021, however. Compared to state government, however, local governments depend very heavily on property taxes and fees for services and less heavily on sales and income taxes. Due to the strength of housing markets, most local governments will quickly reconcile their ability to generate revenue with their spending and staffing levels. In 2021, most will have the financial resources needed to sustain programs. Residential real estate prices probably will rise by about 3 percent in 2021. Assessed residential property values will increase even more than 3 percent because such values tend to lag

market prices by a year or more. In 2020, there also was heavy spending for major home improvement projects (e.g., swimming pools) that will add to 2021 residential property tax digests. In addition, new home construction will be on the upswing in 2021, which will lead to the expansion of property tax bases. Less positively, commercial real estate prices will decline in 2021. The decline in commercial real estate prices could be steep in some markets. That does not bode well for future property tax digests, but due to the lag between market values and assessed values most of that negative impact will not be felt in 2021.

### **Federal Reserve Policy**

The pivot in Federal Reserve policy from a slightly restrictive to an extremely accommodative stance gives a slightly stronger economic push to Georgia than to many other states. That is because Georgians carry relatively more debt and have relatively less savings and there tend to benefit more, on average, from lower interest rates. In addition, interest-sensitive economic sectors (e.g. real estate development, home building, nonresidential construction, building materials manufacturing, and forestry) have a greater impact on Georgia's overall growth than on the nation's overall growth.

### **Economic Development**

Despite COVID-19, Georgia's economic developers landed more economic development projects in fiscal year 2020 than in fiscal year 2019. Indeed, nine of the ten largest projects announced in the first three quarters of calendar year 2020 were announced after the shutdown began. This success reflects many factors that make Georgia a great state in which to do business. It also helps that Georgia fields an extremely competitive team of economic development professionals who

produced outstanding results under the most challenging economic circumstances in modern economic times.

Georgia's economic development strategy is very effective, which is the result of a deliberate efforts to adopt or invent best practices. For decades, Georgia's leaders have passed economic development legislation that made Georgia more competitive. Georgia is viewed as a place where there is a good working relationship between state and local governments and other major players. Government is responsive to the needs of businesses, ranking very high in terms of its regulatory environment and speed of permitting. The available supply of skilled labor attracts businesses, especially in the Atlanta MSA. Georgia also ranks high with respect to its workforce development efforts – Quick Start. The state also established 17 HOPE Career Grant areas of study to better align college students' fields of study with companies' workforce needs. Those factors plus Georgia's major transportation and logistical advantages and a competitive tax climate will help to refill Georgia's economic development pipeline. The build out of specialized job training centers – BioScience Training Center and Georgia Cyber Center – is a very effective way to attract and retain businesses that require workers with highly specialized skills. Similarly, the creation of an Aviation Academy in Paulding County will support the aerospace industry's growth. For these and other reasons, in 2020, site consultants ranked Georgia the top state in which to do business for the seventh straight year.

As national, state, and regional economic growth resumes, Georgia will find that it is easier to capitalize on its many advantages. That is because the number of expansion and relocation projects that US states are competing for will increase, improving Georgia's prospects for new

landing economic development projects that expand the economic base. Because it often takes many years to build out the typical economic development project, many of the projects announced over the last several years will continue to provide a substantial tailwind to Georgia's economic growth in 2021 and beyond. Large economic development projects announced in 2020 include: (1) Microsoft announced that it will open a new facility in Atlanta in summer 2021 that will create 1,500 new high-tech jobs. (2) Home Depot will build three new warehousing facilities in the Atlanta MSA, creating about 1,000 new jobs. (3) Zinus USA announced that it will develop their first North American advanced manufacturing facility in McDonough, creating over 800 jobs. (4) Amazon announced that it will build a fulfillment center in Columbia County, creating 800 jobs. (5) Hello Fresh announced that it would locate its first facility in the U.S. Southeast, bringing over 750 jobs to Coweta County. (6) Deluxe – a Fortune 1000 company – announced that it will establish a new FinTech innovation center and office complex in Sandy Spring that will create over 700 jobs. (7) SK Innovation announced that it would expand its lithium-ion manufacturing plant in Commerce, creating 600 new jobs. This project is in addition to the manufacturing facilities the company is building in Jackson County (announced in late 2018) that will support 2,000 jobs. (8) BANG ENERGY will build a new manufacturing and distribution facility in Lithia Springs that will create 600 jobs. (9) Amazon announced that it will build a new fulfillment center in Coweta County, creating 500 jobs. (10) Milletech Systems announced that it would move its entire enterprise software solutions and services company to Atlanta creating 465 jobs.

Another reason Georgia will do well in 2021 is that the US automobile manufacturing industry is becoming

increasingly concentrated in the Southeast. When it comes to both distribution and consumer markets, Georgia is in the sweet spot in the middle of the Southern Auto Corridor with proximity to major assembly plants, major suppliers, interstates, ports, and rail. In 2020, SK Innovation will build a battery manufacturing plant in Jackson County that will create 600 jobs. In a closely related move, Enchem announced that it will build two new manufacturing plants in Jackson County, creating over 300 jobs.

Due to cost, logistics, and tax advantages, Georgia is very competitive with other states when it comes to landing economic development projects. Many companies move to Georgia to cut costs. These advantages bore fruit in 2012-20. That is partially because Georgia made several strategic shifts in its economic development strategy, including the elimination of sales and use taxes on energy used in manufacturing, and a greater emphasis on workforce training as an economic development policy. Job training programs and new highly specialized workforce training centers will increase the supply of highly skilled workers thereby attracting businesses with high-paying jobs. Overtime a workforce centric approach towards economic development should raise both productivity and per capita incomes.

Legislation has made Georgia more competitive, but Georgia will have to be very aggressive in closing the right deals. Georgia should target industries that expand the economic base and have good potential for long-term growth. Georgia must invest strategically and grow clusters in areas ranging from biotechnology to advanced manufacturing. The focus should be on innovation-based companies. Of course, Georgia must also make sure that its statutory incentives remain competitive – the statutory incentives help to get Georgia short-listed by site selection

professionals. Then, only after Georgia is short-listed, do those critical deal-closing incentives come into play.

A review of economic development announcements issued by the Office of the Governor and the Georgia Department of Economic Development indicates that economic developers are closing many deals in industries in which the state has the ability to produce at a low opportunity and marginal costs – comparative advantage. Specialization in activities where Georgia has comparative advantage bodes well for sustained success of the companies that received incentives thereby enhancing the prospect for long-term economic growth. Logistics, transportation, distribution, warehousing, information technology, cyber security, transactions processing, headquarters operations, floor coverings, automotive parts, food processing, and professional and business services are good examples of industries where Georgia competes effectively.

### **Housing Market Conditions**

Despite COVID-19, Georgia's home building industry did well in 2020 and is likely to rise higher in 2021. Sales of new and existing homes, permits to build new single-family homes, permits to build new multi-family homes, and home repair and renovation activity will increase. Home price appreciation will continue, but it will slow. Increases in demand for housing will stem from low mortgage rates, job growth, and population growth. In addition, investors will be active. Persistent low inventories of homes for sale ensure that the increased demand for housing will boost new single-family and new multi-family home building.

The Terry College's 2021 forecast for the US and Georgia calls for continuing recovery from the COVID-19 recession. New jobs and slightly bigger inflation-

adjusted paychecks will give households the wherewithal to buy homes. Mortgage rates will be very low in 2021. The outlook for the homebuilding industry therefore is good. Housing and real estate development will be a driver of Georgia's economy. The number of single-family home starts for new construction will increase by 19% and new multi-unit homebuilding will increase by 6 percent. Georgia gets a five for one from the housing recovery because (1) home builders and realtors benefit directly and (2) demand increases nationally for goods produced by Georgia's large floor covering, building materials, and forestry industries. Plus, (3) our large transportation and logistics industry benefits from higher levels of activity in construction – a very transportation intensive activity. In addition, (4) recent and continuing increases in US home prices will make it even easier for companies and people to relocate to Georgia. Finally, (5) the home equity generated via home price appreciation will boost small business formation and expansion as well as consumer spending. Georgia's housing market is responding to a more favorable balance of supply and demand. Increased demand for housing will come mostly from economic recovery and low mortgage rates. Those new jobs, and slightly bigger paychecks – plus appreciating home values – will give people the wherewithal, and the confidence, to buy homes. As of mid-2020, Georgia's existing home prices were 23 percent higher than prior to the Great Recession peak. The year-over-year – 2020 Q2 compared to 2019 Q2 – increase was 4.5 percent. The degree of home price recovery varied widely within the state, however. For example, on average, existing home prices in the Atlanta MSA were 29 percent higher than their pre-Great Recession peak level. In contrast, the price of an existing home in rural Georgia was only 8 percent above its pre-Great-Recession peak value. Home price

appreciation will continue through 2021, but home prices will rise more slowly than in 2012-20. Home price appreciation is critical to the outlook for homebuilding because unless home prices are increasing, builders will hesitate to build new speculative homes because it may take them too long to sell the homes that they contemplate building.

There are some negatives. In 2021, fears of a double-dip recession and supply-side constraints will continue to limit housing sales. Supplies of new homes are still constrained by years of underbuilding, a shortage of lots, and a scarcity of construction workers. In addition, there is a scarcity of listings of existing homes, and it is especially acute for homes in the bottom value tier. As mortgage forbearance programs wind down, more distressed properties will come onto the market.

The price of the average existing single-family home will rise by 3% in Georgia in 2021. That constitutes a substantial slowdown in home price appreciation. For example, the most recent year-over-year increase – between 2019 Q2 and 2020 Q2 – was 4.5 percent. As potential homebuyers see a record of continuing home price appreciation, more will opt to become homeowners. The increased preference for a single-family home rather than an apartment will reinforce that trend. In 2012, investors were the main force behind home sales. In 2013-20, people who buy homes to live in them joined investors to become a second major force powering home sales. Nonetheless, as home prices rise, home sales to investors have dropped. Sustaining the recovery of the homebuilding industry through 2021 means that trade-up buyers and first-time buyers must become more active. That up cycle has begun, and it will become more vigorous. There is tremendous potential for even more active housing markets because a huge number

of young people are still living at home, or are doubled up with roommates rather than living in their own apartments or homes. Sustained economic recovery and low mortgage rates in combination with a strong preference for detached housing will cause some of that potential to be unleashed in 2021.

## **Demographics**

Demographic forces are another factor behind Georgia's improving economic performance. Georgia's population will grow at a pace that exceeds the national average in 2021 – 0.8 percent for Georgia versus 0.5 percent for the US. Domestic net migration will be lower than in 2019, but higher than in 2020. It rose to 23,419 people in 2014, up from a net loss of 5,471 people in 2013. Domestic net migration rose to 33,086 in 2015, to 37,979 in 2016, to 40,388 in 2017, to 41,914 in 2018; and to 49,680 in 2019. Due to the pandemic, domestic net migration was probably below 30,000 in 2020, but we do not have the Census data to confirm that expectation. In 2021, net domestic migration should increase to at least 35,000. Georgia is a very attractive destination for mid-career movers. Georgia's higher rate of population growth traditionally is dependent on net international migration of about 25,000 people, but COVID-19 reduced that number in 2020 and almost certainly will do so again in 2021. Georgia's population growth should benefit from an increase in number of births. Population growth therefore will be a driver of Georgia's GDP in 2021 – stronger than in 2020, but weaker in the years preceding the pandemic.

## THE ATLANTA MSA OUTLOOK FOR 2021

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

From peak-to-trough the Atlanta MSA lost 11.7 percent of its jobs to the COVID-19 recession, but recovered 47 percent of its losses in the initial three month rebound. The heaviest job losses were in the air transportation, leisure & hospitality, and transportation equipment manufacturing. Atlanta's recovery from the virus crisis will outpace nation's recovery and will essentially pace that of the state as a whole. Business development, an educated workforce, innovation, above-average population growth and strong housing markets underpin Atlanta's economic recovery from the COVID-19 recession.

In 2021, the pace of job growth will be 1.7 percent which is almost double the 0.9 percent gain expected for the US. The area's economy and its economic growth are very 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, management of companies and enterprises, and offices of physicians. Leading mid-wage industries include general medical and surgical hospitals and building equipment contractors. The leading low-wage industries are restaurants, employment services companies, and grocery stores. The MSA's politics are very business friendly. Atlanta is a major business and professional services hub. Atlanta is a well-established transportation 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 Air Lines, Home Depot, Northside Hospital,

Piedmont Healthcare, Publix Supermarkets, WellStar Health Systems, The Kroger Company, AT&T, and UPS. None of the Atlanta area's top ten employers are government organizations. Atlanta is the cultural center of the Southeast. The population's level of educational attainment exceeds the national average, providing essential talent to the area's innovation ecosystem. Prior to COVID-19, Atlanta's hospitality industry was thriving, but in 2021 it will struggle to recover from the pandemic. Full recovery will take several years.

The Atlanta MSA is dependent on two highly cyclical industries – distribution and new construction, both of which will outperform the overall economy in 2021. Exports account for about 6.3 percent of the area's GDP. The MSA therefore is not overly dependent on export markets. Immigrants account for 13.7 percent of the MSA's population, ranking 55<sup>th</sup> among all MSAs. Thus, changes in US immigration laws or stricter enforcement of existing immigration laws will affect the Atlanta MSA's economic performance. The Atlanta MSA's main weakness is an overburdened infrastructure.

Atlanta has many high-tech jobs – 5.9 percent of total employment in the Atlanta MSA versus 4.4 percent for Georgia and 5.0 percent for the US. In 2021, the area's high concentration of college-educated workers, business partners, cyber security, high-tech companies, innovation centers, 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 growth will continue. The information industry is highly concentrated in the Atlanta MSA.

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, the innovation district that developed around Tech Square has 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, but sustaining growth will require additional talent.

In 2020, Microsoft announced that it will open a new facility that will focus on AI and cloud services in West Midtown Atlanta that will create 1,500 new jobs. Enterprise solutions and software company Milletech Systems Inc. announced that it will move its entire operation to Georgia, creating 465 jobs in Fulton County. Zillow announced that it will make Atlanta is Southeastern hub, bringing almost 200 jobs to the Atlanta MSA. RYSE Interactive, a digital media company, will establish a new create talent hub in Southwest Atlanta, creating about 85 jobs. The Atlanta MSA's high-tech development is not limited to the City of Atlanta. For example, a Fortune 1000 company, Deluxe will establish a new office complex with a FinTech and Customer Innovation Center in the City of Sandy Springs, creating 709 new jobs. Similarly, Toyota Financial Services will

establish a FinTech operations hub in Cobb County that will create 150 jobs. Cobb County also will become the home to the North American headquarters of Skynamo, a field solutions software company.

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 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 a large supply of experienced faculty, newly minted college graduates, and student interns. Less positively, stricter issuance of H-1B and H4 visas limits Atlanta's ability to attract international talent. This is a headwind for growth of Atlanta's high-technology industries.

On an annual average basis, the 29-county Atlanta MSA will add 46,500 jobs in 2021, a year-over-year increase of 1.7 percent. The pace of job growth in the Atlanta MSA will exceed the pace expected for the state as a whole. 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 Atlanta's job recovery in forward gear. It will help that many of the large economic development projects recently announced by the Georgia Department of Economic Development are located in the metropolitan area.

Due to COVID-19, the area's high dependence on air transportation was a negative economic factor in 2020, but looking beyond the virus crisis recent and planned improvements at Hartsfield-Jackson International Airport bode well for Atlanta's future growth. In normal times, the airport is the world's busiest for passenger traffic. It 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. In post-pandemic America, multi-state and multi-national companies based in Atlanta will fly executives and salespeople everywhere almost every day.

Production sites near Hartsfield-Jackson International Airport and/or near cold storage facilities appeal to manufacturers of perishable biomedical products (e.g., plasma-based pharmaceuticals) that require cold storage and cold shipping. Lightweight, highly perishable, or time-sensitive products are well suited to air transportation, and therefore many high-tech production companies consider the extensive air cargo facilities at Hartsfield-Jackson to be essential to their operations. The airport also makes Atlanta an excellent hub from which to manage operations or provide business services to a geographically disperse client base.

Prior to the pandemic, Atlanta was the sixth most-visited city by U.S. visitors – behind only Orlando in the South. That high ranking was mostly due to Atlanta's large meetings and convention industry, which focused primarily on business travelers. The metro Atlanta market ranks seventh among US cities in terms of its inventory of hotel rooms. The area's high reliance on business travel was a major deterrent to growth in 2020, but will be a

positive factor once a medical solution to the virus is widely available.

Prior to the pandemic, the Georgia Aquarium was Atlanta's most popular attraction. A major expansion of the Georgia Aquarium is in the works, which should boost its popularity even further once the pandemic has run its course. Cyclical improvements in the national and regional economies will boost Georgia's hospitality industry, but the gains are coming off very depressed 2020 comparisons. Full recovery of hotel occupancy rates could take several years. Looking forward, 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.

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 and global GDP in 2021 will support these industries and in turn Atlanta's economy. Large projects announced in 2020 include Home Depot will build three new warehousing facilities in DeKalb, Fulton, and Henry counties, creating 1,000 jobs. Hello Fresh will build a distribution center in Newnan, bringing 750 jobs to Coweta County. Amazon will build a new fulfillment center in Coweta County, creating 500 jobs.

Despite COVID-19, Atlanta continues 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 government jobs. The Atlanta MSA's only sizable federal employer is the CDC – about 9,200 employees. Atlanta is not the home of a major military base. Federal, state, and local government jobs combined account for only about 12 percent of total employment metro Atlanta versus 15 percent for the state and 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 market is stronger in the Atlanta MSA than in most large markets. As of mid-2020, Atlanta's home prices were 29 percent above their pre Great Recession peak levels. The most recently posted year-over-year price increase – between 2019 Q2 and 2020 Q2 – was 4.2 percent. In 2021, home prices will continue to increase, but the rate of home price appreciation will slow significantly. Nonetheless, sustained increases in home prices will support growth in consumer spending – especially on home improvements – and entrepreneurial activity. Atlanta's 2021 single-family homebuilding outlook is positive. Job growth, population growth, increasing rents, very low mortgage rates, and a scarcity of listings of existing homes will be the primary drivers of the Atlanta MSA's homebuilding industry.

**UNITED STATES BASELINE FORECAST 2020-2021**

<b>United States</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Gross Domestic Product, Bil. of 2012\$	17,730.5	18,144.1	18,687.8	19,091.7	18,366.2	19,045.8
Percent change	1.7	2.3	3.0	2.2	-3.8	3.7
Nonfarm Employment (Mil.)	144.3	146.6	148.9	150.9	141.9	143.2
Percent change	1.8	1.6	1.6	1.4	-6.0	0.9
Personal Income, Bil. of 2012\$	15,521.1	15,991.7	16,493.1	16,887.9	17,472.5	16,958.1
Percent change	1.7	3.0	3.1	2.4	3.5	-2.9
Personal Income, Bil. of \$	16,160.7	16,948.6	17,851.8	18,551.5	19,404.9	19,191.4
Percent change	2.8	4.9	5.3	3.9	4.6	-1.1
Civilian Unemployment Rate (%)	4.9	4.4	3.9	3.7	8.1	7.4
CPI-U, Ann. % Chg.	1.3	2.1	2.4	1.8	1.1	1.9

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/02/2020

**UNITED STATES BASELINE FORECAST 2021-2026**

<b>United States</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Gross Domestic Product, Bil. of 2012\$	19,045.8	19,826.6	20,520.6	21,033.6	21,454.3	21,883.3
Percent change	3.7	4.1	3.5	2.5	2.0	2.0
Nonfarm Employment (Mil.)	143.2	147.5	151.1	153.4	155.4	157.4
Percent change	0.9	3.0	2.5	1.5	1.3	1.3
Personal Income, Bil. of 2012\$	16,958.1	17,123.6	17,624.7	18,089.0	18,565.5	19,054.5
Percent change	-2.9	1.0	2.9	2.6	2.6	2.6
Personal Income, Bil. of \$	19,191.4	19,863.1	20,955.6	22,045.3	23,191.6	24,397.6
Percent change	-1.1	3.5	5.5	5.2	5.2	5.2
Civilian Unemployment Rate (%)	7.4	6.3	5.4	5.0	4.8	4.8
CPI-U, Ann. % Chg.	1.9	2.5	2.5	2.5	2.5	2.5

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/02/2020

**GEORGIA BASELINE FORECAST, 2020-2021**

<b>Georgia</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Gross Domestic Product, Bil of 2012\$	498.3	516.6	529.0	539.5	521.7	543.6
Percent change	3.5	3.7	2.4	2.0	-3.3	4.2
Nonfarm Employment (thousands)	4,371.4	4,452.6	4,535.9	4,613.8	4,429.6	4,497.3
Percent change	2.6	1.9	1.9	1.7	-4.0	1.5
Personal Income, Bil of \$	439.9	463.8	489.0	511.7	538.4	539.4
Percent change	3.7	5.4	5.4	4.7	5.2	0.2
Housing Permits, Total	51,675	51,240	59,315	53,823	50,500	59,000
Percent change	13.4	-0.8	15.8	-9.3	-6.2	16.8
Unemployment Rate (percent)	5.4	4.7	3.9	3.4	6.2	5.1

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/02/2020.

**GEORGIA BASELINE FORECAST, 2021-2026**

<b>Georgia</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Gross Domestic Product, Bil of 2012\$	543.6	567.0	589.7	607.4	622.6	638.1
Percent change	4.2	4.3	4.0	3.0	2.5	2.5
Nonfarm Employment (thousands)	4,497.3	4,650.2	4,766.4	4,861.8	4,934.7	5,008.7
Percent change	1.5	3.4	2.5	2.0	1.5	1.5
Personal Income, Bil of \$	539.4	561.5	595.2	629.2	665.0	701.6
Percent change	0.2	4.1	6.0	5.7	5.7	5.5
Housing Permits, Total	59,000	65,000	68,000	72,000	73,000	75,500
Percent change	16.8	10.2	4.6	5.9	1.4	3.4
Unemployment Rate (percent)	5.1	4.8	4.8	4.6	4.5	4.5

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/02/2020.

**ATLANTA MSA BASELINE FORECAST, 2020-2021**

<b>Atlanta, MSA</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Real Gross Metro Product, Bil of 2012\$	334.9	348.7	357.3	365.8	355.3	371.6
Percent change	4.6	4.1	2.5	2.4	-2.9	4.6
Nonfarm Employment (thousands)	2,665.3	2,272.8	2,785.6	2,849.4	2,732.6	2,779.0
Percent change	2.8	2.7	2.1	2.3	-4.1	1.7
Personal Income, Bil of \$	279.4	297.6	316.2	328.5	346.6	348.0
Percent change	4.9	6.5	6.2	3.9	5.5	0.4
Unemployment Rate (percent)	5.1	4.5	3.8	3.2	7.0	5.0

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, December 3, 2020.

**ATLANTA MSA BASELINE FORECAST, 2021-2026**

<b>Atlanta, MSA</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Real Gross Metro Product, Bil of 2012\$	371.6	389.1	405.4	418.8	430.9	443.4
Percent change	4.6	4.7	4.2	3.3	2.9	2.9
Nonfarm Employment (thousands)	2,779.0	2,881.8	2,962.5	3,033.6	3,094.3	3,156.2
Percent change	1.7	3.7	2.8	2.4	2.0	2.0
Personal Income, Bil of \$	348.0	363.6	387.6	412.0	438.0	465.6
Percent change	0.4	4.5	6.6	6.3	6.3	6.3
Unemployment Rate (percent)	5.0	4.6	4.7	4.6	4.5	4.5

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, December 3, 2020.

# REVENUE FORECAST SUMMARY

## FORECAST METHODOLOGY

The City's Department of Finance-Office of Revenue continues a solid partnership with Deloitte Consulting, LLC and various academic entities including the Selig Center for Economic Growth and the Carl Vinson Institute of Government at the University of Georgia and the Economic Forecasting Center and the Andrew Young School of Public Policy at Georgia State University. These partnerships have assisted City management to develop financial forecasts and 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 an enhancement to the development of multi-year forecasts.

### City Charter Requirement

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

### Revenue Anticipations

The FY 2021 General Fund Revenue Forecast, as of the date of this Proposed Budget, is

\$600.1 million and is on pace to fall below the revenue amount adopted by the Budget Commission in June of 2020. This decline is due in large part to revenues that were impacted by the COVID-19 pandemic.

The estimated FY 2022 General Fund Revenue Anticipation that is forecasted in this Proposed Budget is \$706.8 million and includes a federal subsidy from the American Rescue Plan (ARP) of approximately \$53.1 million and utilization of approximately \$8.4 million in residual balance in revenue from closure of the Building Permits Fund.

The City Finance team expects that 2021 current year property tax revenues will decline, and any growth will be tempered by expected decreases in valuation of hospitality and leisure impacted commercial property from the pandemic. Any estimated growth can be attributed primarily to market-based growth allowable from the passage of HB820 and to new construction. As of publication of the Proposed Budget, there is no available estimate from the Tax Assessor's office on the 2021 tax digest. Therefore, the City relies on historic and other independent economic data including the Case-Shiller Index, which is a national housing price index, to determine City property valuation trends and estimates.

The City's property tax base is a primary component of City General Fund revenues accounting for approximately thirty one percent of General Fund revenues. Property tax revenues have continued to increase, which began in 2014 due to an improved housing market. The City continues to demonstrate a measured response by

continuing to estimate property tax revenue growth conservatively.

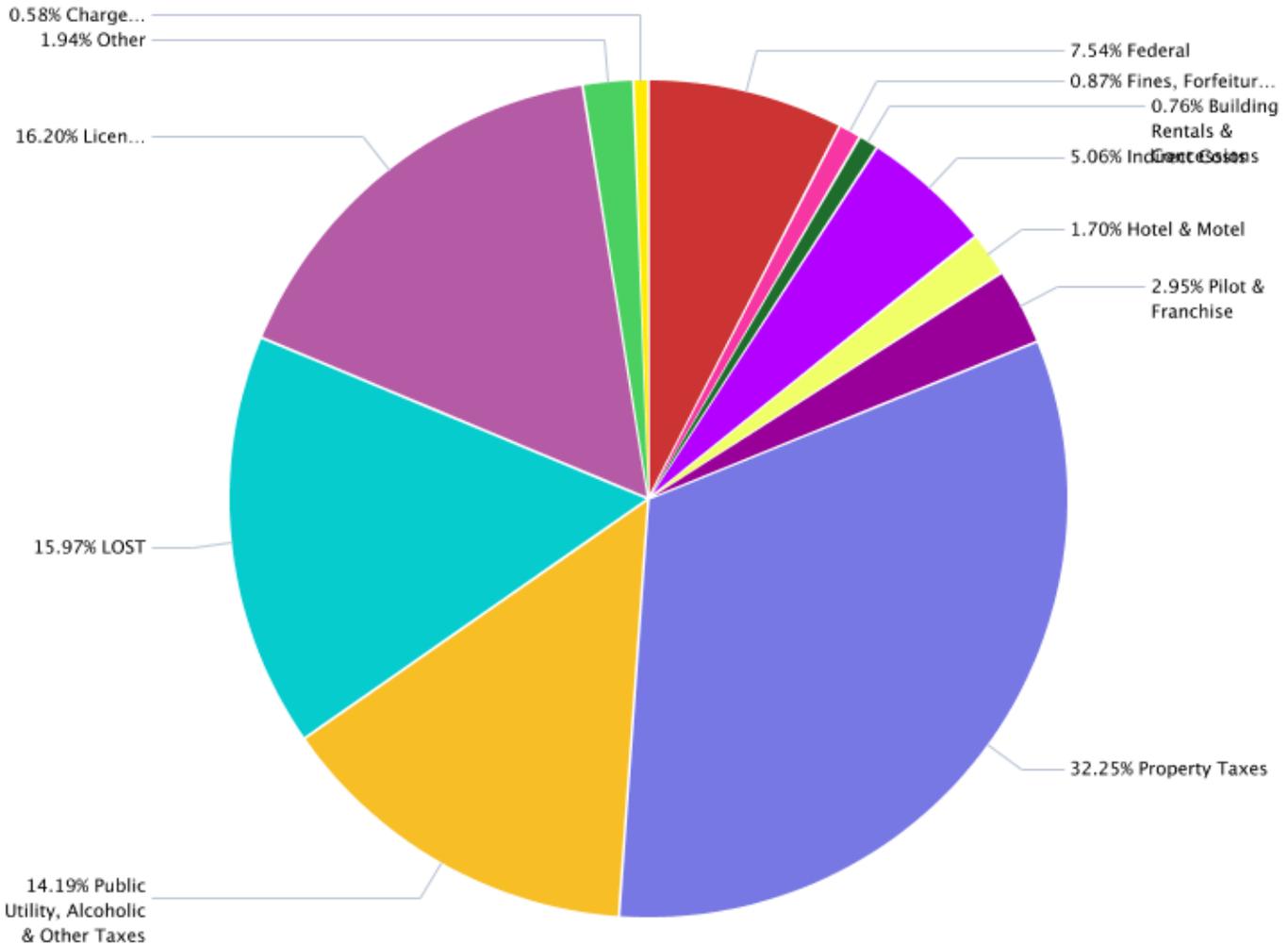
More discussion on the Property Tax revenue assumption is provided later in the trend narrative. Sales tax revenue is the next largest share of General Fund revenues accounting for approximately seventeen percent of General Fund revenues. Sales tax revenue is highly elastic and has most recently demonstrated greater than expected receipts during the pandemic, which is due to changes in state law which allowed taxation of online retailers (HB61) and shift to online shopping during the pandemic. The lodging market, which is the driver for hotel/motel tax revenues, is expected to have a slow recovery and is a major contributor to the City's current weakened economic condition. The Selig report provides additional insight under the hotel/motel forecast narrative section.

The FY 2022 General Fund Revenue anticipations are consistent with the City Charter requirements and the City's Finance team continues to exercise fiscal discipline in the preparation of the revenue forecast.

Furthermore, the City Finance senior management team continuously monitors Budget versus Actual revenue performance on a monthly basis in order to make timely forecast revisions compared to the adopted budget to ensure that the City remains in a stable financial position.

# REVENUE BY MAJOR CATEGORY General Fund

	FY19 Actual	FY20 Actual	FY21 Adopted	FY22 Final Proposed	%
Property Taxes	218,935,715	227,987,043	232,106,376	227,940,084	32.25
Public Utility, Alcoholic Beverage and Other Taxes	108,021,559	104,027,102	100,626,410	100,264,630	14.19
Local Option Sales Taxes	116,720,129	110,769,790	122,150,372	112,895,712	15.97
Licenses and Permits Revenue	123,262,880	119,237,199	105,375,616	114,496,657	16.20
Other Revenue	17,089,250	16,510,674	19,489,286	13,708,347	1.94
Charges For Current Services	4,265,172	5,520,449	3,383,385	4,068,417	0.58
Federal Revenues	1,893,514	362,271	-	53,286,196	7.54
State and Local Governments	2,000	-	-	-	-
Fines, Forfeitures and Penalties	24,179,612	18,540,938	14,430,426	6,131,091	0.87
Building Rentals and Concessions	5,129,908	4,542,194	4,285,096	5,370,027	0.76
Indirect Costs Recovery	34,713,150	41,022,450	34,877,555	35,780,446	5.06
Hotel & Motel Tax Revenue	21,335,760	11,336,328	15,985,075	12,018,090	1.70
Pilot & Franchise Fees	20,534,205	20,990,162	20,697,855	20,819,484	2.95
<b>Total</b>	<b>\$696,082,853</b>	<b>\$680,846,601</b>	<b>\$673,407,452</b>	<b>\$706,779,181</b>	<b>100%</b>



## 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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Property Taxes	\$218,935,715	\$227,987,043	\$232,106,376	\$227,940,084 <sup>(1)</sup>

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 2022 Budget Anticipation - \$218,167,259<sup>(1)</sup>***

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 2020 Atlanta gross tax digest (the summation of all property values in the City of Atlanta) marked the eighth consecutive year of positive valuation growth. The 2020 Atlanta net tax digest (the summation of values less tax exemptions) increased by 4.6% when compared to the 2019 Atlanta net tax digest. To ease the tax burden to our citizens from market valuation increases, the General Assembly passed and Atlanta citizens approved a base freeze exemption. The mayor approved a 7.85 general operations tax rate for fiscal year 2021.

The City's current year budget anticipation assumes a slight decrease due to the impact of COVID-19 on commercial real estate valuation tied to the leisure and hospitality related industries. Residential and Industrial real estate are expected to experience steady growth in valuation due to positive reassessment and new construction growth. The passage of HB 820 allows the City of Atlanta to retain 2.6% reassessment growth as well as 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, "Existing home prices will continue to rise, but at a more moderate rate – about 2.5% in 2021. Going forward, the performance of the housing market will depend on the performance of the labor market, changes in mortgage rates, and credit conditions. Prevailing mortgage rates are a tremendous bargain, and rates are expected to remain close to historically low levels through 2023. Rock bottom mortgage rates will be the strongest driver of the housing recovery."

#### ***Intangible Recording Taxes: FY 2022 Budget Anticipation - \$4,118,157<sup>(1)</sup>***

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

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

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. The Intangible Recording Tax revenue is anticipated to decline below the prior year’s budget amount.

**Real Estate Transfer Tax: FY 2022 Budget Anticipation - \$2,223,588<sup>(1)</sup>**

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. And, the Selig Center Economic Outlook states that, “Due to above average growth in employment and population, the housing market is stronger in the Atlanta MSA than in most large markets. As of mid-2020, Atlanta’s home prices were 29 percent above their pre Great Recession peak levels. The most recently posted year-over-year price increase – between 2019 Q2 and 2020 Q2 – was 4.2 percent. In 2021, home prices will continue to increase, but the rate of home price appreciation will slow significantly. Nonetheless, sustained increases in home prices will support growth in consumer spending – especially on home improvements – and entrepreneurial activity. Atlanta’s 2021 single-family homebuilding outlook is positive. Job growth, population growth, increasing rents, very low mortgage rates, and a scarcity of listings of existing homes will be the primary drivers of the Atlanta MSA’s homebuilding industry.”

**Other Taxes: FY 2022 Budget Anticipation - \$3,431,080<sup>(1)</sup>**

This category consists of Prior Year Property Taxes, Penalties & Interest, and Payments In Lieu of Taxes (PILOT). The Other Taxes revenue growth is anticipated to increase slightly above last year due to expected increases in penalties and interest revenue on delinquent property taxes payments due to the pandemic.

**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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Public Utility, Alcohol Beverage and Other Taxes	\$108,021,559	\$104,027,102	\$100,626,410	\$100,264,630 <sup>(2)</sup>

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:

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

**Public Utility Franchise Fee: FY 2022 Budget Anticipation - \$41,015,163<sup>(2)</sup>**

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 an agreed upon % 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 above average population and employment trends in the Atlanta MSA, this revenue category is not anticipated to have significant adverse impact from conditions related to the COVID-19 pandemic.

**Alcohol Tax: FY 2022 Budget Anticipation - \$11,332,928<sup>(2)</sup>**

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. Alcohol tax revenues have been significantly impacted by the pandemic and the budget anticipation reflects this impact. However, this revenue is expected to rebound quickly and return to stable growth, due to a phasing out of the population lockdown and easing of the occupancy restrictions on food and drinking establishments caused by the pandemic. Under normal conditions, Alcohol consumption has tended to be inelastic or not sensitive to changes in price or income.

**Insurance Premium Tax: FY 2022 Budget Anticipation - \$35,197,832<sup>(2)</sup>**

The insurance premium tax is levied to every insurance company domestic or foreign, operating within the State of Georgia. Each insurance company is assessed a tax at the rate of 2.25% on the gross direct premiums. The insurance premium tax is remitted to the Georgia Department of Insurance. The City’s share is based on the population of the City relative to all incorporated cities and the State population. Anticipated revenue growth in this category for the upcoming year is expected to remain stable when compared to last year’s budget.

**Other Taxes: FY 2022 Budget Anticipation - \$12,718,707<sup>(2)</sup>**

This category consists of various revenue sources including motor vehicle, other public utility taxes, and title ad valorem taxes. There is a slight increase estimated for this category in FY 2022 and is due mainly to estimated increases in the Public Utility tax revenues.

**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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Local Option Sales Tax	\$116,720,129	\$110,769,790	\$122,150,372	\$112,895,712

*FY 2022 Budget Anticipation:*

Sales tax has traditionally been sensitive to changing economic conditions due to a close correlation to Atlanta retail sales activity, employment, and personal income levels. And, though Sales tax was

impacted by the pandemic, it was not as extensive as previously expected due to shorter than expected population lockdown and business closure periods. Also, the favorable passage of “HB 61” had a mitigating effect to the pandemic’s impact to sales taxes and allowed for sales taxes to be charged to online retailers who saw a huge uptick in activity due to the pandemic. Sales tax revenues are anticipated to continue to rebound over the next fiscal year. According to the Selig Center Economic Outlook consumer spending will increase in 2021 along with the improvement to the labor markets, “improving labor market conditions will support modest growth in wages and salaries, with compensation per hour rising by about 1 percent. More importantly, the number of hours worked will rise. That favorable combination will support growth of wage and salary income in 2021.” Moving forward, we expect reasonable growth in total tax collections.”

**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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Licenses and Permits	\$123,262,880	\$119,237,199	\$105,375,616	\$114,496,657 <sup>(3)</sup>

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 2022 Budget Anticipation - \$55,312,462<sup>(3)</sup>**

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 which have been severely impacted by the pandemic. The declining anticipation for general business/license tax revenue for the next fiscal year reflects expected impacts from the pandemic. The Selig report indicates that, “US labor market will continue to recover, but slowly until after a vaccine is widely available. Once a vaccine is widely available, job growth will accelerate sharply and become much more broadly based across all industries. At that time, many businesses will find out that they are significantly understaffed.”

**Building Permits: FY 2022 Budget Anticipation - \$44,679,837<sup>(3)</sup>**

Building Permits accounts for the collection of income and disbursement of funds associated with the operation of all building permitting activity. The Building Permits Fund, which was established in November 2011 as an enterprise fund was closed in FY2017. The revenues from the Building Permits fund are now a part of the General Fund. The FY2022 Building Permits anticipation reflects an increase in the next fiscal year due to a fund balance transfer from the closure of the Building Permits Fund. The Selig report indicates that, “Atlanta’s 2021 single-family homebuilding outlook is positive. Job growth, population growth, increasing rents, very low mortgage rates, and a scarcity of listings of existing homes will be the primary drivers of the Atlanta MSA’s homebuilding industry.”

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

This revenue summation noted above contains the revenues from the various types of building permits and is comprised of building, plumbing, electrical, and HVAC permits.

**Other Licenses/Permits: FY 2022 Budget Anticipation - \$14,504,358<sup>(3)</sup>**

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 Atlanta Department of Transportation (right-of-way, sidewalk closure, parking, and driveway aprons). This anticipation is tied to residential and commercial development and reflects consistent growth over the next fiscal year. Revenues within this category also correlate to infrastructure investments and the hospitality related sectors.

**OTHER REVENUES**

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

Major Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Other Revenues	\$18,984,763	\$16,872,946	\$19,489,286	\$66,994,542

*FY 2022 Budget Anticipation:*

The historical trends in the revenues within this category, display a lot of variability due to the non-recurring nature of the revenues within this category. The increase in the FY2022 Proposed Anticipation reflects a federal subsidy from the American Rescue Plan (ARP) to offset the devastating financial impacts of the pandemic on local governments.

**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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Charges For Current Services	\$4,265,172	\$5,520,449	\$3,383,385	\$4,068,417

*FY 2022 Budget Anticipation:*

Revenues in this category are anticipated to have minimal growth and are expected to rebound from the impact of the pandemic.

**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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Fines, Forfeitures and Penalties	\$24,179,612	\$18,540,938	\$14,430,426	\$6,131,091

*FY 2022 Budget Anticipation:*

The FY 2022 anticipation reflects recent performance due to the pandemic. Most major fine revenues within this category have declined and were impacted by the temporary closure of City Courts, suspension of parking enforcement and slow down in traffic violation activity due to teleworking.

This revenue is expected to rebound in subsequent fiscal years as the court returns to normal operating levels. Also, a new negotiated revenue assumption from outsourced parking contract with the current vendor ATL Plus was also considered.

**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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Building Rentals and Concessions	\$5,129,908	\$4,542,194	\$4,285,096	\$5,370,027

*FY 2022 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 negatively impacted by a change in the City of Atlanta’s policy to discontinue the housing of federal immigration inmates. This revenue has also been impacted by the closure of city neighborhood centers due to the pandemic. The modest growth in the next fiscal year budget anticipation is reflective of these impacts and the minimal activity of the remaining revenues in this category.

**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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Indirect Cost Recovery	\$34,713,150	\$41,022,450	\$34,877,555	\$35,780,446

*FY 2022 Budget Anticipation:*

The anticipation is based on conservative budgeting practices due to the uncertainty regarding the impact of the City’s annual cost allocation plan on this revenue each year.

**HOTEL AND MOTEL TAX**

The Hotel/Motel Tax is shared between the City, Atlanta Conventions & Visitors Bureau, Georgia World Congress, 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 20<sup>th</sup> day of every month by the City. The Hotel/Motel Tax rate is 8% on rent for occupancy of a guestroom in a hotel in the City.

Major Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Hotel and Motel Tax	\$21,335,760	\$11,336,328	\$15,985,075	\$12,018,090

*FY 2022 Budget Anticipation:*

This anticipation is tied to commercial development tied to the hospitality related sectors. The budget anticipation revenues in this category have experienced severe COVID-19 induced shortfalls due to the erosion of convention and tourism activity, reduced demand, and lower room rates. The Selig report states, “Prior to COVID-19, Atlanta’s hospitality industry was thriving, but in 2021 it will struggle to recover from the pandemic. Full recovery will take several years.” The FY 2022-26 forecast reflects expectations for modest uptick in occupancy levels in FY2022 with return to pre-pandemic levels by FY2023.

### **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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Pilot and Franchise Fees	\$20,534,205	\$20,990,162	\$20,697,855	\$20,819,484

#### *FY 2022 Budget Anticipation:*

This anticipation 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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
General Fund	\$696,082,853	\$680,846,601	\$673,407,452	\$706,779,181

The growth seen in the local economy over the last five years is expected to slow and be driven primarily by COVID-19 recovery. The Selig report indicates that in 2021, “the baseline forecast for Georgia’s economy calls for the recovery from the COVID-19 recession to continue. GDP and employment growth will quicken in the second half of the year because that is when we assume an effective vaccine is widely available and adopted. The main risk to growth, however, remains COVID-19. The depth from which Georgia’s economy must recover is less than that of the nation as a whole, full recovery of Georgia’s economy should arrive faster here than for the US. Indeed, the initial 3-month “bounce” in jobs added back 55 percent of the jobs Georgia lost compared to only 42 percent of the jobs lost nationwide. In Georgia, there is relatively less economic debris to clean up. In addition, many factors that caused Georgia to outperform the US economy prior to the pandemic will reassert themselves. The pattern of faster economic growth in Georgia than for the nation as a whole will continue through 2021.”

The rise in next year’s General Fund budget anticipation above reflects a federal subsidy from the American Rescue Plan (ARP) to help alleviate the impacts of the uncertain economic recovery timetable of the COVID-19 pandemic and weakening of the commercial market’s property valuation from the pandemic. The FY2022 anticipation does reflect the holding constant of the current millage rate of 7.85 mills.

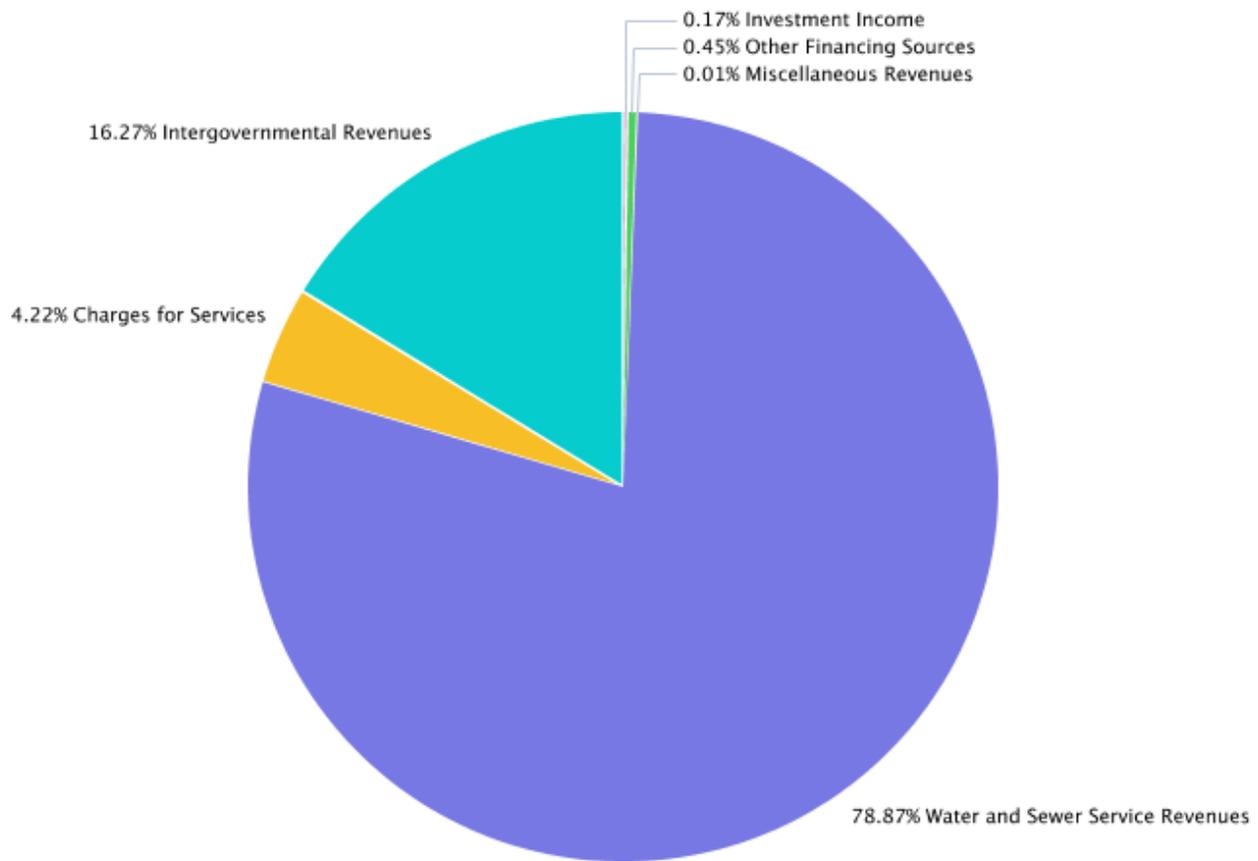
The “true revenue” anticipated for the General Fund over the next fiscal year is low. This reflects a moderate viewpoint and is due to the uncertainty and volatility surrounding the timeline for mass distribution of the vaccine and rebound of consumer confidence and spending. This is in line with the Selig report which estimates that Atlanta Gross Metro Product will range from 2.9% to 4.7% over the

next five-years. In several pre-pandemic years, the Atlanta Gross Metro Product hovered around the 4.0% range. Expected growth in General Fund revenue in the coming years will be driven by the expected recovery of pandemic impacted revenues from the hospitality and tourism related industries as well as those impacted by temporary closure of City Offices and teleworking. These revenues include alcohol & hotel/motel taxes, business license, traffic, and parking violations.

The City of Atlanta Finance team continues to foster an ongoing partnership with Deloitte Consulting LLC., the review of the UGA Selig Center and the GSU Economic Forecasting Center reports, and the use of the municast financial model, to gain insights and understanding of underlying economic drivers of City revenues when developing the budget anticipation. This is instrumental in order for the City to respond to the present changing economic conditions. All city revenues will continue to be closely monitored by the City Finance team as we approach the ensuing fiscal year and navigate the post pandemic recovery.

## REVENUE BY MAJOR CATEGORY Water & Wastewater Revenue Fund

	FY19 Actual	FY20 Actual	FY21 Adopted	FY22 Final Proposed	%
Water and Sewer Service Revenues	456,278,200	456,327,234	453,135,208	455,305,826	78.87
Charges for Services	7,617,940	9,081,580	24,973,000	24,345,129	4.22
Intergovernmental Revenues	154,634,108	146,696,041	88,000,000	93,925,000	16.27
Investment Income	4,345,762	2,459,098	1,000,000	1,000,000	0.17
Other Financing Sources	2,955,603	3,128,699	2,500,000	2,600,000	0.45
Miscellaneous Revenues	172,433	222,709	120,000	80,000	0.01
Other Miscellaneous Revenues	-	30,265	-	-	-
<b>Total</b>	<b>\$626,004,047</b>	<b>\$617,945,626</b>	<b>\$569,728,208</b>	<b>\$577,255,955</b>	<b>100%</b>



## **WATER AND WASTEWATER FUND**

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

### **WATER AND SEWER SERVICE REVENUES**

This category includes water and wastewater service charges.

<b>Major Revenue Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>
Water and Sewer Service Revenues	\$456,278,200	\$456,327,234	\$453,135,208	\$455,305,826

#### *FY 2022 Budget Anticipation:*

The Water and Sewer Service revenue is projected to be in line with prior year actual levels. The Department does not plan to increase its water and sewer rates in FY2022.

### **CHARGES FOR SERVICES**

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

<b>Major Revenue Category</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Adopted</b>	<b>FY 2022 Proposed</b>
Charges for Services	\$7,617,940	\$9,081,580	\$24,973,000	\$24,345,129

#### *FY 2022 Budget Anticipation:*

The service revenue is projected to be in line with prior year actual levels. Includes inter-jurisdictional revenue, industrial waste, administrative and plan review fees and water/sewer allowance accounts.

### **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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Intergovernmental Revenues	\$154,634,108	\$146,696,041	\$88,000,000	\$93,925,000

*FY 2022 Budget Anticipation:*

The FY2022 anticipated revenues from the Municipal Option Sales Tax are \$130M, which is in line with prior year proposed amounts. For FY2022 \$93.9M will be transferred to the Water and Wastewater Revenue Fund and \$36.1M 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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Investment Income	\$4,345,762	\$2,459,098	\$1,000,000	\$1,000,000

*FY 2022 Budget Anticipation:*

The FY2022 anticipated revenues reflect balances as a result of account regrouping and is in line with prior year anticipations.

**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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Other Financing Sources	\$2,955,603	\$3,128,699	\$2,500,000	\$2,600,000

*FY 2022 Budget Anticipation:*

The FY2022 Proposed fee of \$2.6M is in line with the prior year anticipations.

**MISCELLANEOUS REVENUES**

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

Major Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Miscellaneous Revenues	\$172,433	\$252,974	\$120,000	\$80,000

*FY 2022 Budget Anticipation:*

The Department based its estimate on revenues generated in prior fiscal years and is in line with prior year anticipations.

**OVERALL WATER & WASTEWATER REVENUE FUND FORECAST**

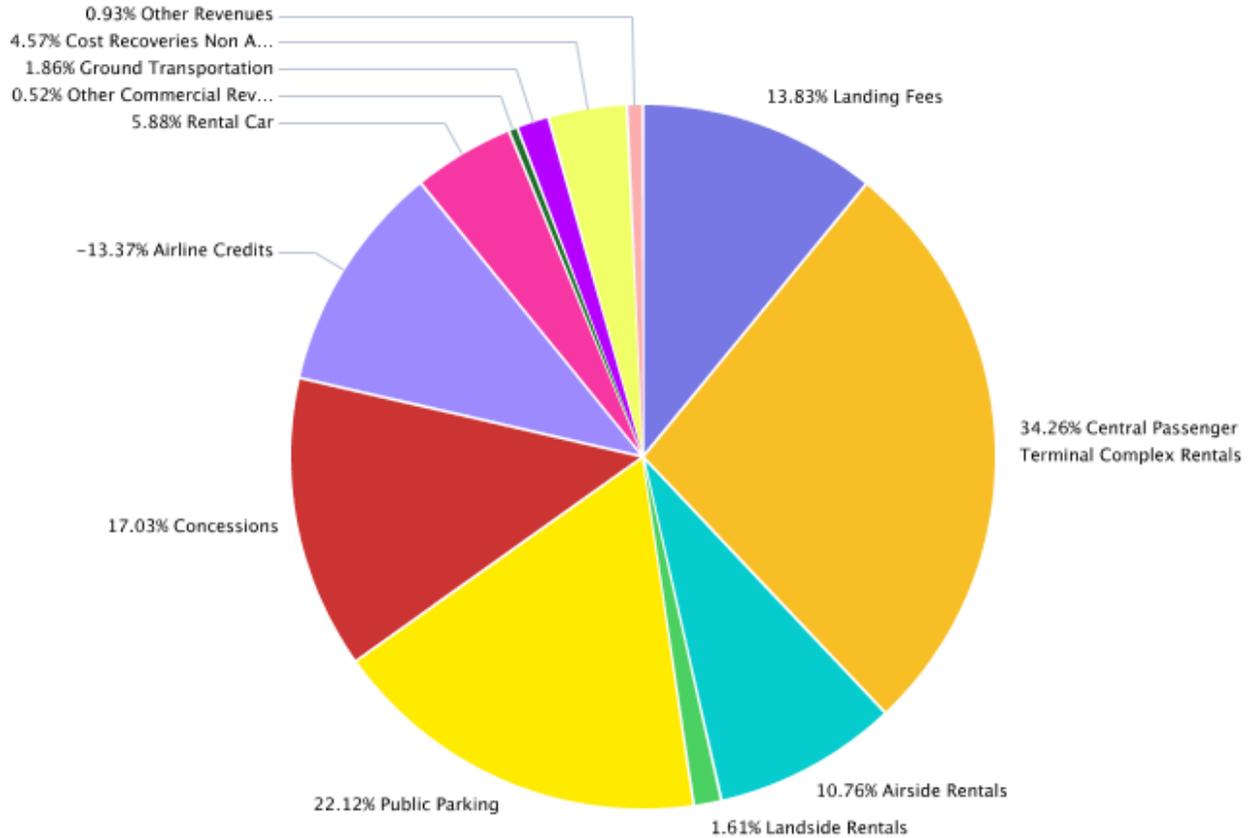
Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Water & Wastewater Revenue Fund	\$626,004,047	\$617,945,626	\$569,728,208	\$577,255,955

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

	FY19 Actuals	FY20 Actuals	FY21 Adopted	FY22 Final Proposed	%
<b>Aeronautical Revenues</b>					
Landing Fees	53,049,269	38,285,334	28,001,588	58,818,390	13.83
Central Passenger Terminal Complex Rentals	231,844,070	182,099,907	184,844,228	145,681,480	34.26
Airside Rentals	43,172,936	40,924,953	37,102,404	45,748,100	10.76
Cost Recoveries : Airline	-	-	-	-	-
Sup-Total Aeronautical Revenues	328,066,275	261,310,194	249,948,220	250,247,970	58.85
<b>Non-Aeronautical Revenues</b>					
Landside Rentals	8,358,327	7,094,103	7,999,644	6,835,532	1.61
Public Parking	147,410,495	107,378,361	78,355,000	94,058,466	22.12
Concessions	121,059,560	87,886,952	50,851,000	72,430,459	17.03
Airline Credits	(123,505,318)	(82,307,164)	(52,851,000)	(56,869,335)	(13.37)
Rental Car	43,607,196	32,000,761	18,585,000	25,007,045	5.88
Other Commercial Revenues	2,176,101	2,186,353	2,216,000	2,216,004	0.52
Ground Transportation	12,229,487	9,940,329	5,858,000	7,928,342	1.86
Cost Recoveries : Non Airlines	17,053,437	15,843,330	7,500,000	19,412,000	4.57
Interest Income	6,971,220	3,716,319	-	-	-
Other Revenues	6,388,296	527,943	1,618,938	3,946,522	0.93
Miscellaneous Revenue	5,662,795	5,500,610	-	-	-
Sub-Total Non-Aeronautical Revenues	247,411,597	189,767,896	120,132,582	174,965,035	41.15
<b>Total</b>	<b>\$575,477,872</b>	<b>\$451,078,090</b>	<b>\$370,080,802</b>	<b>\$425,213,005</b>	<b>100%</b>



## 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 requirement and coverage.

Major Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Landing Fees	\$53,049,269	\$38,285,334	\$28,001,588	\$58,818,390

*FY 2022 Budget Anticipation:*

Landing Fees are expected to increase in FY2022, as the industry recovers from the pandemic and carriers increase operations.

#### 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. 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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
CPTC Rentals	\$231,844,070	\$182,099,907	\$184,844,228	\$145,681,480

*FY 2022 Budget Anticipation:*

These rents are expected to decrease as several bond series have been paid in full, and no new debt issuance are expected for FY2022.

**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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Airside Rentals	\$43,172,936	\$40,924,953	\$37,102,404	\$45,748,100

*FY 2022 Budget Anticipation:*

Airside rentals revenue were lower in FY2021 due to the pandemic; however, this revenue stream is expected to increase to previous levels in FY2022.

**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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Landside Rentals	\$8,358,327	\$7,094,103	\$7,999,644	\$6,835,532

*FY 2022 Budget Anticipation:*

Landside Rentals are anticipated to decrease in FY2022; tenants' leases expired and were not renewed, and property scheduled for deconstruction and therefore vacated.

**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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Public Parking	\$147,410,495	\$107,378,361	\$78,355,000	\$94,058,466

*FY 2022 Budget Anticipation:*

Parking revenue is anticipated to increase as the industry recovers from the pandemic and passenger traffic increases. ATL West Parking Deck and ATL Select Parking Lot are scheduled to open in FY2021, increasing the number of parking spaces.

**INSIDE CONCESSIONS**

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

Major Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Inside Concessions	\$121,059,560	\$87,886,952	\$50,851,000	\$72,430,459

*FY 2022 Budget Anticipation:*

This revenue stream is expected to increase as travel resumes, and passenger traffic increases. 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 \$0.40 per enplaned passenger. Additionally, the Airport's portion of certain operational costs are reflected in this category.

Major Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Airlines Credits	(\$123,505,318)	(\$82,307,164)	(\$52,851,000)	(\$56,869,335)

*FY 2022 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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Rental Car	\$43,607,196	\$32,000,761	\$18,585,000	\$25,007,045

*FY 2022 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 influencing 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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Ground Transportation	\$12,229,487	\$9,940,329	\$5,858,000	\$7,928,342

*FY 2022 Budget Anticipation:*

The increase in this revenue category is due to the anticipated increase in the number transactions by the Airport's Transportation Network Companies (TNC) service providers; as passenger traffic increases in FY2022.

**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 operating and maintenance expenses.

Major Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Cost Recoveries: Non-Airline	\$17,053,437	\$15,843,330	\$7,500,000	\$19,412,000

*FY 2022 Budget Anticipation:*

Some scheduled maintenance projects were deferred in FY2021, due to the pandemic. These projects along with the FY2022 operating and maintenance cost will be performed and these cost recovered from the rental car companies.

**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 because of the Cash Pool Memorandum of Understanding (MOU).

Major Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Investment Income	\$6,971,220	\$3,716,319	\$0	\$0

*FY 2022 Budget Anticipation:*

Revenues for this category are not anticipated they are 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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Other Revenues	\$14,227,192	\$8,214,906	\$3,834,938	\$6,162,526

*FY 2022 Budget Anticipation:*

This category is expected to increase FY2022 as more outlet open and stakeholders staffing levels return to pre-pandemic levels. This will increase security and fingerprinting revenues. The Airport will continue to recover the operating and maintenance cost from the cell phone providers.

**OVERALL AVIATION REVENUE FUND FORECAST**

Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Aviation Operating Revenue Fund	\$575,477,872	\$451,078,090	\$370,080,802	\$425,213,005

Aviation revenues are projected to increase primarily due to the industry recovering from the pandemic. As traffic increases, so will non-aeronautical revenues. Aeronautical revenues will increase as carrier increase operations due to the increase in travel demands.

# EMERGENCY TELEPHONE SYSTEM FUND

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

Major Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
E-911 Revenue	\$22,450,998	\$22,201,330	\$20,703,393	\$21,324,495

*FY 2022 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 and transferred responsibility of distributing this revenue to the State of GA. The FY 2022 budget anticipation indicates that this revenue is expected to remain constant.

## 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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
City Plaza Operating Fund	\$1,505,688	\$1,502,715	\$1,001,000	\$1,002,001

*FY 2022 Budget Anticipation:*

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

## 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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Fleet Services Revenue	\$45,609,978	\$36,747,433	\$37,707,096	\$37,837,324

*FY 2022 Budget Anticipation:*

The Fleet Services Fund source of income is derived from charge-back recovery to the participating City departments. The anticipation is stable and coincides with the current trend in these revenues.

## 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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Group Insurance	\$145,400,619	\$152,779,308	\$153,343,198	\$165,098,476

*FY 2022 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 project. The City's allocated share of the Hotel/Motel tax is 24.99%, with the remaining 75.01% distributed by the City to the aforementioned parties.

Major Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Hotel/Motel Tax	\$85,201,268	\$54,399,791	\$63,940,300	\$35,167,165

### *FY 2022 Budget Anticipation:*

This anticipation is tied to commercial development and the hospitality related sectors. The budget anticipation revenues in this category have experienced severe COVID19 induced shortfalls due to the erosion of convention and tourism activity, reduced demand and lower room rates. The Selig report states, "Prior to COVID-19, Atlanta's hospitality industry was thriving, but in 2021 it will struggle to recover from the pandemic. Full recovery will take several years." The FY 2022 anticipation reflects the impact of the pandemic and expectations for modest uptick in occupancy levels in FY2022 with return to pre-pandemic levels by FY2023.

## RENTAL/MOTOR VEHICLE TAX FUND

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

Major Revenue Category	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Rental/Motor Vehicle Tax	\$1,317,147	\$952,841	\$1,195,268	\$980,120

*FY 2022 Budget Anticipation:*

The Car Rental Tax Fund revenues correlate with travel and tourism activity. This industry has been negatively impacted by the Covid19 Pandemic. The modest budget anticipation demonstrates the expected impact of the pandemic. A gradual return to normal visitor activity is not expected until FY2023.

## 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 2019 Actual	FY 2020 Actual	FY 2021 Adopted	FY 2022 Proposed
Solid Waste Services Revenue	\$65,686,821	\$74,728,020	\$66,371,350	\$66,905,286

*FY 2022 Budget Anticipation:*

Solid Waste Fund revenues are primarily comprised of user fees to cover the cost of operations. A partial fee increase was approved in FY2019 and the full impact of the rate increase was realized in FY2021. The growth in FY2022 is anticipated to remain constant.



CITY COUNCIL  
EXECUTIVE OFFICES  
ATLANTA INFORMATION MANAGEMENT  
LAW  
CORRECTIONS & COMMUNITY SERVICES  
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  
OFFICE OF INSPECTOR GENERAL  
ATLANTA CITIZENS REVIEW BOARD  
CITY AUDITOR'S OFFICE  
PUBLIC DEFENDER  
ENTERPRISE ASSETS MANAGEMENT  
CUSTOMER SERVICE  
ATLANTA DEPARTMENT OF TRANSPORTATION  
GRANTS & COMMUNITY DEVELOPMENT

OPERATIONAL  
SUMMARIES

PROPOSED BUDGET  
FY 2022

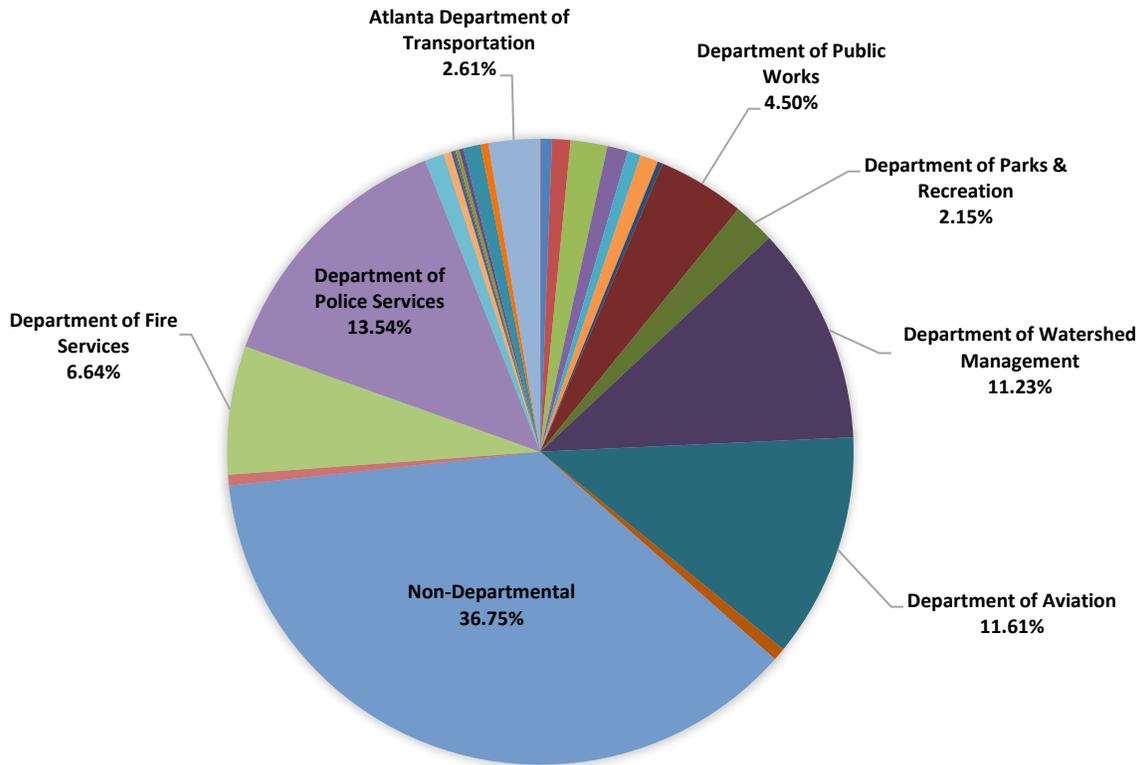


# OPERATIONAL DEPARTMENTAL SUMMARY OVERVIEW

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 2019 to 2022. There is also an explanation of major variances between FY2021 Adopted and the FY2022 Proposed budgets.

## FY2022 Proposed Budget



The operating budget totals \$2.04B, and the largest percent of the total or 37% 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, the 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.

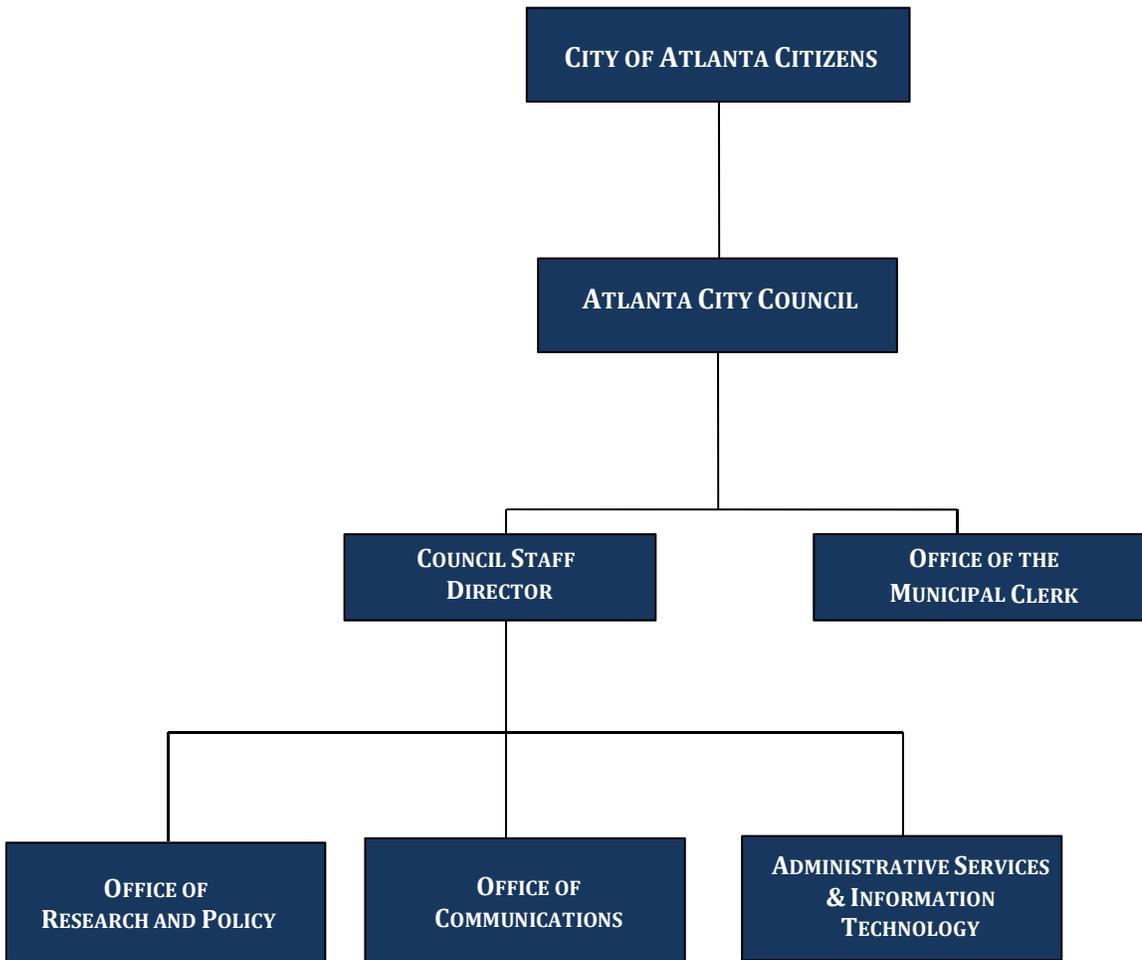
The *Office of the Municipal Clerk* (OMC) or as it is more commonly referred - "the Clerk's Office" - is the City of Atlanta's central repository for information regarding all legislative actions of the governing authority. The Municipal Clerk serves as designated custodian and administrator of the City 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 a compliance officer regarding State Ethics mandated financial and campaign disclosure filings by candidates and elected officeholders. 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 expectations.

**ORGANIZATIONAL CHART**  
CITY COUNCIL





## FY22 OPERATING BUDGET HIGHLIGHTS City Council

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$2,911,340	\$3,134,091	\$3,166,207	Salaries, Regular	\$3,262,857	\$96,650
\$2,265,062	\$2,101,564	\$3,280,484	Salaries, Perm Part-Time	\$3,280,484	\$0
-	-	-	Salaries, Sworn	-	-
\$434,377	\$537,314	\$178,487	Salaries, Extra Help	\$178,487	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$330	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$524,030	\$548,936	\$438,154	Pen Cont Gen Emp Pen Fd	\$474,241	\$36,086
\$148,817	\$175,885	\$99,705	Defined Contribution	\$77,504	(\$22,201)
\$22	\$848	-	Workers' Compensation	-	-
\$664,187	\$710,018	\$410,844	Other Personnel Costs	\$459,299	\$48,455
\$6,947,835	\$7,208,986	\$7,573,882	<b>TOTAL PERSONNEL</b>	\$7,732,872	\$158,991
			<b>OTHER EXPENSES</b>		
\$600,416	\$533,420	\$1,110,391	Purchased / Contracted Services	\$1,118,431	\$8,040
\$27,172	\$92,266	\$182,005	Supplies	\$173,995	(\$8,010)
-	-	-	Capital Outlays	-	-
\$564	\$1,089	\$2,500	Interfund / Interdepartmental Charges	\$1,266	(\$1,234)
\$612,039	\$749,416	\$3,162,695	Other Costs	\$3,162,744	\$49
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$0	\$0	\$6,015	Other Financing Uses	\$6,089	\$74
\$1,240,192	\$1,376,191	\$4,463,605	<b>TOTAL OTHER EXPENSES</b>	\$4,462,525	(\$1,080)
<b>\$8,188,026</b>	<b>\$8,585,178</b>	<b>\$12,037,487</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$12,195,397</b>	<b>\$157,910</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$8,187,849	\$8,585,178	\$12,037,487	General Fund	\$12,195,397	\$157,910
\$177	\$0	-	Water & Wastewater Revenue Fund	-	-
<b>\$8,188,026</b>	<b>\$8,585,178</b>	<b>\$12,037,487</b>	<b>TOTAL EXPENSES</b>	<b>\$12,195,397</b>	<b>\$157,910</b>

FY19	FY20	FY21	FY22 AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
48.00	48.00	48.00	Full Time Equivalent	48.00	0.00



## FY22 OPERATING BUDGET HIGHLIGHTS

### City Council General Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$2,911,340	\$3,134,091	\$3,166,207	Salaries, Regular	\$3,262,857	\$96,650
\$2,265,062	\$2,101,564	\$3,280,484	Salaries, Perm Part-Time	\$3,280,484	-
-	-	-	Salaries, Sworn	-	-
\$434,377	\$537,314	\$178,487	Salaries, Extra Help	\$178,487	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$330	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$524,030	\$548,936	\$438,154	Pen Cont Gen Emp Pen Fd	\$474,241	\$36,086
\$148,817	\$175,885	\$99,705	Defined Contribution	\$77,504	(\$22,201)
\$22	\$848	-	Workers' Compensation	-	-
\$664,187	\$710,018	\$410,844	Other Personnel Costs	\$459,299	\$48,455
<b>\$6,947,835</b>	<b>\$7,208,986</b>	<b>\$7,573,882</b>	<b>TOTAL PERSONNEL</b>	<b>\$7,732,872</b>	<b>\$158,991</b>
			<i>OTHER EXPENSES</i>		
\$600,416	\$533,420	\$1,110,391	Purchased / Contracted Services	\$1,118,431	\$8,040
\$27,172	\$92,266	\$182,005	Supplies	\$173,995	(\$8,010)
-	-	-	Capital Outlays	-	-
\$564	\$1,089	\$2,500	Interfund / Interdepartmental Charges	\$1,266	(\$1,234)
\$611,862	\$749,416	\$3,162,695	Other Costs	\$3,162,744	\$49
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$6,015	Other Financing Uses	\$6,089	\$74
<b>\$1,240,014</b>	<b>\$1,376,191</b>	<b>\$4,463,605</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,462,525</b>	<b>(\$1,080)</b>
<b>\$8,187,849</b>	<b>\$8,585,178</b>	<b>\$12,037,487</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$12,195,397</b>	<b>\$157,910</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$8,187,849	\$8,585,178	\$12,037,487	General Fund	\$12,195,397	\$157,910
<b>\$8,187,849</b>	<b>\$8,585,178</b>	<b>\$12,037,487</b>	<b>TOTAL EXPENSES</b>	<b>\$12,195,397</b>	<b>\$157,910</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
48.00	48.00	48.00	Full Time Equivalent	48.00	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### City Council General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$96,650	Increase due to personnel adjustments for elected official compensation increases.
Salaries, Perm Part-Time	-	Budget based on anticipated operational activity.
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	\$36,086	Increase due to personnel adjustments.
Defined Contribution	(\$22,201)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$48,455	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$158,991</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$8,040	Increase to properly align contractual and operational expenses based on anticipated contractual obligations.
Supplies	(\$8,010)	Decrease to properly align the budget based on anticipated usage of supplies. This line includes costs associated with the Legislative Management System, subscriptions, and licenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$1,234)	Decrease to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	\$49	The line includes the council members Expense and Carry Forward accounts.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$74	This line includes costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$1,080)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$157,910</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$157,910	
<b>TOTAL EXPENSES</b>	<b>\$157,910</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



# EXECUTIVE OFFICES

## Mission Statement

The mission of the 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, the Executive Offices seek to determine the most efficient manner to provide quality services to the citizens of the City.

## Summary of Operations

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

## Divisions/Offices Descriptions

*The Office of the Chief of Staff* provides advice and guidance to the Mayor on legislative and political issues and serves as 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](http://www.atlantaga.gov) and via social media channels such as Facebook, Twitter, and YouTube.

The Mayor's Office of Communications also includes the operations of City Channel 26. *Channel 26* provides 24-hour programming that is useful, informative, and timely for Atlanta residents. Channel 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 Intergovernmental Affairs* was established to create and maintain working relationships with state, federal and local government entities, bi-lateral chambers of commerce and international trade offices in order to maximize the City's opportunities to impact public policy, increase revenues, and foster its growing stature as a global city and key player in trade and commerce, citizen diplomacy and intercultural understanding.

*The Mayor's 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.

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

*The Office of Cultural Affairs (OCA)* provides access to local art and culture to the city in five key areas: *Arts & Education, Contracts for Arts Services, Performing Arts, Public Art Services* and *Cultural Facilities* such as the Chastain Arts Center, Gallery 72, and the Mayor's Gallery at City Hall. Through *Contracts for Arts Services*, the OCA provides fiscal support to Atlanta's individual artists, 501c3 arts organizations and community development organizations that provide cultural experiences within the city of Atlanta. The OCA also interfaces with the international community by providing opportunities for cultural exchange such as programming for the *Atlanta Jazz Festival, ELEVATE*, and workshops in City facilities by artists, often from Atlanta's Sister Cities. In addition, the OCA routinely works with the *Airport Art Program* and the *Atlanta Beltline* on their initiatives, including representation on artist selection panels, and oversight of their installations.

*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 the City's performance management program. 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 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 Emergency Preparedness* is the primary facilitator for coordination and implementation of preparedness, mitigation, and response goals. MOEP serves as a convener for public safety agencies, City of Atlanta departments, regional, business, civic, and community stakeholders in becoming a more resilient, viable, and thriving city for future generations.

*The Office of Innovation 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, managing and implementing large-scale strategic projects, and developing innovative new solutions in specific areas of city operations.

*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, education, tourism, sports, and attracting international events to the City of Atlanta through liaison with local, national, and international partners including the Consular Corps, bi-national chambers of commerce, trade offices, and international organizations. This office provides guidance on protocol for visiting dignitaries, welcomes international visitors to Atlanta, and supports the Atlanta Sister Cities Commission.

## **FY2021 Accomplishments**

### **Safe, Welcoming, and Inclusive City**

- Police Executive Research Forum (PERF) retained to conduct a full review of APD's policies and training as next steps to reform public safety in Atlanta - *Nov 2020*.
- City launched Housing Affordability/Racial Equity initiative to create policy-based solutions for affordability and equitable growth - *Dec 2020*.
- City sets record with eighth consecutive perfect score on Human Rights Campaign's (HRC) Municipal Equality Index - *Dec 2020*.

- Mayor unveiled “One Atlanta: One APD” immediate action plan to address violent crime in the city, including expanded enforcement of nuisance properties and support for neighborhood safety planning - *Jan 2021*.

#### World-class Employees, Infrastructure, and Services

- Mayor launched Progressive Atlanta Advisory Council, a group to provide recommendations to help achieve the Mayor’s vision of equity for all, and how to increase access to opportunities for everyone - *Nov 2020*.
- Mayor unveiled new bronze statue monument of Dr. Martin Luther King Jr. titled “Hope Moving Forward” - *Jan 2021*.
- Mayor and FUSE Corps welcomed Atlanta’s first-ever HIV Executive Fellow to help target health inequities through HIV/AIDS prevention - *Feb 2021*.

#### Ethical, Transparent, and Fiscally Responsible Government

- Mayor issued Executive Order to fund the activities and needs of the Coronavirus Pandemic Coordination Team, an inter-departmental effort with the mission of ensuring City operations continuity and public safety readiness - *Mar 2020*.
- Mayor issued Executive Order to implement process for virtual meetings of Boards, Councils, Committees, Authorities, or other similar bodies - *Jun 2020*.
- Mayor’s plan to improve economic mobility and job opportunities for Atlantans by integrating WorkSource Atlanta—the City’s workforce development arm—into Invest Atlanta—the City’s economic development arm—was unanimously adopted by the Atlanta City Council - *Oct 2020*.

#### Thriving Neighborhoods, Communities, and Businesses

- Mayor announced opening of creATL fund applications to support Atlanta’s creative workers who are impacted by COVID-19 - *Jun 2020*.
- Mayor released the One Atlanta: Economic Mobility, Recovery and Resiliency Plan —a comprehensive plan to ensure economic and quality-of-life security for Atlanta residents and businesses - *Jul 2020*.

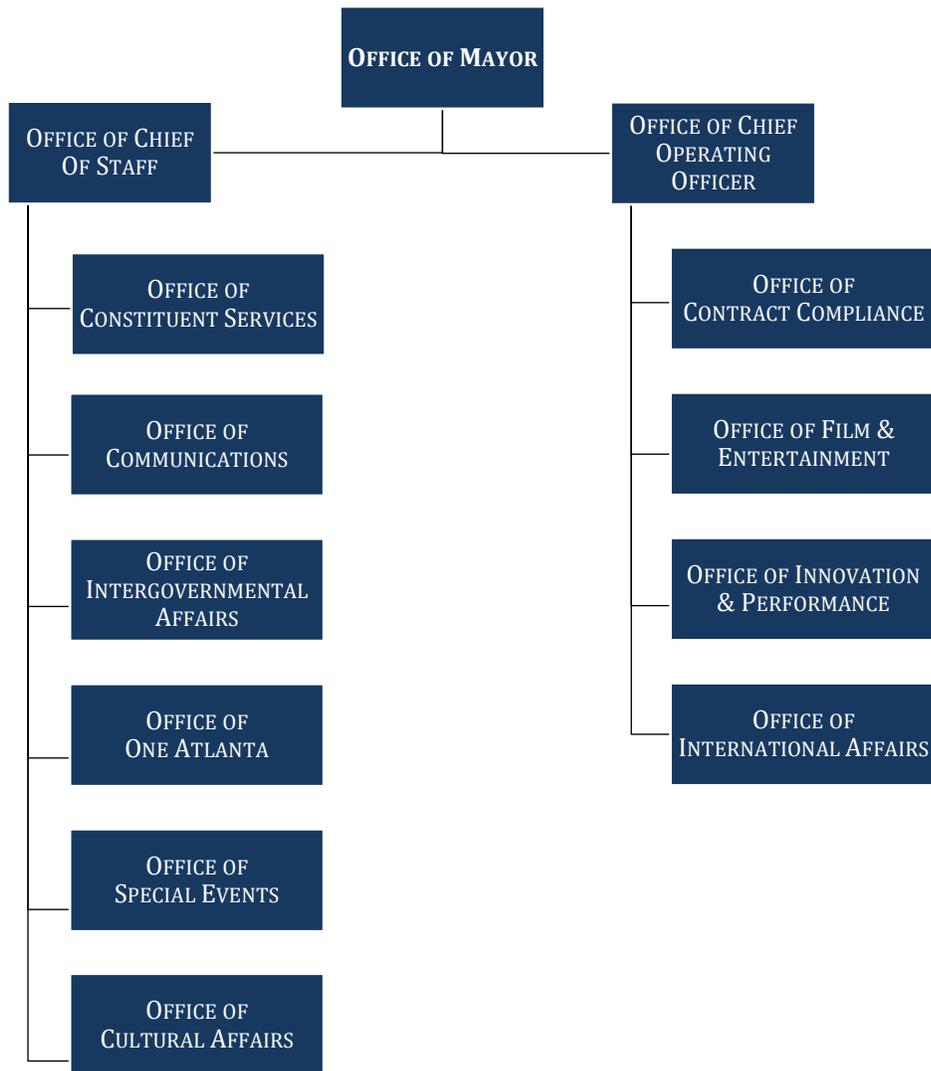
- Legislation for a citywide anti-displacement tax fund to help homeowners passed City Council and was signed by the Mayor. This tax fund will provide relief for rising property taxes and strengthen path to homeownership for legacy residents - *Nov 2020*.
- Mayor’s Westside Park Housing Overlay Ordinance was approved by the Atlanta City Council, a measure to require affordable housing in new neighborhoods around the Westside Quarry Park. This will ensure that as new development occurs, affordable housing will be created for all Atlantans - *Mar 2021*.

#### Residents that are Equipped for Success

- Mayor joined partner cities to announce Mayors for a Guaranteed Income, a privately funded pilot program that will explore cash payment programs in cities reaching more than 7 million American residents - *Jul 2020*.
- Mayor hosted inaugural Virtual LGBTQ Opportunity Fair, a historic initiative that will ensure LGBTQ Atlantans have access to employment opportunities across government, for-profit and nonprofit sectors - *Jul 2020*.
- Mayor allocated \$22 million from the Coronavirus Relief Fund towards emergency rental assistance for Atlantans, including rental, utility, and/or security deposit assistance - *Aug 2020*.
- Mayor announced \$50 million in new bond funding for affordable housing to advance the goals of creating or preserving 20,000 affordable homes by 2026 and investing City-controlled public sources in the production and preservation of affordable housing - *Dec 2020*.
- Mayor signed Executive Order around equity by suspending pre-employment physical exam and drug safety screenings for non-safety sensitive City positions - *Jan 2021*.
- City of Atlanta joined the Carter Center’s *Inform Women, Transform Lives* campaign to increase awareness of women’s right to information and connect women to available City services and programs which help strengthen the well-being of Atlantans - *Mar 2021*.

# ORGANIZATIONAL CHART

EXECUTIVE OFFICES



## PERFORMANCE METRICS

EXECUTIVE OFFICES

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>An Ethical, Transparent and Fiscally Responsible Government</i></b>				
Number of firms certified to participate in Equal Business Opportunity Program	1,422	1,353	1,353	1,353
Percentage City contracts paid to Minority and Female owned firms	MBE – 24.8% FBE – 8.87%	MBE – 26.7% FBE – 11.1%	MBE – 26.7% FBE – 11.1%	MBE – 26.7% FBE – 11.1%



## FY22 OPERATING BUDGET HIGHLIGHTS Executive Offices

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$8,230,816	\$10,815,125	\$13,344,640	Salaries, Regular	\$11,151,966	(\$2,192,674)
\$17,835	\$86,159	-	Salaries, Perm Part-Time	-	-
\$1,194	\$26,428	\$6,342,497	Salaries, Sworn	\$0	(\$6,342,496)
\$2,832,134	\$2,913,761	\$261,231	Salaries, Extra Help	\$261,231	\$0
-	\$240	-	Salaries, Extra Help-Sworn	-	-
\$4,734	\$70,679	\$100,028	Overtime	\$27	(\$100,001)
\$1,084	\$195,272	-	Pen Cont Fire Pen Fd	-	-
\$0	\$2,825	-	Pen Cont Police Pen Fd	-	-
\$810,054	\$1,669,418	\$2,867,334	Pen Cont Gen Emp Pen Fd	\$902,375	(\$1,964,959)
\$544,177	\$762,125	\$673,477	Defined Contribution	\$215,699	(\$457,778)
\$46,708	\$37,332	\$260,051	Workers' Compensation	\$16,286	(\$243,765)
\$1,195,969	\$2,030,763	\$3,077,355	Other Personnel Costs	\$655,883	(\$2,421,473)
\$13,684,706	\$18,610,126	\$26,926,613	<b>TOTAL PERSONNEL</b>	\$13,203,466	(\$13,723,146)
			<b>OTHER EXPENSES</b>		
\$4,451,762	\$5,285,364	\$5,393,149	Purchased / Contracted Services	\$5,428,232	\$35,083
\$288,390	\$438,435	\$206,830	Supplies	\$206,906	\$76
\$0	\$26,936	\$128,077	Capital Outlays	\$128,077	\$0
\$140,439	\$114,928	\$71,624	Interfund / Interdepartmental Charges	\$141,563	\$69,939
\$599	\$9,446	\$21,198	Other Costs	\$21,198	\$0
\$236,965	(\$49,946)	\$187,865	Debt Service	\$187,865	\$0
-	(\$1,180)	-	Conversion / Summary	-	-
\$0	\$0	\$7,284	Other Financing Uses	\$30,047	\$22,763
\$5,118,155	\$5,823,981	\$6,016,027	<b>TOTAL OTHER EXPENSES</b>	\$6,143,888	\$127,860
<b>\$18,802,861</b>	<b>\$24,434,107</b>	<b>\$32,942,640</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$19,347,354</b>	<b>(\$13,595,286)</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$17,952,520	\$23,722,515	\$31,785,773	General Fund	\$18,572,648	(\$13,213,125)
\$399,611	\$441,793	\$727,350	Airport Revenue Fund	\$541,526	(\$185,824)
\$421,808	\$214,314	\$415,647	Solid Waste Services Revenue Fund	\$219,310	(\$196,337)
(\$1,130)	\$21,748	\$13,870	Water & Wastewater Revenue Fund	\$13,870	\$0
\$30,052	\$33,739	\$0	Fleet Service Fund	-	\$0
<b>\$18,802,861</b>	<b>\$24,434,107</b>	<b>\$32,942,640</b>	<b>TOTAL EXPENSES</b>	<b>\$19,347,354</b>	<b>(\$13,595,286)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
412.00	148.45	208.00	Full Time Equivalent	194.50	(13.50)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Executive Offices General Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
<i>PERSONNEL</i>					
\$7,650,352	\$10,419,334	\$12,602,457	Salaries, Regular	\$10,728,815	(\$1,873,642)
\$17,835	\$86,159	-	Salaries, Perm Part-Time	-	-
\$1,194	\$26,428	\$6,342,497	Salaries, Sworn	\$0	(\$6,342,496)
\$2,791,058	\$2,865,570	\$261,231	Salaries, Extra Help	\$261,231	\$0
-	\$240	-	Salaries, Extra Help-Sworn	-	-
\$4,668	\$70,266	\$100,000	Overtime	-	(\$100,000)
\$1,084	\$195,272	-	Pen Cont Fire Pen Fd	-	-
-	\$2,825	-	Pen Cont Police Pen Fd	-	-
\$747,657	\$1,614,774	\$2,775,424	Pen Cont Gen Emp Pen Fd	\$829,914	(\$1,945,510)
\$517,136	\$745,964	\$661,707	Defined Contribution	\$205,340	(\$456,367)
\$17,106	\$3,594	\$260,051	Workers' Compensation	\$16,286	(\$243,765)
\$1,088,529	\$1,938,253	\$2,955,319	Other Personnel Costs	\$576,114	(\$2,379,205)
\$12,836,620	\$17,968,679	\$25,958,685	<b>TOTAL PERSONNEL</b>	\$12,617,700	(\$13,340,985)
<i>OTHER EXPENSES</i>					
\$4,448,372	\$5,215,539	\$5,233,178	Purchased / Contracted Services	\$5,268,260	\$35,082
\$289,525	\$438,435	\$206,732	Supplies	\$206,808	\$76
-	\$26,936	\$99,207	Capital Outlays	\$99,207	\$0
\$140,439	\$114,928	\$71,624	Interfund / Interdepartmental Charges	\$141,563	\$69,939
\$599	\$9,126	\$21,198	Other Costs	\$21,198	\$0
\$236,965	(\$49,946)	\$187,865	Debt Service	\$187,865	\$0
-	(\$1,180)	-	Conversion / Summary	-	-
-	-	\$7,284	Other Financing Uses	\$30,047	\$22,763
\$5,115,901	\$5,753,836	\$5,827,088	<b>TOTAL OTHER EXPENSES</b>	\$5,954,948	\$127,860
<b>\$17,952,520</b>	<b>\$23,722,515</b>	<b>\$31,785,773</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$18,572,648</b>	<b>(\$13,213,125)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$17,952,520	\$23,722,515	\$31,785,773	General Fund	\$18,572,648	(\$13,213,125)
<b>\$17,952,520</b>	<b>\$23,722,515</b>	<b>\$31,785,773</b>	<b>TOTAL EXPENSES</b>	<b>\$18,572,648</b>	<b>(\$13,213,125)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
301.35	134.00	191.45	Full Time Equivalent	181.50	(10.00)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Executive Offices

### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$1,873,642)	Decrease due to transfer of personnel from Executive Offices to Corrections and Community Services.
Salaries, Perm Part-Time	-	
Salaries, Sworn	(\$6,342,496)	Decrease due to transfer of personnel from Executive Offices to Corrections and Community Services.
Salaries, Extra Help	\$0	
Salaries, Extra Help-Sworn	-	
Overtime	(\$100,000)	Decrease to properly align the budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$1,945,510)	Decrease due to transfer of personnel from Executive Offices to Corrections and Community Services.
Defined Contribution	(\$456,367)	Decrease to properly align the budget based on pension rate adjustment and to account for the transfer of personnel from Executive Offices to Corrections and Community Services.
Workers' Compensation	(\$243,765)	Decrease based on anticipated Workers' Compensation expenses and to account for the transfer of personnel from Executive Offices to Corrections and Community Services.
Other Personnel Costs	(\$2,379,205)	Decrease to properly align the budget based on Group Health rate and to account for the transfer of personnel from Executive Offices to Corrections and Community Services. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$13,340,985)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$35,082	Increase to properly align contractual and operational expenses based on anticipated contractual obligations by moving the Everbridge contract from the Department of Customer Service to the Executive Offices.
Supplies	\$76	This line includes general office supplies.
Capital Outlays	\$0	This line includes equipment and vehicles.
Interfund / Interdepartmental Charges	\$69,939	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	\$0	This line includes business meeting expenses.
Debt Service	\$0	This line includes costs associated with the City's electric vehicle program.
Conversion / Summary	-	
Other Financing Uses	\$22,763	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$127,860</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$13,213,125)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	(\$13,213,125)	
<b>TOTAL EXPENSES</b>	<b>(\$13,213,125)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(10.00)	Decrease due to transfer of personnel from Executive Offices to Corrections and Community Services.



## FY22 OPERATING BUDGET HIGHLIGHTS

### Executive Offices Airport Revenue Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$272,823	\$289,872	\$460,441	Salaries, Regular	\$305,527	(\$154,915)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$66	\$413	\$27	Overtime	\$27	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$53,130	\$53,833	\$83,147	Pen Cont Gen Emp Pen Fd	\$72,461	(\$10,686)
\$7,364	\$7,948	\$6,459	Defined Contribution	\$4,779	(\$1,680)
-	-	-	Workers' Compensation	-	-
\$66,633	\$65,478	\$78,175	Other Personnel Costs	\$59,632	(\$18,543)
<b>\$400,015</b>	<b>\$417,543</b>	<b>\$628,249</b>	<b>TOTAL PERSONNEL</b>	<b>\$442,425</b>	<b>(\$185,824)</b>
			<i>OTHER EXPENSES</i>		
(\$399)	\$24,251	\$84,003	Purchased / Contracted Services	\$84,003	\$0
(\$5)	-	\$98	Supplies	\$98	-
-	-	\$15,000	Capital Outlays	\$15,000	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
(\$404)	\$24,251	\$99,101	<b>TOTAL OTHER EXPENSES</b>	<b>\$99,101</b>	<b>\$0</b>
<b>\$399,611</b>	<b>\$441,793</b>	<b>\$727,350</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$541,526</b>	<b>(\$185,824)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$399,611	\$441,793	\$727,350	Airport Revenue Fund	\$541,526	(\$185,824)
<b>\$399,611</b>	<b>\$441,793</b>	<b>\$727,350</b>	<b>TOTAL EXPENSES</b>	<b>\$541,526</b>	<b>(\$185,824)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
14.45	9.00	9.00	Full Time Equivalent	9.00	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Executive Offices Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$154,915)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$0	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$10,686)	Decrease due to personnel adjustments.
Defined Contribution	(\$1,680)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$18,543)	Decrease to properly align the budget based on Group Health rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$185,824)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	This line includes contractual obligations and training/travel expenses.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$185,824)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Airport Revenue Fund	(\$185,824)	
<b>TOTAL EXPENSES</b>	<b>(\$185,824)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Executive Offices**  
**Solid Waste Services Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>EXPENDITURES AND APPROPRIATIONS</b>	
			<i>PERSONNEL</i>	
\$307,642	\$105,920	\$281,741	\$117,624	(\$164,118)
-	-	-	-	-
-	-	-	-	-
\$41,076	\$48,191	\$0	-	\$0
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
\$9,267	\$811	\$8,764	-	(\$8,764)
\$19,678	\$8,213	\$5,312	\$5,581	\$269
-	-	-	-	-
\$40,807	\$27,032	\$43,862	\$20,137	(\$23,725)
\$418,469	\$190,167	\$339,679	\$143,341	(\$196,338)
			<i>OTHER EXPENSES</i>	
\$3,338	\$23,828	\$75,969	\$75,969	\$0
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	\$320	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
\$3,338	\$24,147	\$75,969	\$75,969	\$0
\$421,808	\$214,314	\$415,647	\$219,310	(\$196,337)

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>FUND</b>	
\$421,808	\$214,314	\$415,647	\$219,310	(\$196,337)
\$421,808	\$214,314	\$415,647	\$219,310	(\$196,337)

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
16.55	5.45	5.15	Full Time Equivalent	4.00	(1.15)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Executive Offices

### Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$164,118)	Decrease due to personnel 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	(\$8,764)	Decrease due to personnel adjustments.
Defined Contribution	\$269	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$23,725)	Decrease to properly align the budget based on Group Health rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$196,338)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	This line includes contractual and operational obligations.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$196,337)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Solid Waste Services Revenue Fund	(\$196,337)	
<b>TOTAL EXPENSES</b>	<b>(\$196,337)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(1.15)	Decrease due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Executive Offices**  
**Water & Wastewater Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY21 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<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>		
-	\$21,748	-	Purchased / Contracted Services	-	-
(\$1,130)	-	-	Supplies	-	-
-	-	\$13,870	Capital Outlays	\$13,870	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
(\$1,130)	\$21,748	\$13,870	<i>TOTAL OTHER EXPENSES</i>	\$13,870	-
(\$1,130)	\$21,748	\$13,870	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$13,870	-

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY21 FUND	FY22 BUDGET	VARIANCE FY22-FY21
(\$1,130)	\$21,748	\$13,870	Water & Wastewater Revenue Fund	\$13,870	-
(\$1,130)	\$21,748	\$13,870	<b>TOTAL EXPENSES</b>	\$13,870	-

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
79.65	-	2.40	Full Time Equivalent	-	(2.40)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Executive Offices

#### Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	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	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	This line includes equipment purchases for Municipal TV Production (Channel 26).
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>-</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Water & Wastewater Revenue Fund	-	
<b>TOTAL EXPENSES</b>	<b>-</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(2.40)	Decrease due to personnel adjustments.



# 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 & Applications
- Administration & Enterprise Project Management Office
- Enterprise Service Delivery Areas
  - Communications & Marketing
  - Public Safety & Justice
  - Watershed
  - Aviation Services
  - Department of Transportation

## 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 & Applications* 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 aligning with detailed project success criteria.

This office 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 Administration & Enterprise Project Management Governance*- provides oversight of Financial Management, Business Management, which includes facilitating the procurement and legislative processes, Inventory Management, and Performance Management. The Project Management office 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.

*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.

*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.

*Department of Transportation (DOT)* – Serves only the department of Transportation and provides IT Strategic and Operational Support including the associated department specific applications and data. This area also oversees Enterprise GIS governance, Environmental Systems Research Institute (ESRI) platform and data layers, and cross departmental initiatives.

**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 the 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.

**FY2021 Accomplishments**

- Launched and expanded remote work productivity tools (Microsoft Teams, ZOOM, and Microsoft 365).
- Information Security Awareness Campaign (Phase V)
- Aviation Office 365 Upgrade
- City-wide Active Directory Migration
- Cloud Transformation- 55 Trinity, 72 Marietta, VIC/E-911
- ATL CORE- Business License & Permitting Portal
- ATL SERV- Case management and field service management (used by multiple city user agencies)
- Online permitting- Office of Buildings (EDR)

- Police Oversight & Transparency Initiatives (ACRB, Public data visualizations, APD forms, etc.)
- CAD Upgrade
- CCTV Strategy

**FY2022 Proposed Program Highlights**

**Strengthen the Core**

- Stabilize infrastructure and security
- Define IT operating model with clear accountability & department 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 (Enterprise Architecture, Change Control, Cloud Governance)

**Increase Alignment**

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

**Innovate and Accelerate**

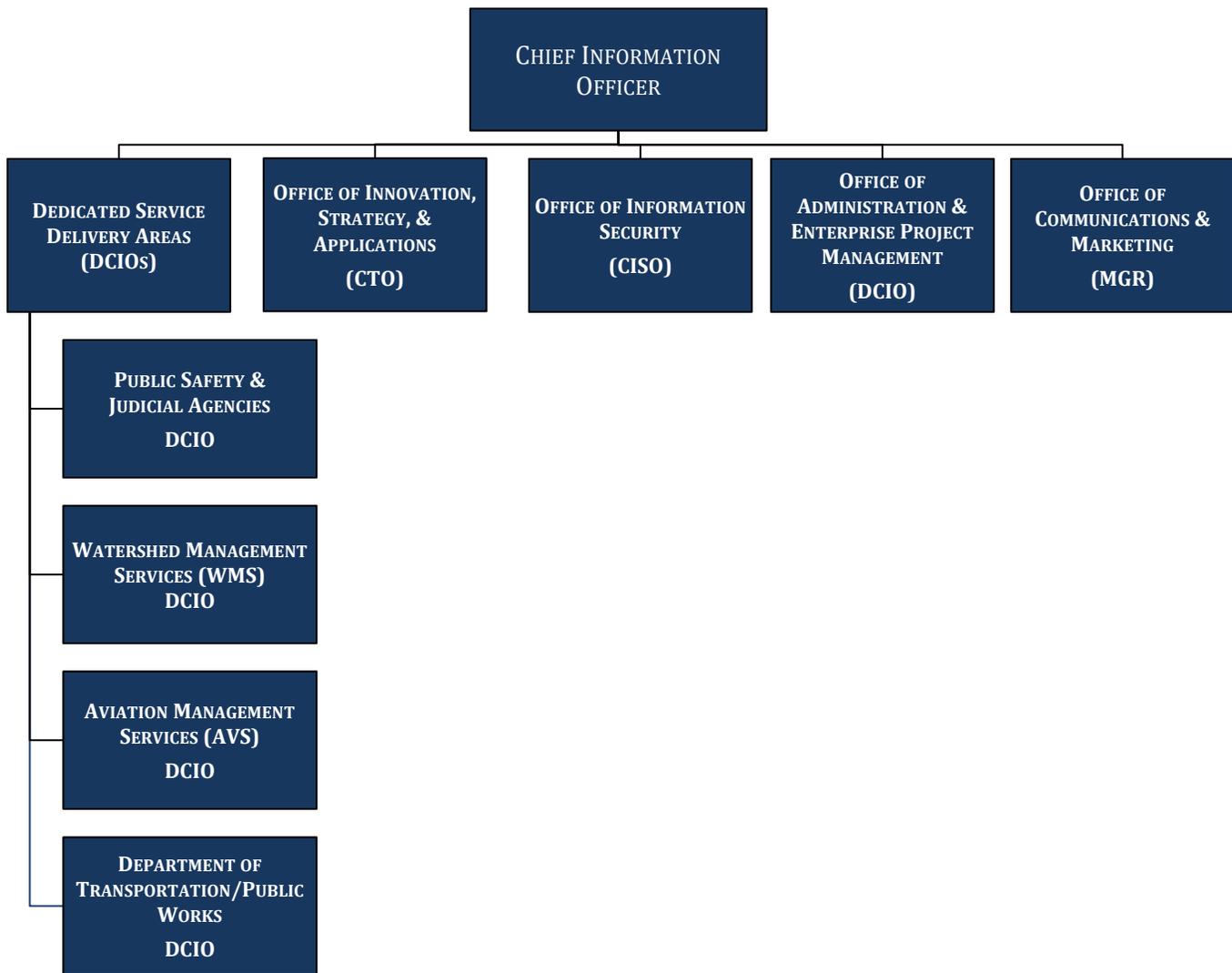
- Optimize cloud utilization and deployment
- Support a highly skilled talent environment
- Support Smart City investments
- Develop comprehensive Cloud Strategy

**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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Network Availability (%)	99.74%	99.99%	99.99%	99.99%
Server Availability (%)	98.98%	99.00%	99.00%	99.99%
Median # of days to resolve customer service requests	1	3	3	3





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department of Atlanta Information Management

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
\$11,425,655	\$11,093,882	\$10,903,599	\$10,594,763	(\$308,836)
\$18,414	\$0	-	\$0	\$0
-	-	-	-	-
\$469,536	\$326,432	\$19,647	\$19,647	\$0
-	-	-	-	-
\$18,868	\$20,705	\$0	-	\$0
-	-	-	-	-
\$0	\$0	-	-	-
\$947,667	\$932,581	\$812,740	\$816,507	\$3,766
\$523,760	\$504,748	\$371,067	\$295,935	(\$75,132)
\$4,848	\$1,625	\$6,582	\$6,582	\$0
\$1,467,001	\$1,384,405	\$1,301,021	\$1,395,123	\$94,101
\$14,875,749	\$14,264,377	\$13,414,657	\$13,128,556	(\$286,101)
\$26,447,119	\$24,028,312	\$22,617,430	\$24,200,692	\$1,583,262
\$1,805,969	\$512,930	\$964,383	\$1,081,133	\$116,750
\$48,806	\$105,330	\$161,802	\$151,802	(\$10,000)
\$25,676	\$25,745	\$49,441	\$36,643	(\$12,798)
(\$290)	\$5,354	\$6,500	\$16,498	\$9,998
-	-	-	-	-
-	-	\$0	-	\$0
\$0	\$26,649	\$32,339	\$58,326	\$25,988
\$28,327,280	\$24,704,320	\$23,831,894	\$25,545,094	\$1,713,200
<b>\$43,203,029</b>	<b>\$38,968,696</b>	<b>\$37,246,552</b>	<b>\$38,673,651</b>	<b>\$1,427,099</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
\$38,636,842	\$34,731,436	\$29,339,224	\$30,783,479	\$1,444,255
\$486,831	\$557,041	\$492,342	\$491,534	(\$808)
\$555,884	\$353,396	\$1,354,295	\$1,360,608	\$6,313
\$2,953,890	\$2,781,003	\$5,568,826	\$5,607,111	\$38,285
\$569,541	\$545,821	\$491,865	\$430,918	(\$60,947)
\$40	\$0	\$0	-	\$0
<b>\$43,203,029</b>	<b>\$38,968,696</b>	<b>\$37,246,552</b>	<b>\$38,673,651</b>	<b>\$1,427,099</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
149.67	148.67	156.00	Full Time Equivalent	159.00	3.00



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$10,394,030	\$10,119,538	\$10,091,870	Salaries, Regular	\$9,815,864	(\$276,006)
\$18,414	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$450,038	\$316,083	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$18,868	\$20,705	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$859,315	\$843,660	\$738,654	Pen Cont Gen Emp Pen Fd	\$728,280	(\$10,374)
\$479,878	\$464,376	\$344,506	Defined Contribution	\$271,851	(\$72,655)
\$1,237	\$449	\$6,582	Workers' Compensation	\$6,582	\$0
\$1,334,685	\$1,256,340	\$1,210,433	Other Personnel Costs	\$1,300,524	\$90,091
\$13,556,464	\$13,021,152	\$12,392,046	<b>TOTAL PERSONNEL</b>	\$12,123,101	(\$268,945)
			<i>OTHER EXPENSES</i>		
\$23,200,258	\$21,034,468	\$15,901,488	Purchased / Contracted Services	\$17,484,750	\$1,583,262
\$1,805,969	\$512,930	\$795,609	Supplies	\$912,359	\$116,750
\$48,806	\$105,330	\$161,802	Capital Outlays	\$151,802	(\$10,000)
\$25,636	\$25,745	\$49,441	Interfund / Interdepartmental Charges	\$36,643	(\$12,798)
(\$290)	\$5,163	\$6,500	Other Costs	\$16,498	\$9,998
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	\$26,649	\$32,339	Other Financing Uses	\$58,326	\$25,988
\$25,080,378	\$21,710,284	\$16,947,178	<b>TOTAL OTHER EXPENSES</b>	\$18,660,378	\$1,713,200
\$38,636,842	\$34,731,436	\$29,339,224	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$30,783,479	\$1,444,255

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$38,636,842	\$34,731,436	\$29,339,224	General Fund	\$30,783,479	\$1,444,255
\$38,636,842	\$34,731,436	\$29,339,224	<b>TOTAL EXPENSES</b>	\$30,783,479	\$1,444,255

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
137.72	137.02	144.05	Full Time Equivalent	145.49	1.44



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department of Atlanta Information Management General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$276,006)	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	(\$10,374)	Decrease due to personnel adjustments.
Defined Contribution	(\$72,655)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$90,091	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$268,945)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$1,583,262	Increase to properly align contractual and operational expenditures. This line includes costs associated with AT&T, Motorola, Microsoft Licenses, and system security management.
Supplies	\$116,750	This line includes costs associated with equipment, software subscriptions, and licenses.
Capital Outlays	(\$10,000)	Decrease to properly align the budget based on anticipated capital related expenses. This line includes equipment and vehicles expenses.
Interfund / Interdepartmental Charges	(\$12,798)	Decrease to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	\$9,998	Increase to properly align the budget based on anticipated expenses for other costs. This line includes business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$25,988	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,713,200</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,444,255</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$1,444,255	
<b>TOTAL EXPENSES</b>	<b>\$1,444,255</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	1.44	Increase due to personnel adjustments.





**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$746)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	(\$1,999)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$1,938	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$807)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$0	This line includes costs associated with Oracle and Siebel network upgrades and system security management.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$808)</b>	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	(\$808)	
<b>TOTAL EXPENSES</b>	<b>(\$808)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	0.59	Increase due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Solid Waste Services Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>EXPENDITURES AND APPROPRIATIONS</b>	
			<i>PERSONNEL</i>	
\$64,937	\$50,046	\$37,776	\$42,671	\$4,894
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
\$1,895	\$1,761	\$1,706	\$2,023	\$317
-	-	-	-	-
\$2,581	\$3,206	\$4,151	\$5,253	\$1,102
\$69,414	\$55,012	\$43,633	\$49,946	\$6,313
			<i>OTHER EXPENSES</i>	
\$486,471	\$298,383	\$1,310,662	\$1,310,662	\$0
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
\$486,471	\$298,383	\$1,310,662	\$1,310,662	\$0
<b>\$555,884</b>	<b>\$353,396</b>	<b>\$1,354,295</b>	<b>\$1,360,608</b>	<b>\$6,313</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>FUND</b>	
\$555,884	\$353,396	\$1,354,295	\$1,360,608	\$6,313
<b>\$555,884</b>	<b>\$353,396</b>	<b>\$1,354,295</b>	<b>\$1,360,608</b>	<b>\$6,313</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
0.75	0.75	0.75	Full Time Equivalent	0.85	0.10



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Solid Waste Services Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$4,894	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	\$317	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$1,102	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$6,313</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	This line includes costs associated with Oracle and Siebel network upgrades and system security management.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,313</b>	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Solid Waste Services Revenue Fund	\$6,313	
<b>TOTAL EXPENSES</b>	<b>\$6,313</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	0.10	Increase due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Water & Wastewater Revenue Fund**

<b>FY19 ACTUAL</b>	<b>FY20 ACTUAL</b>	<b>FY21</b>	<b>FY22</b>	<b>VARIANCE</b>	
<b>EXPENDITURES</b>	<b>EXPENDITURES</b>	<b>ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>BUDGET</b>	
				<b>FY22-FY21</b>	
			<i>PERSONNEL</i>		
\$416,512	\$399,936	\$281,968	Salaries, Regular	\$310,570	\$28,602
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$19,498	\$10,349	\$19,647	Salaries, Extra Help	\$19,647	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$5,433	\$2,539	-	Pen Cont Gen Emp Pen Fd	-	-
\$30,863	\$26,666	\$12,733	Defined Contribution	\$14,726	\$1,993
-	-	-	Workers' Compensation	-	-
\$33,787	\$31,962	\$28,671	Other Personnel Costs	\$36,361	\$7,691
<b>\$506,092</b>	<b>\$471,452</b>	<b>\$343,019</b>	<b>TOTAL PERSONNEL</b>	<b>\$381,304</b>	<b>\$38,285</b>
			<i>OTHER EXPENSES</i>		
\$2,447,798	\$2,309,423	\$5,061,407	Purchased / Contracted Services	\$5,061,407	\$0
-	-	\$164,400	Supplies	\$164,400	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	\$128	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$2,447,798</b>	<b>\$2,309,551</b>	<b>\$5,225,807</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$5,225,807</b>	<b>\$0</b>
<b>\$2,953,890</b>	<b>\$2,781,003</b>	<b>\$5,568,826</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$5,607,111</b>	<b>\$38,285</b>

<b>FY19 ACTUAL</b>	<b>FY20 ACTUAL</b>	<b>FY21</b>	<b>FY22</b>	<b>VARIANCE</b>	
<b>EXPENDITURES</b>	<b>EXPENDITURES</b>	<b>ADOPTED</b>	<b>FUND</b>	<b>BUDGET</b>	
				<b>FY22-FY21</b>	
\$2,953,890	\$2,781,003	\$5,568,826	Water & Wastewater Revenue Fund	\$5,607,111	\$38,285
<b>\$2,953,890</b>	<b>\$2,781,003</b>	<b>\$5,568,826</b>	<b>TOTAL EXPENSES</b>	<b>\$5,607,111</b>	<b>\$38,285</b>

<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY22</b>	<b>VARIANCE</b>
					<b>FY22-FY21</b>
4.46	4.36	4.46	Full Time Equivalent	5.33	0.87



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$28,602	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	\$1,993	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$7,691	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$38,285</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	This line includes costs associated with Oracle and Siebel network upgrades and system security management.
Supplies	-	This line includes costs associated with software subscriptions and licenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$38,285</b>	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	\$38,285	
<b>TOTAL EXPENSES</b>	<b>\$38,285</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	0.87	Increase due to personnel adjustments.





**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department of Atlanta Information Management**  
**Emergency Telephone System**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$65,580)	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	\$14,140	Increase due to personnel adjustments.
Defined Contribution	(\$2,787)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$6,720)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$60,947)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$60,947)</b>	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Emergency Telephone System	(\$60,947)	
<b>TOTAL EXPENSES</b>	<b>(\$60,947)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



# LAW

## Mission Statement

The Department of Law is a team of professionals committed to providing best-in-class legal representation to the City of Atlanta. Our attorneys combine mastery of the law with an understanding of the unique needs of municipal government. In addition to defending the City in all types of civil litigation, we work proactively to prevent legal challenges by actively partnering with our clients to thoroughly understand their needs and goals, 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
- Business Services, including Finance, Procurement/Contracts, Public Safety/ Special Initiatives and Real Estate

## 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. 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 of Law is comprised of five major groups:

*The Business Services Division* provides legal counsel and contract services to the legislative and administrative branches of the City of Atlanta. Specifically, professionals in this Division serve the Departments of AIM, Enterprise Assets Management, Finance, Grants, OCC, Parks and Recreation, Planning and Procurement, Public Safety and the Board of Zoning Adjustments. This Division also provides legal counsel on commercial transactions, including municipal financings, contracts, tax matters, real estate matters and land use matters, the City's public safety agencies, including the Atlanta Police Department; the Atlanta Fire and Rescue Department; the Department of Corrections; the Municipal Court and the Offices of the Solicitor and the Public Defender.

*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, legal operations and

administration, budget and financial analysis, invoicing and vendor maintenance, among other things. It is also responsible for proactively evaluating, reviewing, and improving standards and processes within the City of Atlanta, with a centralized focus on preventing and reducing liability related to federal, state and local laws and regulations. The City Attorney Group 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, where appropriate.

*Claims Department* which manages claims filed against the City of Atlanta.

*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 tort litigation, employment matters and constitutional claims filed in federal or state court and pursues lawful recovery of revenue on behalf of the City of Atlanta.

*The Operations Division* also serves as counsel to the legislative and administrative branches of City government. Specifically, professionals in this Division serve: the Department of Watershed Management, providing legal counsel on a broad array of legal matters; the Department of Aviation, providing counsel on a variety of matters; the Department of Public Works, as well as the newly formed Department of Transportation, including the Renew Atlanta Bond and TSPLOST Programs regarding a broad variety of matters; the SAVE/E-Verify program compliance; the Mayor's Office of Resilience; and ATL 311. The Operations Division also provides advice and counsel to the Human Resources Department providing legal advice regarding operations and legal support to multiple boards and commissions, including the License Review Board, the Defined Contribution Pension Investment Board, the Defined Benefit Pension Investment Board its General, Police and Fire administrative committees. Additionally, the Operations Division provides environmental and construction advice and counsel across the executive branch departments.

## 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 Department of Law'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, recommending remedial actions to departments to eliminate risk and by strategically defending and managing the litigation process.
- Reducing outside legal costs by having DOL lawyers, instead of outside counsel handle legal matters.
- 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.

## FY2021 Accomplishments

- *Coronavirus Relief Fund Agreements:* The Department of Law drafted, negotiated and closed 5 separate agreements for the emergency dispensation of over seventy million dollars (\$70,000,000) of Coronavirus Relief Funds awarded to the City pursuant to the CARES Act in support of various City programs in response to the COVID-19 Pandemic, including its food program for seniors, small business initiatives, rental assistance, Coronavirus testing and tracing and programs for the homeless.
- *COVID-19 Legislation and Contract Agreement for Temporary Housing:* The Department of Law finalized key legislation and a contract

amendment on behalf of the Department of Grants and Community Development to successfully substitute new management and increased utilization of Temporary Housing for High-Risk Unsheltered People Experiencing Homelessness Due to the COVID-19 Pandemic.

- *COVID-19 Emergency Agreement for Sanitation Workers:* The Department of Law drafted and closed an emergency agreement for the collection of debris, trash, and recyclables by a private contractor, due to the unavoidable absenteeism of multiple City sanitation workers impacted by the COVID-19 Pandemic.
- *Advisory Council Legal Advice & Counsel:* The Department of Law provided legal advice and counsel to Mayor Bottoms' Police Use of Force Advisory Council and assisted with the drafting of ten Administrative Orders issued by Mayor Bottoms for the purpose of implementing the Advisory Council's initial (14-day) recommendations as well as the Advisory Council's (45-day) recommendations. As a result of the recommendations of the Use of Force Advisory Council, the Mayor's Orders implemented policing reforms which focused on five areas of policing practices: Mission, Vision, Values; Standard Operating Procedures; Governance; Community Partnerships; and Reporting and Transparency.
- *Intergovernmental Agreements:* The Department of Law successfully drafted, negotiated and finalized an IGA with Invest Atlanta for the administration and management of a supplemental grant awarded by the US Department of Commerce, Economic Development Authority ("EDA), in support of the Atlanta Cares Revolving Loan Program.
- *Technology Services Agreement:* The Department of Law drafted, negotiated and finalized a key Technology Services Agreement (SP-S-1210191) for the City's Department of Ethics, procuring an electronic ethics filing system to be used for annual filing of legally mandated disclosures and to allow public access and use of the system to conduct searches of city disclosure forms required by Law.
- *Impact Fee Ordinance Work Session:* In February 2021, the DOL Land Use team worked with the Department of City Planning staff on preparing updates to the Impact Fee Ordinance, updates to the associated fee study, and staffed the CD/HS Committee's Impact Fee Ordinance Work Session. This was the first update to the Impact Fee Ordinance and fee study related to the City's impact fee program since 1993.
- *Board of Zoning Adjustment Appeal (BZA):* The Department of Law successfully defended a BZA appeal regarding a legal, nonconforming triplex. The issue on appeal was a challenge by a neighboring property owner of the issuance by the Office of Buildings of a letter to a property owner affirming that such owner retained her right to operate a legal, nonconforming triplex. At the appeal hearing, the Lawyers for the Real Estate and Land Use team defended the Office of Buildings' decision and won the appeal. No further appeal was filed to Superior Court, so the Office of Buildings' decision will stand.
- *Lake Charlotte Park Acquisition:* The acquisition of the Lake Charlotte Park project was the single largest forested land acquisition and the 3rd largest Park acquisition in the City's history. The acquisition cost was four million six hundred sixty-one thousand nine hundred seventy-four dollars (\$4,661,974).
- *Board of Zoning Adjustment Appeal:* The Department of Law successfully defended a BZA appeal regarding two service stations subject to the 1,500-foot distance requirement. The issue on appeal was whether the Department of City Planning correctly prevented another service station from being built within 1,500 feet of another service station. At the appeal hearing, the Lawyers for the Real Estate and Land Use team defended the Department of City Planning's permitting decisions and won the appeal.
- *Infrastructure Improvement Bond Transaction:* The Department of Law provided legal guidance on the Water and Wastewater Draw-Down Revenue Bond (North Fork Project), Taxable Series 2020 issuance. The City of Atlanta was the first municipality in the State of Georgia to receive a Water Infrastructure Finance and Innovation Act ("WIFIA") loan from the Environmental Protection Agency ("EPA"). The par amount for this bond issuance was sixty-one million nine hundred forty-nine thousand seven hundred fifteen dollars (\$61,949,715). The City also received a historically low interest rate for this transaction.
- *Cost Savings Bond Transactions:* The Department of Law assisted with the Tax Allocation Variable Rate Bond transaction (Westside Project), Series 2001, Series 2005A, Series 2005 B and Series 2008. This transaction allowed the City to save on Westside TAD debt service payments by refinancing the interest rate from 1.68% to 1.39%.

- *Airport General Revenue Refunding Bonds, Series 2020A & 2020B*: The Department of Law provided legal assistance on this bond transaction (\$238,530,000 – Series 2020A Non-AMT and \$126,070,000 – Series 2020B AMT), which saved the Hartsfield-Jackson Atlanta International Airport one hundred two million dollars (\$102,000,000) in annual debt service payments.
- *Water and Wastewater Revenue Refunding Bonds, Taxable Series 2020*: This five hundred four million five hundred ninety thousand dollar (\$504,590,000) bond issuance saved the City fifty-two million dollars (\$52,000,000) in annual debt service payments.
- *Bright from the Start Adult Care Food Program Legislation*: The Department of Law provided Advice and Counsel securing legislative authorization to accept nine hundred fifty thousand dollars (\$950,000) from the State of Georgia in connection with the State’s Bright from the Start Child Adult Care Food Program for the purpose of reimbursing the City for its afterschool meal program during FY21.
- *City’s Ethics Office Advice and Counsel*: The Department of Law provided advice and counsel to the City’s Ethics Office to successfully resolve vendor performance issues under a contract in support of the Ethics E-filing system, resulting in a total costs savings of over seventy thousand dollars (\$70,000) for billed services.
- *DWM Revenue Recovery*: The Department of Law recovered approximately one hundred fifty thousand dollars (\$150,000) for water and sewer accounts on behalf of the Department of Watershed Management. These recoveries were for large multi-residential buildings with significant balances.
- *Immigration, Revenue Recovery and Compliance Reports*: The Department of Law recovered \$122,000 in revenue from two customers since November 2020. Of that amount, \$102,000 has been recovered after approximately one year of negotiations and \$20,000 has been recovered after more than two years of negotiations.
- *Transportation and Taxation*: The Department of Law successfully completed negotiations with the IRS on behalf of the Firefighter’s Pension Fund that resulted in the removal of a tax penalty for late payment of taxes in tax year 2017. The IRS initially assessed the Firefighter’s Pension Fund of sixty-seven thousand dollars (\$67,000) for taxes due as well as interest and penalties for tax year 2017. However, after the Department of Law demonstrated to the satisfaction of the IRS that the 2017 taxes had been incorrectly calculated, the IRS removed all taxes, interest and penalties and issued an overpayment credit to the Firefighter’s Pension Fund in the amount of twenty-one thousand eight hundred dollars \$21,800.
- *DOL E-Discovery Team Establishment*: The Department of Law was instrumental in the development of a newly established Department of Law E-Discovery Team to conduct in-house review of documents in response to governmental agency subpoena requests, including requests from the DOJ, allowing the DOL’s avoidance of significant Outside Counsel costs to manage such reviews.
- *Motorola Solutions Agreement*: The Department of Law drafted, negotiated, and closed a multi-million-dollar service agreement with Motorola Solutions in support of the City’s ASTRO25 Radio System, which plays an integral role in Public Safety Operations.
- *E-911 System Agreement*: The Department of Law drafted, negotiated, and closed a critical emergency agreement procuring technical personnel providing maintenance and support of the City’s E911 system.
- *Special Procurement Agreement*: The Department of Law reviewed and drafted a special procurement agreement for a legislative management system providing support for, among other things, vote casting and livestreaming of standing committee and Full Council Meetings for the Atlanta City Council.
- *DOA Advice and Counsel*: The Department of Law provided advice and counsel to the Department of Aviation in response to a contractor’s claim arising from a cargo expansion construction agreement between the City and Matthews-Kelly, JV, resulting in a two million nine hundred seventy-one thousand one hundred thirty-seven dollar (\$2,971,137) savings to the Department of Aviation.
- *Airport Utility Outage Agreement*: The City, Georgia Power Company, and AATC have worked together over the past three years to resolve matters related to an airport utility outage that occurred in December 2017. The parties finalized agreements that will permit the installation of back-up generators and other necessary life safety redundancies at the Airport.
- *DWM Advice and Counsel*: The Department of Law provided advice and counsel to the Department

of Watershed Management successfully resolving a change order dispute under a construction agreement with Astra Rohadfox UPC, Joint Venture, resulting in 33% labor cost savings to the Department of Watershed Management under the terms of the agreement.

### **Litigation**

- *Edwards v. City of Atlanta*: Petitioner sued the City seeking declaratory judgment to determine if he was entitled to return to his prior rank rather than be terminated from the Atlanta Fire and Rescue Department (AFRD). Petitioner held a discretionary rank at time of termination. The City argued that the language and intent of the Code specifically applied to the “removal” (i.e. demotion) or “transfer” of an employee assigned to a discretionary rank and not to the *termination* of an employee assigned to the discretionary rank. The Court granted the City’s Motion for Judgment on the Pleadings stating Petitioner was terminated from AFRD and was not entitled to resume his previous position as Captain.
- *Stanley v. City of Atlanta, et al.*: Plaintiff filed suit alleging negligence, false arrest and claimed damages resulting from the City not communicating the rescission of the bind over to State Court, causing Plaintiff’s arrest for a failure to appear, after he had already entered a plea agreement and satisfied the conditions of his probation. The matter was set for trial and the State Court ruled in favor of the City, granting their Motion for directed verdict on all claims based upon quasi-judicial immunity. On appeal, Plaintiff claimed that the City was not entitled to judicial immunity, and that the Trial Court erred by not addressing the issue of an alleged breach of a ministerial duty. The Court of Appeals held that “the City was acting as an ‘extension of the court’ or ‘arm of the judge’ such that it is immune from suit based on quasi-judicial immunity”. The Court of Appeals affirmed the grant of a directed verdict on the basis of quasi-judicial immunity.
- *Thomas v. City of Atlanta*: Petitioner filed a petition for Judicial Review, to appeal the 2019 decision of the Water and Sewer Appeals Board on January 3, 2020. The City filed a Motion to Dismiss alleging the filing of the Petition was untimely. The City argued that under statute and Municipal code, petitions for judicial review shall be filed within 30 days after the service of the final decision. The Superior Court of Fulton County agreed with the City and granted the Motion to Dismiss.
- *Holley v. City of Atlanta*: Plaintiff alleged injuries when she tripped and fell on an uneven segment of sidewalk. The City successfully argued that the City was entitled to sovereign immunity and

the uneven sidewalk was an open and obvious condition. The Court granted the City’s Motion for Summary Judgment on September 30, 2020.

- *Wilson v. City of Atlanta*: Plaintiff brought suit against the City and an individual defendant for allegations of violations of his federal civil rights as well as battery and negligence. The City filed a Motion to Dismiss and was successful in defeating all claims against the City and the individual defendant. The Court granted the City’s Motion to Dismiss on September 21, 2020.
- *Atlanta Metro Leasing, et al. v. City of Atlanta*: The Atlanta Metro Leasing matter involved several Atlanta Taxicab companies that alleged that the City “allowed Uber and Lyft to operate as illegal taxicab companies in the City” and that the City failed to enforce the taxicabs’ rights to exclusivity. The Georgia Court of Appeals held that the City did not allow Uber and Lyft to act as illegal taxicab companies because they were preempted by State Law from regulating such companies. The Court of Appeals also found that the taxicab companies owned permits (not licenses or franchise agreements) with the City that were not contractual agreements. The Georgia Supreme Court denied cert on Appellant’s appeal.
- *Armstrong v. City of Atlanta, et al.*: Plaintiff filed a complaint in response to his January 2020 Water and Sewer Appeals Board decision. Plaintiff alleged he was owed a one thousand three hundred dollar (\$1,300) water bill adjustment for bills received in 2018 and 2019. The City filed a Motion to Dismiss based on Plaintiff’s failure to comply with the appeals procedure according to the City Code and for incorrectly naming the Department of Watershed Management as a Defendant, as a department of a municipal corporation is not a legal entity that can be sued. The Court agreed with the City, and issued an order dismissing the case with prejudice.

### **Staff Accomplishments**

- *IMLA Board Election*: The City Attorney was elected to the Board of Directors of the International Municipal Lawyers Association (IMLA).
- *Robert F. Drinan, Jr. Award Recipient*: The Managing Deputy City Attorney was named the 2021 recipient of the Robert F. Drinan, Jr., Award for Distinguished Service from the American Bar Association.
- *Super Lawyer Honoree*: A Department of Law attorney was named a Super Lawyer each year since 2016. Super Lawyers is a rating service of outstanding lawyers from more than 70 practice areas who have attained a high-degree of peer recognition and professional achievement. This selection process includes independent research, peer nominations and peer evaluations. Only 5%

of lawyers in Georgia receive this distinction, based on nomination by members of the bar.

- *WALA Panel Participant:* A Department of Law Attorney participated on a panel sponsored by the Worldwide Airport Lawyers Association (WALA) with outside counsel discussing the impact of COVID on Hartsfield-Jackson Atlanta International Airport. There were about 50 attendees from airports across the globe.
- *IMLA Presentation:* A Department of Law Attorney presented during the International Municipal Lawyers Association's (IMLA) 85th Annual Conference on First Amendment issues associated with COVID-19.
- *Georgia State University Guest Lecturer:* A Department of Law Attorney gave a guest lecture on Natural Resources Law to the Urban Fellows class at Georgia State University's College of Law.
- *University of Central Florida Guest Lecturer:* A Department of Law Attorney served her fifth year as guest lecturer for the University of Central Florida's Fall 2020 Introduction to Forensic Chemistry course. The lecture included information on the effects of testifying as a forensic witness in Federal and State Courts with an emphasis on testimony as an expert.

#### **Trainings Developed and Presented by DOL Staff**

- *DHR Training:* The Department of Law has designed a comprehensive training program to help our Human Resources Business Partners (HRBP) handle Civil Service Board hearings. The training, which is entitled "Civil Service Board Hearings: What You Need to Know", addressed a variety of important topics including early case assessment, hearing preparation, opening and closing statements and direct and cross examinations of witnesses. Attendees received a Civil Service Board Handbook also prepared by the Department of Law. The training took place on November 18, 2020.
- *Aviation Legislative Training:* On February 4, 2021, the Department of Law offered training to the Department of Aviation ("DOA") regarding the City of Atlanta's legislative process. The training exposed participants to details that will allow them to better understand and manage the Atlanta City Council process. There were over 65 Department of Aviation staff members in attendance.

- *Aviation Procurement Legal Training:* The Aviation Practice Group sponsored a Procurement Legal Training for the Department of Aviation. The Law Department in conjunction with the Training Strategies and Organizational Development Department, held the training on September 2, 2020 for 70 participants.
- *SAVE/E-Verify Training:* The Transportation and Taxation SAVE/E-Verify Team facilitated their Annual SAVE/E-Verify training for all City of Atlanta Departmental Liaisons. The training is to ensure all City Departments are in compliance with the Illegal Immigration & Enforcement Act (IIREA) which includes the SAVE Program and the Federal Work Authorization Program (E-Verify) as well as Georgia's annual immigration reporting requirements. The Transportation and Taxation SAVE/E-Verify Team works closely with all Departmental Liaisons to answer any questions and concerns in relation to complying with all the requirements for SAVE and E-Verify.

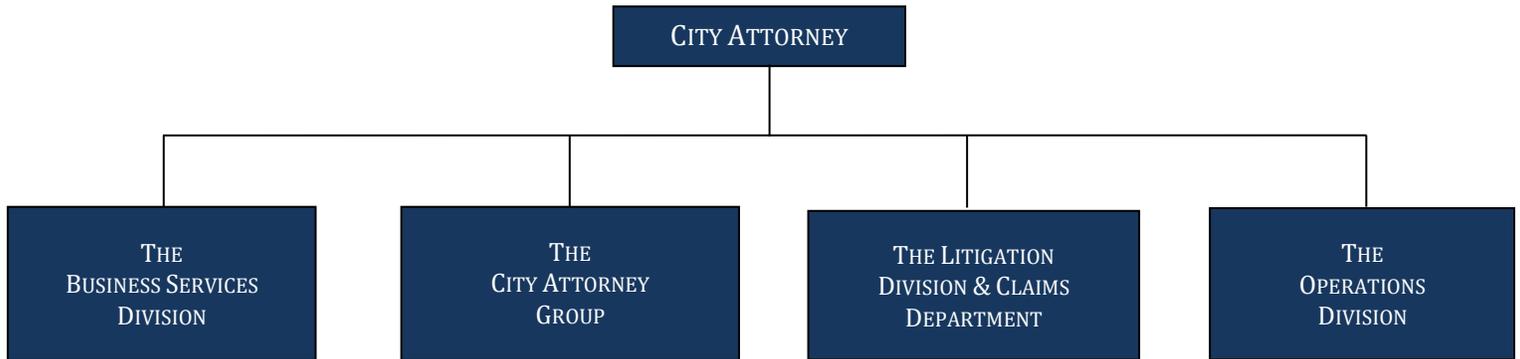
#### **FY2022 Proposed Program Highlights**

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:

- Engaging in proactive revenue recovery
- Enforcement of Demolition Liens
- Enhancement of data privacy practices

# ORGANIZATIONAL CHART

LAW



# PERFORMANCE METRICS

LAW

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Resolved amount of litigation settlements and judgments	\$6,189,194	\$5,765,625	N/A	N/A
Resolved number of litigation settlements and judgments	75	68	N/A	N/A
Total amount of claim settlements	\$1,193,175	\$1,672,556	N/A	N/A
Total number of claims settled	238	485	N/A	N/A





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Law

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$6,828,597	\$7,437,002	\$8,363,858	Salaries, Regular	\$7,496,347	(\$867,511)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$107,714	\$580,120	\$0	Salaries, Extra Help	-	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$65	\$370	\$500	Overtime	\$500	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$667,365	\$623,184	\$529,704	Pen Cont Gen Emp Pen Fd	\$687,561	\$157,857
\$289,991	\$371,716	\$234,304	Defined Contribution	\$215,124	(\$19,180)
\$12,407	(\$30)	\$1,747	Workers' Compensation	\$1,747	\$0
\$682,046	\$679,200	\$777,092	Other Personnel Costs	\$954,194	\$177,102
\$8,588,184	\$9,691,562	\$9,907,205	<b>TOTAL PERSONNEL</b>	\$9,355,473	(\$551,733)
<b>OTHER EXPENSES</b>					
\$8,523,733	\$9,161,874	\$12,036,203	Purchased / Contracted Services	\$12,036,203	\$0
\$84,935	\$86,696	\$80,000	Supplies	\$80,000	\$0
\$0	\$0	\$0	Capital Outlays	-	\$0
\$0	\$1,090	\$0	Interfund / Interdepartmental Charges	-	\$0
\$14,953	\$7,738	\$27,000	Other Costs	\$27,000	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$8,623,621	\$9,257,398	\$12,143,203	<b>TOTAL OTHER EXPENSES</b>	\$12,143,203	\$0
<b>\$17,211,806</b>	<b>\$18,948,960</b>	<b>\$22,050,408</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$21,498,676</b>	<b>(\$551,733)</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$7,866,127	\$9,771,720	\$6,989,969	General Fund	\$6,812,740	(\$177,229)
\$4,417,003	\$3,587,464	\$7,144,582	Airport Revenue Fund	\$6,773,275	(\$371,307)
\$4,928,675	\$5,589,776	\$7,915,857	Water & Wastewater Revenue Fund	\$7,912,661	(\$3,197)
<b>\$17,211,806</b>	<b>\$18,948,960</b>	<b>\$22,050,408</b>	<b>TOTAL EXPENSES</b>	<b>\$21,498,676</b>	<b>(\$551,733)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
86.47	97.74	97.80	Full Time Equivalent	113.14	15.34



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Law General Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$3,258,439	\$3,451,063	\$3,574,763	Salaries, Regular	\$3,265,862	(\$308,901)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$93,178	\$257,949	\$0	Salaries, Extra Help	-	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1	\$5	\$500	Overtime	\$500	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$336,219	\$354,256	\$267,718	Pen Cont Gen Emp Pen Fd	\$345,866	\$78,149
\$157,875	\$172,360	\$106,740	Defined Contribution	\$86,657	(\$20,082)
\$11,433	(\$20)	\$1,747	Workers' Compensation	\$1,747	\$0
\$386,572	\$344,705	\$357,643	Other Personnel Costs	\$431,250	\$73,606
\$4,243,717	\$4,580,317	\$4,309,111	<b>TOTAL PERSONNEL</b>	<b>\$4,131,882</b>	<b>(\$177,229)</b>
			<i>OTHER EXPENSES</i>		
\$3,583,428	\$5,147,299	\$2,640,858	Purchased / Contracted Services	\$2,640,858	\$0
\$33,215	\$39,432	\$30,000	Supplies	\$30,000	\$0
-	-	-	Capital Outlays	-	-
-	\$1,090	-	Interfund / Interdepartmental Charges	-	-
\$5,766	\$3,581	\$10,000	Other Costs	\$10,000	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$3,622,410	\$5,191,403	\$2,680,858	<b>TOTAL OTHER EXPENSES</b>	<b>\$2,680,858</b>	<b>\$0</b>
<b>\$7,866,127</b>	<b>\$9,771,720</b>	<b>\$6,989,969</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,812,740</b>	<b>(\$177,229)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$7,866,127	\$9,771,720	\$6,989,969	General Fund	\$6,812,740	(\$177,229)
<b>\$7,866,127</b>	<b>\$9,771,720</b>	<b>\$6,989,969</b>	<b>TOTAL EXPENSES</b>	<b>\$6,812,740</b>	<b>(\$177,229)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
41.48	44.70	46.29	Full Time Equivalent	51.92	5.63



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Law General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<b>PERSONNEL</b>		
Salaries, Regular	(\$308,901)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	
Salaries, Extra Help-Sworn	-	
Overtime	-	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$78,149	Increase due to personnel adjustment.
Defined Contribution	(\$20,082)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$73,606	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$177,229)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$0	This line includes outside counsel and litigation expenses.
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	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$177,229)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	(\$177,229)	
<b>TOTAL EXPENSES</b>	<b>(\$177,229)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	5.63	Increase due to personnel adjustments.



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Law Airport Revenue Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$1,677,366	\$1,686,157	\$2,146,427	Salaries, Regular	\$1,718,409	(\$428,018)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$9,241	\$124,170	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$25	(\$46)	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$168,341	\$129,304	\$108,552	Pen Cont Gen Emp Pen Fd	\$135,151	\$26,600
\$63,817	\$84,946	\$51,984	Defined Contribution	\$42,872	(\$9,112)
-	-	-	Workers' Compensation	-	-
\$148,661	\$151,869	\$167,019	Other Personnel Costs	\$206,243	\$39,224
\$2,067,451	\$2,176,400	\$2,473,982	<b>TOTAL PERSONNEL</b>	\$2,102,675	(\$371,307)
			<i>OTHER EXPENSES</i>		
\$2,322,283	\$1,390,318	\$4,637,100	Purchased / Contracted Services	\$4,637,100	-
\$23,739	\$18,890	\$25,000	Supplies	\$25,000	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$3,531	\$1,856	\$8,500	Other Costs	\$8,500	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$2,349,553	\$1,411,064	\$4,670,600	<b>TOTAL OTHER EXPENSES</b>	\$4,670,600	-
<b>\$4,417,003</b>	<b>\$3,587,464</b>	<b>\$7,144,582</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,773,275</b>	<b>(\$371,307)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$4,417,003	\$3,587,464	\$7,144,582	Airport Revenue Fund	\$6,773,275	(\$371,307)
<b>\$4,417,003</b>	<b>\$3,587,464</b>	<b>\$7,144,582</b>	<b>TOTAL EXPENSES</b>	<b>\$6,773,275</b>	<b>(\$371,307)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
20.23	20.54	20.23	Full Time Equivalent	23.03	2.79



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Law

### Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$428,018)	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	\$26,600	Increase due to personnel adjustments.
Defined Contribution	(\$9,112)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$39,224	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$371,307)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes outside counsel and litigation expenses.
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	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$371,307)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Airport Revenue Fund	(\$371,307)	
<b>TOTAL EXPENSES</b>	<b>(\$371,307)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	2.79	Increase due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Law**  
**Water & Wastewater Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$1,892,793	\$2,299,782	\$2,642,669	Salaries, Regular	\$2,512,076	(\$130,592)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$5,295	\$198,001	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$38	\$412	\$0	Overtime	-	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$162,805	\$139,624	\$153,434	Pen Cont Gen Emp Pen Fd	\$206,543	\$53,109
\$68,298	\$114,410	\$75,580	Defined Contribution	\$85,595	\$10,015
\$973	(\$10)	-	Workers' Compensation	-	-
\$146,814	\$182,626	\$252,429	Other Personnel Costs	\$316,701	\$64,272
\$2,277,016	\$2,934,844	\$3,124,112	<b>TOTAL PERSONNEL</b>	<b>\$3,120,916</b>	<b>(\$3,197)</b>
			<i>OTHER EXPENSES</i>		
\$2,618,022	\$2,624,256	\$4,758,245	Purchased / Contracted Services	\$4,758,245	-
\$27,980	\$28,374	\$25,000	Supplies	\$25,000	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$5,657	\$2,301	\$8,500	Other Costs	\$8,500	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$2,651,659	\$2,654,931	\$4,791,745	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,791,745</b>	<b>-</b>
<b>\$4,928,675</b>	<b>\$5,589,776</b>	<b>\$7,915,857</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$7,912,661</b>	<b>(\$3,197)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$4,928,675	\$5,589,776	\$7,915,857	Water & Wastewater Revenue Fund	\$7,912,661	(\$3,197)
<b>\$4,928,675</b>	<b>\$5,589,776</b>	<b>\$7,915,857</b>	<b>TOTAL EXPENSES</b>	<b>\$7,912,661</b>	<b>(\$3,197)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
24.76	32.50	31.28	Full Time Equivalent	38.19	6.91



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Law

#### Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$130,592)	Decrease 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	\$53,109	Increase due to personnel adjustments.
Defined Contribution	\$10,015	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$64,272	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$3,197)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes outside counsel and litigation expenses.
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	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$3,197)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Water & Wastewater Revenue Fund	(\$3,197)	
<b>TOTAL EXPENSES</b>	<b>(\$3,197)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	6.91	Increase due to personnel adjustments.



# DEPARTMENT OF CORRECTIONS AND COMMUNITY SERVICES

## Mission Statement

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

## Core Functions

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

## Summary of Operations

The Department's mission is carried out by professional and dedicated employees whose responsibilities include transporting and managing offenders, counseling and providing medical care for 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 plan's objectives are proactive and consistent with the City of Atlanta's mission, vision and values. This division handles the agency Accreditation, procurement, budgets, accounting, payroll, personnel records, inmate accounts, internal investigations, inspections, information technology, media/community relations and FOR Atlanta.

*Detention Services Division* is responsible for plans, directs and administers the overall security operations including the security and care of both persons arrested for crimes in the City and awaiting pretrial court proceedings or trial, and those persons convicted of ordinance and misdemeanor offenses and sentenced to serve time. The Division also provides a variety of inmate services and programs. The Detention Division is responsible for boarding federal detainees awaiting pretrial court proceedings, trials, or sentencing in other jurisdictions. This Division is also responsible for overseeing the Junior Corrections Leadership Academy.

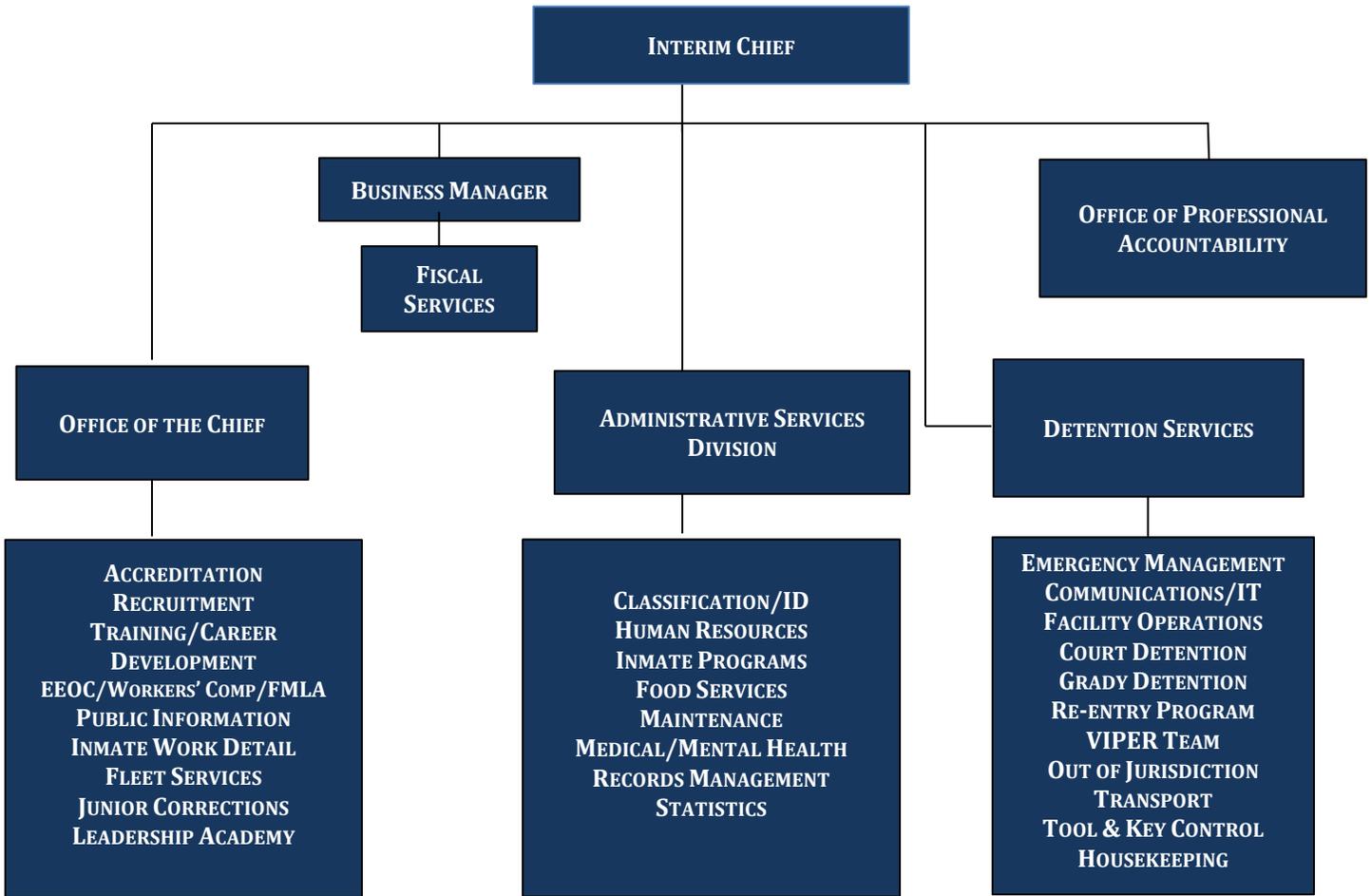
*Administrative Services Division* is responsible for administrative and support services for the department, including institutional food services – including senior citizen and youth meal programs, store management, and records management.

## FY2021 Accomplishments

- **Coronavirus (COVID-19).** The health and safety of our employees and the public is our number one priority. Provided PPE for employees and the detainees housed. Encourage all employees to immediately register to receive the COVID-19 vaccine.
- **Training.** Department able to provide Emergency Vehicle Operations Course (EVOC) training to enhance safety while transporting detainees. Additional training to enhance staff knowledge in Correctional counselor training, Use of Force, De-escalation & Cultural Awareness Training for local law enforcement personnel, Human Trafficking, COVID-19, POST certified and CPR instructors.
- **Accreditation & Compliance.** Achieved perfect score (100%) on 2019 American Correctional Association (ACA) Audit. Achieved perfect score (100%) on Food & Health Inspection.
- **City's COVID-19 Efforts to Assist Homeless and Displaced.** ACDC supported the City's program with supplying 2-3 meals per day, which serves people experiencing homelessness during the pandemic. As of today, more than 218, 191 meals were delivered and cleaning of linen during the pandemic.
- **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. In 2020, 20 state inmates successfully completed the transition phase.
- **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 rights-of-way, and community clean-ups. Program suspended due to COVID-19 restrictions in March 2020.
- **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. Program suspended due to COVID-19 restrictions in March 2020.
- **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.
- **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. Since March 1, 2018 more than 12,000 have been released on signature bonds per the ordinance.
- **Warming Center Operations and Staffing Support.** ACDC supported the City's warming centers multiple times a year including delivery of more than 13,000 meals and personal hygiene supplies, cleaning supplies and cleaning of linen during inclement weather events.
- **City's Community Events.** ACDC supported the following events: Food drives, community cleanup, and city responses to public safety events on an as needed basis.
- **Reimagining Atlanta City Detention Center.** Supported the efforts of the taskforce by providing documents, information and facilitating tours for taskforce members, council members, stakeholders and partners.

# ORGANIZATIONAL CHART

CORRECTIONS AND COMMUNITY SERVICES



## PERFORMANCE METRICS

CORRECTIONS AND COMMUNITY SERVICES

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b>Public Safety</b>				
Total Number of bookings in the Jail	20,107	10,654	12,500	12,500
Average Daily Population of the Jail	134	57	50-100	50-100





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department of Corrections and Community Services

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$2,726,235	\$2,239,356	\$0	Salaries, Regular	\$1,836,673	\$1,836,673
\$0	\$0	-	Salaries, Perm Part-Time	-	-
\$8,812,823	\$6,781,511	\$0	Salaries, Sworn	\$5,248,204	\$5,248,204
\$361,703	\$440,373	\$0	Salaries, Extra Help	-	\$0
\$9,279	\$36,923	\$0	Salaries, Extra Help-Sworn	-	\$0
\$1,716,075	\$1,756,576	\$0	Overtime	\$99,996	\$99,996
-	-	-	Pen Cont Fire Pen Fd	-	-
\$17,920	\$10,725	-	Pen Cont Police Pen Fd	-	-
\$2,699,052	\$2,057,827	\$0	Pen Cont Gen Emp Pen Fd	\$1,999,486	\$1,999,486
\$212,246	\$160,288	\$0	Defined Contribution	\$294,933	\$294,933
\$249,650	\$246,869	\$0	Workers' Compensation	\$243,766	\$243,766
\$2,250,429	\$1,989,572	\$0	Other Personnel Costs	\$1,384,417	\$1,384,417
\$19,055,411	\$15,720,020	\$0	<b>TOTAL PERSONNEL</b>	\$11,107,475	\$11,107,475
			<b>OTHER EXPENSES</b>		
\$1,498,804	\$968,276	\$623,484	Purchased / Contracted Services	\$623,484	\$0
\$7,314,457	\$2,340,845	\$2,786,748	Supplies	\$2,085,522	(\$701,226)
\$0	\$5,499	-	Capital Outlays	-	-
\$114,966	\$100,843	\$142,094	Interfund / Interdepartmental Charges	\$114,395	(\$27,699)
-	\$7,870	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$397	\$7,479	\$19,924	Other Financing Uses	\$19,235	(\$689)
\$8,928,624	\$3,430,812	\$3,572,251	<b>TOTAL OTHER EXPENSES</b>	\$2,842,636	(\$729,615)
<b>\$27,984,035</b>	<b>\$19,150,832</b>	<b>\$3,572,251</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$13,950,111</b>	<b>\$10,377,860</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$27,984,035	\$19,150,832	\$3,572,251	General Fund	\$13,950,111	\$10,377,860
<b>\$27,984,035</b>	<b>\$19,150,832</b>	<b>\$3,572,251</b>	<b>TOTAL EXPENSES</b>	<b>\$13,950,111</b>	<b>\$10,377,860</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
355.00	225.00	232.00	Full Time Equivalent	210.00	(22.00)



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department of Corrections and Community**  
**Services**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>	
\$2,726,235	\$2,239,356	\$0	Salaries, Regular	\$1,836,673
-	-	-	Salaries, Perm Part-Time	-
\$8,812,823	\$6,781,511	-	Salaries, Sworn	\$5,248,204
\$361,703	\$440,373	-	Salaries, Extra Help	-
\$9,279	\$36,923	-	Salaries, Extra Help-Sworn	-
\$1,716,075	\$1,756,576	-	Overtime	\$99,996
-	-	-	Pen Cont Fire Pen Fd	-
\$17,920	\$10,725	-	Pen Cont Police Pen Fd	-
\$2,699,052	\$2,057,827	-	Pen Cont Gen Emp Pen Fd	\$1,999,486
\$212,246	\$160,288	-	Defined Contribution	\$294,933
\$249,650	\$246,869	-	Workers' Compensation	\$243,766
\$2,250,429	\$1,989,572	-	Other Personnel Costs	\$1,384,417
\$19,055,411	\$15,720,020	\$0	<b>TOTAL PERSONNEL</b>	<b>\$11,107,475</b>
			<i>OTHER EXPENSES</i>	
\$1,498,804	\$968,276	\$623,484	Purchased / Contracted Services	\$623,484
\$7,314,457	\$2,340,845	\$2,786,748	Supplies	\$2,085,522
-	\$5,499	-	Capital Outlays	-
\$114,966	\$100,843	\$142,094	Interfund / Interdepartmental Charges	\$114,395
-	\$7,870	-	Other Costs	-
-	-	-	Debt Service	-
-	-	-	Conversion / Summary	-
\$397	\$7,479	\$19,924	Other Financing Uses	\$19,235
\$8,928,624	\$3,430,812	\$3,572,251	<b>TOTAL OTHER EXPENSES</b>	<b>\$2,842,636</b>
<b>\$27,984,035</b>	<b>\$19,150,832</b>	<b>\$3,572,251</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$13,950,111</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
			<b>FUND</b>	
\$27,984,035	\$19,150,832	\$3,572,251	General Fund	\$13,950,111
<b>\$27,984,035</b>	<b>\$19,150,832</b>	<b>\$3,572,251</b>	<b>TOTAL EXPENSES</b>	<b>\$13,950,111</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
355.00	225.00	232.00	Full Time Equivalent	210.00	(22.00)



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department of Corrections and Community**  
**Services**  
**General Fund**

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$1,836,673	Increase due to transfer of personnel from Executive Offices to Corrections and Community Services.
Salaries, Perm Part-Time	-	
Salaries, Sworn	\$5,248,204	Increase due to transfer of personnel from Executive Offices to Corrections and Community Services.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$99,996	Increase due to transfer of personnel from Executive Offices to Corrections and Community Services.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$1,999,486	Increase due to transfer of personnel from Executive Offices to Corrections and Community Services.
Defined Contribution	\$294,933	Increase due to transfer of personnel from Executive Offices to Corrections and Community Services.
Workers' Compensation	\$243,766	Increase due to transfer of personnel from Executive Offices to Corrections and Community Services.
Other Personnel Costs	\$1,384,417	Increase due to transfer of personnel from Executive Offices to Corrections and Community Services.
<b>TOTAL PERSONNEL</b>	<b>\$11,107,475</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	This line includes contracts related to Inmate medical services and repair and maintenance expenses.
Supplies	(\$701,226)	Decrease to properly align the budget based on anticipated usage of supplies. This line includes contracts related to Body Worn Cameras, Inmate Food Services, and uniform expenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$27,699)	Decrease to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$689)	Decrease to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$729,615)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$10,377,860</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$10,377,860	
<b>TOTAL EXPENSES</b>	<b>\$10,377,860</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(22.00)	Decrease due to transfer of personnel from Executive Offices to Corrections and Community Services.



# 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, Forecasting, Budgeting and Analysis
- Financial and Risk Analysis
- Financial and Technology Process Efficiency

## Summary of Operations

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

## Divisions/Offices Descriptions

*The Office of Administrative and Legislative Services* is responsible for operations optimization and management of the administrative and

legislative functions of the Department of Finance. This includes departmental policy development and implementation; coordination of responses to open records requests; management of the centralized department contracts and purchasing controls; departmental budget development and ongoing expense management, and supporting Senior Leadership with workforce planning, staff supervision, staff skills development, and training. This office is also responsible for providing administrative support to the CFO and Finance/Executive Committee in the management of the legislative review process and provides management and oversight 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 conducts professional development and training seminars in the Planning and Budgeting Cloud Services (PBCS) system and the ATLCloud Budgetary Control module.

*The Office of the Controller* manages accounting records and is responsible for the production of financial reports. This office is responsible for ensuring that financial reports are issued on time, in accordance with generally accepted accounting principles (GAAP) and that they fairly and accurately reflect the city's current financial position. The Controller's Office oversees all employees involved in the accounting process, including accounts payable, payroll, grant accounting, general accounting, and financial reporting. Maintenance of accounting records falls under the purview of the Controller's Office. The office ensures that the city makes accounts payable payments on time and that

debt is serviced properly. The controller stays apprised of local, state, and federal tax laws and government regulations that may impact the city. The Controller's Office is responsible for planning, directing, and coordinating all accounting operational functions including the coordinating and preparing internal and external financial statements and coordinating activities of the external auditors.

*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 Revenue* manages billing and collection, business licensing, revenue assurance and auditing, revenue anticipation, forecasting, reporting, analysis, accounts receivable, lien recordings, and payment processing. The billing and self-reporting accounts include general business licenses, 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* serves as the Chief Financial Officer's principal interface with the licensor of the City's ATLCloud ERP applications, service providers, and City departments that provide and use the system's financial information. Financial Systems Services also provides

maintenance and support for the finance applications, processes, and it develops, arranges, and manages the independent validation of new financial systems software and/or modifications to existing systems. Additionally, the Office of Financial Systems Services provides functional systems support and manages the relationship and services with external vendors to support, enhance current software solutions and integrate applications with internal and external systems. The Office of Financial Systems Services ensures that the financial management systems comply with established policies and information technology security requirements.

*The Office of Management Consulting (MCS)* provides business process, measurement systems development and root cause problem identification utilizing Six Sigma and Project Management tools. Because many City actions result in financial transactions, MCS can serve as liaison between operating organizations and the individual Finance disciplines to identify and address performance opportunities. In order to institutionalize the improvements, MCS may utilize financial modeling, structured process management tools and other analytical techniques to support the implementation and tracking of corrective activity. In addition, Management Consulting utilizes benchmarking to implement industry best practices for planning, project development, management, and software implementation. This office supports the CFO's special projects that require specific process and project management e.g., FOR Atlanta, Smart Cities, Atlanta Streetcar Construction, Group Insurance, affordable housing, and education enhancement initiatives.

*The Office of Enterprise Risk Management (ERM)* has responsibility for evaluating, identifying, and analyzing the potential risk exposures of the City and recommending appropriate risk control and mitigation measures. This office is also responsible 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). ERM is also instrumental in the cost recovery efforts of the City for emergencies and disasters including COVID-19.

## **FY2021 Accomplishments**

- Perform citywide cyber risk assessment for mitigation and planning purposes
- Implemented a cloud-based Certificates of Insurance document management program
- Received Distinguished Budget Presentation Award from GFOA for Budget Book
- Distinguished Award for Comprehensive Annual Financial Report (CAFR; 35th consecutive year) and Popular Annual Financial Report (PAFR; 7th consecutive year) award pending
- Successfully completed the FY20 financial and pension audits receiving an unmodified (highest) opinion from KPMG
- Implemented new software conversion to Workiva which is the platform used to generate audited financial statements citywide
- Successfully transitioned the Defined Contribution and Deferred Compensation Plans from Voya to new Plan Administrator, Prudential
- Successfully transitioned the Pension plan administration from Zenith to Strategic Business Advisors (SBA) pension administrators, integrating the system with ATLCLOUD
- Successfully transferred the General Pension Investment Portfolio from Wells Fargo to Northern Trust
- Reduced the month-end accounting close process from 8 days to 6 days
- Established auto reconciliations in the Cash management module for cash accounts and payroll third party liabilities
- Implemented ATLCLOUD financial dashboards for Executive Leadership and city departments to review aging invoices and their trends
- Implementation of 100% payroll electronic pay and termination of routine paper check payments
- Transitioned to remote work within ATLCLOUD for all Finance operations without negative productivity impact
- Implementation and integration within ATLCLOUD of employment verification and unemployment claims verification through ADP
- Implemented Electronic Inventory Management System in ATLCLOUD to track PPE inventory. This will serve as a model for other city departments to develop a Cloud-based inventory system.
- Provided monitoring and compliance oversight for city's financial response to COVID-19
- Implemented Contract Review Module to support Enterprise Risk Management activities
- Refinanced \$364MM in Aviation Bonds to lower rates
- Refinanced \$505MM in Watershed Bonds to lower rates
- Completed legislative process for the creation of Special Service District for the completion of the Atlanta Beltline project

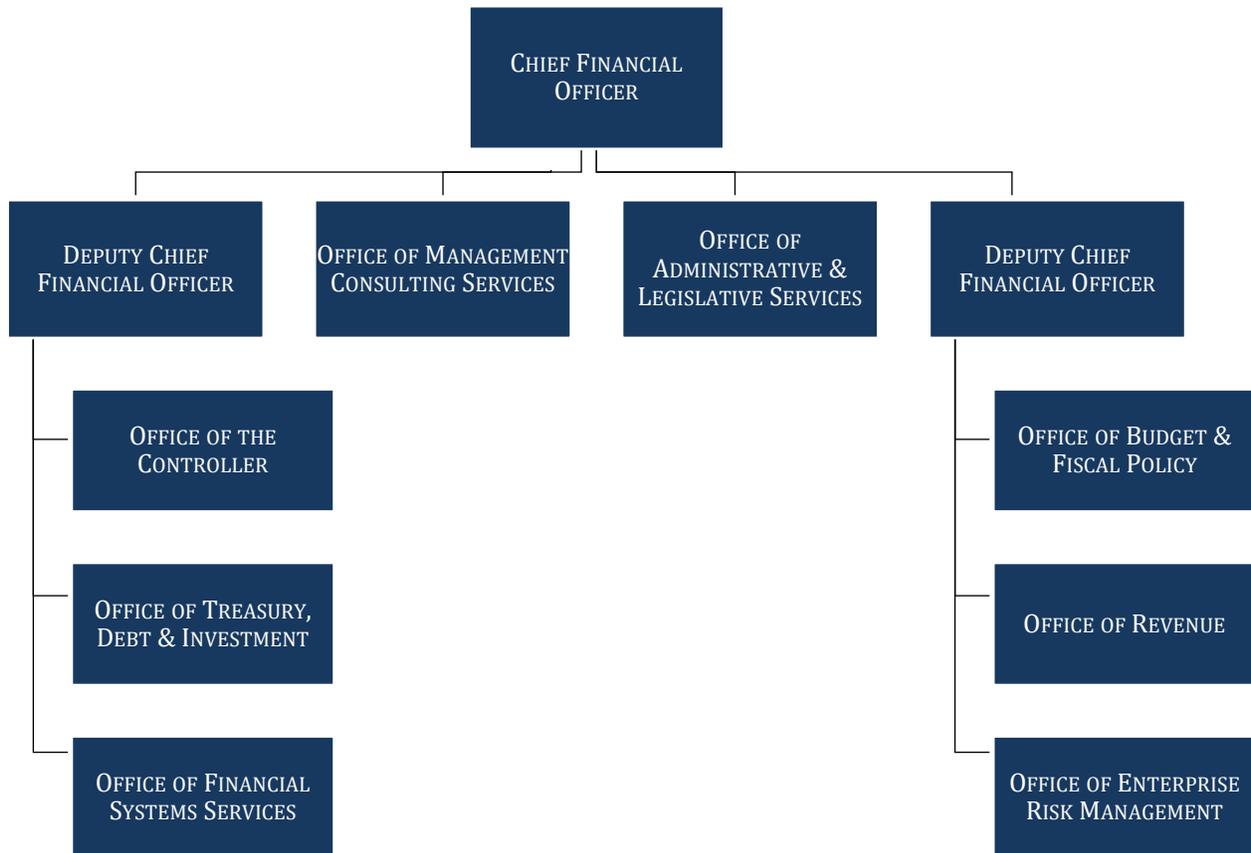
## **FY2022 Proposed Program Highlights**

- Improve and restructure the Owner Controlled Insurance Program (OCIP) which supports the Capital Projects Program at H-JAIA
- Implement a Small Business Surety Program to increase opportunity for small businesses to engage in the work at H-JAIA
- Provide monitoring and compliance oversight to the City's financial response to COVID-19
- Implement GASB 87, accounting and financial reporting for leases by governments, for upcoming audit
- Implement new automated process for Accounts Payable contract retainage
- Support the Solid Waste organization in completing the transfer of customer support functions, software, and systems from the Office of Revenue back to Solid Waste
- Complete benchmarking, pricing support and activity-based costing data for several

- City operations organizations including Parks and Recreation, Solid Waste and Fleet services
- Develop a control structure working with the Department of Human Resources to improve the process for analyzing group health expenses
- Implement new SaaS Treasury Management System, which provides greater insight into cash management needs and optimizes bank & merchant fees across the bank account architecture
- Refinance approximately \$320 Million in Aviation Bonds and Commercial Paper
- Implement a new payment processing solution for the cloud-based business licensing solution, which increases the number of payment options across a common platform
- Projected issuances of up to \$1.25 Billion in bonds for the Gulch project; \$100 MM in bonds for the “Beltline” SSD, and \$4MM in “baby bonds” for departmental infrastructure projects at City Hall
- Migration of Legacy EBS data and applications from IBM hosting to ATLCLOUD Platform
- Multiple ATLCLOUD implementations of modules and tools to further improve and enhance efficiency including:
  - Labor distribution functionality
  - Oracle Time and Labor as the timekeeping system (to replace Kronos)
  - Advance access controls and transactional financial controls
  - Oracle EPM, a new and improved budget and planning system

# ORGANIZATIONAL CHART

FINANCE



# PERFORMANCE METRICS

FINANCE

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>An Ethical, Transparent and Fiscally Responsible Government</i></b>				
Percentage of Invoices Paid Within 30 Days	86%	89%	90%	90%
Unrestricted General Fund Reserves (in millions)	\$173	\$157	\$168	\$161





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$8,861,073	\$9,262,882	\$9,774,953	Salaries, Regular	\$10,275,311	\$500,357
\$33,759	\$35,147	-	Salaries, Perm Part-Time	\$36,000	\$36,000
-	-	-	Salaries, Sworn	-	-
\$659,727	\$335,948	\$198,804	Salaries, Extra Help	\$98,799	(\$100,005)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$118,238	\$45,513	\$17,908	Overtime	\$17,908	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$963,227	\$1,025,231	\$939,056	Pen Cont Gen Emp Pen Fd	\$1,157,552	\$218,496
\$390,023	\$400,536	\$290,623	Defined Contribution	\$284,209	(\$6,414)
\$49,681	\$174,115	\$14,480	Workers' Compensation	\$14,480	\$0
\$1,243,818	\$1,220,694	\$1,379,033	Other Personnel Costs	\$1,526,314	\$147,281
\$12,319,546	\$12,500,067	\$12,614,857	<b>TOTAL PERSONNEL</b>	\$13,410,572	\$795,716
<b>OTHER EXPENSES</b>					
\$1,947,191	\$2,097,599	\$4,049,445	Purchased / Contracted Services	\$4,332,342	\$282,897
\$238,390	\$248,663	\$191,995	Supplies	\$236,991	\$44,996
\$7,582	\$65,281	-	Capital Outlays	\$102,000	\$102,000
\$13,357	\$12,941	\$21,078	Interfund / Interdepartmental Charges	\$5,800	(\$15,278)
\$1,065,338	\$1,413,921	\$859,852	Other Costs	\$979,941	\$120,089
-	-	-	Debt Service	-	-
\$0	\$0	-	Conversion / Summary	-	-
\$1,030,661	\$1,000,000	\$1,000,000	Other Financing Uses	\$5,195	(\$994,805)
\$4,302,518	\$4,838,404	\$6,122,369	<b>TOTAL OTHER EXPENSES</b>	\$5,662,269	(\$460,100)
<b>\$16,622,064</b>	<b>\$17,338,471</b>	<b>\$18,737,226</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$19,072,841</b>	<b>\$335,615</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$15,046,617	\$16,123,293	\$16,305,154	General Fund	\$16,741,047	\$435,893
\$355,747	\$243,633	\$784,758	Airport Revenue Fund	\$685,356	(\$99,402)
\$400,338	\$404,552	\$640,660	Solid Waste Services Revenue Fund	\$637,130	(\$3,530)
\$819,363	\$566,994	\$854,885	Water & Wastewater Revenue Fund	\$857,539	\$2,654
-	-	\$151,770	Fleet Service Fund	\$151,770	\$0
<b>\$16,622,064</b>	<b>\$17,338,471</b>	<b>\$18,737,226</b>	<b>TOTAL EXPENSES</b>	<b>\$19,072,841</b>	<b>\$335,615</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
152.67	146.67	155.67	Full Time Equivalent	156.00	0.33



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>EXPENDITURES AND APPROPRIATIONS</b>	
			<i>PERSONNEL</i>	
\$7,948,259	\$8,498,365	\$9,085,220	\$9,697,661	\$612,441
\$33,759	\$35,147	-	\$36,000	\$36,000
-	-	-	-	-
\$642,638	\$335,948	\$185,000	\$84,995	(\$100,005)
-	-	-	-	-
\$114,001	\$42,859	\$15,000	\$15,000	-
-	-	-	-	-
-	-	-	-	-
\$831,222	\$922,943	\$895,352	\$1,104,776	\$209,424
\$356,315	\$369,465	\$272,602	\$264,205	(\$8,397)
\$42,198	\$171,193	\$397	\$397	\$0
\$1,099,135	\$1,109,454	\$1,276,789	\$1,423,318	\$146,529
\$11,067,527	\$11,485,373	\$11,730,359	\$12,626,352	\$895,993
			<i>OTHER EXPENSES</i>	
\$1,630,032	\$1,900,070	\$2,765,139	\$3,048,036	\$282,897
\$234,620	\$248,663	\$189,412	\$234,408	\$44,996
\$7,582	\$65,281	-	\$102,000	\$102,000
\$13,357	\$12,941	\$21,078	\$5,800	(\$15,278)
\$1,062,838	\$1,410,965	\$599,167	\$719,256	\$120,089
-	-	-	-	-
-	\$0	-	-	-
\$1,030,661	\$1,000,000	\$1,000,000	\$5,195	(\$994,805)
\$3,979,090	\$4,637,919	\$4,574,795	\$4,114,695	(\$460,100)
\$15,046,617	\$16,123,293	\$16,305,154	\$16,741,047	\$435,893

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>FUND</b>	
\$15,046,617	\$16,123,293	\$16,305,154	\$16,741,047	\$435,893
\$15,046,617	\$16,123,293	\$16,305,154	\$16,741,047	\$435,893

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
131.01	135.01	144.01	Full Time Equivalent	144.34	0.33



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$612,441	Increase due to personnel adjustments.
Salaries, Perm Part-Time	\$36,000	Increase due to personnel adjustments.
Salaries, Sworn	-	
Salaries, Extra Help	(\$100,005)	Decrease due to personnel adjustments.
Salaries, Extra Help-Sworn	-	
Overtime	-	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$209,424	Increase due to personnel adjustments.
Defined Contribution	(\$8,397)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$146,529	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$895,993</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$282,897	Increase to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes contracts for financial, legal, operational, and technical services.
Supplies	\$44,996	Increase to properly align the budget based on anticipated usage of supplies. This line includes office/copier supplies and software license agreements.
Capital Outlays	\$102,000	Increase to properly align the budget based on anticipated capital related expenses. This line includes furniture and fixtures.
Interfund / Interdepartmental Charges	(\$15,278)	Decrease to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	\$120,089	Increase to properly align the budget based on anticipated expenses for other costs. This line includes Bank Charges, Credit Card Charges, and Business Meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$994,805)	Decrease to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$460,100)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$435,893</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$435,893	
<b>TOTAL EXPENSES</b>	<b>\$435,893</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	0.33	Increase due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Water & Wastewater Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$523,294	\$361,002	\$184,417	Salaries, Regular	\$177,684	(\$6,733)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$3,006	\$1,458	\$1,879	Overtime	\$1,879	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$91,020	\$55,321	\$6,178	Pen Cont Gen Emp Pen Fd	\$8,088	\$1,910
\$16,422	\$12,461	\$4,548	Defined Contribution	\$8,425	\$3,877
-	-	-	Workers' Compensation	-	-
\$82,250	\$51,242	\$25,081	Other Personnel Costs	\$28,682	\$3,601
<b>\$715,992</b>	<b>\$481,485</b>	<b>\$222,103</b>	<b>TOTAL PERSONNEL</b>	<b>\$224,758</b>	<b>\$2,654</b>
			<i>OTHER EXPENSES</i>		
\$102,686	\$85,237	\$514,129	Purchased / Contracted Services	\$514,129	\$0
\$685	-	\$500	Supplies	\$500	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	\$272	\$118,152	Other Costs	\$118,152	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$103,371</b>	<b>\$85,509</b>	<b>\$632,781</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$632,781</b>	<b>\$0</b>
<b>\$819,363</b>	<b>\$566,994</b>	<b>\$854,885</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$857,539</b>	<b>\$2,654</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$819,363	\$566,994	\$854,885	Water & Wastewater Revenue Fund	\$857,539	\$2,654
<b>\$819,363</b>	<b>\$566,994</b>	<b>\$854,885</b>	<b>TOTAL EXPENSES</b>	<b>\$857,539</b>	<b>\$2,654</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
11.33	3.83	2.83	Full Time Equivalent	2.83	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

### Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<b>PERSONNEL</b>		
Salaries, Regular	(\$6,733)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$0	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$1,910	Increase due to personnel adjustments.
Defined Contribution	\$3,877	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$3,601	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$2,654</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$0	This line includes contracts for financial, legal, operational, and technical services.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes bank charges.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,654</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Water & Wastewater Revenue Fund	\$2,654	
<b>TOTAL EXPENSES</b>	<b>\$2,654</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Solid Waste Services Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$220,146	\$217,184	\$294,081	Salaries, Regular	\$279,377	(\$14,704)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,230	\$1,196	\$1,029	Overtime	\$1,029	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$40,985	\$46,968	\$37,526	Pen Cont Gen Emp Pen Fd	\$44,688	\$7,162
\$4,759	\$6,420	\$8,028	Defined Contribution	\$8,028	-
\$7,483	\$2,922	\$14,083	Workers' Compensation	\$14,083	\$0
\$34,374	\$37,557	\$51,663	Other Personnel Costs	\$55,675	\$4,011
<b>\$308,977</b>	<b>\$312,246</b>	<b>\$406,410</b>	<b>TOTAL PERSONNEL</b>	<b>\$402,880</b>	<b>(\$3,530)</b>
			<i>OTHER EXPENSES</i>		
\$85,556	\$92,122	\$232,167	Purchased / Contracted Services	\$232,167	-
\$5,805	-	\$2,083	Supplies	\$2,083	\$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	\$184	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$91,361	\$92,305	\$234,250	<b>TOTAL OTHER EXPENSES</b>	<b>\$234,250</b>	<b>\$0</b>
<b>\$400,338</b>	<b>\$404,552</b>	<b>\$640,660</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$637,130</b>	<b>(\$3,530)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$400,338	\$404,552	\$640,660	Solid Waste Services Revenue Fund	\$637,130	(\$3,530)
<b>\$400,338</b>	<b>\$404,552</b>	<b>\$640,660</b>	<b>TOTAL EXPENSES</b>	<b>\$637,130</b>	<b>(\$3,530)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
6.00	6.00	6.00	Full Time Equivalent	6.00	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

### Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<b>PERSONNEL</b>		
Salaries, Regular	(\$14,704)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$7,162	Increase due to personnel adjustments.
Defined Contribution	-	
Workers' Compensation	\$0	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$4,011	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$3,530)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	This line includes Solid Waste billing software and FIFA recording fees.
Supplies	\$0	This line includes Solid Waste billing software expenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$3,530)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Solid Waste Services Revenue Fund	(\$3,530)	
<b>TOTAL EXPENSES</b>	<b>(\$3,530)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance Airport Revenue Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$169,374	\$186,331	\$211,236	Salaries, Regular	\$120,589	(\$90,647)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$17,090	-	\$13,804	Salaries, Extra Help	\$13,804	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
\$12,527	\$12,189	\$5,446	Defined Contribution	\$3,552	(\$1,894)
-	-	-	Workers' Compensation	-	-
\$28,058	\$22,442	\$25,499	Other Personnel Costs	\$18,638	(\$6,861)
\$227,050	\$220,963	\$255,985	<b>TOTAL PERSONNEL</b>	\$156,583	(\$99,402)
			<i>OTHER EXPENSES</i>		
\$128,917	\$20,170	\$386,240	Purchased / Contracted Services	\$386,240	-
(\$2,720)	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$2,500	\$2,500	\$142,533	Other Costs	\$142,533	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$128,697	\$22,670	\$528,773	<b>TOTAL OTHER EXPENSES</b>	\$528,773	-
\$355,747	\$243,633	\$784,758	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$685,356	(\$99,402)

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$355,747	\$243,633	\$784,758	Airport Revenue Fund	\$685,356	(\$99,402)
\$355,747	\$243,633	\$784,758	<b>TOTAL EXPENSES</b>	\$685,356	(\$99,402)

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
4.33	1.83	2.83	Full Time Equivalent	2.83	-



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$90,647)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	(\$1,894)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$6,861)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$99,402)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	This line includes contracts for financial, legal, operational, and technical services.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes Bank Charges.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$99,402)</b>	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	(\$99,402)	
<b>TOTAL EXPENSES</b>	<b>(\$99,402)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Fleet Service Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<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>		
-	-	\$151,770	Purchased / Contracted Services	\$151,770	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	\$151,770	<i>TOTAL OTHER EXPENSES</i>	\$151,770	-
-	-	\$151,770	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$151,770</b>	-

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
-	-	\$151,770	Fleet Service Fund	\$151,770	-
-	-	\$151,770	<b>TOTAL EXPENSES</b>	<b>\$151,770</b>	-

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	-	-	Full Time Equivalent	-	-



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Fleet Service Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
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	-	
<b>TOTAL PERSONNEL</b>	-	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	This line includes contracts for financial, legal, operational, and technical services.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	-	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	-	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Fleet Service Fund	-	
<b>TOTAL EXPENSES</b>	-	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



# 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, and 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, to strategize to reduce risks, and to marshal market intelligence to optimize outcomes.

## Core Functions

- Acquire commodities
- Purchase services
- Procure 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 for amounts 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 commodities, small purchases, and micro purchase contracts, including all citywide supply procurements and surplus auctions.

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

The *Procurement Support Division* manages and oversees the Outreach, Compliance, Information Systems/ERP and DOP internal business/financial processes.

## Goals

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

## Objectives

- Maximizing competition through ethical and open procurement processes.
- Training to ensure procurement professionals 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.

- Increasing transparency of procurement transactions.
- Pursuing opportunities to employ sustainable procurement practices.
- Implementing Best Practices to enhance procurement processes.
- Refining the City Code to reflect Best in Class Procurement practices.

## **FY2021 Accomplishments**

### **Commodities Division**

- 100% virtual operations and protocols for procuring all Commodities with User Agencies and suppliers.
- Successfully conducted pre-bid conferences to enable competition and 100% of all bid openings virtually to enable transparency and alignment with City Code.
- Successfully procured and awarded annual supply contracts for 13 departments for diverse commodities totaling close to \$29,171,899.
- Awarded 44 new contracts, 19 renewals, and 18 extensions by engaging User Agencies.
- Created and processed over 6,540 small and micro purchase orders under \$20,000 valued at \$18,568,796.
- Created and processed over 757 Commodities purchase orders valued at \$100,432,056.
- Maintained contracted vendors for new Commodities 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 best price delivery to the City.
- Rendered assistance to the City for COVID-19 by procuring personal protective equipment (PPE) such as masks, hand sanitizer, wipes, gloves, etc. to mitigate the transmission of the virus in the amount of \$6,342,262.
- Collaborated with Finance to enable the implementation of the electronic inventory management system for PPE using ATCLcloud.
- Procured and executed a contract purchase agreement for information technology and DocuSign license support in the amount of \$422,255 for the Department of Atlanta Information Management.
- Procured and executed contracts for safety equipment for \$2,764,189 to support various departments.

- Procured and executed a contract purchase agreement for traffic signal heads and mounting hardware supplies for the Department of Public Works in the amount of \$566,697.
- Procured and executed contract purchase agreements for radio communication equipment for the Atlanta Police Department in the amount of \$5,083,745.
- Procured and executed contract purchase agreements for repair and services for various pumps for the Department of Watershed Management in the amount of \$3,811,085.
- Procured and executed a contract purchase agreement for lobby seating in Concourse E for the Department of Aviation in the amount of \$467,600.
- Procured and executed contract for work uniforms for the Atlanta Police Department in the amount of \$3,273,175.
- Procured and executed a contract purchase agreement for lease purchase of modular buildings and structures in the amount of \$489,238.
- Procured and executed a contract purchase agreement for a 3,000-gallon water tanker for Atlanta Fire Department in the amount of \$634,984.
- Procured and executed a contract purchase agreement for industrial cleaning solutions and janitorial supplies to support all departments citywide in the amount of \$1,442,830.
- Procured and executed a contract purchase agreement for park signage for the Department of Parks and Recreation in the amount of \$827,448.
- Procured and executed a contract purchase agreement for steel pipes and valves for the Department of Watershed Management in the amount of \$916,127.
- Procured and executed a contract purchase agreement for compressor systems, parts, services, and repairs for the Department of Watershed Management in the amount of \$431,293.
- Procured and executed a contract purchase agreement for Foxboro DCS parts and repairs for the Department of Watershed Management in the amount of \$709,101.
- Procured and executed a contract purchase agreement for valves and parts for the Department of Watershed Management in the amount of \$642,969.

- Procured and executed a contract purchase agreement for work uniforms for the Department of Public Works in the amount of \$1,708,900.
- Procured and executed a contract purchase agreement for switch gear motor control center for the Department of Watershed Management in the amount of \$563,586.
- Procured and executed a contract purchase agreement for electric motors, repair, and replacement for the Department of Watershed Management in the amount of \$756,379.
- Procured and executed a contract purchase agreement for sports awards and promotional items for the Department of Parks and Recreation in the amount of \$621,515.
- Procured and executed a contract purchase agreement for centrifuge parts, services, and repairs for the Department of Watershed Management in the amount of \$488,608.
- Procured and executed a contract purchase agreement for a three (3) story burn building for the Atlanta Fire Department in the amount of \$334,971.
- Collaborated with Landmark Consulting and provided documentation to enable the City to receive payment of \$1,577,922 on October 4, 2020.
- Completed online auctions of surplus property generating \$486,811 in revenue.
- Recovered \$16,373 in revenue from the sale of scrap metal.
- Recovered \$7,532 in rebates from the office supply contract.
- Conducted Procurement training for various departments enabling transparency of spending for commodities and small purchases.

### **Services Division**

- Successfully advertised 109 solicitations, executed 71 agreements and issued 8,557 purchase orders.
- \$102 million in savings were realized after refinancing \$505 million in general airport revenue bonds in September 2020.
- In July 2020, 4.8 million face masks were obtained for distribution to passengers and employees.
- South Security Checkpoint Expansion Project (SSCEP) nominated for Project of the Year. This is the first checkpoint in the United States to be fully converted to use only computed

tomography- automated screening lane (CT-ASL) systems (project cost \$37,120,000).

- Completed Domestic Terminal Parking Decks Reconstruction pedestrian bridges, reducing pedestrian crossings to improve traffic flow, safety, and efficiency.
- Completed construction of ATL West Parking Deck in September 2020, providing 5,700 parking spaces and incorporating innovation at every turn.
- Continued work on the west extension of the ATL Plane Train system. The extension is designed to increase overall capacity and reduce passenger wait times.
- Continued roadway modifications of North Terminal roadways. The realignment of North Terminal Parkway was completed in November 2020 to support the five gate expansion of Concourse T.
- Procured Upper Proctor Creek Capacity Relief Project, Phase B in the amount of \$12,075,030.
- Procured Upper Proctor Creek Capacity Relief Project, Phase C in the amount of \$7,297,321.
- Procured Annual Contract for Asphalt Concrete Pavement Milling and Resurfacing in the amount of \$2,846,700.
- Procured Emergency contracts for COVID-19 for Senior Food Assistance, Programs to Care for Homeless Populations, Small Business and Entrepreneurial Grants, Rental Assistance, Testing and Tracing, Welcoming Atlanta Grocery, Emergency Yard Trimming, and Illegal Dumping and Bulk Waste Support.

### **Technology**

- Procured the Emergency Mass Notification and Alert System that combined four (4) user agencies into one (1) agreement.
- Procured and in the process of finalizing the Kronos Cooperative Agreement that includes AFRD Telestaff and AIM.
- Launched development of a publicly facing search engine to provide access to executed contracts.
- Uploaded over 400 active contracts to the ATLCloud.
- Piloted SMART Reporting of projects to flag project progress and impede delays.
- Successfully registered 1,873 suppliers.

### **Operations**

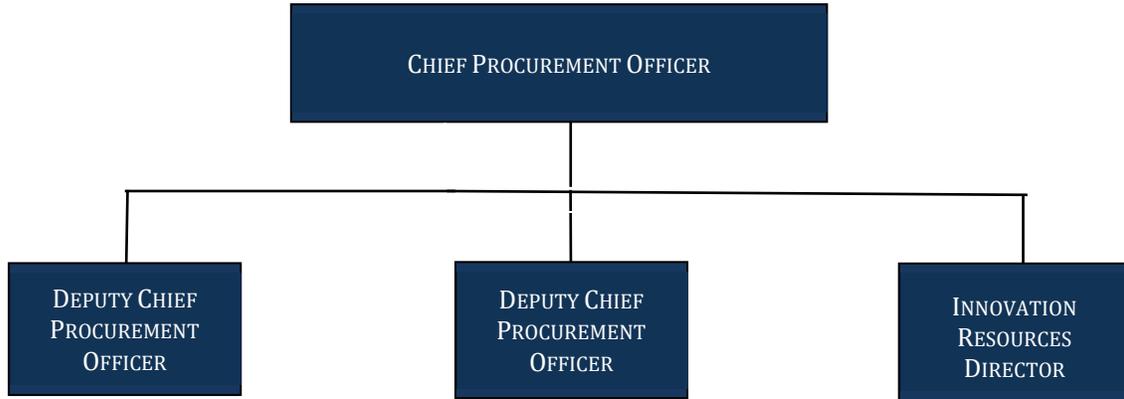
- Collaborated with the State of Georgia Department of Audits to review Illegal Immigration Reform and Enforcement Act (IIREA) acceptance.
- Assessed projects delayed more than 365 days to develop a plan for close out.
- Evaluated National Institute of Government Purchasing benchmarking survey for procurement cycle times.
- Benchmarked large cities for practices and website features to provide transparency of contract agreements.
- Conducted Supplier Outreach with the Georgia Minority Diversity Council, resulting in newly registered suppliers.
- Created a task team in conjunction with Finance to conduct telephone outreach to suppliers who have not registered for ACH check processing, reaching over 25% of the target group.
- Participated in the Annual Construction Management Association of America (CMAA) Owner's Roundtable Event to promote City of Atlanta Procurements and how to do business with the City.
- Conducted a Procurement 101 Training for the Department of City Planning.
- Facilitated multiple training sessions for new Procurement Managers.

### **FY2022 Proposed Program Highlights**

- Complete implementation of ONE DOP Plan (Digital Online Procurements) to automate and streamline procurements.
- Placement of Innovation Resources Director position to facilitate use of performance metrics.
- Marketing communications plan of Top 10 Reasons for Non-Responsive Proposals.
- Review of category-based operational infrastructure within DOP.
- Use of SMART Reports to provide User Agencies insights on production line status.
- Expansion of supplier performance, availability and cost analysis.

# ORGANIZATIONAL CHART

## PROCUREMENT



# PERFORMANCE METRICS

## PROCUREMENT

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Average number of days from advertisement to contract authorization, all solicitations – Services	238	276	254	210
Average number of days from advertisement to contract authorization, all solicitations – Goods	32	67	55	40
Average number of days from CPO to execution, duration for all solicitations – Services	43	30	62	15





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$3,874,598	\$4,024,203	\$4,164,628	Salaries, Regular	\$3,809,614	(\$355,015)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$4,839	\$68,229	\$0	Salaries, Extra Help	-	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$2,625	\$3,556	\$5,295	Overtime	\$5,295	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$493,239	\$527,939	\$524,661	Pen Cont Gen Emp Pen Fd	\$523,814	(\$848)
\$147,960	\$152,181	\$123,704	Defined Contribution	\$175,030	\$51,326
\$73,017	\$48,781	\$20,032	Workers' Compensation	\$20,032	\$0
\$555,268	\$484,344	\$637,939	Other Personnel Costs	\$552,784	(\$85,154)
\$5,151,546	\$5,309,233	\$5,476,260	<b>TOTAL PERSONNEL</b>	\$5,086,569	(\$389,690)
			<b>OTHER EXPENSES</b>		
\$157,480	\$63,919	\$217,090	Purchased / Contracted Services	\$214,435	(\$2,655)
\$195,475	(\$16,738)	\$92,821	Supplies	\$93,966	\$1,145
(\$11,783)	\$0	\$1,500	Capital Outlays	-	(\$1,500)
-	-	\$0	Interfund / Interdepartmental Charges	-	\$0
\$2,250	\$2,406	\$12,500	Other Costs	\$15,492	\$2,992
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$343,421	\$49,588	\$323,911	<b>TOTAL OTHER EXPENSES</b>	\$323,893	(\$18)
<b>\$5,494,967</b>	<b>\$5,358,821</b>	<b>\$5,800,171</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$5,410,462</b>	<b>(\$389,709)</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$2,227,443	\$2,647,829	\$2,981,816	General Fund	\$3,109,583	\$127,767
\$1,213,492	\$1,130,819	\$1,277,469	Airport Revenue Fund	\$1,097,715	(\$179,754)
\$90,107	\$31,830	\$101,804	Solid Waste Services Revenue Fund	\$43,083	(\$58,721)
\$1,840,694	\$1,437,199	\$1,248,490	Water & Wastewater Revenue Fund	\$1,091,216	(\$157,274)
\$123,232	\$111,143	\$190,592	Fleet Service Fund	\$68,866	(\$121,727)
<b>\$5,494,967</b>	<b>\$5,358,821</b>	<b>\$5,800,171</b>	<b>TOTAL EXPENSES</b>	<b>\$5,410,462</b>	<b>(\$389,709)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
82.00	77.00	81.00	Full Time Equivalent	81.00	0.00



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>	
\$1,542,401	\$1,973,762	\$2,105,652	Salaries, Regular	\$103,709
-	-	-	Salaries, Perm Part-Time	-
-	-	-	Salaries, Sworn	-
\$4,839	\$50,785	-	Salaries, Extra Help	-
-	-	-	Salaries, Extra Help-Sworn	-
\$2,547	\$3,557	\$5,000	Overtime	\$0
-	-	-	Pen Cont Fire Pen Fd	-
-	-	-	Pen Cont Police Pen Fd	-
\$158,678	\$235,377	\$274,978	Pen Cont Gen Emp Pen Fd	\$26,978
\$67,202	\$80,996	\$70,298	Defined Contribution	\$24,697
\$47,811	\$3,226	\$20,032	Workers' Compensation	\$0
\$237,509	\$250,808	\$342,648	Other Personnel Costs	(\$27,607)
\$2,060,987	\$2,598,513	\$2,818,608	<b>TOTAL PERSONNEL</b>	<b>\$127,775</b>
			<i>OTHER EXPENSES</i>	
\$80,645	\$44,618	\$118,458	Purchased / Contracted Services	(\$1,446)
\$83,561	\$3,677	\$33,250	Supplies	\$1,502
-	-	\$1,500	Capital Outlays	(\$1,500)
-	-	-	Interfund / Interdepartmental Charges	-
\$2,250	\$1,022	\$10,000	Other Costs	\$1,436
-	-	-	Debt Service	-
-	-	-	Conversion / Summary	-
-	-	-	Other Financing Uses	-
\$166,456	\$49,316	\$163,208	<b>TOTAL OTHER EXPENSES</b>	<b>(\$8)</b>
<b>\$2,227,443</b>	<b>\$2,647,829</b>	<b>\$2,981,816</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$127,767</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
\$2,227,443	\$2,647,829	\$2,981,816	General Fund	\$127,767
<b>\$2,227,443</b>	<b>\$2,647,829</b>	<b>\$2,981,816</b>	<b>TOTAL EXPENSES</b>	<b>\$127,767</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
28.38	24.38	44.00	Full Time Equivalent	42.99	(1.01)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<b>PERSONNEL</b>		
Salaries, Regular	\$103,709	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	\$26,978	Increase due to personnel adjustments.
Defined Contribution	\$24,697	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Based on anticipated Workers' Compensation expenses.
Other Personnel Costs	(\$27,607)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$127,775</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	(\$1,446)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes contract for Xerox Copier, memberships, training and other operating expenses.
Supplies	\$1,502	Increase to properly align the budget based on anticipated usage of supplies. This line includes general office supplies, purchases of software and furniture expenses.
Capital Outlays	(\$1,500)	Decrease to properly align the budget based on anticipated operational activity.
Interfund / Interdepartmental Charges	-	
Other Costs	\$1,436	Increase to properly align the budget based an anticipated expenses for other costs. This line includes educational materials and business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$8)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$127,767</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$127,767	
<b>TOTAL EXPENSES</b>	<b>\$127,767</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(1.01)	Decrease due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Airport Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$872,315	\$842,428	\$954,228	Salaries, Regular	\$802,181	(\$152,047)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$8,852	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$25	\$0	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$93,441	\$112,170	\$122,931	Pen Cont Gen Emp Pen Fd	\$108,017	(\$14,915)
\$35,736	\$29,312	\$28,777	Defined Contribution	\$30,000	\$1,223
\$25,206	\$45,555	\$0	Workers' Compensation	-	\$0
\$105,475	\$93,411	\$131,455	Other Personnel Costs	\$117,448	(\$14,006)
<b>\$1,132,198</b>	<b>\$1,131,728</b>	<b>\$1,237,391</b>	<b>TOTAL PERSONNEL</b>	<b>\$1,057,646</b>	<b>(\$179,745)</b>
			<i>OTHER EXPENSES</i>		
\$47,318	\$1,729	\$33,357	Purchased / Contracted Services	\$32,148	(\$1,209)
\$45,759	(\$3,143)	\$6,721	Supplies	\$6,721	-
(\$11,783)	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	\$505	-	Other Costs	\$1,200	\$1,200
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$81,293	(\$909)	\$40,078	<b>TOTAL OTHER EXPENSES</b>	<b>\$40,069</b>	<b>(\$9)</b>
<b>\$1,213,492</b>	<b>\$1,130,819</b>	<b>\$1,277,469</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,097,715</b>	<b>(\$179,754)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$1,213,492	\$1,130,819	\$1,277,469	Airport Revenue Fund	\$1,097,715	(\$179,754)
<b>\$1,213,492</b>	<b>\$1,130,819</b>	<b>\$1,277,469</b>	<b>TOTAL EXPENSES</b>	<b>\$1,097,715</b>	<b>(\$179,754)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
21.59	21.59	14.60	Full Time Equivalent	17.13	2.53



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement

### Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$152,047)	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	(\$14,915)	Decrease due to personnel adjustments.
Defined Contribution	\$1,223	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	
Other Personnel Costs	(\$14,006)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$179,745)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$1,209)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes contract for Xerox Copier, memberships, training and other operating expenses.
Supplies	-	This line includes general office supplies, computers, software and furniture expenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$1,200	Increase to properly align the budget based on anticipated expenses for other cost. This line includes Marta Transit expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$9)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$179,754)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Airport Revenue Fund	(\$179,754)	
<b>TOTAL EXPENSES</b>	<b>(\$179,754)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	2.53	Increase due to personnel adjustments





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$59,944)	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	\$8,158	Increase due to personnel adjustments.
Defined Contribution	\$1,318	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$8,252)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$58,721)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$58,721)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Solid Waste Services Revenue Fund	(\$58,721)	
<b>TOTAL EXPENSES</b>	<b>(\$58,721)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Water & Wastewater Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$1,298,744	\$1,100,130	\$884,743	Salaries, Regular	\$724,678	(\$160,065)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$8,592	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$53	(\$1)	\$295	Overtime	\$295	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$219,976	\$159,998	\$94,144	Pen Cont Gen Emp Pen Fd	\$92,295	(\$1,848)
\$41,134	\$40,698	\$23,375	Defined Contribution	\$47,464	\$24,088
-	-	-	Workers' Compensation	-	-
\$185,114	\$126,704	\$125,309	Other Personnel Costs	\$105,861	(\$19,448)
\$1,745,022	\$1,436,121	\$1,127,865	<b>TOTAL PERSONNEL</b>	\$970,592	(\$157,273)
			<i>OTHER EXPENSES</i>		
\$29,517	\$17,572	\$65,275	Purchased / Contracted Services	\$65,275	-
\$66,155	(\$17,271)	\$52,850	Supplies	\$52,493	(\$357)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	\$778	\$2,500	Other Costs	\$2,856	\$356
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$95,672	\$1,078	\$120,625	<b>TOTAL OTHER EXPENSES</b>	\$120,624	(\$1)
<b>\$1,840,694</b>	<b>\$1,437,199</b>	<b>\$1,248,490</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,091,216</b>	<b>(\$157,274)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$1,840,694	\$1,437,199	\$1,248,490	Water & Wastewater Revenue Fund	\$1,091,216	(\$157,274)
<b>\$1,840,694</b>	<b>\$1,437,199</b>	<b>\$1,248,490</b>	<b>TOTAL EXPENSES</b>	<b>\$1,091,216</b>	<b>(\$157,274)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
27.58	26.58	17.95	Full Time Equivalent	16.43	(1.52)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$160,065)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	Based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$1,848)	Decrease due to personnel adjustments.
Defined Contribution	\$24,088	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$19,448)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medical Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$157,273)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes contract for Xerox Copier, membership, training and other operating expenses.
Supplies	(\$357)	Decrease to properly align the budget based on anticipated usage of supplies. This includes general office supplies, computers, software and furniture expenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$356	Increase to properly align the budget based on anticipated expenses for other costs. This line includes educational materials and business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$1)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$157,274)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Water & Wastewater Revenue Fund	(\$157,274)	
<b>TOTAL EXPENSES</b>	<b>(\$157,274)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(1.52)	Decrease due to personnel adjustments.





**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Fleet Service Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$86,667)	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	(\$19,220)	Decrease due to personnel adjustments.
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	(\$15,840)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$121,727)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$121,727)</b>	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Fleet Service Fund	(\$121,727)	
<b>TOTAL EXPENSES</b>	<b>(\$121,727)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



# 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

- Solid Waste Services
- Fleet Management

## Summary of Operations

The Department of Public Works is comprised of two official offices: Solid Waste Services and Fleet. A third informal office of the Commissioner provides administrative leadership and support to the three direct services offices. Public Works collects 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 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 FY2021 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.

## **FY2021 Accomplishments**

- Reduced vacancies by 10%.
- Created an employee/management partnership committee.
- Developed a cross-training program on heavy equipment.
- Implemented career succession planning.
- Implemented managed competition opportunities for parts.
- Implemented light & medium/heavy duty Xpress Lube Shop.
- Implemented a second emission station.
- Improved PM compliance by 34%.
- Improved vehicle availability to 95.5%.
- Implemented vehicle customer service center.
- Completed Solid Waste Route Optimization.
- Enhanced use of technology to confirm service delivery.
- Incorporated Side Loaders into Solid Waste Collections.
- Virtual Relocation of the Fuel and Fleet Management Software servers.
- Attained a 95% city-wide PM Compliance rating.
- Attained a 95% city-wide Emission Compliance rating.
- Purchased over \$20 million in city vehicles and equipment.

## **FY2022 Proposed Program Highlights**

### ***Solid Waste***

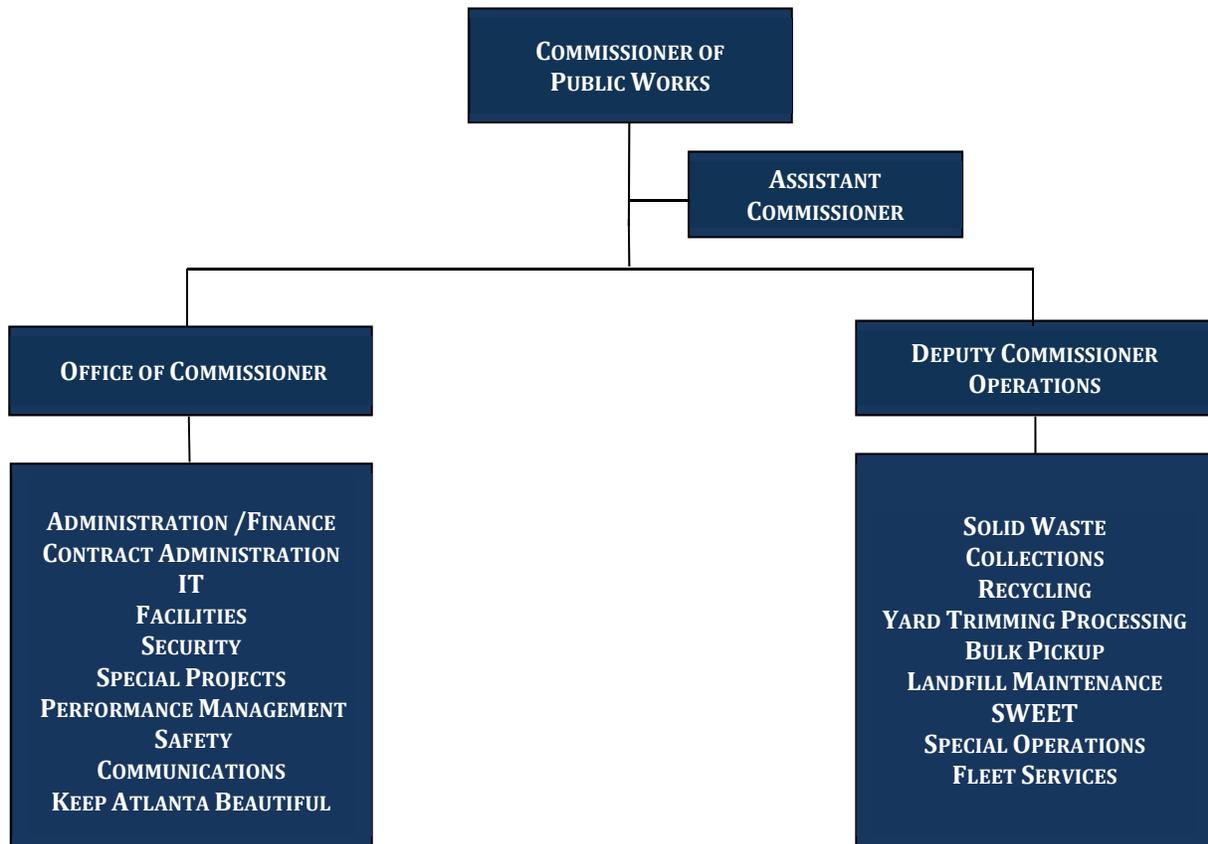
- Cross Train Labor and CDL Drivers.
- Enhanced service implementation through staffing increase and equipment order.
- Work with the Airport to develop a compost program for yard waste to reduce material disposal costs.
- Develop a glass recycling drop-off program.
- Analyze the feasibility of developing and deploying the WasteZero program.
- Enhance Right-of-way maintenance operation to ensure right-of-way areas are maintained in accordance with established scheduled.
- Implement alternative recycling/yard trimming collection to increase the efficiency of operation and reduce service delivery costs.

### ***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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>Solid Waste Services</i></b>				
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
% of single family garbage pickups on scheduled day	99.94%	99.9%	99.9%	99.9%
% of yard trimmings pickups collected on scheduled day	92.73%	99.9%	99.9%	99.9%
% recycling pickups collected on scheduled day	99.93%	99.9%	99.9%	99.9%
<b><i>Fleet Services</i></b>				
<b><i>Public Safety</i></b>				
Average vehicle availability - Patrol Cars	100%	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%
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Average vehicle availability - Rear Loaders	100%	100%	100%	100%
<b><i>Sustainability</i></b>				
Average vehicle availability - Pothole Trucks	100%	100%	100%	100%



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Works

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$35,542,765	\$37,669,184	\$25,112,092	Salaries, Regular	\$28,552,338	\$3,440,247
\$262,474	\$86,826	\$0	Salaries, Perm Part-Time	-	\$0
-	-	-	Salaries, Sworn	-	-
\$620,437	\$428,401	\$353,548	Salaries, Extra Help	\$141,930	(\$211,618)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$4,832,665	\$2,905,047	\$2,188,792	Overtime	\$2,195,092	\$6,300
-	-	-	Pen Cont Fire Pen Fd	-	-
\$0	\$0	-	Pen Cont Police Pen Fd	-	-
\$7,149,993	\$7,964,977	\$6,150,809	Pen Cont Gen Emp Pen Fd	\$7,393,878	\$1,243,069
\$958,743	\$1,035,503	\$614,050	Defined Contribution	\$644,753	\$30,703
\$2,623,847	\$2,076,070	\$3,337,487	Workers' Compensation	\$2,737,533	(\$599,954)
\$6,750,210	\$7,704,328	\$5,575,402	Other Personnel Costs	\$6,617,749	\$1,042,348
\$58,741,134	\$59,870,336	\$43,332,180	<b>TOTAL PERSONNEL</b>	\$48,283,274	\$4,951,094
			<b>OTHER EXPENSES</b>		
\$29,529,149	\$31,174,759	\$18,091,476	Purchased / Contracted Services	\$16,285,981	(\$1,805,495)
\$28,392,750	\$27,597,734	\$16,095,243	Supplies	\$15,441,916	(\$653,327)
\$1,445,966	(\$822,824)	\$69,817	Capital Outlays	\$15,500	(\$54,317)
\$14,564,922	\$10,215,374	\$8,155,626	Interfund / Interdepartmental Charges	\$8,831,797	\$676,171
\$2,386	\$29,777	\$0	Other Costs	\$20,000	\$20,000
\$292,990	\$2,459,648	\$2,457,649	Debt Service	\$2,732,649	\$275,000
-	-	\$0	Conversion / Summary	-	\$0
\$3,009,816	\$1,485,521	\$2,128,706	Other Financing Uses	\$0	(\$2,128,706)
\$77,237,979	\$72,139,989	\$46,998,518	<b>TOTAL OTHER EXPENSES</b>	\$43,327,843	(\$3,670,676)
<b>\$135,979,113</b>	<b>\$132,010,326</b>	<b>\$90,330,698</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$91,611,117</b>	<b>\$1,280,419</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$50,064,206	\$53,908,703	\$0	General Fund	\$0	\$0
\$53,164,439	\$48,478,246	\$55,719,705	Solid Waste Services Revenue Fund	\$56,358,434	\$638,730
\$769,435	\$599,703	\$814,217	Water & Wastewater Revenue Fund	\$1,378,696	\$564,478
\$31,981,033	\$29,023,674	\$33,796,776	Fleet Service Fund	\$33,873,987	\$77,211
<b>\$135,979,113</b>	<b>\$132,010,326</b>	<b>\$90,330,698</b>	<b>TOTAL EXPENSES</b>	<b>\$91,611,117</b>	<b>\$1,280,419</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
1,000.33	960.75	985.75	Full Time Equivalent	665.80	(319.95)





**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**Solid Waste Services Revenue Fund**

<b>FY19 ACTUAL</b>	<b>FY20 ACTUAL</b>	<b>FY21</b>	<b>FY22</b>	<b>VARIANCE</b>
<b>EXPENDITURES</b>	<b>EXPENDITURES</b>	<b>ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>EXPENDITURES</b>
				<b>FY22-FY21</b>
			<i>PERSONNEL</i>	
\$14,597,573	\$15,231,664	\$16,429,435	Salaries, Regular	\$3,146,676
\$237,864	\$54,633	-	Salaries, Perm Part-Time	-
-	-	-	Salaries, Sworn	-
\$377,180	\$289,098	\$352,648	Salaries, Extra Help	(\$210,718)
-	-	-	Salaries, Extra Help-Sworn	-
\$2,550,031	\$1,638,010	\$1,794,725	Overtime	\$0
-	-	-	Pen Cont Fire Pen Fd	-
-	-	-	Pen Cont Police Pen Fd	-
\$3,198,724	\$3,362,251	\$4,293,237	Pen Cont Gen Emp Pen Fd	\$839,912
\$348,342	\$371,573	\$428,246	Defined Contribution	\$21,413
\$1,968,752	\$1,376,403	\$3,154,310	Workers' Compensation	(\$599,954)
\$2,978,715	\$3,082,057	\$3,984,243	Other Personnel Costs	\$658,490
<b>\$26,257,180</b>	<b>\$25,405,689</b>	<b>\$30,436,845</b>	<b>TOTAL PERSONNEL</b>	<b>\$3,855,819</b>
			<i>OTHER EXPENSES</i>	
\$13,034,369	\$11,112,496	\$12,019,452	Purchased / Contracted Services	(\$1,847,792)
\$1,607,886	\$1,711,568	\$830,112	Supplies	\$340,912
\$275,125	\$349,355	\$54,317	Capital Outlays	(\$54,317)
\$11,216,889	\$7,424,524	\$7,824,330	Interfund / Interdepartmental Charges	\$321,109
-	\$16,966	-	Other Costs	\$20,000
\$292,990	\$2,457,648	\$2,457,649	Debt Service	\$100,000
-	-	-	Conversion / Summary	-
\$480,000	-	\$2,097,000	Other Financing Uses	(\$2,097,000)
<b>\$26,907,258</b>	<b>\$23,072,557</b>	<b>\$25,282,860</b>	<b>TOTAL OTHER EXPENSES</b>	<b>(\$3,217,089)</b>
<b>\$53,164,439</b>	<b>\$48,478,246</b>	<b>\$55,719,705</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$638,730</b>

<b>FY19 ACTUAL</b>	<b>FY20 ACTUAL</b>	<b>FY21</b>	<b>FY22</b>	<b>VARIANCE</b>
<b>EXPENDITURES</b>	<b>EXPENDITURES</b>	<b>ADOPTED</b>	<b>FUND</b>	<b>EXPENDITURES</b>
				<b>FY22-FY21</b>
\$53,164,439	\$48,478,246	\$55,719,705	Solid Waste Services Revenue Fund	\$638,730
<b>\$53,164,439</b>	<b>\$48,478,246</b>	<b>\$55,719,705</b>	<b>TOTAL EXPENSES</b>	<b>\$638,730</b>

<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>VARIANCE</b>
			<b>AUTHORIZED POSITION COUNT</b>	<b>FY22-FY21</b>
465.84	495.56	472.34	Full Time Equivalent	3.51



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Works

### Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$3,146,676	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$210,718)	Decrease due to personnel adjustments.
Salaries, Extra Help-Sworn	-	
Overtime	\$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$839,912	Increase due to personnel adjustments.
Defined Contribution	\$21,413	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	(\$599,954)	Decrease based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$658,490	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$3,855,819</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$1,847,792)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations.
Supplies	\$340,912	Increase to properly align the budget based on anticipated usage of supplies. This line includes waste disposal contractual related costs.
Capital Outlays	(\$54,317)	Decrease to properly align the budget based on operational activity.
Interfund / Interdepartmental Charges	\$321,109	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	\$20,000	Increase to properly align the budget based on anticipated expenses for other costs. This line includes Marta related charges.
Debt Service	\$100,000	Increase to properly align the budget based on anticipated debt service expenses. This line includes debt bond payment.
Conversion / Summary	-	
Other Financing Uses	(\$2,097,000)	Decrease to properly align the budget based on anticipated operational activity.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$3,217,089)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$638,730</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Solid Waste Services Revenue Fund	\$638,730	
<b>TOTAL EXPENSES</b>	<b>\$638,730</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	3.51	Increase due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**Water & Wastewater Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>	
\$429,636	\$347,588	\$455,199	Salaries, Regular	(\$15,910)
-	-	-	Salaries, Perm Part-Time	-
-	-	-	Salaries, Sworn	-
\$450	-	\$900	Salaries, Extra Help	(\$900)
-	-	-	Salaries, Extra Help-Sworn	-
\$92,970	\$42,790	\$60,747	Overtime	\$6,300
-	-	-	Pen Cont Fire Pen Fd	-
-	-	-	Pen Cont Police Pen Fd	-
\$110,199	\$90,886	\$112,219	Pen Cont Gen Emp Pen Fd	\$16,760
\$5,233	\$6,238	\$7,927	Defined Contribution	\$397
\$48,727	\$34,572	\$75,599	Workers' Compensation	\$0
\$82,219	\$77,378	\$101,626	Other Personnel Costs	\$113,490
<b>\$769,435</b>	<b>\$599,452</b>	<b>\$814,217</b>	<b>TOTAL PERSONNEL</b>	<b>\$120,137</b>
			<i>OTHER EXPENSES</i>	
-	-	-	Purchased / Contracted Services	\$42,297
-	-	-	Supplies	\$25,000
-	-	-	Capital Outlays	-
-	-	-	Interfund / Interdepartmental Charges	\$202,044
-	\$252	-	Other Costs	-
-	-	-	Debt Service	\$175,000
-	-	-	Conversion / Summary	-
-	-	-	Other Financing Uses	-
-	\$252	-	<b>TOTAL OTHER EXPENSES</b>	<b>\$444,341</b>
<b>\$769,435</b>	<b>\$599,703</b>	<b>\$814,217</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$564,478</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
\$769,435	\$599,703	\$814,217	Water & Wastewater Revenue Fund	\$564,478
<b>\$769,435</b>	<b>\$599,703</b>	<b>\$814,217</b>	<b>TOTAL EXPENSES</b>	<b>\$564,478</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
10.00	12.00	12.00	Full Time Equivalent	12.00	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Works

### Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$15,910)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$900)	Decrease due to personnel adjustments.
Salaries, Extra Help-Sworn	-	
Overtime	\$6,300	Increase to properly align the budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$16,760	Increase due to personnel adjustments.
Defined Contribution	\$397	Increase due to pension rate adjustment.
Workers' Compensation	\$0	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$113,490	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$120,137</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$42,297	Increase to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes costs associated with street sweeping services.
Supplies	\$25,000	Increase to properly align the budget based on anticipated usage of supplies. This line includes uniforms and other supply costs related to street sweeping services.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$202,044	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	\$175,000	Increase to properly align the budget based on anticipated debt service expenses. This line includes equipment lease payments.
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$444,341</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$564,478</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Water & Wastewater Revenue Fund	\$564,478	
<b>TOTAL EXPENSES</b>	<b>\$564,478</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**Fleet Service Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$7,029,231	\$6,759,440	\$8,227,458	Salaries, Regular	\$8,536,939	\$309,481
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$142,046	\$21,413	\$0	Salaries, Extra Help	-	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$475,082	\$301,631	\$333,320	Overtime	\$333,320	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,627,848	\$1,609,767	\$1,745,353	Pen Cont Gen Emp Pen Fd	\$2,131,749	\$386,396
\$168,499	\$169,258	\$177,877	Defined Contribution	\$186,771	\$8,894
\$225,935	\$203,594	\$107,578	Workers' Compensation	\$107,578	\$0
\$1,324,039	\$1,511,160	\$1,489,532	Other Personnel Costs	\$1,759,899	\$270,367
\$10,992,680	\$10,576,263	\$12,081,118	<i>TOTAL PERSONNEL</i>	\$13,056,256	\$975,138
			<i>OTHER EXPENSES</i>		
\$7,600,467	\$6,465,586	\$6,072,025	Purchased / Contracted Services	\$6,072,025	\$0
\$12,799,768	\$11,432,636	\$15,265,131	Supplies	\$14,245,892	(\$1,019,239)
\$96,780	\$79,211	\$15,500	Capital Outlays	\$15,500	\$0
\$491,339	\$468,094	\$331,296	Interfund / Interdepartmental Charges	\$484,314	\$153,018
-	\$1,884	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$31,706	Other Financing Uses	-	(\$31,706)
\$20,988,353	\$18,447,411	\$21,715,658	<i>TOTAL OTHER EXPENSES</i>	\$20,817,731	(\$897,927)
\$31,981,033	\$29,023,674	\$33,796,776	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$33,873,987	\$77,211

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$31,981,033	\$29,023,674	\$33,796,776	Fleet Service Fund	\$33,873,987	\$77,211
\$31,981,033	\$29,023,674	\$33,796,776	<b>TOTAL EXPENSES</b>	\$33,873,987	\$77,211

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
175.49	180.16	173.49	Full Time Equivalent	177.95	4.46



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Works

#### Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$309,481	Increase due to personnel 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	\$386,396	Increase due to personnel adjustments.
Defined Contribution	\$8,894	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$270,367	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$975,138</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	This line includes services for repair and maintenance of citywide fleet of vehicles.
Supplies	(\$1,019,239)	Decrease to properly align the budget based on anticipated usage of supplies. This line includes parts/tools for repair and maintenance of citywide fleet of vehicles.
Capital Outlays	\$0	This line includes small equipment purchases.
Interfund / Interdepartmental Charges	\$153,018	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$31,706)	Decrease to properly align the budget based on anticipated operational activity.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$897,927)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$77,211</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Fleet Service Fund	\$77,211	
<b>TOTAL EXPENSES</b>	<b>\$77,211</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	4.46	Increase due to personnel adjustments.

# PARKS AND RECREATION

## Mission Statement

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

## Core Functions

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

## Summary of Operations

Collectively, the City of Atlanta's Department of Parks and Recreation (DPR) manages more than 100 facilities and approximately 4,956 acres (5.6% of the City's land) inside the city limits along with 209 acres at Lake Allatoona.

The recreational and cultural facilities vary from small recreation centers to large cultural facilities and unique amenities, such as the Chastain Park Amphitheater and Historic Fourth Ward Skate Park. DPR reopened all closed recreation centers in January 2011, and in 2013 the department built upon earlier pilot projects to transform ten facilities into Centers of Hope. The facility inventory currently includes 33 recreation centers, 4 indoor and 15 outdoor pools, 8 spray grounds, 135 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, and 13 community gardens. Special recreational facilities include 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.

Our parks vary from nature preserves to active citywide parks. DPR's inventory encompasses 412 parks totaling over 4,900 acres and includes two nature preserves, paths, and greenways of varying sizes, block parks, circles, triangles, and beauty spots, many of which are maintained with the help of Park Pride and numerous community partners.

## Divisions/Offices Descriptions

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

*The Office of Recreation* is responsible for providing quality recreational services and programs through the 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 and trust funds, and grants.

*The Management Services Office (MSO)* is responsible for providing outstanding financial, human resources, performance management, and analytics, technology, contracting, and communications support to the Department.

## Goals

- **Deliver exceptional spaces and diverse experiences.** We will provide parks, facilities, and programs that are accessible, attractive, and exceed the expectations of our customers.

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

### Objectives

- Retain accreditation through the Commission of Accreditation for Parks and Recreation Agencies (CAPRA) in 2021.
- Complete a Comprehensive Parks and Recreation Master Plan in 2021.
- Participate in Atlanta Community Schoolyards to Parkgrounds Initiative.
- Plan and implement the Cities Connecting Children to Nature Initiative.
- Improve golf services business model.
- Continue to foster public and private partnerships, as well as friends of parks groups and conservancies to maximize available resources and enable the Department to provide consistent and exceptional services in the parks and recreation services.
- Perform repairs, replacement, preventative maintenance, and improvements at existing and new DPR parks, buildings, structures, pools, and outdoor facilities.
- Complete on-going and new capital project initiatives including Westside Park, Lake Charlotte Nature Preserve, and the future park at 4291 Danforth Rd SW.

### FY2021 Accomplishments

- Westside Park Phase I Nearing Completion
- Acquired over 230 acres past year, reiterating Mayor Bottom's commitment to ensure every Neighborhood Planning Unit would have its own park.
- Received the Trees City USA Award for the 34th consecutive year and was named as one of the inaugural Tree City Worldwide Cities.
- Completed update and extension of Strategic Plan to 2021.
- Completed Grant Park Gateway.
- Initiated Comprehensive Parks and Recreation Master Plan,
- First phase of 12 virtual public meetings took place Summer 2020 with over 1,867 Survey responses received; hosted 27 focus groups and mailed 23,000 postcards.
- Launched HappiFeet App to receive customer feedback as well as launched Activate-Atl website.
- ActivateATL Masterplan, the living document to communicate, educate and engage Atlantans on how the parks and recreation system is serving the needs of the city - completion expected 2021.
- Completed new playground and amenity installations at Mozley Park, South Atlanta Park, Anderson Park, Pittman Park, West Manor Park, Center Hill, Collier, and Adams Park.
- Continued work in partnership with Chattahoochee Riverkeeper to maintain trash traps installed in Proctor Creek.
- Completed Green Infrastructure projects with DWM at Cleopas Johnson and Morgan Boulevard.
- Initiating green infrastructure at West Manor Park, Grove Park, Pittman Park while projects are underway with DWM at Dean Rusk Park.
- Cook Park, a 16-acre state-of-the-art park engineered to absorb 9 million gallons of stormwater, nearing substantial completion, and is expected to open Spring/early Summer 2021.
- Opened seventh official off-leash dog park at Melvin Park Drive Park.
- Upgrades underway with Renew Atlanta for upgrades and improvements at Freedom Park Barkway.

### Youth Development & Human Capital

- An abridged version of the Hot Meals Program was offered during the pandemic; over 70,000

Breakfasts and Lunches were served and over 44,000 Hot Dinner Meals were served from April 2020-August 2020.

- 17 Recreation Centers served as Small Learning Pod Locations beginning September 2020, serving over 202 youth and teens
- Operated Virtual Camp Best Friends through guided activities on Facebook Live, pre-recorded, and live Zoom Meetings.
- Hosted several pop-up grocery stores at various recreation centers in partnership with Goodr and the Atlanta Hawks, serving over 1,500 families.
- Coordinated delivery of 181,611 groceries and meals delivered to seniors.
- Over 1,769 seniors participated with vendor partners including Atlanta Community Food Bank, Common Market, Goodr and Meals on Wheels.
- Hosted the Atlanta Teen Leaders Academy Workforce Program virtually over Summer 2020 including programs in workforce development, health and wellness, financial literacy and more. These programs included a work assignment within recreation centers three times a week.
- Senior Programming also took place virtually with opportunities for physical fitness through Zoom and Facebook Live. Exercises were led by Recreation staff as well as Cheerleaders with the Atlanta Hawks.
- Expanded “at-promise” youth strategy in partnership with the Atlanta Police Department.
- Four City of Atlanta natatoriums were made available for appointment-only lap swim and reservations averaged 1,950 per month from September 2020 to January 2021.
- The City of Atlanta Golf Courses were closed for several months during the start of the pandemic, from March 15 through June 15 2020, yet rounds prior to the closure totaled 87,825. From July 2020 through April 13, 2021, the total rounds were 99,914 representing a 13.8% increase.
- Worked closely with the Office of Human Services to activate Emergency Warming Centers during inclement weather events as needed.
- Partnered with Georgia Department of Behavioral Health on the Sources of Strength program to assist teens with responding to the opioid epidemic.
- Re-opened Thomasville Recreation Center.
- Took on management of 5 City of Atlanta Tennis Centers in August 2020; launched

online reservations system, Kourts.com to manage advance and same-day reservations. Reservations from August 2020-December 2020 were 4046.

- Through the public engagement efforts of Activate-ATL, learned that overall park usage in the City of Atlanta was 84%, higher than the national average of 77%.
- Despite COVID-19, all Park essential services stayed on track, including the 10-day mowing cycle, 7-day garbage cycle, along with other operations: trimming, blowing, litter and limb pick-up, electrical, HVAC and roofing, plumbing and carpentry.
- Public safety divisions that consist of the Arborists and Forestry team were able to handle several severe weather storms including Hurricane Zeta that brought in 518 incidents, just in the City of Atlanta, that were all cleared in less than 2 weeks.
- Completed Park Pride Vision Plans for Mozley and Lang Carson Parks.
- Grant Park Gateway received distinct honor as the “World’s first project to be LEED, SITES and Parksmart certified.”

## City Infrastructure

- Westside Park master planning underway
- Second phase of Indian Creek Park initiated which will include a new pavilion, outdoor classroom, and a bridge over a creek for a connected walking path – all of these are under construction.
- Initiated construction for improvements at South Atlanta Park based off of Park Pride Vision Plan and collaboration with the Friends of South Atlanta Park; an additional grant received will go toward construction of a new walkway.
- Collaboration with DCP for the acquisition of Lake Charlotte Nature preserve approximately totaling 217 acres.
- Grant Park Gateway opened early 2021; construction of a safe bike path and restrooms are underway.
- Construction of Phase 1 at Westside Park underway with expected open date of Summer 2021.
- Acquired Transportation Office – from trailer to new facilities on Boulevard.
- DPR moved headquarters from Harris Towers in Peachtree Center to temporary location at 311 Building, in Municipal Court, in order to

prep for permanent move to 160 Trinity Avenue.

- Completed ADA Improvements and Renovations at Grant Park.
- In Chastain Park, installed speed tables on Alex Cooley Drive and Renovated Department of Watershed Building to replace Quonset hut
- 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. – renewal contract
- Planted over 1,500 community-based, small tree plantings within the City of Atlanta. The Department.
- New outdoor exercise equipment was installed at West Manor Park through a grant from the AARP; programming contingent upon pandemic team approval.
- Exercise equipment installed at Anderson park and Collier Park.
- Completed updates and upgrades at John A. White Golf Course Technology Center.
- Westside Beltline Connector Trail (Churchline Trail) completed and opened.
- Phase Two upgrades within Washington Park Natatorium, including new exercise equipment and weight sets, completed.
- Implemented drainage upgrades to Sunken Garden Park through Park Pride funds.
- Resurfacing completed at playground at Rawson-Washington Park
- Plaque installed memorializing the tragic plane crash at English Park.
- Construction of new memorial garden honoring Amy Erwin at Candler Park completed.
- Completed additional improvements for the building and bridge at Knight Park through the partnerships with Park Pride.

- Developing a Student Before Athlete program designed to focus on classroom preparation.
- Working to institute the program that first introduced in 2018, to include technology classes such as coding, software development, and movie and film production.
- Developing a sustainable funding strategy for Centers of Hope and Camp Best Friends, while growing youth participation, improving quality programs, and providing on-going staff development.
- Increasing adult and senior citizen utilization of recreation facilities. – senior programming would be last on list to reengage
- Continue informing all Atlantans of both free and low-cost opportunities available at recreation centers, playgrounds, outdoor pools, sporting fields, and green spaces with a specific focus on youth, young adults, and seniors.
- Continuing to launch new program opportunities in conjunction with partners and sponsors to impact residents and visitors within the City of Atlanta.
- Continuing to develop a partnership management strategy to further develop guidelines and measurement tools for partnerships in line with the Centers of Hope Strategy. These partnerships should help increase the number of youths served while helping the Department and the City meet goals set for youth enrichment opportunities.
- Continuing to incorporate innovative programming including a focus on STEAM and technology at the afterschool and Camp Best Friends sites.
- Making efforts to integrate/continue the City of Atlanta golf courses to support the Department's youth development programs and outreach.
- Working toward evaluating future of City Tennis Centers.

## FY2022 Proposed Program Highlights

### Youth Development & Human Capital

**\*DPR plans to meet all the below goals as it relates to Youth Development and Human Capital initiatives but may need to adjust based on guidelines and restrictions in place due to the COVID-19 pandemic.**

- Extending day/timeframe of programming while evaluating additional capacity for learning pods and hot meal program.

### City Infrastructure

- Continuing community planning, design, and construction at Westside Park Phase 1
- Cook Park construction to reach substantial completion by spring/summer 2021 and will include a new playground, green infrastructure, splash pad, multiple pavilions, walking paths, and exercise equipment.
- Completing Playground upgrades at John A. White Park, Mozley Park, West Manor Park, Windsor Street Park, and South Atlanta Park.

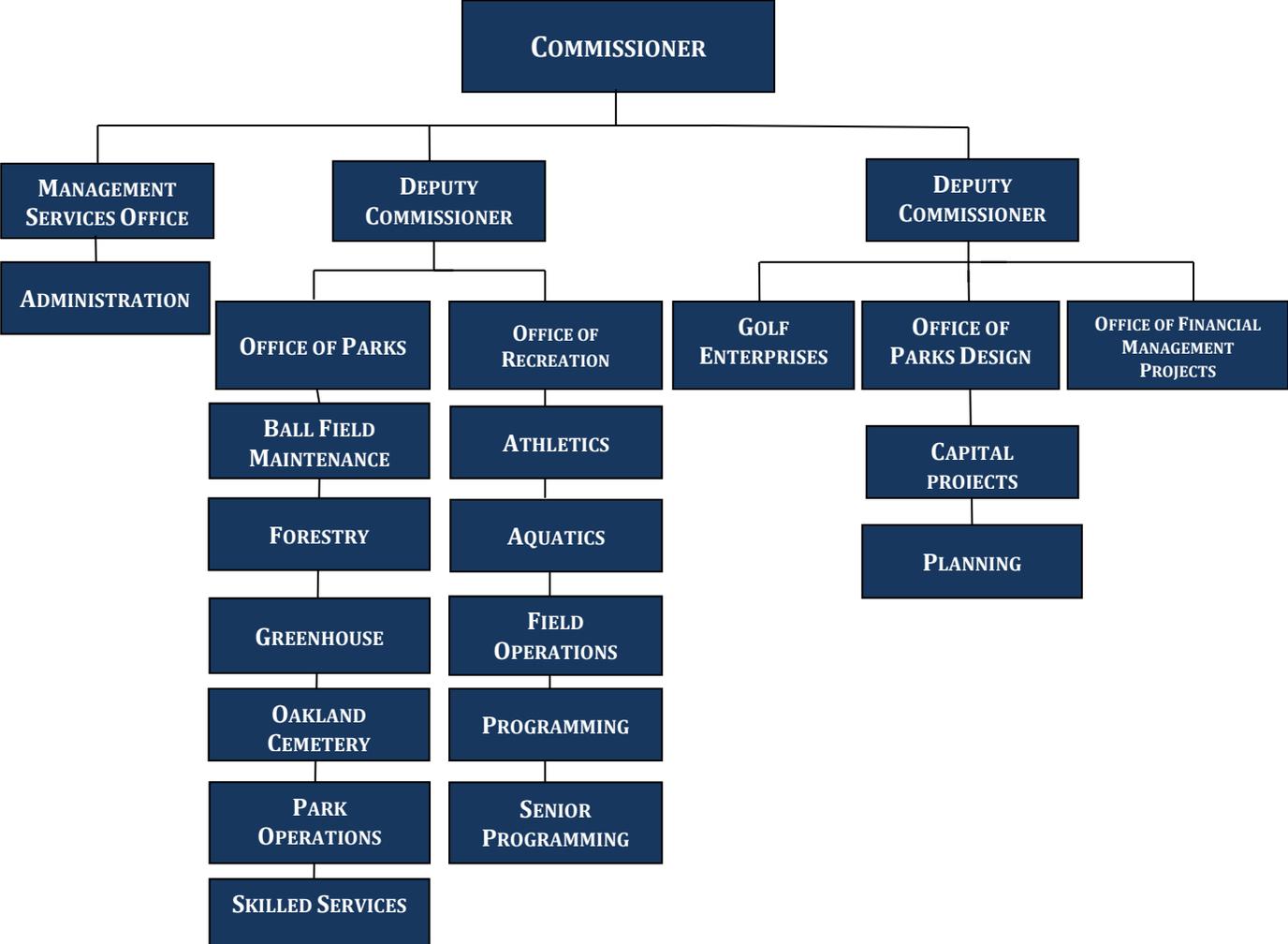
- Hurt Park partnering with GSU to upgrade and improve park.
- Developing operations, maintenance, and programming plan for Cook Park, Westside Park, Grant Park Gateway, Kathryn Johnston Park, Indian Creek Park, and Lake Charlotte.
- Initiating community engagement, planning, and visioning for Danforth, Lake Charlotte, and other new properties.
- Consistently providing staff training and making plans for succession. Continuing to drive improvements in the Department's Skilled Services Division while maintaining performance levels in Forestry and Park Operations.
- Delivering a best-in-class golf experience by securing employees and optimizing staff levels to meet operational and customer needs and also securing equipment and contracts necessary to run quality youth and senior programming at facilities.
- Completing an analysis and long-term business plan for golf operations.
- 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, often in partnership with the Department of Watershed Management.
- Continuing to make strategic land acquisitions throughout the City to connect trails, parks, greenspace, and communities in accordance with the 2030 Project Greenspace plan.
- Improving internal operations including revamping special projects and communications teams within the Commissioner's Office to enhance departmental performance.
- Update and implement marketing and communications plan.
- Improving staff maintenance facilities.
- Ensuring City of Atlanta Tennis Centers have business and staffing plan in place.
- Achieve five-year reaccreditation and prepare for next CAPRA cycle.
- Complete Activate ATL Recreation and Parks for all, the comprehensive parks and recreation master plan and prepare for the ten-year implementation plan using the Parks and Recreation Equity Toolkit.
- In coordination with the Department of City Planning, implement the Chattahoochee Riverlands plan.
- Enter into lease agreement with Historic Oakland Foundation for development of new Historic Oakland Foundation Visitors Center.
- Complete Park Pride Vision Plans for Hutchens and Atlanta Riverwalk parks.
- Oversee \$5.6+capital improvements at the Chastain Park Horse Park.
- Complete Phase 1 improvements at the Cascade Springs Nature Preserve.
- Finalize master plan for Freedom Park.
- Close out the 2021 Strategic Plan and measure success of strategic initiatives identified.

### **Internal Operations**

- Developing a capital budget and capital improvement plan to help manage proactive maintenance and repairs.
- Ensuring COA Golf Courses have enhanced food and beverage offerings to help overall experience and generate revenue.
- Finalizing DPR fee study exercise for Aquatics, Golf, Outdoor Event, Field & Pavilion/Shelter Rentals, Tennis, and Youth Athletics and complete Recreation Fees Audit in cooperation with the City of Atlanta Audit Office.
- Completing a comprehensive Departmental contract audit and creating templates to ensure consistent and efficient partner agreements are set forth.

# ORGANIZATIONAL CHART

*PARKS AND RECREATION*



# PERFORMANCE METRICS

## PARKS AND RECREATION

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>Office of Recreation</i></b>				
<b><i>Youth Development</i></b>				
Total Number Enrolled in COH Afterschool Program	2,247	2,241	2,100	500*
Total Number Enrolled in Camp Best Friends	3,904	4,011	3,900	500*
Total Number Enrolled in Athletic Programming	3,816	3,011	3,000	500*
Total Youth COH Attendance	227,838	159,000*	195,000	6000*
<b><i>Fiscal Stability</i></b>				
Total recreation revenue collected	\$2,699,548	\$1,700,288	\$1,850,000	\$61,000*
<b><i>Office of Parks</i></b>				
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Percentage of mulching/mowing completed on schedule	82%	69%	95%	95%
Percentage of litter/limb removal completed on schedule	96%	84%	95%	95%
Percentage of park garbage cans collected on schedule	96%	91%	100%	100%
Percentage of park trimming and blowing completed on schedule	81%	76%	80%	80%
Percentage of Arborist Inspections completed within schedule	92%	65%	85%	85%
<b><i>Public Safety</i></b>				
% of active capital projects on/ahead of schedule	66%	88%	88%	88%
<b><i>Office of Parks Design</i></b>				
<b><i>Sustainability</i></b>				
% of active capital projects on/ahead of schedule	98%	98%	98%	98%
% of capital projects closed on/ahead of schedule	N/A	95%	95%	95%
% of active capital projects on/under budget	98%	98%	98%	98%
% of capital projects closed on/under budget	N/A	90%	95%	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)	\$577,683	\$1,451,481	\$1,000,000	\$750,000

**\*PROJECTIONS MADE APRIL 2021. NUMBERS AFFECTED BY COVID-19 PANDEMIC AND CURRENT CAPACITY LIMITS SET BY CDC GUIDELINES AND MAYOR'S PHASED RE-OPENING PLAN FOR THE CITY. IF ADDITIONAL CAPACITY IS ALLOWED, THE FY22 TARGET WOULD BE INCREASED.**





## FY22 OPERATING BUDGET HIGHLIGHTS

### Dept of Parks & Recreation

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$14,456,826	\$15,957,408	\$14,433,252	Salaries, Regular	\$16,020,981	\$1,587,729
\$54,997	\$161,836	\$150,000	Salaries, Perm Part-Time	\$150,000	\$0
-	\$22,095	-	Salaries, Sworn	-	-
\$1,230,398	\$2,163,241	\$1,100,000	Salaries, Extra Help	\$1,100,000	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$674,421	\$838,980	\$659,389	Overtime	\$659,424	\$35
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$2,897,914	\$3,371,692	\$3,034,864	Pen Cont Gen Emp Pen Fd	\$3,931,554	\$896,690
\$372,789	\$395,773	\$415,498	Defined Contribution	\$273,182	(\$142,316)
\$230,517	\$263,566	\$596,692	Workers' Compensation	\$596,692	\$0
\$2,846,985	\$3,150,756	\$3,211,792	Other Personnel Costs	\$3,970,672	\$758,881
\$22,764,847	\$26,325,347	\$23,601,486	<b>TOTAL PERSONNEL</b>	\$26,702,505	\$3,101,019
			<b>OTHER EXPENSES</b>		
\$7,667,135	\$8,198,648	\$8,802,558	Purchased / Contracted Services	\$7,548,300	(\$1,254,258)
\$6,243,374	\$5,624,055	\$5,375,415	Supplies	\$5,269,425	(\$105,990)
\$88,200	\$18,557	\$190,000	Capital Outlays	\$190,000	\$0
\$2,866,652	\$2,801,339	\$2,052,686	Interfund / Interdepartmental Charges	\$2,848,698	\$796,012
\$0	\$18,251	\$0	Other Costs	-	\$0
\$0	\$0	\$0	Debt Service	-	\$0
-	-	-	Conversion / Summary	-	-
\$985,480	\$1,098,329	\$1,042,909	Other Financing Uses	\$1,233,683	\$190,774
\$17,850,841	\$17,759,178	\$17,463,568	<b>TOTAL OTHER EXPENSES</b>	\$17,090,106	(\$373,462)
<b>\$40,615,688</b>	<b>\$44,084,525</b>	<b>\$41,065,054</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$43,792,611</b>	<b>\$2,727,557</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$40,611,688	\$44,083,325	\$41,065,054	General Fund	\$43,792,611	\$2,727,557
\$0	\$0	\$0	Civic Center Revenue Fund	-	\$0
\$4,000	\$0	\$0	Parks Facilities Revenue Fund	-	\$0
-	\$1,200	-	Fleet Service Fund	-	-
<b>\$40,615,688</b>	<b>\$44,084,525</b>	<b>\$41,065,054</b>	<b>TOTAL EXPENSES</b>	<b>\$43,792,611</b>	<b>\$2,727,557</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
448.00	428.00	459.00	Full Time Equivalent	448.00	(11.00)



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Dept of Parks & Recreation**  
**General Fund**

<b>FY19 ACTUAL</b>	<b>FY20 ACTUAL</b>	<b>FY21</b>	<b>FY22</b>	<b>VARIANCE</b>
<b>EXPENDITURES</b>	<b>EXPENDITURES</b>	<b>ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY22-FY21</b>
			<i>PERSONNEL</i>	
\$14,456,826	\$15,956,208	\$14,433,251	Salaries, Regular	\$1,587,730
\$54,997	\$161,836	\$150,000	Salaries, Perm Part-Time	-
-	\$22,095	-	Salaries, Sworn	-
\$1,230,398	\$2,163,241	\$1,100,000	Salaries, Extra Help	-
-	-	-	Salaries, Extra Help-Sworn	-
\$674,421	\$838,980	\$659,389	Overtime	\$35
-	-	-	Pen Cont Fire Pen Fd	-
-	-	-	Pen Cont Police Pen Fd	-
\$2,897,914	\$3,371,692	\$3,034,864	Pen Cont Gen Emp Pen Fd	\$896,690
\$372,789	\$395,773	\$415,498	Defined Contribution	(\$142,316)
\$230,517	\$263,566	\$596,692	Workers' Compensation	\$0
\$2,846,985	\$3,150,756	\$3,211,792	Other Personnel Costs	\$758,880
<b>\$22,764,847</b>	<b>\$26,324,147</b>	<b>\$23,601,486</b>	<b>TOTAL PERSONNEL</b>	<b>\$3,101,019</b>
			<i>OTHER EXPENSES</i>	
\$7,663,135	\$8,198,648	\$8,802,558	Purchased / Contracted Services	(\$1,254,258)
\$6,243,374	\$5,624,055	\$5,375,415	Supplies	(\$105,990)
\$88,200	\$18,557	\$190,000	Capital Outlays	\$0
\$2,866,652	\$2,801,339	\$2,052,686	Interfund / Interdepartmental Charges	\$796,012
-	\$18,251	-	Other Costs	-
-	-	-	Debt Service	-
-	-	-	Conversion / Summary	-
\$985,480	\$1,098,329	\$1,042,909	Other Financing Uses	\$190,774
<b>\$17,846,841</b>	<b>\$17,759,178</b>	<b>\$17,463,568</b>	<b>TOTAL OTHER EXPENSES</b>	<b>(\$373,462)</b>
<b>\$40,611,688</b>	<b>\$44,083,325</b>	<b>\$41,065,054</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,727,557</b>

<b>FY19 ACTUAL</b>	<b>FY20 ACTUAL</b>	<b>FY21</b>	<b>FY22</b>	<b>VARIANCE</b>
<b>EXPENDITURES</b>	<b>EXPENDITURES</b>	<b>ADOPTED</b>	<b>FUND</b>	<b>FY22-FY21</b>
\$40,611,688	\$44,083,325	\$41,065,054	General Fund	\$2,727,557
<b>\$40,611,688</b>	<b>\$44,083,325</b>	<b>\$41,065,054</b>	<b>TOTAL EXPENSES</b>	<b>\$2,727,557</b>

<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY22</b>	<b>VARIANCE</b>
					<b>FY22-FY21</b>
440.00	428.00	451.00	Full Time Equivalent	448.00	(3.00)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Dept of Parks & Recreation

### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$1,587,730	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	Budget based on anticipated operational activity.
Salaries, Sworn	-	
Salaries, Extra Help	-	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	\$35	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$896,690	Increase due to personnel adjustments.
Defined Contribution	(\$142,316)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$758,880	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$3,101,019</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$1,254,258)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes investments in the network of parks, greenspace and recreational centers senior programming.
Supplies	(\$105,990)	Decrease to properly align the budget based on anticipated usage of supplies. This line includes utility costs for recreational facilities.
Capital Outlays	\$0	This line includes funding for Recreation Center equipment.
Interfund / Interdepartmental Charges	\$796,012	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$190,774	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$373,462)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,727,557</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$2,727,557	
<b>TOTAL EXPENSES</b>	<b>\$2,727,557</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(3.00)	Decrease due to personnel adjustments.



# 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 plants<sup>1</sup>, 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.

---

<sup>1</sup> 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.

## **FY2021 Accomplishments**

### Service Delivery

- Delivery of over \$150M in CIP projects and completed project and design management of over 100 CIP projects.
- Executed all CIP projects using DWM's Project Delivery System governance program and e-Builder as the repository for all project data and reporting.
- Managed timely and accurate processing of municipal legislation to ensure continuous services are available to the Department. Assisted with moving a significant number of projects into construction to stay on target with Consent Decree and CIP projects deadlines.
- Expansion of WaterStat to include existing service delivery metrics as well as personnel and COVID-related information including overtime activity and PPE inventory.
- Cleaned and performed condition assessment on all 12 finished water tanks with a combined total capacity of 37 Million Gallons.
- Coordinated DWM Incident Management Team (IMT) operations during COVID-19 Pandemic.

### Infrastructure Reliability

- Final Completion of the Water Supply Program was achieved in December 2020. This \$370M program took 5 years to complete and consists of a 5-mile long, 10-foot diameter deep tunnel conveyance system that connects the Chattahoochee River to Chattahoochee Water Treatment Plant, Hemphill Water Treatment Plant (HWTP) and a 2.4-billion-gallon storage facility at the Quarry. The project also includes new pump stations at HWTP and the Quarry, ten pump station and flow control shafts, and connecting tunnels. This program has resulted in increasing the City's reserve water supply to 30 days.
- Completed 100% design of North Fork Storage Tank & Pump Station – Consent Decree Capacity Relief Project
- Final Completion of the Upper Proctor Creek Sewer Capacity Relief Project at Rodney Cook Sr. Park and the Boone Boulevard Green Infrastructure Project in Historic Vine City. These projects provide capacity relief to the combined sewer system as well as reduce localized flooding.
- Completed inventory, condition assessment and as needed cleaning of 7,400 stormwater structures in South River Basin and 2,300 in Sugar Creek. Remaining estimated 40,000 stormwater structures will be completed by 2025.
- Completed inventory, Tier 1 condition assessment and consequence of failure of 11,500 plant assets and 2,600 valves for business risk to DWM.

### Workforce Development

- Assisted with obtaining increased Congressional funding and issuance of nation's first Water Workforce Grant. Funded at \$10M in FY21.
- 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.
- Development and maintenance of an employee tracker to account for employee reporting status and amounts due for hazard pay.
- Successfully launched DWM Talent Learning Management System – DWM University

### Operational Efficiency

- Added new operational positions which increased our efficiency, shortened our response time to customers and decreased our reliance on Overtime and/or Contractors.
- Developed a full online plan review process. This includes plan intake, review, and approval, payment collection, and all required meetings. The latter allowed for developers not located within Atlanta to be able to attend meetings that they may not have been able to do previously.
- Successfully coordinated DWM Continuity of Operations Plans update for operational efficiency during Pandemic operation.
- Completed 90% of all meter installs completed within SLA .

### Financial Resiliency

- Closed nations first WIFIA master loan agreement positioning DWM for over \$200 million of funding.
- Received GFOA award of Excellence in Financial Reporting for the eight year in a row.
- Increased advocacy for stimulus funding to low-income water customers and the utility to address arrearages resulting from COVID. Will work with stakeholders to develop plan for distributing funding in a timely manner.

### Compliance

- Reduced water loss volume by 5%.
- Successfully met EPA America's Water Infrastructure Act (AWIA) 2018 requirement of conducting and submitting Risk and Resilience Assessment for DWM
- Successfully met EPA AWIA requirement of submitting 5-year Emergency Response Plan for DWM

### Digital Transformation

- Continued enhancements to Smart Utility Strategic Plan
- Completed SCADA stabilization at Drinking Water plants to assure system security.
- Successful Integration of Maximo Linear (which includes GIS integration) – to replace Hansen system.

### Safety and Security

- Continue to adopt and implement security guidelines based on DHS guidelines.
- Continue emergency action plan training, and conduction drills/audits of process and

procedures to ensure preparedness and response readiness.

- Within FY'21 Operational budget, OFM Utilized City-wide Contractors to deep clean and sanitize mission critical DWM facilities to create a safe work environment for team members during the COVID-19 Pandemic.
- Implemented Temperature Screenings for DWM Mission Critical personnel at all DWM facilities, conducting over 120k YTD.

### **FY2022 Proposed Program Highlights**

#### Service Delivery

- Implement improvements to address identified gaps in service delivery.
- Continue to expand customer engagement and feedback mechanisms.
- Continue to develop and implement customer conveniences such as self-service options via web, mobile app, kiosk, and additional service locations.
- Centralizing procurement functions within DWM. Enhancing procurement planning, strategic sourcing, and contract administration to ensure best suppliers and goods at lowest cost of ownership.
- Expand service delivery metrics tracking to include administrative/supporting offices.

#### Infrastructure Reliability

- Optimize inventory of parts and equipment to complete preventive maintenance activities and to address emergency maintenance.
- Initiate construction for the North Fork Storage Tank & Pump Station – Consent Decree Capacity Relief Project
- Initiate construction for Upper Proctor Creek – Phases B & C Capacity Relief Projects
- Initiate construction for the Sewer Group Four (SG4) Small Diameter Rehabilitation contracts.
- Initiate construction for the Custer Ave. - Connally Vault Capacity Relief Project.

#### 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.

- Successful solicitation of construction services for the Environmental Impact Bond (EIB) projects that include the City's first local workforce requirements/training in the community where the projects are located. Training funded through WorkSource's Work Experience Program. Success can be used as a model to increase local jobs using CIP projects.

#### 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.
- Increase CSTAT metrics to 95%, and JD Powers satisfaction score improvement by 5%

#### Financial Resiliency

- Continue focus on receivable portfolio to expedite cash flow.
- Expand advocacy for and obtaining Congressional, Army Corps of Engineers and Georgia Environmental Finance Authority (GEFA) support for water/wastewater infrastructure investment.
- Continue to enhance 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

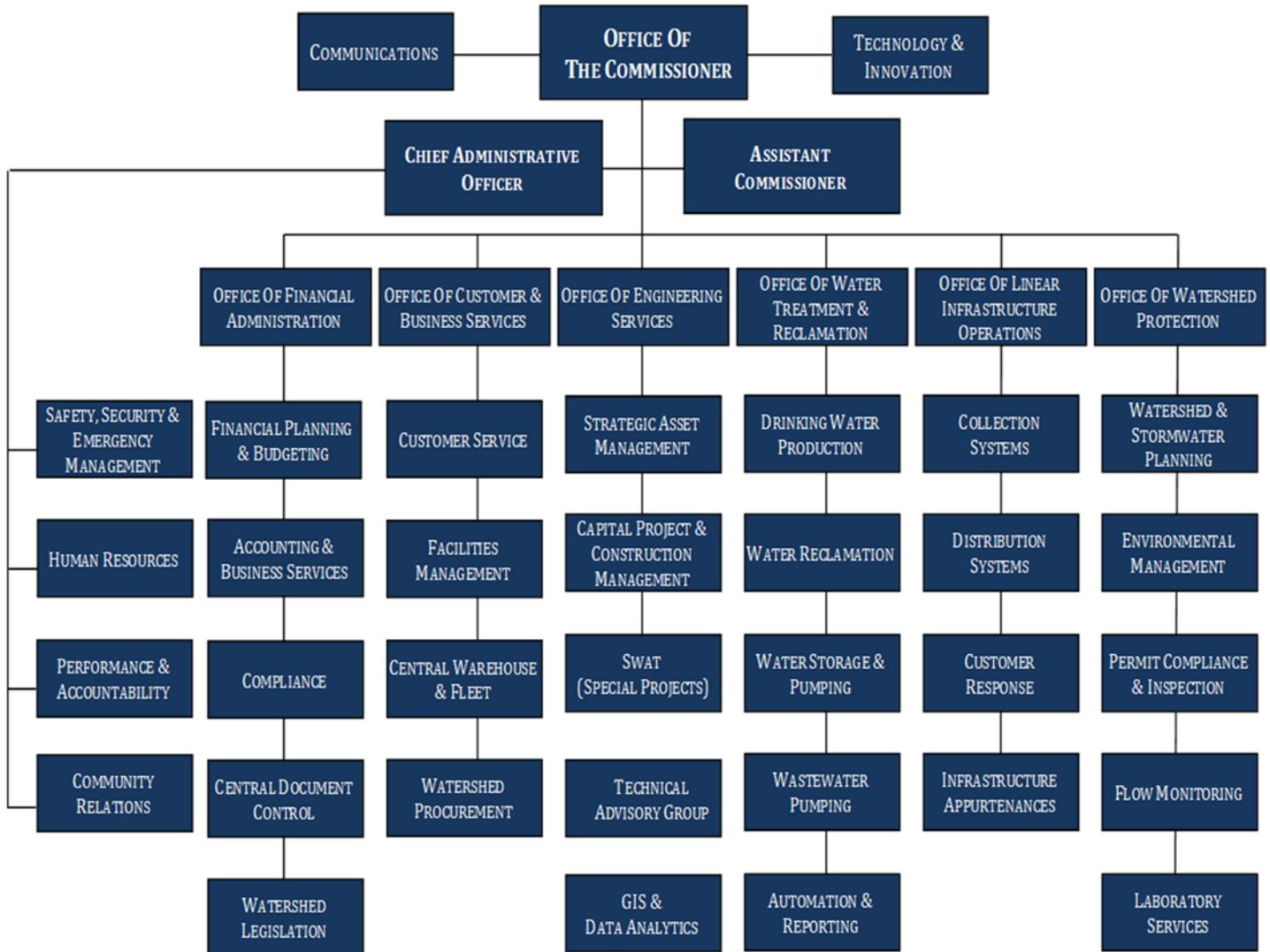
- Maximize usage of data analytics tool across all offices.
- Implement Automated Metering Infrastructure & Automated valve pilot.
- Complete enQuesta upgrade to enhance billing system capabilities.

#### 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 the Upgrade to the Video Management Platform Software for the Security Operations Center.
- Increase the number of Safety Training Hours provided by 10%.
- Complete fencing survey and upgrades

# ORGANIZATIONAL CHART

WATERSHED MANAGEMENT



# PERFORMANCE METRICS

## WATERSHED MANAGEMENT

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>Fiscal Accountability and Governmental Efficiency</i></b>				
<b><i>Financial Management</i></b>				
Estimated bills as a percent of bills mailed	3.03%	3.15%	3.00%	3.00%
<b><i>Service Delivery</i></b>				
Customer service complaints per 1,000 bills issued <sup>1</sup>	8.3	6.7	<15.0	<15.0
Technical Service Calls per 1,000 bills issued <sup>2</sup>	16.8	16.8	<25.0	<25.0
Service work orders completed within target time frame	95.7%	95.6%	90%	90%
<b><i>Compliance &amp; Safety</i></b>				
Drinking water compliance rate	100%	100%	100%	100%
Wastewater treatment compliance rate <sup>3</sup>	79.5%	89.2%	100%	100%
<b><i>Infrastructure Maintenance &amp; Reliability</i></b>				
Number of sewage spills per 100 miles of sewer	9.7	6.8	<8.5	<8.5
Number of water system breaks per 100 miles of pipe <sup>4</sup>	12.06	12.45	<15	<15
<b><i>Sustainability</i></b>				
<b><i>Operational Efficiency</i></b>				
Dollars spent per million gallons of water produced (water/wastewater), \$/mgal	DW570 WW893	DW683 WW1,005	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	DW 2185 WW 2725	DW2259 WW2808	DW 2150 WW 3100	DW 2150 WW 3100

Notes:

<sup>1</sup> 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.

<sup>2</sup> Safety spot audit scores are unavailable; OSS plans to develop a program to track this metric

<sup>3</sup> AS a percentage of days in compliance out of the last 365 days as of the end of the period.

<sup>4</sup> The DWM will also look at water system leaks in the future.





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Watershed Management

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$57,338,265	\$61,165,708	\$67,013,332	Salaries, Regular	\$67,211,117	\$197,785
\$0	\$10,769	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$1,183,962	\$939,072	\$500,000	Salaries, Extra Help	\$500,000	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$6,766,016	\$8,042,368	\$4,770,000	Overtime	\$4,759,000	(\$11,000)
-	-	-	Pen Cont Fire Pen Fd	-	-
\$128,265	\$102,825	-	Pen Cont Police Pen Fd	-	-
\$10,420,767	\$11,125,198	\$11,443,937	Pen Cont Gen Emp Pen Fd	\$13,590,539	\$2,146,602
\$1,740,427	\$1,895,188	\$1,735,344	Defined Contribution	\$1,837,250	\$101,905
\$1,548,908	\$1,009,853	\$962,212	Workers' Compensation	\$962,256	\$44
\$9,950,188	\$11,557,405	\$10,762,742	Other Personnel Costs	\$10,659,841	(\$102,901)
\$89,076,798	\$95,848,387	\$97,187,568	<b>TOTAL PERSONNEL</b>	\$99,520,003	\$2,332,435
<b>OTHER EXPENSES</b>					
\$42,298,975	\$49,992,107	\$64,788,800	Purchased / Contracted Services	\$72,231,000	\$7,442,200
\$45,256,864	\$44,814,422	\$45,443,716	Supplies	\$48,923,761	\$3,480,045
\$1,348,129	\$19,670	\$0	Capital Outlays	\$0	\$0
\$7,573,633	\$6,922,331	\$5,230,602	Interfund / Interdepartmental Charges	\$5,230,620	\$18
\$2,172,716	\$1,848,050	\$2,727,600	Other Costs	\$2,936,500	\$208,900
\$0	\$0	\$340,000	Debt Service	\$0	(\$340,000)
-	-	-	Conversion / Summary	-	-
\$0	\$0	\$0	Other Financing Uses	-	\$0
\$98,650,317	\$103,596,580	\$118,530,718	<b>TOTAL OTHER EXPENSES</b>	\$129,321,881	\$10,791,163
<b>\$187,727,115</b>	<b>\$199,444,967</b>	<b>\$215,718,286</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$228,841,884</b>	<b>\$13,123,598</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$29	(\$48,149)	\$0	General Fund	-	\$0
\$187,727,085	\$199,493,116	\$215,718,286	Water & Wastewater Revenue Fund	\$228,841,884	\$13,123,598
<b>\$187,727,115</b>	<b>\$199,444,967</b>	<b>\$215,718,286</b>	<b>TOTAL EXPENSES</b>	<b>\$228,841,884</b>	<b>\$13,123,598</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
1,266.00	1,382.00	1,384.00	Full Time Equivalent	1,316.00	(68.00)



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Watershed Management**  
**Water & Wastewater Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>	
\$57,338,265	\$61,165,708	\$67,013,332	Salaries, Regular	\$197,785
-	\$10,769	-	Salaries, Perm Part-Time	-
-	-	-	Salaries, Sworn	-
\$1,183,962	\$939,072	\$500,000	Salaries, Extra Help	-
-	-	-	Salaries, Extra Help-Sworn	-
\$6,766,016	\$8,042,368	\$4,770,000	Overtime	(\$11,000)
-	-	-	Pen Cont Fire Pen Fd	-
\$128,265	\$102,825	-	Pen Cont Police Pen Fd	-
\$10,420,767	\$11,125,198	\$11,443,937	Pen Cont Gen Emp Pen Fd	\$2,146,602
\$1,740,427	\$1,895,188	\$1,735,344	Defined Contribution	\$101,905
\$1,548,908	\$1,009,853	\$962,212	Workers' Compensation	\$44
\$9,950,188	\$11,557,405	\$10,762,742	Other Personnel Costs	(\$102,901)
\$89,076,798	\$95,848,387	\$97,187,568	<b>TOTAL PERSONNEL</b>	<b>\$2,332,435</b>
			<i>OTHER EXPENSES</i>	
\$42,298,946	\$50,040,256	\$64,788,800	Purchased / Contracted Services	\$7,442,200
\$45,256,864	\$44,814,422	\$45,443,716	Supplies	\$3,480,045
\$1,348,129	\$19,670	-	Capital Outlays	-
\$7,573,633	\$6,922,331	\$5,230,602	Interfund / Interdepartmental Charges	\$18
\$2,172,716	\$1,848,050	\$2,727,600	Other Costs	\$208,900
-	-	\$340,000	Debt Service	(\$340,000)
-	-	-	Conversion / Summary	-
-	-	-	Other Financing Uses	-
\$98,650,287	\$103,644,729	\$118,530,718	<b>TOTAL OTHER EXPENSES</b>	<b>\$10,791,163</b>
<b>\$187,727,085</b>	<b>\$199,493,116</b>	<b>\$215,718,286</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$13,123,598</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND BUDGET	VARIANCE FY22-FY21
\$187,727,085	\$199,493,116	\$215,718,286	Water & Wastewater Revenue Fund	\$13,123,598
<b>\$187,727,085</b>	<b>\$199,493,116</b>	<b>\$215,718,286</b>	<b>TOTAL EXPENSES</b>	<b>\$13,123,598</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
1,266.00	1,382.00	1,384.00	Full Time Equivalent	1,316.00	(68.00)



## FY22 OPERATING BUDGET HIGHLIGHTS

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

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$197,785	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	(\$11,000)	Decrease to properly align the budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$2,146,602	Increase due to personnel adjustments.
Defined Contribution	\$101,905	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$44	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	(\$102,901)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$2,332,435</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$7,442,200	Increase to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes services/operations agreement, repair and maintenance services and equipment leases at DWM plant locations
Supplies	\$3,480,045	Increase to properly align the budget based on anticipated usage of supplies. This line includes utilities, chemicals/raw materials, warehouse supplies and equipment for operations.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$18	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	\$208,900	Increase to properly align the budget based on anticipated expenses for other costs. This line includes credit card charges and funding for employee MARTA cards.
Debt Service	(\$340,000)	Operational activity.
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$10,791,163</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$13,123,598</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Water & Wastewater Revenue Fund	\$13,123,598	
<b>TOTAL EXPENSES</b>	<b>\$13,123,598</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(68.00)	Decrease due to personnel adjustments.



# 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.

## 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.

## Summary of Operations

The City of Atlanta's (City) Department of Aviation is responsible for operating the Airport.

Hartsfield-Jackson Atlanta International Airport (ATL/Airport) is the "World's Busiest and Most Efficient Airport". In calendar year 2020 ATL handled over 42.9 million incoming and outgoing passengers along with 548,000 aircraft operations. It is the principle air carrier airport servicing both Georgia and the Southeastern United States. The Airport occupies a 4,750-acre site in Clayton and Fulton counties, approximately ten miles south of downtown Atlanta. It also serves as a primary

transfer point in the national air transportation system. Two major airlines use ATL as a key airport in their operations, Delta Air Lines and Southwest Airlines. This has resulted in a large number of destination offerings to and from Atlanta relative to other similarly sized metropolitan areas. According to the last economic impact study, the Airport's direct regional economic includes an estimated total business revenue of more than \$46.9 billion annually, with an indirect and induced impact of \$35.5 billion annually. Including these indirect and induced effects, the total economic impact of the Airport is \$82.4 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.

ATL operates 24 hours per day, 365 days per year. The Department employs 757 full-time employees, as well as approximately 260 firefighters and 198 police officers.

## 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 Division* leads the Department's strategic initiative of building a high-performance organization.

*The Office of Public Affairs* helps the Airport accomplish its mission by advocating for and promoting significant Department priorities. The division's functions include government and community relations. The division monitors legislative action on the Federal, State and Local levels and establishes engaging relationships with respective policy makers.

*The Office of Policy & Communications* is tasked with overseeing all media relations, issues management, and crisis communications 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 Accounting* 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 six business units: accounting and financial reporting, budget and fiscal policy, revenue, treasury, capital finance, financial planning & analysis and risk management. 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.

*The Atlanta Information Management – Aviation Services 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.

*Internal Audit* is an independent business unit established within the Department to examine and evaluate activities as a service to senior management. The division is responsible for examining and evaluating the adequacy and effectiveness of the Department's operations, internal control systems, risk management systems, and governance practices.

*The Planning & Development Division* is responsible for the planning, design, and construction of all capital and large-scale renewal and replacement projects. The division works with all Department business units as well as other City departments to

plan and implement annual construction needs of the airport including: terminal building projects, airfield projects, roadway system projects, and other infrastructure projects. The division also provides department-wide planning services and environmental management and compliance oversight. The division further manages various grants, and the Noise Program.

*Commercial Development Division* is comprised of marketing, concessions, parking, commercial real estate, and commercial property management. These business units are responsible for optimizing aeronautical and non-aeronautical revenues through efficient asset management strategies; management of non-aeronautical customer-facing services, products and programs; developing and maintaining new passenger and cargo routes to ATL; leading the Department's marketing and branding efforts and managing all airline relationships, leases and property holdings at the Airport.

- The Parking unit's primary responsibility is to ensure the parking operation provides efficient, and professional customer service to the traveling public and account for and safeguard parking revenues.
- The Concessions unit manages over 300 retail, food and beverage, and service concession locations throughout the atrium, concourses, International and Domestic terminals.
- The Marketing unit is responsible for marketing and branding efforts to drive revenue and enhance and attract new, innovative products and services to ATL.
- The Commercial Property unit manages relations with the airlines to insure we have a strong business and operational collaboration with these core business partners.

*The Office of Operations, and Transportation* is responsible for the operations, customer service, train systems, and ground transportation units of the Airport. The organization is primarily responsible for ensuring seamless adherence to regulations and other mandates necessary to maintain ATL's operating certificate. It consists of four primary 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 Airport People Mover (APM) system unit performs recurring strategic and operational functions supporting two automated people mover systems. The Plane Train® underground transit system and the ATL SkyTrain, which provides service between the Rental Car Center (RCC), Georgia International Convention Center (GICC) and 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 Office of Facilities and Asset Management* keeps ATL runways, taxiways, roadways, and support facilities maintained, safe and operational. It ensures that the runway lighting systems work properly and that all 37 support facilities are maintained. They also oversee the maintenance and repair of roadway lights and conduct daily inspections of the airfield to ensure that navigational signs and airfield lights are repaired. They provide sewage systems maintenance, daily inspecting all area drains and curb inlets throughout ATL.

*The Public Safety and Security division* is made up of the security division and the Atlanta Fire Rescue airport unit and Atlanta Police Department airport unit which 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.

*The Emergency Management Division* operates 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 by coordinating and analyzing information. C4 provides Airport situational awareness, real-time information about airfield, terminal and landside operations, airport security, and facility resources and provides for dispatching of resources to respond to any situation.

### **FY2021 Accomplishments**

Despite a year of monumental challenges, Hartsfield-Jackson Atlanta International Airport (ATL) successfully managed the impacts of the COVID-19 pandemic. ATL maintained its ranking as the world’s most efficient airport for the 17th consecutive year, as designated by the Air Transport Research Society. As the economic engine of the Southeast, the mega hub shored up its finances to offset a drastic reduction in travelers and revenue.

These are just some of the figures ATL measured during a year that forced massive changes in society, business, and the aviation industry. In fiscal year 2021:

- E-commerce in Georgia and beyond experienced explosive growth spurred by global lockdowns. In March 2021, Amazon increased operations by adding a fourth daily flight from ATL, and an additional 300 ground handlers were hired to handle the retailer’s cargo.
- \$102 million in savings were realized after refinancing \$505 million in general airport revenue bonds in September 2020.
- In July 2020, 4.8 million face masks were obtained for distribution to passengers and employees.

In addition, Hartsfield-Jackson received the following honors in FY 2021:

- Envision Silver Award for the Taxiway and Runway 9L Replacement Project. The Institute for Sustainable Infrastructure's Envision rating system measures infrastructure across the full range of environmental, social, and economic impacts.
- Community Impact Award by the U.S. Green Building Council Georgia. The Airport was recognized for its commitment to prioritizing sustainability standards within all planning, design, and construction projects including ATLNext, its 20-year, multibillion-dollar capital improvement program.
- The Federal Aviation Administration's Southern Region's Air Carrier Safety Award for ATL's enhancements to the Wildlife Strike Reporting Program and further advancement of the use of geospatial data to track and maintain airfield lighting and signage.
- Accredited in the Airports Council International (ACI) Airport Health Accreditation program. The program provides airports with an assessment of how aligned their health measures are with the ACI Aviation Business Restart and Recovery guidelines and the International Civil Aviation Organization Council's Aviation Recovery Task Force recommendations, along with industry best practices. This accreditation demonstrates prioritization of health and safety in a measurable, established manner. It also reassures the traveling public that the accredited airports are maintaining safe and hygienic facilities.

Due to the reduction in travelers, the Airport was able to significantly accelerate several projects in fiscal year 2021 without impeding operations:

- Completed the five-lane expansion of the South Security Checkpoint in November 2020, bringing the total to nine lanes.
- Completed construction of ATL West Parking Deck in September 2020, providing 5,700 parking spaces and incorporating innovation at every turn.

- The Domestic Terminal pedestrian bridges construction expected to be completed June 2021.

### **FY2022 Proposed Program Highlights**

The airport's capital improvement program, ATLNext, continues its progress into FY2022. Despite the presence of the COVID-19 pandemic, work on the capital program has never slowed.

The Plane Train Tunnel West Extension will continue tunneling work into FY2022. The 600-foot extension will enable reduced headways between trains, thereby creating approximately 20 percent greater passenger carrying capacity.

The five-gate Concourse T-North Extension proper began coming out of the ground in April 2021. At the end of 2021, the majority of the building will be readily visible to the public as they exit from Terminal North.

The Runway 9L End-Around Taxiway will begin construction in FY2022. This project will increase airfield capacity, enhance airfield safety due to reduced runway crossings, and reduce taxi-out emissions.

Renewal and replacement work will continue inside the two terminals and all concourses. These types of work include modernizing of escalators and elevators; electrical system replacement; replacement of the fire alarm; life safety enhancements; and HVAC modernizations.

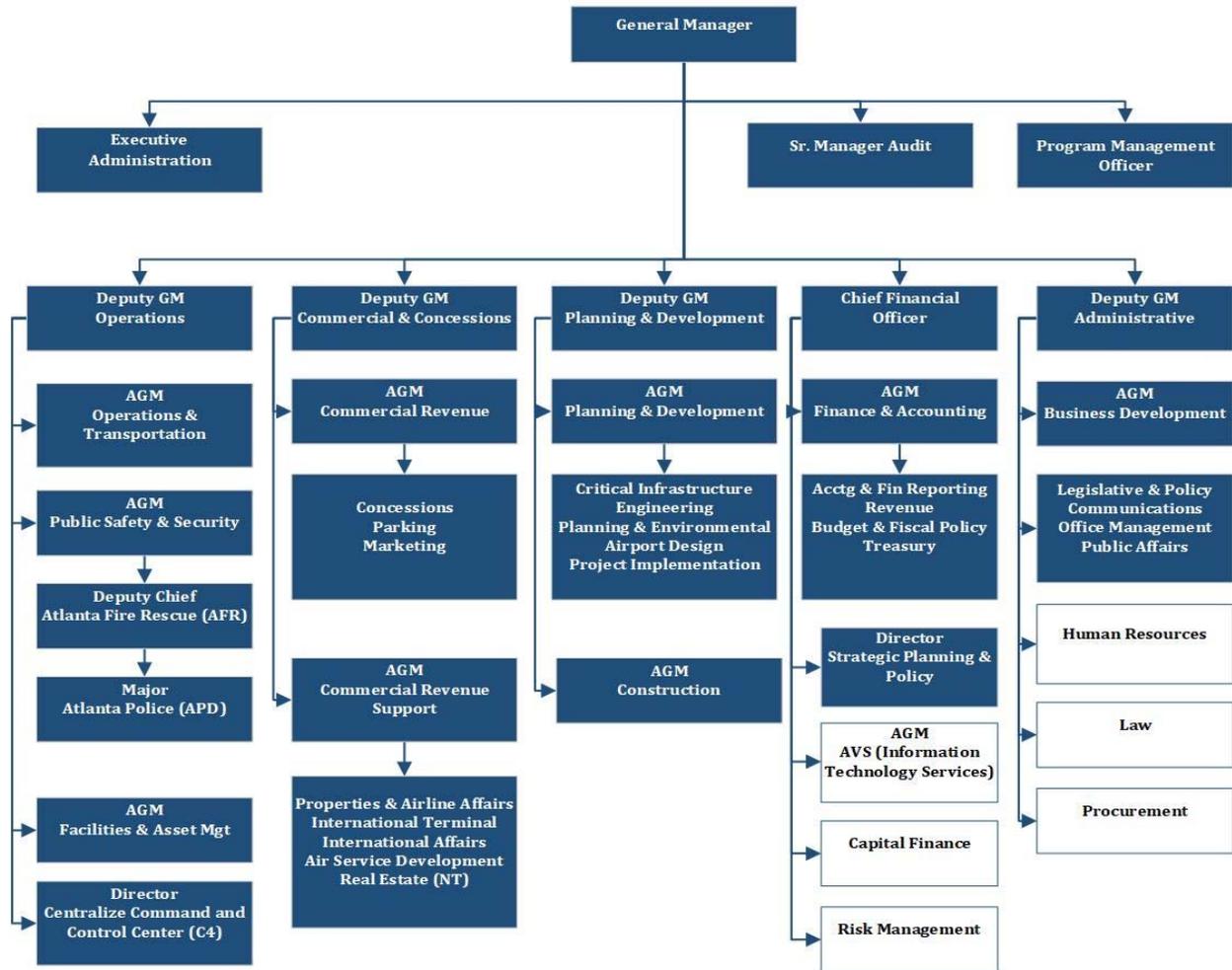
### **Coronavirus Pandemic**

As the City was working through the FY 2021 budget, the impacts of the Coronavirus Pandemic became clear, and the Department of Aviation significantly reduced their budget versus what was planned prior to the impacts of the Pandemic being known. As the year progressed, the Department of Aviation looked for additional cost reduction opportunities and identified additional cost saving opportunities.

For FY 2022 the Airport is continuing to manage costs tightly, with an expense budget below the FY 2021 budget. As the vaccines roll out and travel increases it is possible that the airport will need to add additional expenses to ramp up the operations (with an accompanying increase in revenue). The airport team will continue to closely monitor the situation and respond appropriately.

# ORGANIZATIONAL CHART

AVIATION



# PERFORMANCE METRICS

AVIATION

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Customer satisfaction with the Airport	86%	87%	85%	87%
Bond Coverage Factor	2.13	1.75	1.25	1.25
Airport parking revenue (in millions)	\$147.4M	\$147.9M	\$78.4M	\$94.1M
Airport concessions revenue (in millions)	\$178.2M	\$119.3M	\$50.9M	\$72.4M
<b><i>Business Growth &amp; Tourism</i></b>				
# of passengers traveling through Airport (millions)	109.1M	110.4M	48.2M	76.7M
Cargo volume (in metric tons)	676,778	704,000	511,000	745,000





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Aviation

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$33,904,863	\$32,772,337	\$39,401,688	Salaries, Regular	\$46,021,790	\$6,620,102
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$241,196	\$70,590	\$380,700	Salaries, Extra Help	\$47,200	(\$333,500)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$2,550,291	\$1,784,370	\$881,312	Overtime	\$926,064	\$44,752
\$0	\$0	-	Pen Cont Fire Pen Fd	-	-
\$2,744	\$4,669	-	Pen Cont Police Pen Fd	-	-
\$4,371,859	\$4,093,013	\$4,895,760	Pen Cont Gen Emp Pen Fd	\$5,918,699	\$1,022,939
\$1,218,962	\$1,207,920	\$1,026,028	Defined Contribution	\$1,314,638	\$288,611
\$125,702	\$169,659	\$95,034	Workers' Compensation	\$95,034	\$0
\$5,287,823	\$5,905,300	\$5,155,790	Other Personnel Costs	\$6,286,184	\$1,130,393
\$47,703,440	\$46,007,858	\$51,836,311	<b>TOTAL PERSONNEL</b>	\$60,609,609	\$8,773,297
<b>OTHER EXPENSES</b>					
\$141,767,681	\$113,764,849	\$174,202,968	Purchased / Contracted Services	\$159,837,479	(\$14,365,489)
\$15,943,754	\$13,675,359	\$16,421,672	Supplies	\$16,391,565	(\$30,107)
\$961,170	\$1,292,608	\$388,340	Capital Outlays	\$40,220	(\$348,120)
\$2,769,003	\$2,413,398	\$2,815,281	Interfund / Interdepartmental Charges	\$2,815,332	\$51
\$3,926,924	\$3,307,966	\$3,721,688	Other Costs	\$3,393,944	(\$327,744)
-	(\$46,045,082)	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$420,000	\$0	\$0	Other Financing Uses	-	\$0
\$165,788,531	\$88,409,098	\$197,549,948	<b>TOTAL OTHER EXPENSES</b>	\$182,478,540	(\$15,071,408)
<b>\$213,491,971</b>	<b>\$134,416,956</b>	<b>\$249,386,259</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$243,088,149</b>	<b>(\$6,298,111)</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$213,491,971	\$134,417,556	\$249,386,259	Airport Revenue Fund	\$243,088,149	(\$6,298,111)
\$0	(\$600)	\$0	Water & Wastewater Revenue Fund	-	\$0
<b>\$213,491,971</b>	<b>\$134,416,956</b>	<b>\$249,386,259</b>	<b>TOTAL EXPENSES</b>	<b>\$243,088,149</b>	<b>(\$6,298,111)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
689.00	734.40	712.00	Full Time Equivalent	714.00	2.00



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Aviation**  
**Airport Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$33,904,863	\$32,772,337	\$39,401,688	Salaries, Regular	\$46,021,790	\$6,620,102
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$241,196	\$70,590	\$380,700	Salaries, Extra Help	\$47,200	(\$333,500)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$2,550,291	\$1,784,370	\$881,312	Overtime	\$926,064	\$44,752
-	-	-	Pen Cont Fire Pen Fd	-	-
\$2,744	\$4,669	-	Pen Cont Police Pen Fd	-	-
\$4,371,859	\$4,093,613	\$4,895,760	Pen Cont Gen Emp Pen Fd	\$5,918,699	\$1,022,939
\$1,218,962	\$1,207,920	\$1,026,028	Defined Contribution	\$1,314,638	\$288,611
\$125,702	\$169,659	\$95,034	Workers' Compensation	\$95,034	\$0
\$5,287,823	\$5,905,300	\$5,155,790	Other Personnel Costs	\$6,286,184	\$1,130,393
\$47,703,440	\$46,008,458	\$51,836,311	<b>TOTAL PERSONNEL</b>	<b>\$60,609,609</b>	<b>\$8,773,297</b>
			<i>OTHER EXPENSES</i>		
\$141,767,681	\$113,764,849	\$174,202,968	Purchased / Contracted Services	\$159,837,479	(\$14,365,489)
\$15,943,754	\$13,675,359	\$16,421,672	Supplies	\$16,391,565	(\$30,107)
\$961,170	\$1,292,608	\$388,340	Capital Outlays	\$40,220	(\$348,120)
\$2,769,003	\$2,413,398	\$2,815,281	Interfund / Interdepartmental Charges	\$2,815,332	\$51
\$3,926,924	\$3,307,966	\$3,721,688	Other Costs	\$3,393,944	(\$327,744)
-	(\$46,045,082)	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$420,000	-	-	Other Financing Uses	-	-
\$165,788,531	\$88,409,098	\$197,549,948	<b>TOTAL OTHER EXPENSES</b>	<b>\$182,478,540</b>	<b>(\$15,071,408)</b>
<b>\$213,491,971</b>	<b>\$134,417,556</b>	<b>\$249,386,259</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$243,088,149</b>	<b>(\$6,298,111)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$213,491,971	\$134,417,556	\$249,386,259	Airport Revenue Fund	\$243,088,149	(\$6,298,111)
<b>\$213,491,971</b>	<b>\$134,417,556</b>	<b>\$249,386,259</b>	<b>TOTAL EXPENSES</b>	<b>\$243,088,149</b>	<b>(\$6,298,111)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
689.00	734.00	712.00	Full Time Equivalent	714.00	2.00



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Aviation

#### Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$6,620,102	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$333,500)	Decrease due to personnel adjustments.
Salaries, Extra Help-Sworn	-	
Overtime	\$44,752	Increase to properly align the budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$1,022,939	Increase due to personnel adjustment.
Defined Contribution	\$288,611	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$1,130,393	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$8,773,297</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$14,365,489)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes Parking facilities (\$13M) contract (reduced operation) and COVID-19 contingency \$3M; offset by additional landside maintenance contracts \$1.5M (canopy main. on call pavement marking, erosion control) and customer experience contracts \$1M (ramping up for FY2022 passenger increase).
Supplies	(\$30,107)	Decrease to properly align the budget based on anticipated usage of supplies. This line includes a reduction in spending for maintenance and janitorial supplies.
Capital Outlays	(\$348,120)	Decrease to properly align the budget based on anticipated capital related expenses. This line includes reduction of equipment purchased in the previous fiscal year (FY2021)
Interfund / Interdepartmental Charges	\$51	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	(\$327,744)	Decrease to properly align the budget based on anticipated expenses for other cost. This line includes tax payments lower than the FY2021 budget and reduced meeting expenses due to COVID-19.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$15,071,408)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$6,298,111)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Airport Revenue Fund	(\$6,298,111)	
<b>TOTAL EXPENSES</b>	<b>(\$6,298,111)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	2.00	Increase due to personnel adjustments.



# 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

*Administration* oversees the overall operation of the Court including contractual obligations, technological improvements, collection of all court ordered fines and employee performance.

*Budget* is responsible for monitoring the Court's monthly, quarterly, and annual expenses to ensure that Court staying within the allotted annual budget.

*Clerk's Office* is responsible for maintaining the official court records including all citations, case filings and orders of the court.

*Communications* provides informative and real-time information regarding court related events, news and programs.

*Courtroom Operations* ensures that all cases filed are properly and efficiently adjudicated. Provides administrative and clerical support for Municipal Court Judges. There are ten courtrooms within operations handling probation revocation hearings, bond forfeitures, community court,

traffic, parking, DUI, city ordinance and false alarm offenses.

*Data Management* processes all citations filed, schedules court hearings, and processes and monitors defendants who are released on bond from the Atlanta City Detention Center.

*Finance* processes all financial transactions for court issued fines and fees.

*Safety and Security* provides security for court staff, visitors and the internal and external parameters of the courthouse.

*Pretrial* assists the Department of Corrections with the early release of defendants.

*Quality Control* ensures the accuracy of the data entered into the Court's case management system.

*Restore Atlanta/Homeless Court* provides alternative sentencing options and diversion programming. Restore Atlanta offers alternative sentencing programs: Teens Learning Control (TLC), Restorative Board, Psychological Services, and Community Service.

*Warrants* processes warrants for defendants who fail to appear in court.

## FY2021 Accomplishments

- Established the Complex/Aggravated Traffic and Criminal Division to handle the following offenses: Reckless Driving, Fleeing and Attempting to Elude, Hit & Run, Aggressive Driving, Drag Racing (Racing on Highways or Streets) Laying Drags, Street Racing, Excessive/High Rate of Speed, ATV Violations, Executive Order Violations, and all other matters of public concern.
- Expanded the Court Docket Schedule by adding twenty (20) additional dockets daily. The increase in calendars improved the customer experience and access to court.
- The Teens Learning Control (TLC) is an alternative sentencing program that provides offenders under the age of twenty-five (25) an

opportunity to learn about Georgia traffic laws in order to improve driving skills and decision-making skills. TLC is available to eligible defendants who have been cited for the following offenses: minor traffic violations, limited permit offenses, permitting unlicensed person to drive, driving without license or suspended license, second speeding violation/excessive speeding, multiple violations, and prior history of driving offenses.

- Teens Learning Control (TLC) program has produced 1,288 graduates. Graduates had to complete the following requirements to complete the program: community service, adult defensive driving courses, ALIVE @25 class, attend Mothers Against Drunk Driving (MADD), proof of employment and/or school, and proof of insurance.
- The Restorative Justice Program is an alternative sentencing program for individuals under the age of 25 meant to provide defendants with opportunities for further education and resources to learn meaningful coping and decision-making skills to prevent future offenses. Eligible offenses for the program are as follows: Misdemeanor marijuana, all alcohol related offenses, disorderly conduct, theft by shoplifting, false representation, use of fighting words, gaming offenses, curfew violations, fare evasion, and park offenses.
- The Restorative Justice Program produced 202 graduates. Graduates had to complete the following requirements to complete the program: community service, proof of job and/or school, random drug/alcohol screenings, theft/shoplifting classes or theft/shoplifting prevention classes, HIV awareness class, and anger management classes.
- Participants in Teens Learning Control and the Restorative Justice Program completed a total of 73,063 hours of community service.
- The Restorative Justice Psychological Services Clinicians on staff assisted thirty (30) clients who were identified with mental health and/or substance abuse challenges to realign their mental and physical health and to receive treatment.
- Enhanced the Homeless Court Program's five (5) stages to promote sobriety, lawful compliance, and maintenance of healthy relationships among participants. The participants must attend court appearances, appointments by their CARE Representative, complete all substance screenings and mental health assessments, take prescribed medications, and appear/participate in scheduled one-on-one and group sessions.
- The Homeless Court graduated fourteen (14) participants who established stable living

environments, enrolled in classes, engaged in community service opportunities, participated in transitional care programs and other programs aimed at breaking the cycle of homelessness.

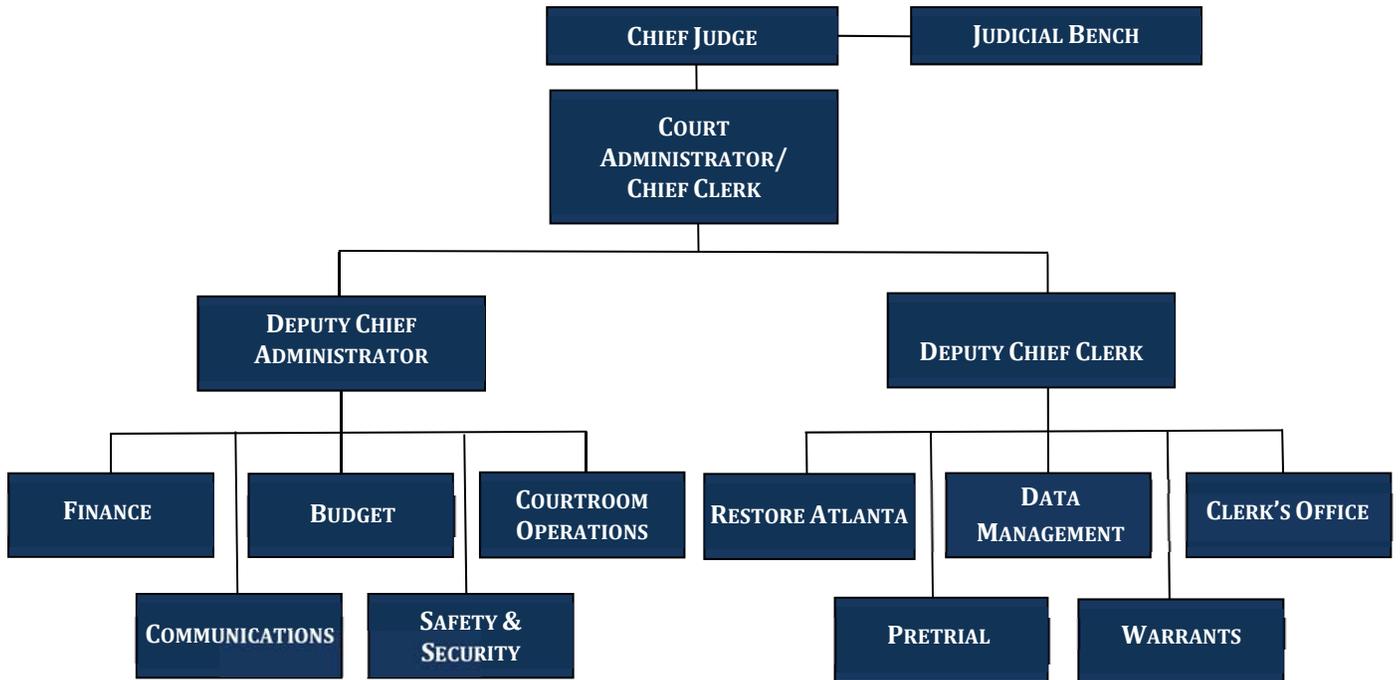
- The Court partnered with Georgia State University's Criminal Justice and Social Work Departments to establish an internship and development program to educate undergraduates on the criminal justice system coupled with hands on experience shadowing the psychological services clinicians.
- Established a COVID-19 Reopening Plan to continue conducting business in an effective manner while protecting the rights and health of the public and staff.
- Created an online check-in portal by using a unique QR code to pre-screen individuals entering the courthouse.
- Implemented court-wide virtual Personal Protective Equipment (PPE) trainings to enhance safety protocols for court personnel and visitors of the court.
- Enhanced court user experience by installing advanced technology including self-service payment kiosks.
- Improved the court staff experience with building upgrades to all-purpose and meeting rooms including improved technology and new furniture.
- Hosted students on court tours in our Youth Field Trips initiative. Students from four (4) schools: Hollis Innovative Academy; Carver High School; Westlake High School; and KIPP Atlanta Collegiate toured the courthouse while learning about government and judicial procedures.

### **FY2022 Proposed Program Highlights**

- Initiate an online case resolution platform that allows individuals to complete the judicial process online.
- Create a Self-Help Center for court visitors to gain access to their personal case information, submit documents to the court, pay for their fine, and/or receive copies of court filings.
- Reengage the Youth Field Trip initiative to invite and educate local students on the fundamentals of city government.
- Enhance court user experience by expanding the self-serve kiosks to include fillable forms to be automatically submitted to the Clerk's Office.
- Maintain or increase the current performance metrics across all departments and partner agencies.
- To provide a comprehensive internship program with an emphasis on career exploration for young adults in the criminal law and justice fields of study.

# ORGANIZATIONAL CHART

## COURT OPERATIONS



# PERFORMANCE METRICS

## COURT OPERATIONS

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b>Public Safety</b>				
# of Traffic cases filed in Court	153,157	165,889	165,889	165,889
# of DUI cases filed in Court	1,844	2,538	2,538	2,538
# of Parking cases filed in Court	4,137	3,358	3,358	3,358
# of Criminal cases filed in Court	17,293	17,963	17,963	17,963
# of False Alarm cases filed in Court	450	855	855	855
# of Housing cases filed in Court	16,236	3,247	3,247	3,247
Municipal Court total revenue	\$24,875,181	\$19,512,520	\$19,512,520	\$19,512,520
Case Clearance Rate - Traffic	100%	100%	100%	100%
Case Clearance Rate - Criminal	100%	100%	100%	100%
% of revenue collected vs. anticipated	100%	100%	100%	100%





## FY22 OPERATING BUDGET HIGHLIGHTS Judicial Agencies

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$8,150,278	\$8,109,305	\$8,127,576	Salaries, Regular	\$8,272,260	\$144,685
\$39,909	\$50,056	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$162,108	\$229,390	\$41,507	Salaries, Extra Help	\$41,507	\$0
\$25,352	\$19,505	-	Salaries, Extra Help-Sworn	-	-
\$28,096	\$10,732	\$14,479	Overtime	\$14,479	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,218,906	\$1,242,724	\$1,418,981	Pen Cont Gen Emp Pen Fd	\$1,438,979	\$19,998
\$258,874	\$269,345	\$271,639	Defined Contribution	\$242,393	(\$29,246)
\$16,462	\$23,414	\$36,199	Workers' Compensation	\$36,199	\$0
\$1,051,975	\$1,066,910	\$1,564,940	Other Personnel Costs	\$1,592,171	\$27,231
\$10,951,958	\$11,021,382	\$11,475,321	<b>TOTAL PERSONNEL</b>	\$11,637,988	\$162,667
			<b>OTHER EXPENSES</b>		
\$974,644	\$1,633,431	\$1,334,840	Purchased / Contracted Services	\$1,334,629	(\$211)
\$236,927	\$535,741	\$165,140	Supplies	\$165,140	\$0
\$0	(\$19,752)	\$0	Capital Outlays	-	\$0
\$23,543	\$49,852	\$6,137	Interfund / Interdepartmental Charges	\$6,137	\$0
\$5,884	\$7,262	\$15,835	Other Costs	\$15,835	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$11,842	\$12,196	\$19,392	Other Financing Uses	\$19,605	\$213
\$1,252,842	\$2,218,731	\$1,541,344	<b>TOTAL OTHER EXPENSES</b>	\$1,541,346	\$2
<b>\$12,204,800</b>	<b>\$13,240,112</b>	<b>\$13,016,665</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$13,179,334</b>	<b>\$162,669</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$12,199,863	\$13,240,112	\$13,016,665	General Fund	\$13,179,334	\$162,669
\$4,937	\$0	-	Water & Wastewater Revenue Fund	-	-
<b>\$12,204,800</b>	<b>\$13,240,112</b>	<b>\$13,016,665</b>	<b>TOTAL EXPENSES</b>	<b>\$13,179,334</b>	<b>\$162,669</b>

FY19	FY20	FY21	FY22 AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
183.00	148.00	182.00	Full Time Equivalent	185.00	3.00



## FY22 OPERATING BUDGET HIGHLIGHTS

### Judicial Agencies General Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
<i>PERSONNEL</i>					
\$8,150,278	\$8,109,305	\$8,127,576	Salaries, Regular	\$8,272,260	\$144,685
\$39,909	\$50,056	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$162,108	\$229,390	\$41,507	Salaries, Extra Help	\$41,507	\$0
\$25,352	\$19,505	-	Salaries, Extra Help-Sworn	-	-
\$28,096	\$10,732	\$14,479	Overtime	\$14,479	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,218,906	\$1,242,724	\$1,418,981	Pen Cont Gen Emp Pen Fd	\$1,438,979	\$19,998
\$258,874	\$269,345	\$271,639	Defined Contribution	\$242,393	(\$29,246)
\$16,462	\$23,414	\$36,199	Workers' Compensation	\$36,199	\$0
\$1,051,975	\$1,066,910	\$1,564,940	Other Personnel Costs	\$1,592,171	\$27,231
<b>\$10,951,958</b>	<b>\$11,021,382</b>	<b>\$11,475,321</b>	<b>TOTAL PERSONNEL</b>	<b>\$11,637,988</b>	<b>\$162,667</b>
<i>OTHER EXPENSES</i>					
\$969,707	\$1,633,431	\$1,334,840	Purchased / Contracted Services	\$1,334,629	(\$211)
\$236,927	\$535,741	\$165,140	Supplies	\$165,140	\$0
-	(\$19,752)	-	Capital Outlays	-	-
\$23,543	\$49,852	\$6,137	Interfund / Interdepartmental Charges	\$6,137	\$0
\$5,884	\$7,262	\$15,835	Other Costs	\$15,835	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$11,842	\$12,196	\$19,392	Other Financing Uses	\$19,605	\$213
<b>\$1,247,904</b>	<b>\$2,218,731</b>	<b>\$1,541,344</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$1,541,346</b>	<b>\$2</b>
<b>\$12,199,863</b>	<b>\$13,240,112</b>	<b>\$13,016,665</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$13,179,334</b>	<b>\$162,669</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$12,199,863	\$13,240,112	\$13,016,665	General Fund	\$13,179,334	\$162,669
<b>\$12,199,863</b>	<b>\$13,240,112</b>	<b>\$13,016,665</b>	<b>TOTAL EXPENSES</b>	<b>\$13,179,334</b>	<b>\$162,669</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
183.00	148.00	182.00	Full Time Equivalent	185.00	3.00



## FY22 OPERATING BUDGET HIGHLIGHTS

### Judicial Agencies General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$144,685	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	
Salaries, Extra Help-Sworn	-	
Overtime	\$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$19,998	Increase due to personnel adjustments.
Defined Contribution	(\$29,246)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$27,231	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$162,667</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$211)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations.
Supplies	\$0	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$0	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	\$0	This line includes costs associated with customer refunds.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$213	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$2</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$162,669</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$162,669	
<b>TOTAL EXPENSES</b>	<b>\$162,669</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	3.00	Increase due to personnel adjustments.



# 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 budgeted reserves are set by ordinance, while reserves in capital funds may be required in accordance with the indentures.





## FY22 OPERATING BUDGET HIGHLIGHTS Non-Departmental

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$1,411,871	\$135,000	-	Salaries, Regular	\$0	\$0
\$66,259	\$0	-	Salaries, Perm Part-Time	-	-
\$428,573	\$0	-	Salaries, Sworn	-	-
\$539,737	\$0	\$0	Salaries, Extra Help	-	\$0
\$7,360	\$0	-	Salaries, Extra Help-Sworn	-	-
\$33,181	\$0	-	Overtime	-	-
\$19,514	\$3,049	-	Pen Cont Fire Pen Fd	-	-
\$22,697	\$17,672	-	Pen Cont Police Pen Fd	-	-
\$33,637	\$15,399	-	Pen Cont Gen Emp Pen Fd	-	-
\$35,296	\$30,372	-	Defined Contribution	-	-
\$5,597,948	\$1,414,658	\$2,886,703	Workers' Compensation	\$2,886,703	\$0
\$1,346,194	\$840,367	\$519,368	Other Personnel Costs	\$519,368	\$0
\$9,542,269	\$2,456,516	\$3,406,071	<b>TOTAL PERSONNEL</b>	\$3,406,071	\$0
			<b>OTHER EXPENSES</b>		
\$28,334,088	\$35,039,405	\$27,778,601	Purchased / Contracted Services	\$31,926,387	\$4,147,786
\$3,337	\$3,978,689	\$4,500,000	Supplies	\$4,500,000	\$0
\$0	\$0	-	Capital Outlays	-	-
\$34,245,582	\$39,777,632	\$34,179,993	Interfund / Interdepartmental Charges	\$35,913,728	\$1,733,735
\$273,504,714	\$263,927,593	\$260,204,132	Other Costs	\$256,524,612	(\$3,679,521)
\$22,429,042	\$23,194,054	\$61,725,013	Debt Service	\$65,279,966	\$3,554,953
\$0	(\$40)	\$24,219,408	Conversion / Summary	\$15,975,134	(\$8,244,274)
\$719,473,428	\$553,718,322	\$286,121,771	Other Financing Uses	\$328,762,695	\$42,640,924
\$1,077,990,192	\$919,635,655	\$698,728,919	<b>TOTAL OTHER EXPENSES</b>	\$738,882,521	\$40,153,603
<b>\$1,087,532,461</b>	<b>\$922,092,172</b>	<b>\$702,134,989</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$742,288,592</b>	<b>\$40,153,603</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$97,579,303	\$96,404,838	\$92,985,838	General Fund	\$91,630,454	(\$1,355,385)
\$297,954,849	\$173,838,279	\$50,694,953	Airport Revenue Fund	\$114,065,393	\$63,370,440
\$1,029,436	\$895,315	\$1,001,000	City Plaza Project Fund	\$1,002,001	\$1,001
(\$4,000)	\$0	\$0	Parks Facilities Revenue Fund	-	\$0
\$7,906,363	\$19,452,753	\$6,761,187	Solid Waste Services Revenue Fund	\$7,024,250	\$263,063
\$430,635,299	\$404,827,013	\$330,112,605	Water & Wastewater Revenue Fund	\$324,857,627	(\$5,254,978)
(\$159,000)	(\$12,000)	-	Emergency Telephone System	-	-
\$5,830,650	\$7,434,349	\$3,497,532	Fleet Service Fund	\$3,671,837	\$174,306
\$160,241,144	\$163,898,993	\$151,946,307	Group Insurance Fund	\$163,889,745	\$11,943,438
\$85,201,268	\$54,399,791	\$63,940,300	Hotel/Motel Tax Fund	\$35,167,165	(\$28,773,135)
\$1,317,147	\$952,841	\$1,195,268	Rental/Motor Vehicle Tax Fund	\$980,120	(\$215,148)
<b>\$1,087,532,461</b>	<b>\$922,092,172</b>	<b>\$702,134,989</b>	<b>TOTAL EXPENSES</b>	<b>\$742,288,592</b>	<b>\$40,153,603</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	-	-	Full Time Equivalent	-	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental General Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$1,411,871	\$135,000	-	Salaries, Regular	-	-
\$66,259	-	-	Salaries, Perm Part-Time	-	-
\$428,573	-	-	Salaries, Sworn	-	-
\$539,737	-	-	Salaries, Extra Help	-	-
\$7,360	-	-	Salaries, Extra Help-Sworn	-	-
\$33,181	-	-	Overtime	-	-
\$19,514	\$3,049	-	Pen Cont Fire Pen Fd	-	-
\$22,697	\$18,233	-	Pen Cont Police Pen Fd	-	-
\$39,345	\$55,242	-	Pen Cont Gen Emp Pen Fd	-	-
\$35,296	\$30,372	-	Defined Contribution	-	-
\$5,586,941	\$1,414,658	\$2,545,000	Workers' Compensation	\$2,545,000	-
\$688,402	\$125,174	\$519,368	Other Personnel Costs	\$519,368	-
\$8,879,177	\$1,781,729	\$3,064,368	<b>TOTAL PERSONNEL</b>	\$3,064,368	-
			<i>OTHER EXPENSES</i>		
\$17,512,087	\$19,207,906	\$16,791,472	Purchased / Contracted Services	\$15,836,472	(\$955,000)
\$3,337	\$3,978,689	\$4,500,000	Supplies	\$4,500,000	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$38,334,921	\$36,645,439	\$34,133,778	Other Costs	\$37,551,766	\$3,417,988
\$6,435,494	\$6,531,325	\$31,303,105	Debt Service	\$28,677,848	(\$2,625,257)
-	-	\$3,193,115	Conversion / Summary	\$2,000,000	(\$1,193,115)
\$26,414,287	\$28,259,750	-	Other Financing Uses	-	-
\$88,700,126	\$94,623,110	\$89,921,470	<b>TOTAL OTHER EXPENSES</b>	\$88,566,086	(\$1,355,385)
<b>\$97,579,303</b>	<b>\$96,404,838</b>	<b>\$92,985,838</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$91,630,454</b>	<b>(\$1,355,385)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$97,579,303	\$96,404,838	\$92,985,838	General Fund	\$91,630,454	(\$1,355,385)
<b>\$97,579,303</b>	<b>\$96,404,838</b>	<b>\$92,985,838</b>	<b>TOTAL EXPENSES</b>	<b>\$91,630,454</b>	<b>(\$1,355,385)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	-	-	Full Time Equivalent	-	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	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	-	Based on anticipated Workers' Compensation expenses.
Other Personnel Costs	-	Based on anticipated Unemployment expenses.
<b>TOTAL PERSONNEL</b>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$955,000)	Decrease due to Litigation (\$3M) offset by increase for Pre-Arrest Diversion \$1.5M, Invest Atlanta \$500K and Debt payment for URFA Housing \$45K. This lines includes contractual support for Atlanta Land Bank, MGT Consulting, People TV, and Debt Consultant expenses.
Supplies	-	Based on anticipated usage of utilities for Grady water bill payments.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$3,417,988	Increase due to \$2.4M OPEB Health, \$213K OPEB Life, \$876K Elections expenses offset by (\$29K) AURA Bond Debt payment. This line includes anticipated costs for Business License Refunds, Transit expenses, Debt payments, Fire MOU, Animal Control and Fulton & Dekalb County Taxes.
Debt Service	(\$2,625,257)	Decrease to properly align the budget based on anticipated debt bond final payments for Motorola.
Conversion / Summary	(\$1,193,115)	Decrease to properly align the budget with anticipated operational needs. This line includes Restricted Reserves.
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	(\$1,355,385)	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	(\$1,355,385)	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	(\$1,355,385)	
<b>TOTAL EXPENSES</b>	(\$1,355,385)	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Airport Revenue Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
-	-	-	- Salaries, Regular	-	-
-	-	-	- Salaries, Perm Part-Time	-	-
-	-	-	- Salaries, Sworn	-	-
-	-	-	- Salaries, Extra Help	-	-
-	-	-	- Salaries, Extra Help-Sworn	-	-
-	-	-	- Overtime	-	-
-	-	-	- Pen Cont Fire Pen Fd	-	-
-	(\$562)	-	- Pen Cont Police Pen Fd	-	-
(\$5,708)	(\$39,844)	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	-	- Defined Contribution	-	-
-	-	-	- Workers' Compensation	-	-
-	-	-	- Other Personnel Costs	-	-
(\$5,708)	(\$40,406)	-	- <b>TOTAL PERSONNEL</b>	-	-
			<i>OTHER EXPENSES</i>		
\$4,390,230	\$4,980,868	-	- Purchased / Contracted Services	\$5,000,000	\$5,000,000
-	-	-	- Supplies	-	-
-	-	-	- Capital Outlays	-	-
\$11,651,466	\$12,458,105	\$10,285,814	- Interfund / Interdepartmental Charges	\$10,809,589	\$523,775
\$4,495,075	\$4,777,384	\$3,455,164	- Other Costs	\$3,455,164	\$0
-	-	-	- Debt Service	-	-
-	-	\$0	- Conversion / Summary	\$1,233,319	\$1,233,319
\$277,423,787	\$151,662,327	\$36,953,975	- Other Financing Uses	\$93,567,321	\$56,613,346
\$297,960,557	\$173,878,684	\$50,694,953	- <b>TOTAL OTHER EXPENSES</b>	\$114,065,393	\$63,370,440
<b>\$297,954,849</b>	<b>\$173,838,279</b>	<b>\$50,694,953</b>	- <b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$114,065,393</b>	<b>\$63,370,440</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$297,954,849	\$173,838,279	\$50,694,953	Airport Revenue Fund	\$114,065,393	\$63,370,440
<b>\$297,954,849</b>	<b>\$173,838,279</b>	<b>\$50,694,953</b>	<b>TOTAL EXPENSES</b>	<b>\$114,065,393</b>	<b>\$63,370,440</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	-	-	Full Time Equivalent	-	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	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	\$5,000,000	Increase to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes Litigation expenses not previously budgeted in prior years.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$523,775	This line includes anticipated Indirect cost allocation.
Other Costs	\$0	This line includes OPEB Group Life and Health Insurance expenses for retirees.
Debt Service	-	
Conversion / Summary	\$1,233,319	This line includes Reserves that will be utilized as needed.
Other Financing Uses	\$56,613,346	Increase to properly align Debt payments. This line includes Debt payments for Sinking Fund Requirements. .
<i>TOTAL OTHER EXPENSES</i>	\$63,370,440	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$63,370,440</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Airport Revenue Fund	\$63,370,440	
<b>TOTAL EXPENSES</b>	<b>\$63,370,440</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental City Plaza Project Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<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>		
\$117,977	-	\$234,840	Purchased / Contracted Services	\$947,343	\$712,503
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
\$202,959	\$190,315	\$52,010	Interfund / Interdepartmental Charges	\$54,658	\$2,648
\$182,575	-	-	Other Costs	-	-
\$525,925	\$705,000	\$714,150	Debt Service	-	(\$714,150)
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$1,029,436	\$895,315	\$1,001,000	<i>TOTAL OTHER EXPENSES</i>	\$1,002,001	\$1,001
<b>\$1,029,436</b>	<b>\$895,315</b>	<b>\$1,001,000</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,002,001</b>	<b>\$1,001</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$1,029,436	\$895,315	\$1,001,000	City Plaza Project Fund	\$1,002,001	\$1,001
<b>\$1,029,436</b>	<b>\$895,315</b>	<b>\$1,001,000</b>	<b>TOTAL EXPENSES</b>	<b>\$1,002,001</b>	<b>\$1,001</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	-	-	Full Time Equivalent	-	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental City Plaza Project Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	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	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$712,503	Increase to properly align contractual and operational expenditures.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$2,648	Budget based on anticipated operational activity.
Other Costs	-	
Debt Service	(\$714,150)	Decrease due to Debt Service payments.
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,001</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,001</b>	

FUND	VARIANCE (22-21)	EXPLANATION
City Plaza Project Fund	\$1,001	
<b>TOTAL EXPENSES</b>	<b>\$1,001</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Solid Waste Services Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<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>		
(\$153,000)	(\$3,000)	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
\$7,473,763	\$9,524,844	\$5,245,790	Interfund / Interdepartmental Charges	\$5,508,853	\$263,063
\$286,087	\$9,863,550	\$1,515,397	Other Costs	\$1,515,397	\$0
\$299,514	\$67,359	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$7,906,363	\$19,452,753	\$6,761,187	<i>TOTAL OTHER EXPENSES</i>	\$7,024,250	\$263,063
<b>\$7,906,363</b>	<b>\$19,452,753</b>	<b>\$6,761,187</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$7,024,250</b>	<b>\$263,063</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$7,906,363	\$19,452,753	\$6,761,187	Solid Waste Services Revenue Fund	\$7,024,250	\$263,063
<b>\$7,906,363</b>	<b>\$19,452,753</b>	<b>\$6,761,187</b>	<b>TOTAL EXPENSES</b>	<b>\$7,024,250</b>	<b>\$263,063</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	-	-	Full Time Equivalent	-	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	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	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$263,063	This line supports anticipated indirect cost allocation.
Other Costs	\$0	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$263,063</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$263,063</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Solid Waste Services Revenue Fund	\$263,063	
<b>TOTAL EXPENSES</b>	<b>\$263,063</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Water & Wastewater Revenue Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
			<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	-
\$11,007	-	\$341,703	Workers' Compensation	\$341,703
-	-	-	Other Personnel Costs	-
\$11,007	-	\$341,703	<b>TOTAL PERSONNEL</b>	\$341,703
			<i>OTHER EXPENSES</i>	
\$6,873,004	\$10,866,630	\$9,367,747	Purchased / Contracted Services	\$8,758,030
-	-	-	Supplies	-
-	-	-	Capital Outlays	-
\$7,068,552	\$7,782,020	\$13,439,009	Interfund / Interdepartmental Charges	\$14,123,343
\$7,515,341	\$8,290,187	\$26,254,973	Other Costs	\$25,904,857
\$14,867,801	\$15,428,298	\$29,686,420	Debt Service	\$36,580,780
-	(\$40)	\$21,026,292	Conversion / Summary	\$12,741,815
\$394,299,594	\$362,459,917	\$229,996,461	Other Financing Uses	\$226,407,099
\$430,624,292	\$404,827,013	\$329,770,902	<b>TOTAL OTHER EXPENSES</b>	\$324,515,924
<b>\$430,635,299</b>	<b>\$404,827,013</b>	<b>\$330,112,605</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$324,857,627</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND BUDGET	VARIANCE FY22-FY21
\$430,635,299	\$404,827,013	\$330,112,605	Water & Wastewater Revenue Fund	\$324,857,627
<b>\$430,635,299</b>	<b>\$404,827,013</b>	<b>\$330,112,605</b>	<b>TOTAL EXPENSES</b>	<b>\$324,857,627</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	-	-	Full Time Equivalent	-	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	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	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>\$0</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$609,717)	Decrease to properly align anticipated contractual and operational activity.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$684,334	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	(\$350,116)	Decrease to properly align the budget based on anticipated expenses for other costs. This line includes Bad Debt reserves and retiree benefits.
Debt Service	\$6,894,360	Increase due to anticipated GEFA principal and interest payments.
Conversion / Summary	(\$8,284,477)	Decrease due to fund wide reserves that will be utilized as needed.
Other Financing Uses	(\$3,589,362)	Decrease to properly align the budget to support debt reserve requirements.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$5,254,978)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$5,254,978)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Water & Wastewater Revenue Fund	(\$5,254,978)	
<b>TOTAL EXPENSES</b>	<b>(\$5,254,978)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Fleet Service Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<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>		
(\$283,000)	\$22,000	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
\$6,062,182	\$7,412,349	\$3,476,193	Interfund / Interdepartmental Charges	\$3,650,499	\$174,306
-	-	-	Other Costs	-	-
\$51,468	-	\$21,338	Debt Service	\$21,338	\$0
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$5,830,650	\$7,434,349	\$3,497,532	<i>TOTAL OTHER EXPENSES</i>	\$3,671,837	\$174,306
<b>\$5,830,650</b>	<b>\$7,434,349</b>	<b>\$3,497,532</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$3,671,837</b>	<b>\$174,306</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$5,830,650	\$7,434,349	\$3,497,532	Fleet Service Fund	\$3,671,837	\$174,306
<b>\$5,830,650</b>	<b>\$7,434,349</b>	<b>\$3,497,532</b>	<b>TOTAL EXPENSES</b>	<b>\$3,671,837</b>	<b>\$174,306</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	-	-	Full Time Equivalent	-	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	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	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$174,306	This line support anticipated indirect cost allocation.
Other Costs	-	
Debt Service	\$0	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$174,306</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$174,306</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Fleet Service Fund	\$174,306	
<b>TOTAL EXPENSES</b>	<b>\$174,306</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Group Insurance Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<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	-	-
\$657,793	\$715,193	-	- Other Personnel Costs	-	-
\$657,793	\$715,193	-	- <i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
\$39,790	(\$23,000)	\$1,384,542	Purchased / Contracted Services	\$1,384,542	\$0
-	-	-	- Supplies	-	-
-	-	-	- Capital Outlays	-	-
\$1,786,661	\$2,409,999	\$1,681,176	Interfund / Interdepartmental Charges	\$1,766,785	\$85,609
\$157,508,060	\$160,334,729	\$148,880,589	Other Costs	\$160,738,418	\$11,857,829
\$248,840	\$462,072	-	- Debt Service	-	-
-	-	-	- Conversion / Summary	-	-
-	-	-	- Other Financing Uses	-	-
\$159,583,351	\$163,183,800	\$151,946,307	<i>TOTAL OTHER EXPENSES</i>	\$163,889,745	\$11,943,438
<b>\$160,241,144</b>	<b>\$163,898,993</b>	<b>\$151,946,307</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$163,889,745</b>	<b>\$11,943,438</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$160,241,144	\$163,898,993	\$151,946,307	Group Insurance Fund	\$163,889,745	\$11,943,438
<b>\$160,241,144</b>	<b>\$163,898,993</b>	<b>\$151,946,307</b>	<b>TOTAL EXPENSES</b>	<b>\$163,889,745</b>	<b>\$11,943,438</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	-	-	Full Time Equivalent	-	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Group Insurance Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	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	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$85,609	Increase to properly align anticipated indirect cost allocation expenditures.
Other Costs	\$11,857,829	Increase to properly align insurance plan expenditures.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$11,943,438</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$11,943,438</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Group Insurance Fund	\$11,943,438	
<b>TOTAL EXPENSES</b>	<b>\$11,943,438</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Hotel/Motel Tax Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<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	-	-
\$63,865,508	\$43,063,463	\$44,768,965	Other Costs	\$26,378,890	(\$18,390,075)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$21,335,760	\$11,336,328	\$19,171,335	Other Financing Uses	\$8,788,275	(\$10,383,060)
\$85,201,268	\$54,399,791	\$63,940,300	<i>TOTAL OTHER EXPENSES</i>	\$35,167,165	(\$28,773,135)
<b>\$85,201,268</b>	<b>\$54,399,791</b>	<b>\$63,940,300</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$35,167,165</b>	<b>(\$28,773,135)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$85,201,268	\$54,399,791	\$63,940,300	Hotel/Motel Tax Fund	\$35,167,165	(\$28,773,135)
<b>\$85,201,268</b>	<b>\$54,399,791</b>	<b>\$63,940,300</b>	<b>TOTAL EXPENSES</b>	<b>\$35,167,165</b>	<b>(\$28,773,135)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	-	-	Full Time Equivalent	-	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Hotel/Motel Tax Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	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	-	
<b>TOTAL PERSONNEL</b>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$18,390,075)	Decrease 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	(\$10,383,060)	Decrease to properly align the budget to account for the taxes collected and will be transferred to the General Fund.
<b>TOTAL OTHER EXPENSES</b>	(\$28,773,135)	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	(\$28,773,135)	

FUND	VARIANCE (22-21)	EXPLANATION
Hotel/Motel Tax Fund	(\$28,773,135)	
<b>TOTAL EXPENSES</b>	(\$28,773,135)	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	





## FY22 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Rental/Motor Vehicle Tax Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	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	-	
<b>TOTAL PERSONNEL</b>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$215,148)	Decrease 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	-	
<b>TOTAL OTHER EXPENSES</b>	(\$215,148)	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	(\$215,148)	

FUND	VARIANCE (22-21)	EXPLANATION
Rental/Motor Vehicle Tax Fund	(\$215,148)	
<b>TOTAL EXPENSES</b>	(\$215,148)	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	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.

*Labor and Employee Relations* provides advice, counsel, and policy direction to all departments to ensure equal treatment and opportunities are extended at every touchpoint of the employee experience. It also supervises the City's grievance process for classified employees to equitably and timely resolve issues related to supervisory-employee relationships, working conditions, classification and pay, departmental policies and procedures, and discipline. To this end, the office conducts internal administrative investigations into allegations of discrimination, harassment, retaliation, workplace violence and bullying. It also facilitates the City's civil service system by supervising the filing and scheduling of adverse personnel action appeals filed by regular service, classified employees and all sworn employees in the police and fire departments. The office also serves as the point of contact for the City's labor unions.

*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 the leading edge internal EAP that serves as a flagship model for several national agencies, municipalities, universities, and major corporations. The Psychological Services and Employee Assistance Program is mission-critical and provides efficient crisis management, consultation, confidential counseling services, and wellness programming Citywide. Utilization of services amongst our employee clientele continues to be well above the national average for EAP providers across the country. PS/EAP has played an intricate role in the betterment of employee's mental health wellness, which has contributed to a reduction in overall behavioral health insurance costs and expenses in the City's Benefits unit, increased employee productivity, and positively impacted the City's overall bottom-line.

*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.
- Continuously 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.

**FY2021 Accomplishments**

- With equity being a core principle of the Administration's policies and agenda, removed pre-employment physical examinations and drug screening requirements for prospective City employees in non-safety sensitive positions to address systemic discrimination against applicants of communities of color which tend to be disproportionately affected.
- Executed process improvements to improve recruitment and onboarding timelines for departmental vacancies.
- Launched new Career Portal/Platform through CareerBuilder, Inc. for enhanced applicant experience.
- Partnered with LinkedIn for an enterprise solution to attract top tier talent while creating a talent network for current and prospective employees (current events, job advertisements, city announcements, employee spotlights, etc.).
- Participated in Mayor Bottoms' Virtual Inaugural LGBTQ Opportunity Fair.
- Partnered with the Mayor's Office of Immigrant Affairs and Atlanta Public Schools to host Resume Prep and Interview workshop(s) for Adult ESOL participants (English to Speakers of Other Languages).
- Developed and Implemented a Talent Skills and Analysis Assessment (TSAA) process to evaluate current COA employee's skills, experience, knowledge, and interests, with the view to provide recommendations for employment and promotional job opportunities that would be appropriate given the employee's accumulated transferable skills and experiences.
- Successful program delivery of Hazard Pay Program for mission critical employees and mandatory telework deployment of non-mission critical staff.

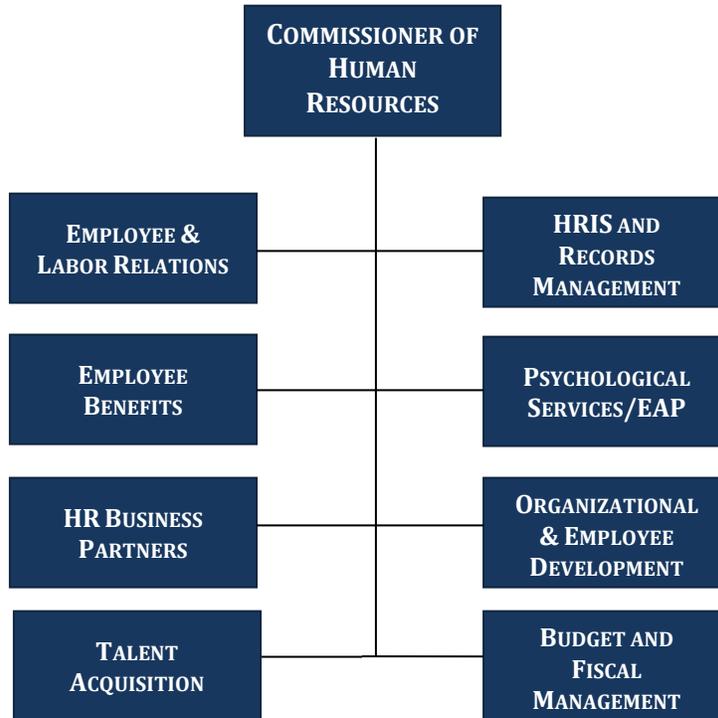
- Updated teleworking and associated policies to address the City's directed and optional telework programs moving forward as part of the "new normal".
- Established a direct testing program managed by the City through HealthStat to expand mission-critical employees' access to testing services and linking them to care through the City of Atlanta Wellness Center.
- Worked with our medical health care providers, Anthem Blue Cross Blue Shield of Georgia and Kaiser Permanente, to provide free testing through employees' primary care physicians.
- Completed the first virtual Open Enrollment for the 2021 Benefit Plan Year.
- Launched Other Post Employment Benefit (OPEB) Taskforce to assess the current and future obligations of the City's post-employment health insurance benefits.
- Completed implementation of the Defined Contribution Plan administrative change from VOYA Financial to Prudential Financial.
- Completed implementation of the Defined Benefit Plan administrative change from Zenith American Solution to Strategic Benefits Advisor.
- Continued COA Healthy Rewards Program with Anthem BCBS and Kaiser HMO.
- Completed two (2) additional onsite Fitness Centers at DWM Locations.
- Utilized virtual platform to conduct Professional Development Training and New Employee Orientation.
- Recognized and earned the distinction of being awarded the 2020 Award for Training Excellence in AAAE Digicast.
- Established performance metrics to track key HR metrics across the city on a monthly basis.
- Reinstated Civil Service Board (CSB) Remote Hearings to address classified employee appeals of adverse action and protect employees due process rights.
- With the approval of the CSB, enacted appeal policy and procedural changes, which has resulted in backlogged appeals being actively calendared and/or resolved by parties.
- Directed the creation of the new CSB webpage and electronic decisions archive to enhance employees' access to appeal information and increase transparency.
- Established provision of Employee Assistance Program (EAP) Services through Tele-Mental Health Platform.
- Completed EAP pulse checks with Atlanta Fire and Rescue Department and Atlanta Police Department. The first time in EAP history that we have met with every fire station on all three shifts and met with every zone on all three shifts. Additionally, we met with specialized units to include: Homicide, SVU, SWAT, AIU, and crime scene.
- Collaborated with APD to adopt and implement a SOP (standard operating procedure) which mandates that EAP be contacted to conduct a debriefing after an APD member has witnessed a traumatic incident. Additionally, the protocol ensures that APD officers receive mental health checkups/assessments more frequently.
- Established ongoing mental health training seminars and resources for public safety and mission-critical employees to address issues/concerns related to COVID-19, home-schooling/teleworking, depression and anxiety, stress management, and reintegrating back to work.
- Engaged in several risk management initiatives to include trainings related to workplace violence, bullying, and anger management.
- EAP continues to be mission critical by providing 24-hour crisis intervention and providing service to over 8,000 city of Atlanta employees and their immediate families. EAP's licensed clinicians continue to respond to and provide support for APD officers involved in a shooting and AFRD members that witness fire fatalities/traumatic accidents.

## **FY2022 Proposed Program Highlights**

- Partner with operating departments to implement strategies and solutions to drive business objectives through targeted talent acquisition and employee retention efforts.
- Prepare the City of Atlanta's workforce for resumption of complete operations.
- Deploy online learning portal through ATLCLOUD to facilitate self-paced citywide compliance training.
- Deploy enhanced performance evaluation through ATLCLOUD to support implementation of pay for performance opportunities.
- Develop and refresh all human resources policies to ensure current guidance is available for entire employee workforce through CityNet.
- Continue to define and analyze DHR metrics to measure individual and business performance.
- Identify opportunities for further digitalization to reduce paper and manual workflow.
- Rollout of Succession Planning.
- Partnering with City of Atlanta Reopening taskforce to develop "Telework" Training and facilitation to support Telework Policy & Telework Agreement.
- Support the portfolio of employee wellness initiatives in the Mayor's "Total Health" initiative.
- Educate and promote wellness initiatives specifically pertaining to self-care and suicide prevention.

# ORGANIZATIONAL CHART

HUMAN RESOURCES



# PERFORMANCE METRICS

HUMAN RESOURCES

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Eligible employees receiving annual performance evaluation	95%	95%	100%	100%
Average days to refer candidates	5	5	5	5
Employee Assistance Program utilization rate	9%	9%	7%	10%
Increase in overall healthcare claims costs	3%	5%	8%	9%
Increase in healthcare premiums	3%	5%	8%	16%





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$9,109,206	\$8,235,855	\$8,825,067	Salaries, Regular	\$7,840,353	(\$984,714)
(\$299)	\$0	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$692,839	\$562,351	\$364,484	Salaries, Extra Help	\$264,485	(\$99,999)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$13,325	\$20,113	\$5,184	Overtime	\$5,184	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,024,861	\$950,343	\$888,514	Pen Cont Gen Emp Pen Fd	\$899,894	\$11,380
\$399,705	\$348,813	\$249,364	Defined Contribution	\$207,867	(\$41,497)
\$40,876	\$4,078	\$6,107	Workers' Compensation	\$6,106	(\$1)
\$1,222,757	\$1,201,296	\$1,172,737	Other Personnel Costs	\$1,138,393	(\$34,344)
\$12,503,269	\$11,322,849	\$11,511,457	<b>TOTAL PERSONNEL</b>	\$10,362,282	(\$1,149,175)
<b>OTHER EXPENSES</b>					
\$551,065	\$619,291	\$877,096	Purchased / Contracted Services	\$877,096	\$0
\$96,409	\$45,929	\$88,408	Supplies	\$88,408	\$0
\$0	(\$101)	\$0	Capital Outlays	-	\$0
\$17,745	\$13,098	\$47,578	Interfund / Interdepartmental Charges	\$32,227	(\$15,351)
\$25,021	\$17,245	\$30,837	Other Costs	\$30,837	\$0
-	-	-	Debt Service	-	-
-	-	\$0	Conversion / Summary	-	\$0
\$0	\$0	\$0	Other Financing Uses	\$5,195	\$5,195
\$690,240	\$695,462	\$1,043,918	<b>TOTAL OTHER EXPENSES</b>	\$1,033,763	(\$10,155)
<b>\$13,193,509</b>	<b>\$12,018,310</b>	<b>\$12,555,376</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$11,396,045</b>	<b>(\$1,159,330)</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$7,037,838	\$6,510,363	\$6,280,048	General Fund	\$6,251,126	(\$28,922)
\$1,697,088	\$1,533,996	\$1,990,153	Airport Revenue Fund	\$1,694,802	(\$295,351)
\$368,547	\$401,459	\$397,261	Solid Waste Services Revenue Fund	\$250,465	(\$146,796)
\$2,613,519	\$2,360,714	\$2,420,596	Water & Wastewater Revenue Fund	\$1,920,057	(\$500,539)
\$71,873	\$72,459	\$70,427	Fleet Service Fund	\$70,864	\$438
\$1,404,645	\$1,139,320	\$1,396,891	Group Insurance Fund	\$1,208,731	(\$188,160)
<b>\$13,193,509</b>	<b>\$12,018,310</b>	<b>\$12,555,376</b>	<b>TOTAL EXPENSES</b>	<b>\$11,396,045</b>	<b>(\$1,159,330)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
141.00	153.00	144.00	Full Time Equivalent	138.00	(6.00)



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$4,592,016	\$4,284,603	\$4,371,243	Salaries, Regular	\$4,329,333	(\$41,910)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$580,113	\$385,023	\$227,952	Salaries, Extra Help	\$127,952	(\$100,000)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$8,465	\$14,562	\$0	Overtime	-	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$537,662	\$491,334	\$436,758	Pen Cont Gen Emp Pen Fd	\$512,539	\$75,781
\$228,321	\$194,240	\$131,351	Defined Contribution	\$103,791	(\$27,561)
\$2,337	\$1,533	\$2,172	Workers' Compensation	\$2,172	\$0
\$648,667	\$642,412	\$557,052	Other Personnel Costs	\$631,976	\$74,924
<b>\$6,597,579</b>	<b>\$6,013,708</b>	<b>\$5,726,530</b>	<b>TOTAL PERSONNEL</b>	<b>\$5,707,763</b>	<b>(\$18,767)</b>
			<i>OTHER EXPENSES</i>		
\$310,188	\$426,434	\$428,240	Purchased / Contracted Services	\$428,240	\$0
\$90,162	\$43,985	\$57,701	Supplies	\$57,701	\$0
-	-	-	Capital Outlays	-	-
\$17,745	\$13,077	\$47,578	Interfund / Interdepartmental Charges	\$32,227	(\$15,351)
\$22,164	\$13,158	\$20,000	Other Costs	\$20,000	-
-	-	-	Debt Service	-	-
-	-	\$0	Conversion / Summary	-	\$0
-	-	-	Other Financing Uses	\$5,195	\$5,195
<b>\$440,259</b>	<b>\$496,655</b>	<b>\$553,519</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$543,363</b>	<b>(\$10,156)</b>
<b>\$7,037,838</b>	<b>\$6,510,363</b>	<b>\$6,280,048</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,251,126</b>	<b>(\$28,922)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$7,037,838	\$6,510,363	\$6,280,048	General Fund	\$6,251,126	(\$28,922)
<b>\$7,037,838</b>	<b>\$6,510,363</b>	<b>\$6,280,048</b>	<b>TOTAL EXPENSES</b>	<b>\$6,251,126</b>	<b>(\$28,922)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
69.85	75.25	73.15	Full Time Equivalent	74.13	0.98



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$41,910)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$100,000)	Decrease due to personnel adjustments.
Salaries, Extra Help-Sworn	-	
Overtime	\$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$75,781	Increase due to personnel adjustments.
Defined Contribution	(\$27,561)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$74,924	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$18,767)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	This line includes costs associated with Sterling Infosystems, LinkedIn, Career Builder, and Xerox contract agreements.
Supplies	\$0	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$15,351)	Decrease to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes business meeting expense and Civil Services Board members expenditures.
Debt Service	-	
Conversion / Summary	\$0	
Other Financing Uses	\$5,195	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$10,156)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$28,922)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	(\$28,922)	
<b>TOTAL EXPENSES</b>	<b>(\$28,922)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	0.98	Increase due to personnel adjustments.





**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$272,860)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	\$0	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$22,203	Increase due to personnel adjustments.
Defined Contribution	(\$15,098)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$29,597)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$295,351)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$0	This line includes costs associated with contracted services for executive recruitment.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$295,351)</b>	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	(\$295,351)	
<b>TOTAL EXPENSES</b>	<b>(\$295,351)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(2.30)	Decrease due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Solid Waste Services Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>	
\$300,933	\$249,955	\$309,141	Salaries, Regular	\$177,698 (\$131,443)
-	-	-	Salaries, Perm Part-Time	-
-	-	-	Salaries, Sworn	-
-	\$33,996	\$2,675	Salaries, Extra Help	\$2,675
-	-	-	Salaries, Extra Help-Sworn	-
\$365	\$3,982	\$1,290	Overtime	\$1,290 \$0
-	-	-	Pen Cont Fire Pen Fd	-
-	-	-	Pen Cont Police Pen Fd	-
\$7,618	\$42,492	\$23,491	Pen Cont Gen Emp Pen Fd	\$23,593 \$102
\$14,934	\$13,707	\$10,160	Defined Contribution	\$8,425 (\$1,735)
\$255	\$692	\$1,098	Workers' Compensation	\$1,098 \$0
\$44,442	\$56,635	\$49,405	Other Personnel Costs	\$35,687 (\$13,719)
<b>\$368,547</b>	<b>\$401,459</b>	<b>\$397,261</b>	<b>TOTAL PERSONNEL</b>	<b>\$250,465 (\$146,796)</b>
			<i>OTHER EXPENSES</i>	
-	-	-	Purchased / Contracted Services	-
-	-	-	Supplies	-
-	-	-	Capital Outlays	-
-	-	-	Interfund / Interdepartmental Charges	-
-	-	-	Other Costs	-
-	-	-	Debt Service	-
-	-	-	Conversion / Summary	-
-	-	-	Other Financing Uses	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	<b>-</b>
<b>\$368,547</b>	<b>\$401,459</b>	<b>\$397,261</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$250,465 (\$146,796)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
\$368,547	\$401,459	\$397,261	Solid Waste Services Revenue Fund	\$250,465 (\$146,796)
<b>\$368,547</b>	<b>\$401,459</b>	<b>\$397,261</b>	<b>TOTAL EXPENSES</b>	<b>\$250,465 (\$146,796)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
6.35	7.35	6.55	Full Time Equivalent	5.93	(0.62)



## FY22 OPERATING BUDGET HIGHLIGHTS

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

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$131,443)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	\$0	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$102	Increase due to personnel adjustments.
Defined Contribution	(\$1,735)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	(\$13,719)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$146,796)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$146,796)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Solid Waste Services Revenue Fund	(\$146,796)	
<b>TOTAL EXPENSES</b>	<b>(\$146,796)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(0.62)	Decrease due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Water & Wastewater Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>EXPENDITURES AND APPROPRIATIONS</b>	
			<i>PERSONNEL</i>	
\$1,946,781	\$1,724,547	\$1,714,171	\$1,332,217	(\$381,954)
(\$299)	-	-	-	-
-	-	-	-	-
\$52,787	\$47,664	\$47,300	\$47,300	\$0
-	-	-	-	-
\$2,480	\$980	\$1,914	\$1,914	\$0
-	-	-	-	-
-	-	-	-	-
\$278,138	\$233,536	\$237,790	\$170,451	(\$67,339)
\$60,186	\$56,638	\$46,301	\$45,300	(\$1,001)
-	\$1,853	-	-	-
\$264,340	\$258,539	\$242,344	\$192,097	(\$50,246)
\$2,604,414	\$2,323,756	\$2,289,819	\$1,789,280	(\$500,539)
			<i>OTHER EXPENSES</i>	
\$6,338	\$34,897	\$93,206	\$93,206	\$0
\$68	-	\$26,734	\$26,734	\$0
-	-	-	-	-
-	-	-	-	-
\$2,700	\$2,060	\$10,837	\$10,837	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
\$9,106	\$36,957	\$130,777	\$130,777	\$0
<b>\$2,613,519</b>	<b>\$2,360,714</b>	<b>\$2,420,596</b>	<b>\$1,920,057</b>	<b>(\$500,539)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>FUND</b>	
\$2,613,519	\$2,360,714	\$2,420,596	\$1,920,057	(\$500,539)
<b>\$2,613,519</b>	<b>\$2,360,714</b>	<b>\$2,420,596</b>	<b>\$1,920,057</b>	<b>(\$500,539)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
26.40	29.20	27.70	Full Time Equivalent	23.90	(3.80)



## FY22 OPERATING BUDGET HIGHLIGHTS

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

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$381,954)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	\$0	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$67,339)	Decrease due to personnel adjustments.
Defined Contribution	(\$1,001)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$50,246)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$500,539)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	This line includes costs associated with Sterling Background, LinkedIn, Career Builder, and Xerox contract agreements.
Supplies	\$0	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes costs associated with compensation for board members and business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$500,539)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Water & Wastewater Revenue Fund	(\$500,539)	
<b>TOTAL EXPENSES</b>	<b>(\$500,539)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(3.80)	Decrease due to personnel adjustments.





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

#### Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$7,152	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$0	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$9,839)	Decrease due to personnel adjustments.
Defined Contribution	\$2,661	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$463	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$438</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$438</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Fleet Service Fund	\$438	
<b>TOTAL EXPENSES</b>	<b>\$438</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	0.74	Increase due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Group Insurance Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$846,394	\$759,955	\$814,646	Salaries, Regular	\$650,946	(\$163,700)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$41,787	\$13,653	\$55,354	Salaries, Extra Help	\$55,354	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$928	\$23	\$1,041	Overtime	\$1,041	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$103,058	\$95,327	\$95,368	Pen Cont Gen Emp Pen Fd	\$85,840	(\$9,528)
\$32,150	\$26,604	\$19,561	Defined Contribution	\$20,798	\$1,236
\$38,283	-	\$2,836	Workers' Compensation	\$2,836	\$0
\$107,200	\$105,854	\$99,683	Other Personnel Costs	\$83,514	(\$16,169)
<b>\$1,169,801</b>	<b>\$1,001,416</b>	<b>\$1,088,489</b>	<b>TOTAL PERSONNEL</b>	<b>\$900,329</b>	<b>(\$188,160)</b>
			<i>OTHER EXPENSES</i>		
\$228,508	\$135,926	\$304,841	Purchased / Contracted Services	\$304,841	\$0
\$6,180	\$1,944	\$3,561	Supplies	\$3,561	\$0
-	(\$101)	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$157	\$136	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$234,844	\$137,904	\$308,402	<b>TOTAL OTHER EXPENSES</b>	<b>\$308,402</b>	<b>\$0</b>
<b>\$1,404,645</b>	<b>\$1,139,320</b>	<b>\$1,396,891</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,208,731</b>	<b>(\$188,160)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$1,404,645	\$1,139,320	\$1,396,891	Group Insurance Fund	\$1,208,731	(\$188,160)
<b>\$1,404,645</b>	<b>\$1,139,320</b>	<b>\$1,396,891</b>	<b>TOTAL EXPENSES</b>	<b>\$1,208,731</b>	<b>(\$188,160)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
12.00	13.00	11.00	Full Time Equivalent	10.00	(1.00)



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Group Insurance Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$163,700)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	\$0	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$9,528)	Decrease due to personnel adjustments.
Defined Contribution	\$1,236	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	(\$16,169)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$188,160)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$0	This line includes costs associated with the Wellness Center agreement.
Supplies	\$0	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$188,160)</b>	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Group Insurance Fund	(\$188,160)	
<b>TOTAL EXPENSES</b>	<b>(\$188,160)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(1.00)	Decrease due to personnel adjustments.



# 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

- Fire Suppression
- Emergency Medical Response
- Hazardous Materials Response
- Homeland Security
- Fire Prevention Education

## Summary of Operations

The Atlanta Fire Rescue Department provides fire mitigation, rescue services, and emergency medical services to more than 507,000 residents, businesses, and visitors. As an all-hazard department, AFRD responds within a 134.02 square mile area including more than 60 miles of interstate highways, 23 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 1,153 of which 1,050 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 missions, 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, Accreditation Section, Office of Chaplaincy, Assessment and Planning Section, 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 division assures strategic business continuity across both General Fund and Airport Revenue Fund accounts. In addition to financial oversight, this division plans and 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 includes the Real Property section for fire station maintenance and repair coordination with the Department of Enterprise Asset Management. In addition, the division houses the Fire Training Academy, Community Risk Reduction and the Fire Marshal's Office, Fire Investigations, Fire Inspections, and Community Affairs. Lastly, the division has a Logistics section which includes the department's Fleet Liaison, Warehouse and Fire Equipment, and 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**

**Enhance Emergency Medical Services preparedness necessary for effective responses and employee safety during epidemics and pandemics.**

**Maintain Class 1 Insurance Service Office (ISO) Rating.**

**Improve response to fires and Emergency Medical Service (EMS) calls:**

- Maintain adequate staffing 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.**

**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.

## **FY2021 Accomplishments**

- In partnership with the Mayor's Administration and the Atlanta Fire Foundation, successfully developed and implemented the AFRD Competitive Compensation Program for all sworn firefighters.
- Proactively responded to May and June 2020 Protests throughout the City.
- Proactively responded to the COVID-19 Pandemic through partnership with local, state and national agencies.
- Continued AFRD Safety Stand Down in response to COVID-19.
- Challenged and modified traditional Fire Inspections and Community Risk Reduction Services by introducing virtual operations.
- Achieved re-accreditation through Commission for Public Safety Excellence Accreditation.
- Maintained Insurance Service Office rating of one.
- Maintained Paramedic Program accredited status from the Commission on Accreditation of Allied Health Education Programs.
- Enhanced Geographic Information System (GIS) and performance measurement systems and processes.
- Launched comprehensive assessment of personal protection equipment and began phased approach to replacing expired items.
- Continued Apparatus Replacement plan purchasing in both Airport Operations and Field Operations enhancing fleet with Fire engines, trucks and a new Rosenbauer Aircraft Rescue and Fire Fighting (ARFF) response units and Foam units.
- Continued the Station Replacement and Refurbishment plan.
- Improved Fire Standard of Response Coverage (SORC).
- Maintained EMS Standard of Response Coverage (SORC).
- 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.
- Continued recruitment efforts through the Delayed Entry program in local high schools.
- Continued AFRD's Senior Link Program.

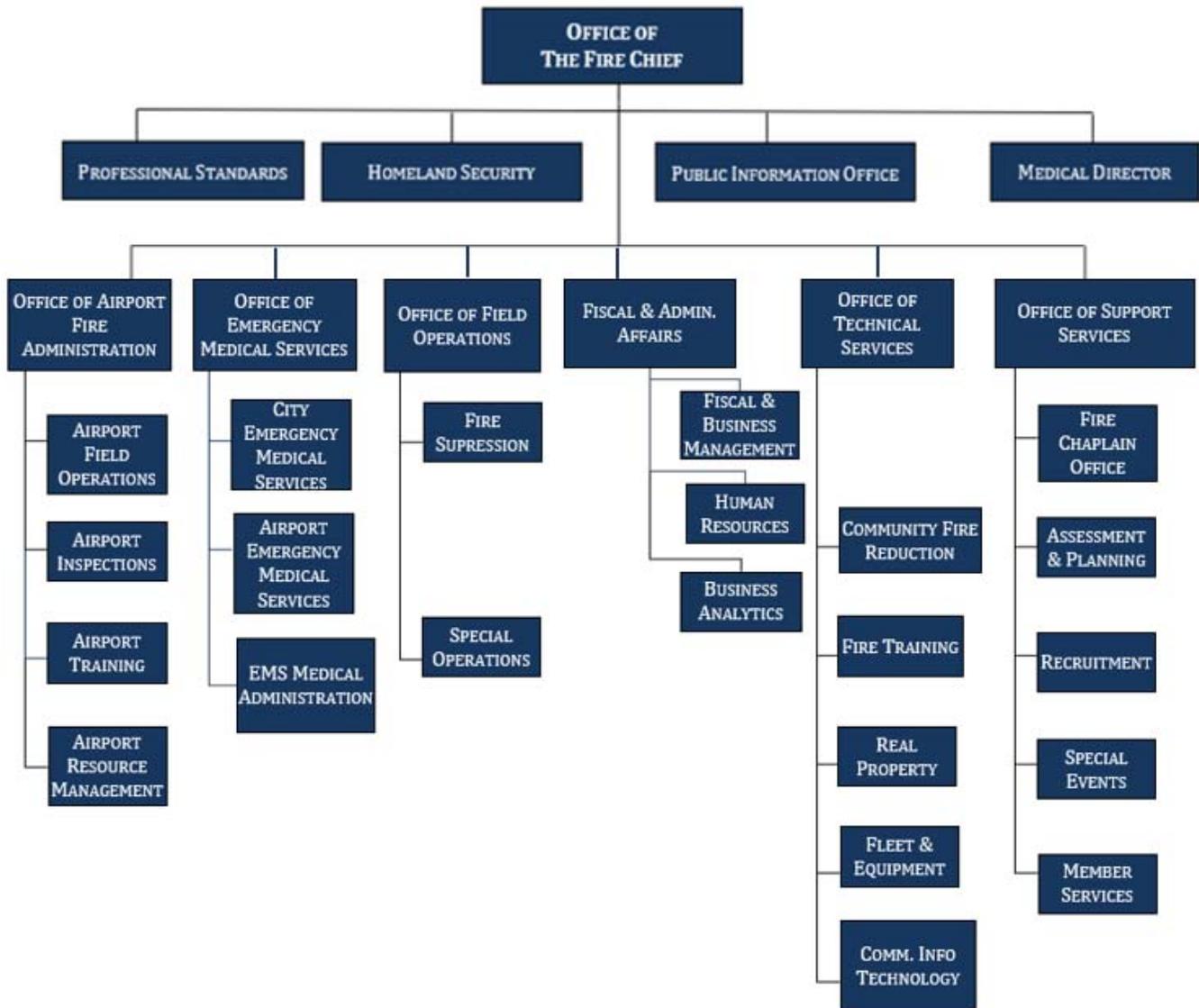
- Enhanced civilian Mobile Medic Response Teams at Hartsfield-Jackson Atlanta International Airport (H-JAIA).
- Successfully completed the 2021 Federal Aviation Administration (FAA) Certification Inspection with no material deficiencies.
- Continued training service delivery at H-JAIA through additional staffing, resources, and training programs.

### **FY2022 Proposed Program Highlights**

- Maintain readiness and response to the novel Coronavirus-19, other infectious diseases and other environmental challenges.
- Continue all efforts that assures the safety and wellness of AFRD and city employees during epidemic and pandemic instances.
- Maintain adequate supplies and equipment to sustain the City of Atlanta during emergency responses or special events within the City.
- Redefine and remodel AFRD to best serve the City of Atlanta during the post-pandemic era.
- Maintain Accredited Status.
- Maintain Class 1 ISO Rating.
- Maintain response times to typical fire risks providing four firefighters within five minutes.
- Maintain 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 in both fund areas: General Fund and Enterprise Fund.
- Continue execution and implementation of the 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.
- Aviation Administration relocation for efficiency improvements.
- Implement Geographic Information System (GIS) to enhance Fire hydrant database in partnership with Watershed Management.
- Create Standard Operating Procedures (SOP) for ARFF training, FAA Par 139 Inspection Preparations, and Aviation Fire Division Operational Procedure.

# ORGANIZATIONAL CHART

FIRE RESCUE SERVICES



## PERFORMANCE METRICS

FIRE RESCUE SERVICES

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b>Public Safety</b>				
Number of Incidents	87,404	88,042	83,687	83,687
Number of Fire Incidents	16,406	15,991	17,450	17,450
Number of EMS Incidents	59,909	66,054	56,578	55,578
90 <sup>th</sup> Percentile 1 <sup>st</sup> Due Total Response Time Structure Fire All Risk	7:49	7:38	7:47	7:47
90 <sup>th</sup> Percentile 1 <sup>st</sup> Due Total Response Time EMS All Risk	9:06	9:06	9:26	9:26



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$4,938,629	\$4,833,592	\$4,728,825	Salaries, Regular	\$4,936,257	\$207,433
\$40,905	(\$12,449)	-	Salaries, Perm Part-Time	\$0	\$0
\$50,484,675	\$54,299,517	\$59,869,725	Salaries, Sworn	\$63,777,755	\$3,908,029
\$257,441	\$101,311	\$241,136	Salaries, Extra Help	\$241,136	\$0
\$842,452	\$690,161	\$0	Salaries, Extra Help-Sworn	-	\$0
\$15,562,336	\$11,134,870	\$7,178,206	Overtime	\$7,412,172	\$233,966
\$20,700,519	\$15,628,239	\$25,725,000	Pen Cont Fire Pen Fd	\$25,725,000	\$0
\$1,830	\$6,122	-	Pen Cont Police Pen Fd	-	-
\$943,762	\$877,296	\$847,301	Pen Cont Gen Emp Pen Fd	\$1,241,280	\$393,979
\$672,603	\$842,486	\$2,726,665	Defined Contribution	\$1,917,900	(\$808,765)
\$859,174	\$1,230,402	\$1,092,017	Workers' Compensation	\$1,092,018	\$0
\$11,190,593	\$13,348,676	\$9,444,763	Other Personnel Costs	\$10,850,013	\$1,405,250
\$106,494,918	\$102,980,224	\$111,853,639	<b>TOTAL PERSONNEL</b>	\$117,193,531	\$5,339,892
<b>OTHER EXPENSES</b>					
\$2,988,554	\$1,900,578	\$3,803,270	Purchased / Contracted Services	\$3,717,365	(\$85,905)
\$4,894,569	\$5,301,132	\$4,847,589	Supplies	\$4,017,486	(\$830,103)
\$562,679	\$761,651	\$597,821	Capital Outlays	\$15,624	(\$582,197)
\$7,033,390	\$4,461,546	\$4,176,369	Interfund / Interdepartmental Charges	\$5,939,988	\$1,763,619
\$10,510	\$4,007	\$2,070	Other Costs	\$3,030	\$960
-	-	\$0	Debt Service	-	\$0
-	-	-	Conversion / Summary	-	-
\$3,052,635	\$3,409,052	\$3,564,450	Other Financing Uses	\$4,341,676	\$777,226
\$18,542,338	\$15,837,966	\$16,991,569	<b>TOTAL OTHER EXPENSES</b>	\$18,035,169	\$1,043,600
<b>\$125,037,256</b>	<b>\$118,818,190</b>	<b>\$128,845,208</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$135,228,700</b>	<b>\$6,383,492</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$97,466,862	\$94,055,761	\$96,762,247	General Fund	\$104,371,848	\$7,609,601
\$27,570,643	\$24,762,429	\$32,082,960	Airport Revenue Fund	\$30,856,851	(\$1,226,109)
(\$250)	\$0	\$0	Water & Wastewater Revenue Fund	-	\$0
<b>\$125,037,256</b>	<b>\$118,818,190</b>	<b>\$128,845,208</b>	<b>TOTAL EXPENSES</b>	<b>\$135,228,700</b>	<b>\$6,383,492</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
1,186.00	1,153.00	1,207.33	Full Time Equivalent	1,184.33	(23.00)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services General Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$3,835,075	\$3,821,199	\$3,659,580	Salaries, Regular	\$3,780,154	\$120,574
\$40,905	(\$12,449)	-	Salaries, Perm Part-Time	-	-
\$39,637,801	\$42,720,712	\$45,496,568	Salaries, Sworn	\$49,684,219	\$4,187,651
\$257,281	\$101,311	\$241,136	Salaries, Extra Help	\$241,136	-
\$801,145	\$690,161	-	Salaries, Extra Help-Sworn	-	-
\$11,827,796	\$8,431,610	\$4,068,262	Overtime	\$4,302,228	\$233,966
\$15,825,900	\$12,034,224	\$20,034,691	Pen Cont Fire Pen Fd	\$20,034,691	\$0
\$954	\$6,122	-	Pen Cont Police Pen Fd	-	-
\$677,965	\$664,502	\$583,705	Pen Cont Gen Emp Pen Fd	\$711,843	\$128,139
\$613,744	\$739,040	\$2,126,538	Defined Contribution	\$1,558,281	(\$568,257)
\$624,457	\$1,123,710	\$768,471	Workers' Compensation	\$768,471	\$0
\$8,872,681	\$10,299,990	\$7,179,900	Other Personnel Costs	\$8,408,933	\$1,229,033
<b>\$83,015,704</b>	<b>\$80,620,131</b>	<b>\$84,158,850</b>	<b>TOTAL PERSONNEL</b>	<b>\$89,489,955</b>	<b>\$5,331,105</b>
			<i>OTHER EXPENSES</i>		
\$2,226,283	\$1,824,401	\$2,449,901	Purchased / Contracted Services	\$2,759,363	\$309,462
\$3,452,817	\$4,701,880	\$3,326,448	Supplies	\$3,027,970	(\$298,478)
\$96,489	\$33,598	\$85,901	Capital Outlays	\$15,624	(\$70,277)
\$5,621,288	\$3,463,970	\$3,174,627	Interfund / Interdepartmental Charges	\$4,735,190	\$1,560,563
\$1,645	\$2,729	\$2,070	Other Costs	\$2,070	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$3,052,635	\$3,409,052	\$3,564,450	Other Financing Uses	\$4,341,676	\$777,226
<b>\$14,451,158</b>	<b>\$13,435,630</b>	<b>\$12,603,397</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$14,881,893</b>	<b>\$2,278,496</b>
<b>\$97,466,862</b>	<b>\$94,055,761</b>	<b>\$96,762,247</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$104,371,848</b>	<b>\$7,609,601</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$97,466,862	\$94,055,761	\$96,762,247	General Fund	\$104,371,848	\$7,609,601
<b>\$97,466,862</b>	<b>\$94,055,761</b>	<b>\$96,762,247</b>	<b>TOTAL EXPENSES</b>	<b>\$104,371,848</b>	<b>\$7,609,601</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
926.00	889.00	947.33	Full Time Equivalent	924.33	(23.00)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$120,574	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	\$4,187,651	Increase due to Public Safety compensation and additional fire fighters.
Salaries, Extra Help	-	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	\$233,966	Increase to properly align the budget based on anticipated operational activity. Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	\$0	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$128,139	Increase due to personnel adjustments.
Defined Contribution	(\$568,257)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$1,229,033	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$5,331,105</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$309,462	Increase to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes costs associated with the Lytx Drive Cams, Medical Service Provider, Target Solutions Learning, Phipps Plaza Lease Payments, Lieutenants & Captains Promotional testing and Calcium Wellness testing.
Supplies	(\$298,478)	Decrease to properly align the budget based on anticipated usage of supplies. This line includes costs associated with furniture, equipment, and annual GALLS uniform allotment.
Capital Outlays	(\$70,277)	Decrease to properly align the budget based on anticipated capital related expenses. This line includes equipment expenses.
Interfund / Interdepartmental Charges	\$1,560,563	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	\$0	This line includes Commissioner Contingency expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$777,226	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$2,278,496</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$7,609,601</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$7,609,601	
<b>TOTAL EXPENSES</b>	<b>\$7,609,601</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(23.00)	Decrease due to personnel adjustments.



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services

#### Airport Revenue Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$1,103,553	\$1,012,393	\$1,069,244	Salaries, Regular	\$1,156,104	\$86,859
-	-	-	Salaries, Perm Part-Time	-	-
\$10,846,873	\$11,578,806	\$14,373,158	Salaries, Sworn	\$14,093,536	(\$279,622)
\$160	-	-	Salaries, Extra Help	-	-
\$41,307	-	-	Salaries, Extra Help-Sworn	-	-
\$3,734,540	\$2,703,260	\$3,109,944	Overtime	\$3,109,944	\$0
\$4,874,618	\$3,594,015	\$5,690,309	Pen Cont Fire Pen Fd	\$5,690,309	\$0
\$876	-	-	Pen Cont Police Pen Fd	-	-
\$265,797	\$212,794	\$263,596	Pen Cont Gen Emp Pen Fd	\$529,437	\$265,841
\$58,860	\$103,446	\$600,127	Defined Contribution	\$359,620	(\$240,507)
\$234,717	\$106,693	\$323,547	Workers' Compensation	\$323,547	\$0
\$2,317,912	\$3,048,686	\$2,264,863	Other Personnel Costs	\$2,441,080	\$176,217
\$23,479,214	\$22,360,093	\$27,694,788	<b>TOTAL PERSONNEL</b>	\$27,703,575	\$8,787
			<i>OTHER EXPENSES</i>		
\$762,521	\$76,177	\$1,353,369	Purchased / Contracted Services	\$958,002	(\$395,367)
\$1,441,752	\$599,251	\$1,521,141	Supplies	\$989,516	(\$531,625)
\$466,191	\$728,053	\$511,920	Capital Outlays	-	(\$511,920)
\$1,412,101	\$997,576	\$1,001,742	Interfund / Interdepartmental Charges	\$1,204,798	\$203,056
\$8,865	\$1,278	-	Other Costs	\$960	\$960
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$4,091,430	\$2,402,336	\$4,388,172	<b>TOTAL OTHER EXPENSES</b>	\$3,153,276	(\$1,234,896)
<b>\$27,570,643</b>	<b>\$24,762,429</b>	<b>\$32,082,960</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$30,856,851</b>	<b>(\$1,226,109)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$27,570,643	\$24,762,429	\$32,082,960	Airport Revenue Fund	\$30,856,851	(\$1,226,109)
<b>\$27,570,643</b>	<b>\$24,762,429</b>	<b>\$32,082,960</b>	<b>TOTAL EXPENSES</b>	<b>\$30,856,851</b>	<b>(\$1,226,109)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
260.00	264.00	260.00	Full Time Equivalent	260.00	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services

#### Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$86,859	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	(\$279,622)	Decrease due to personnel adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$0	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	\$0	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$265,841	Increase due to personnel adjustments.
Defined Contribution	(\$240,507)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$176,217	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$8,787</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$395,367)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes costs associated with the Medical Service Provider, Target Solutions Learning, Lieutenants & Captains Promotional testing and Calcium Wellness testing.
Supplies	(\$531,625)	Decrease to properly align the budget based on anticipated usage of supplies. This line includes costs associated with fire suppression agents, equipment, and annual GALLS uniform allotment.
Capital Outlays	(\$511,920)	Decrease to properly align the budget based on anticipated capital related expenses. This line includes equipment expenses.
Interfund / Interdepartmental Charges	\$203,056	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	\$960	Increase to properly align the budget based on anticipated expenses for other costs. This line includes Marta expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$1,234,896)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,226,109)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Airport Revenue Fund	(\$1,226,109)	
<b>TOTAL EXPENSES</b>	<b>(\$1,226,109)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



# 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 provides service to Hartsfield-Jackson Atlanta International Airport (HJAIA). The Department works closely with Neighborhood Planning Units (NPU), independent community organizations, and business associations 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, SWAT, APEX, and Code Enforcement Section operations.

*The Contingency Operations Division (COD)* is responsible for E911, Video Integration Center (VIC), 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, Body Worn Camera Unit, 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 Atlanta Police Historical Society, Planning & Research, Accreditation, Staff Inspections, Project Management, Open Records, Tactical 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, Information Services, and the Training Academy.

## Goals

- Reduce crime through targeted enforcement of violent repeat offenders.
- Expand community and law enforcement partnerships.
- Increase the department's technological footprint in economically challenged areas of the city.

## FY2021 Accomplishments

- The Atlanta Police Department achieved a 14% reduction in overall crimes in CY2020.
- Documented an additional 243 gang members, raising the number of documented gang members to 2,889.
- The fugitive Unit began participation in APD's "10 Most Wanted" program. Created PSA's resulting in the capture of 10 offenders to date.
- Continued work with the Atlanta Crime Research Center (ACRC) in partnership with Georgia State University and the Atlanta Police Foundation.
- Coordinated Response to COVID-19 pandemic, created policy and guidance and introduced the COVID-19 Contact Chart.
- Continued the partnership of Special Victims Unit (SVU) with other metro law enforcement personnel to continue investigations into the Atlanta Sexual Assault Cold Case.
- Homicide captured a serial killer on a killing spree targeting homeless persons at the height of civil unrest and rioting,
- The Airport Section decreased officer response time to TSA checkpoints to address undeclared weapons to less than four minutes.
- Continued technology enhancements to the Video Integration Center camera footprint.
- The Police Athletic League (PAL) served over 350 families during Christmas.
- Partnered with Atlanta Public Schools to serve 1,500 meals weekly during the pandemic shutdown.
- Achieved 94% Compliance of Body Camera usage.
- Restructured the Atlanta Police Leadership Institute (APLI) and increased enrollment by 100%. The APD APLI program was featured in the February 2021 Police Chief Magazine.
- Animal Cruelty (ACIP) investigated approximately 150 Animal Cruelty cases.
- The HOPE team connected approximately 250 Homeless with permanent housing and connected approximately 300 with temporary housing through external providers.

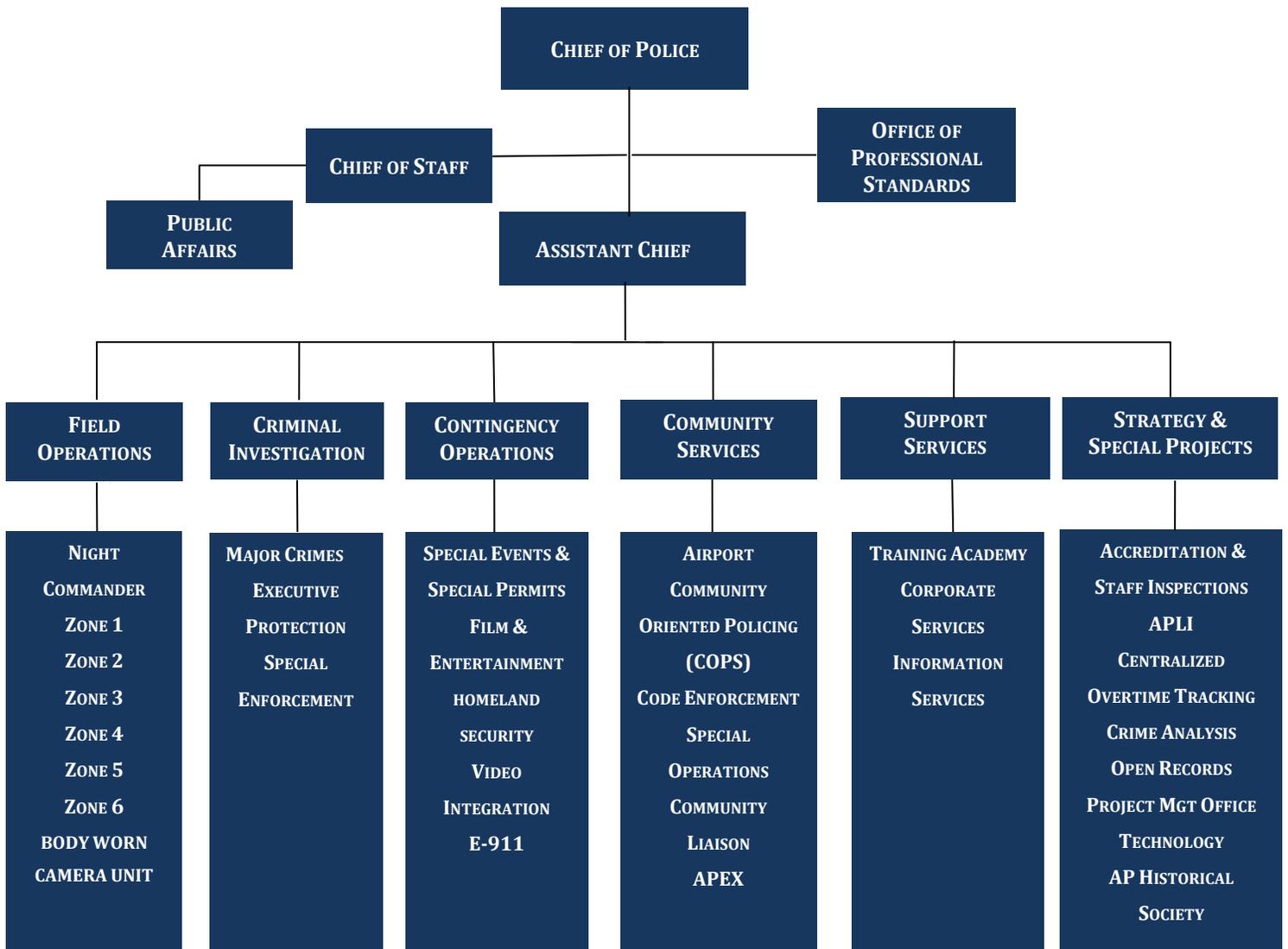
- Transitioned the department to a new Record Management System (RMS).
- Transitioned the department from the Summary Reporting System, Uniform Crime Report (UCR) to the National Incident Based Reporting System (NIBRS) Uniform Crime Report.
- Implemented the Police Animal Wellness Support (PAWS) Unit as a proactive officer support initiative.
- Opened a new 20,000+ sq. ft. LEED Silver Certified Zone 3 Precinct.
- Increased the size and capabilities of the Civil Disturbance Unit, and Bicycle Response team with additional training.
- Explored alternative non-lethal methods for crowd control in response to civil unrest situations.
- Continued work with at-risk youth via the mentorship, group exercise, confidence building, and team building skills programs at the At-Promise Center.
- Participated in the groundbreaking of the 3<sup>rd</sup> At-Promise Center coordinated by the Atlanta Police Foundation.
- Implemented the E-911 Center pay study, re-organization of the supervision, and promotions throughout various levels.

## FY2022 Proposed Program Highlights

- Initiate planning of a joint Public Safety Academy.
- Open a 3<sup>rd</sup> At-Promise Center.
- Complete Implementation of a new Computer-Aided Dispatch (CAD) System.

# ORGANIZATIONAL CHART

*POLICE SERVICES*



# PERFORMANCE METRICS

## POLICE SERVICES

PERFORMANCE MEASURE	2019 ACTUALS	2020 ACTUALS	2021 TARGET	2022 TARGET
<b>Public Safety</b>				
Major Crimes Total	25,248	21,593	19,434	19,057
Homicide	99	157	141	135
Rape	224	106	95	91
Robbery	1,019	865	778	747
Aggravated Assaults	2,025	2,317	2,085	2,002
Burglaries	2,850	2,110	1,899	1,823
Larcenies	16,064	12,928	11,636	11,171
Auto Thefts	2,976	3,110	2,799	2,687
9-1-1 Call Volume	904,778	749,421	711,950	800,000
9-1-1 Call Answer Time, Less Than 10 Seconds	96%	86%	91%	95%
9-1-1 Call Dispatch, Overall Time (High Priority Calls)	2:20 min	3:18 min	2:55 min	2:40 min
Code Enforcement, New Cases Received	10,337	6,336	7,000	7,350
Code Enforcement, Compliance Resolution Cases Closed	122	135	200	225
Code Enforcement, Inspection Cases Closed	10,772	5,274	5,800	6,000

\*CALENDAR YEAR DATA



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$17,470,700	\$18,164,277	\$20,820,656	Salaries, Regular	\$19,816,998	(\$1,003,658)
\$114,979	\$67,461	-	Salaries, Perm Part-Time	-	-
\$99,579,711	\$111,305,308	\$116,859,434	Salaries, Sworn	\$126,601,645	\$9,742,210
\$727,627	\$1,836,252	\$263,698	Salaries, Extra Help	\$263,698	\$0
\$2,676,185	\$3,014,408	\$0	Salaries, Extra Help-Sworn	-	\$0
\$17,040,643	\$18,148,453	\$12,094,271	Overtime	\$7,852,130	(\$4,242,141)
\$2,071	\$494	-	Pen Cont Fire Pen Fd	-	-
\$30,890,011	\$21,293,476	\$35,159,631	Pen Cont Police Pen Fd	\$42,262,024	\$7,102,394
\$3,766,167	\$4,129,041	\$4,974,513	Pen Cont Gen Emp Pen Fd	\$5,633,869	\$659,356
\$1,524,875	\$1,883,922	\$5,389,386	Defined Contribution	\$4,324,577	(\$1,064,809)
\$3,642,511	\$2,228,984	\$4,405,986	Workers' Compensation	\$4,402,371	(\$3,615)
\$20,841,292	\$24,270,943	\$20,624,557	Other Personnel Costs	\$22,336,481	\$1,711,924
\$198,276,772	\$206,343,020	\$220,592,133	<b>TOTAL PERSONNEL</b>	\$233,493,793	\$12,901,660
			<b>OTHER EXPENSES</b>		
\$18,222,077	\$18,424,448	\$17,214,638	Purchased / Contracted Services	\$18,360,344	\$1,145,706
\$7,290,917	\$6,429,481	\$4,437,818	Supplies	\$4,279,497	(\$158,321)
\$439,852	\$1,289,424	\$6,138,782	Capital Outlays	\$5,971,782	(\$167,000)
\$9,644,615	\$8,941,357	\$7,814,819	Interfund / Interdepartmental Charges	\$10,151,264	\$2,336,445
\$60,491	\$108,815	\$443,014	Other Costs	\$441,014	(\$2,000)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$2,260,597	\$2,126,880	\$3,004,764	Other Financing Uses	\$3,155,431	\$150,667
\$37,918,549	\$37,320,406	\$39,053,836	<b>TOTAL OTHER EXPENSES</b>	\$42,359,332	\$3,305,496
<b>\$236,195,321</b>	<b>\$243,663,427</b>	<b>\$259,645,968</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$275,853,125</b>	<b>\$16,207,157</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$199,933,504	\$207,259,853	\$215,013,960	General Fund	\$230,234,324	\$15,220,364
\$19,864,724	\$20,036,152	\$24,286,380	Airport Revenue Fund	\$24,725,223	\$438,843
\$197,028	\$103,180	\$134,100	Water & Wastewater Revenue Fund	\$0	(\$134,100)
\$16,200,065	\$16,264,242	\$20,211,528	Emergency Telephone System	\$20,893,577	\$682,049
<b>\$236,195,321</b>	<b>\$243,663,427</b>	<b>\$259,645,968</b>	<b>TOTAL EXPENSES</b>	<b>\$275,853,125</b>	<b>\$16,207,157</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
2,583.00	2,373.00	2,594.00	Full Time Equivalent	2,603.00	9.00



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services General Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$11,288,197	\$11,622,136	\$13,407,925	Salaries, Regular	\$12,358,111	(\$1,049,814)
\$114,979	\$67,461	-	Salaries, Perm Part-Time	-	-
\$89,471,971	\$100,837,256	\$103,616,365	Salaries, Sworn	\$113,641,324	\$10,024,959
\$514,050	\$1,369,899	-	Salaries, Extra Help	-	-
\$2,343,955	\$2,635,806	-	Salaries, Extra Help-Sworn	-	-
\$11,468,452	\$12,658,382	\$8,050,574	Overtime	\$4,050,608	(\$3,999,966)
\$2,071	\$494	-	Pen Cont Fire Pen Fd	-	-
\$28,244,521	\$19,489,736	\$31,517,873	Pen Cont Police Pen Fd	\$37,880,557	\$6,362,684
\$2,365,595	\$2,605,325	\$3,157,591	Pen Cont Gen Emp Pen Fd	\$3,375,383	\$217,792
\$1,398,778	\$1,746,100	\$4,730,238	Defined Contribution	\$3,771,828	(\$958,409)
\$3,562,925	\$2,156,664	\$4,322,003	Workers' Compensation	\$4,322,003	\$0
\$17,862,684	\$20,864,927	\$17,395,862	Other Personnel Costs	\$18,847,326	\$1,451,464
<b>\$168,638,179</b>	<b>\$176,054,186</b>	<b>\$186,198,430</b>	<b>TOTAL PERSONNEL</b>	<b>\$198,247,140</b>	<b>\$12,048,710</b>
			<i>OTHER EXPENSES</i>		
\$12,700,779	\$13,490,984	\$8,996,657	Purchased / Contracted Services	\$9,996,692	\$1,000,035
\$7,044,108	\$6,262,692	\$3,490,428	Supplies	\$3,455,602	(\$34,826)
\$433,102	\$1,093,787	\$5,600,442	Capital Outlays	\$5,600,442	\$0
\$8,841,339	\$8,213,844	\$7,283,724	Interfund / Interdepartmental Charges	\$9,339,503	\$2,055,779
\$15,400	\$17,481	\$439,514	Other Costs	\$439,514	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$2,260,597	\$2,126,880	\$3,004,764	Other Financing Uses	\$3,155,431	\$150,667
<b>\$31,295,325</b>	<b>\$31,205,667</b>	<b>\$28,815,530</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$31,987,184</b>	<b>\$3,171,654</b>
<b>\$199,933,504</b>	<b>\$207,259,853</b>	<b>\$215,013,960</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$230,234,324</b>	<b>\$15,220,364</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$199,933,504	\$207,259,853	\$215,013,960	General Fund	\$230,234,324	\$15,220,364
<b>\$199,933,504</b>	<b>\$207,259,853</b>	<b>\$215,013,960</b>	<b>TOTAL EXPENSES</b>	<b>\$230,234,324</b>	<b>\$15,220,364</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
2,198.00	1,953.00	2,223.00	Full Time Equivalent	2,232.00	9.00



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$1,049,814)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	\$10,024,959	Increase due to Public Safety compensation and additional police officers.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	(\$3,999,966)	Decrease to properly align the budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	\$6,362,684	Increase due to personnel and pension rate adjustments.
Pen Cont Gen Emp Pen Fd	\$217,792	Increase due to personnel adjustments.
Defined Contribution	(\$958,409)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$1,451,464	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$12,048,710</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$1,000,035	Increase to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes Demolition, Body Camera maintenance and various contracts such as Motorola and GC&E.
Supplies	(\$34,826)	Decrease to properly align the budget based on anticipated usage of supplies. This line includes utilities, general office supplies and contracts such as GALLS uniforms and GT Distributors.
Capital Outlays	\$0	This line includes expenses related to AXON contract.
Interfund / Interdepartmental Charges	\$2,055,779	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$150,667	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$3,171,654</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$15,220,364</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$15,220,364	
<b>TOTAL EXPENSES</b>	<b>\$15,220,364</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	9.00	Increase due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Police Services**  
**Airport Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>EXPENDITURES AND APPROPRIATIONS</b>	
			<i>PERSONNEL</i>	
\$612,553	\$842,627	\$265,909	\$279,904	\$13,995
-	-	-	-	-
\$9,949,245	\$10,266,168	\$13,159,208	\$12,960,321	(\$198,887)
\$20,563	\$174,114	-	-	-
\$332,230	\$372,039	-	-	-
\$3,505,015	\$3,586,304	\$3,119,792	\$2,877,617	(\$242,175)
-	-	-	-	-
\$2,494,903	\$1,717,057	\$3,556,659	\$4,346,677	\$790,018
\$42,546	\$39,148	\$244,055	\$275,906	\$31,851
\$11,681	\$12,251	\$505,814	\$388,000	(\$117,813)
\$43,464	\$54,921	\$43,770	\$43,770	\$0
\$1,836,161	\$2,109,112	\$1,751,068	\$1,942,356	\$191,288
\$18,848,361	\$19,173,740	\$22,646,275	\$23,114,551	\$468,276
			<i>OTHER EXPENSES</i>	
\$107,823	\$47,872	\$97,194	\$79,590	(\$17,604)
\$102,729	\$87,026	\$469,976	\$346,481	(\$123,495)
-	-	\$538,340	\$371,340	(\$167,000)
\$803,275	\$727,514	\$531,095	\$811,761	\$280,666
\$2,536	-	\$3,500	\$1,500	(\$2,000)
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
\$1,016,363	\$862,412	\$1,640,105	\$1,610,672	(\$29,433)
<b>\$19,864,724</b>	<b>\$20,036,152</b>	<b>\$24,286,380</b>	<b>\$24,725,223</b>	<b>\$438,843</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>EXPENDITURES AND APPROPRIATIONS</b>	
			<b>FUND</b>	
\$19,864,724	\$20,036,152	\$24,286,380	\$24,725,223	\$438,843
<b>\$19,864,724</b>	<b>\$20,036,152</b>	<b>\$24,286,380</b>	<b>\$24,725,223</b>	<b>\$438,843</b>

FY19	FY20	FY21	FY22	VARIANCE FY22-FY21
			<b>AUTHORIZED POSITION COUNT</b>	
214.00	227.00	198.00	199.00	1.00



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services

#### Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$13,995	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	(\$198,887)	Decrease due to personnel adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	(\$242,175)	Decrease to properly align the budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	\$790,018	Increase due to personnel adjustments.
Pen Cont Gen Emp Pen Fd	\$31,851	Increase due to personnel adjustments.
Defined Contribution	(\$117,813)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$191,288	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$468,276</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$17,604)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations.
Supplies	(\$123,495)	Decrease to properly align the budget based on anticipated usage of supplies. This line includes general office supplies.
Capital Outlays	(\$167,000)	Decrease to properly align the budget based on anticipated capital related expenses. This line includes equipment expenses.
Interfund / Interdepartmental Charges	\$280,666	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	(\$2,000)	Decrease to properly align the budget based on anticipated expenses for other costs. This line includes business meeting expense.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$29,433)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$438,843</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Airport Revenue Fund	\$438,843	
<b>TOTAL EXPENSES</b>	<b>\$438,843</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	1.00	Increase due to personnel adjustments.



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services Emergency Telephone System

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$5,569,951	\$5,699,514	\$7,146,822	Salaries, Regular	\$7,178,983	\$32,161
-	-	-	Salaries, Perm Part-Time	-	-
\$94,165	\$162,967	-	Salaries, Sworn	-	-
\$193,014	\$292,239	\$263,698	Salaries, Extra Help	\$263,698	-
-	\$6,563	-	Salaries, Extra Help-Sworn	-	-
\$2,062,027	\$1,902,395	\$923,905	Overtime	\$923,905	-
-	-	-	Pen Cont Fire Pen Fd	-	-
\$33,400	\$27,246	\$59,270	Pen Cont Police Pen Fd	\$34,791	(\$24,479)
\$1,358,025	\$1,484,568	\$1,572,868	Pen Cont Gen Emp Pen Fd	\$1,982,580	\$409,712
\$114,416	\$125,571	\$149,548	Defined Contribution	\$164,748	\$15,200
\$28,627	\$14,953	\$36,598	Workers' Compensation	\$36,598	\$0
\$1,140,900	\$1,296,299	\$1,460,620	Other Personnel Costs	\$1,546,798	\$86,179
<b>\$10,594,524</b>	<b>\$11,012,314</b>	<b>\$11,613,328</b>	<b>TOTAL PERSONNEL</b>	<b>\$12,132,101</b>	<b>\$518,774</b>
			<i>OTHER EXPENSES</i>		
\$5,412,956	\$4,885,593	\$8,120,787	Purchased / Contracted Services	\$8,284,062	\$163,275
\$143,280	\$79,363	\$477,414	Supplies	\$477,414	\$0
\$6,750	\$195,638	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$42,555	\$91,334	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$5,605,541	\$5,251,928	\$8,598,201	<b>TOTAL OTHER EXPENSES</b>	<b>\$8,761,476</b>	<b>\$163,275</b>
<b>\$16,200,065</b>	<b>\$16,264,242</b>	<b>\$20,211,528</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$20,893,577</b>	<b>\$682,049</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$16,200,065	\$16,264,242	\$20,211,528	Emergency Telephone System	\$20,893,577	\$682,049
<b>\$16,200,065</b>	<b>\$16,264,242</b>	<b>\$20,211,528</b>	<b>TOTAL EXPENSES</b>	<b>\$20,893,577</b>	<b>\$682,049</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
169.00	191.00	171.00	Full Time Equivalent	172.00	1.00



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services Emergency Telephone System

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$32,161	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	Increase due to personnel adjustments.
Salaries, Extra Help-Sworn	-	
Overtime	-	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	(\$24,479)	Decrease due to personnel adjustments.
Pen Cont Gen Emp Pen Fd	\$409,712	Increase due to personnel adjustments.
Defined Contribution	\$15,200	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$86,179	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$518,774</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$163,275	Increase to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes the Disaster Recovery Site, Computer-aided Dispatch System, and Records Management System.
Supplies	\$0	This line includes general office supplies and expenses related to Computer-aided Dispatch and Records Management systems.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$163,275</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$682,049</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Emergency Telephone System	\$682,049	
<b>TOTAL EXPENSES</b>	<b>\$682,049</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	1.00	Increase due to personnel adjustments.



# DEPARTMENT OF CITY PLANNING

## Mission Statement

The City of Atlanta Department of City Planning's (DCP) 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

- Exceptionally Designed Zoning & Codes
- Exceptionally Designed Public Spaces
- Exceptionally Designed Neighborhood Citizenship
- Exceptionally Designed Customer Experience

## Summary of Operations

We shape the city, places and spaces we share, bearing responsibility for outcomes that allow residents to thrive. Guided by the vision and values of Atlanta City Design - Equity, Progress, Ambition, Access, and Nature - DCP makes intentional decisions for Atlanta's future.

Leading Atlanta's development through effective, customer-focused urban design, review, planning, construction plan approval, code compliance, and affordable housing policy, we work closely with Neighborhood Planning Units (NPU's), independent community organizations, residents, and the private sector to provide policy guidance assisting supportive community growth. Our commitment is backed by intentionally designed structures, affordable housing, an inviting and functional public realm and well-kept green spaces.

## Office Descriptions

The Department of City Planning is made up of five offices. The following describes each office functions.

*Office of the Commissioner* provides leadership, policy direction, and centralized staff support for the Offices to include administration, budget, personnel management, legislative liaison, policy collaboration, coordination, performance management, accountability and technical support.

*Office of Design* offers guidance for the physical design of our city through plans for logical organization of our future city, creation of vibrant public spaces cultivating public life, and architectural guidance with preservation of buildings contributing to a cohesive public realm.

*Office of Zoning and Development* administers the zoning ordinance for new development and renovations. Implemented policies pave to a greater Atlanta. The Office reviews projects for zoning code compliance, subdivision regulations and other applicable land development codes.

*Office of Buildings* ensures City advancement aligns with responsible development and safely built structures by reviewing, approving, and issuing permits required by City codes; inspects construction of permitted repair projects, alterations and additions to existing structures. The Arborist Division maintains the Tree Protection Ordinance (TPO) and is responsible for tree removal permits on private property.

*Office of Housing and Community Development* is focused on affordable housing policy, community and economic development, revitalizing existing neighborhoods, and working with public and private partners to improve residential life in distressed and under-invested communities by encouraging investment in and neighborhood-based commercial development and strategies to retain legacy residents.

We have set clear performance objectives and expectations for FY2022, which are as follows:

## Goals

- Educate our communities about the principles of urbanism, foster collaboration by utilizing 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 efforts to promote the production and preservation of affordable housing.
- Implement holistic and comprehensive community development policies to keep the city livable and affordable by promoting policies that stimulate economic growth.
- Elevate and incorporate ecology and nature into departmental plans and processes.
- Incorporate historic properties as meaningful components that compliment new growth and development.
- Implement innovative and sustainable code reform for zoning and building code platforms.
- Improve the quality of life for all residents and elevate the City's international status through exceptionally designed public spaces and built environment.
- Actualize Planning for Change initiatives within the Department by examining all department actions—from the seemingly mundane to the visionary and strategic—to correct past racial inequity mistakes that continue to this day.
- Advance housing and economic development policies that create greater affordability and more equitable development throughout the city.
- Develop new GIS spatial tools to improve accuracy and create better visual and analytical models of permitting and zoning activity within the City of Atlanta.

## Objectives

- Implement strategies from the Atlanta City Design promoting key values: equity, progress, ambition, access and nature and incorporate these values into all major initiatives.
- Continue efforts to update the Zoning Ordinance and reshape land use in a way that encourages growth and affordability.
- Continue applying electronic solutions that reduce wait time for permit issuance, embrace

3<sup>rd</sup> party and video inspections; increase customer satisfaction.

- Implement policies and initiatives to improve neighborhood economic development and increase the long-term affordability of Atlanta's housing stock.
- Create a new implementation-focused planning process – in collaboration with other City departments – that ensures the plans we create translate into real improvements and investment that prepare for the City's growth and development as ascribed in Atlanta City Design
- Expand our support for and investment in the design and construction of exceptionally designed public spaces through the city
- Develop a new architectural design review process to ensure consistently high standards of architectural design throughout the entire city and reinforce the creation of an public realm for all residents

## FY2021 Accomplishments

### Office of the Commissioner

The Office continued to implement Atlanta City Design through the following activities:

- With the closure of City Hall to the public as a result of the COVID-19 pandemic, transitioned all of the Department's operations from in-person to remote operations.
- Crafted legislation up for adoption to entirely replace Atlanta's Tree Protection Ordinance based upon final findings and recommendations put forth in Atlanta City Design: Nature.
- Successfully completed the comprehensive digitization of the official Cadastral/Lot-Boundary maps. The new land base layer will ensure that the associated land assets are spatially accurate (i.e. in the right place), descriptive (i.e. describes the asset appropriately) and temporal (i.e. up to date). Established electronic plans review to accommodate customers during COVID-19.
- Successfully implemented online portal and access for department and community meetings.
- Established NPU University to provide training and education to residents that informs and empowers them with the tools available for greater community impact.

- Delivered 15 virtual classes and 3 in-person classes for nearly 6000 students (on Zoom and via social media streams).
- Initiated the update of the City's Comprehensive Development Plan to meet the requirements of the Department of Community Affairs and align with the vision, values and principles of Atlanta City Design.
- Successfully updated the City's development impact fee program.

### Office of Design

With an extended work-from-home situation due to COVID-19, the Office was challenged to adapt FY2021 plans and programs which also forced a change in the way our design team, planners, and engagement experts collaborate internally and engage communities vital to the work of creating exceptional spaces and places in Atlanta. We made the following notable FY2021 accomplishments:

*The Public Space Studio and the Atlanta City Studio* spent FY2021 re-positioning to lead the creation of exceptional public spaces in Atlanta with the Studio successfully completing seven tactical urbanism projects through its Placemaking Program, with communities across the city including Chosewood Park, Sylvan Hills, West End, Home Park, East Atlanta, and Grant Park. The projects transformed underused spaces in City streets into safer, active, and more vibrant public spaces. These projects represent an investment of \$160,000 in our city's public spaces. The program committed an additional \$200,000 towards designing and deploying parklets for several neighborhood businesses to provide pandemic relief in the form of new outdoor seating spaces leveraging both the City's tactical urbanism permitting process and new outdoor dining ordinance.

The Public Space Studio built a relationship of frequent collaboration with ATLDOT leading the creation of Atlanta's first Tactical Urbanism Guide released September, 2020 and provides clarity and consistency to organizations wanting to implement tactical urbanism projects in their community.

*Historic Preservation Studio* completed the Future Places Project (formerly the Historic Revitalization Strategy): a comprehensive assessment of the City's historic preservation work ensuring Atlanta retains its authenticity. Guided by the vision for preservation, the Historic Preservation Studio undertook several new designation efforts,

retaining the city's building heritage and incorporating these into the city's future. As an example, the Poncey-Highland Historic District featured innovative methods and measures for historic preservation at the neighborhood scale. Several designations are in process including the Fuller-Freedom House to advance the preservation of Atlanta's African-American heritage; the Atlanta Eagle building designation which preserves part of the story in the LGBTQ+ movement, and the Kodak Building which recognizes the City's emerging amateur photography activity and shift in the Ponce de Leon Avenue corridor.

The Office of Design hosted the City's first "Preservation Week" October, 2020 which publicly debuted the Future Places Project and featured technical, educational and strategic sessions.

The City is exploring the creation of an Atlanta Cemetery Network to bring attention and resources to this significant component of the City's historic and cultural landscape.

*The Planning Studio* completed its organizational transition started in FY2020 and focused on launching the first series of projects with the new team. This included the Peachtree Shared Space Study advancing the design and feasibility for a shared space on Peachtree Street, and the Lindbergh-Armour Master Plan to coordinate planned transportation infrastructure investments that support better transportation policy, equitable transit-oriented development and cohesive community identity. Both projects challenged how we engage communities during a pandemic and target late FY2021/early FY2022 for completion.

Awarded a \$250,000 Federal Freight Cluster Study by the Atlanta Regional Commission (ARC), the Planning Studio will focus on creating better industrial land use and freight mobility policy in the Northwest Atlanta Industrial Area. The project has a late 2022 expected launch.

The Planning Studio applied for funding for an ARC Livable Centers Initiative (LCI) study for the D.L. Hollowell Pkwy Corridor. The study continues work begun with the community task force in the Westside Equitable Development Framework surrounding the Westside Park and will focus on creating safe equitable connections for Westside neighborhoods with an improved design of Hollowell Pkwy as the centerpiece objective. The implementation-driven work is partnership with

ATLDOT, MARTA, Atlanta BeltLine, Department of Parks and Recreation, and Department of Watershed Management.

### **Office of Zoning and Development**

The Office kicked off the phased rewrite of the Zoning Ordinance – a three to five year overhaul that will align with the tenets of City Design: Equity, Progress, Ambition, Access and Nature.

The Land Use and Brownfield Team was awarded \$375,000 dollars by the EPA to continue work. This year the team has provided grants to the Paul Avenue project, Trees Atlanta relocation of Sylvan Hills and will increase the grant amount for Atomic Entertainment.

Zoning and Development was instrumental in providing guidance to City Council on zoning amendments and annexations throughout the year.

Chaired by members from the Office of Zoning & Development, the Concept Review Committee continued offering upfront feedback on technical codes, development processes, and potential site challenges to customers twice a month.

### **Office of Buildings**

The Office continues to implement the FY21 Work Plan focusing on three primary areas: training strategies, communication, and inspections. Ninety percent of inspectors are now field based, which has increased productivity by 15-20%. We acquired supplemental inspection services to handle increasing demand. This improved inspectors' workload and the customer experience.

Due to COVID-19, all inspectors began working remotely. This was a 3-phased approach in order to rapidly resume the inspections process:

- Supplemental services for inspections (introduced mid FY20)
- Remote Video Inspections
- 3<sup>rd</sup> Party Private Inspections

This was a means to continue the inspections process, through and beyond the pandemic. The successful results ensure the continuation of these efforts once we return to normal operations.

In collaboration with Department of Human Resources/Organizational Development, we were successful in conducting customer service and accountability training for the entire staff. This

training has continued on a virtual basis. In FY21, we have completed the following:

- DISC Communications Training
- Accountability Training for Managers
- “accountability-Own It” training for staff.

Training will be ongoing through FY21 and beyond.

The office continues to surpass previous records relative to construction valuation. This trend has continued over the last four consecutive years. As a result of the COVID 19 pandemic, there was a slight decrease in the construction valuation; however, the numbers are still reaching record breaking highs. Numbers continue to increase as we become more acclimated to the online submittal and review process. We are expecting to see exponential growth going into the next fiscal year.

To support the Mayor's Affordable Housing initiative, the Office of Buildings has implemented a streamlined permitting process and a task force dedicated to affordable housing projects. This process offers technical assistance to developers and non-profit organizations and meetings with all affiliated parties, including outside review agencies, to maintain communications and manage the expectations of the customer and the City.

The “Epicenter” was launched to streamline the permitting process through effective navigation of customers and eliminate excessive wait times.

Enhancements to the Interactive Voice Response (IVR) system have enabled the use of this technology for routing all calls. Customers can now use speech recognition in English or Spanish, or touch-tone buttons to interact with the IVR system. These enhancements allow customers to: schedule inspections; obtain inspection results and plan review status; determine current permit fees owed and pay fees by phone/credit card. The enhanced system also allows inspectors to post inspection results and leave voice messages for contractors.

### **Office of Housing and Community Development**

The Office of Housing and Community Development continued to implement policies and initiatives to improve neighborhood economic development and increase the long-term affordability of Atlanta's housing stock.

- *Atlanta City Design Housing*: Released in December 2020, the initiative assesses the

current state of housing and proposes planning and design-based strategies to increase the quantity, quality, and diversity of Atlanta's housing stock.

- *Public Vacant Land Development:* The Office has led a cross-agency group to develop a collaborative strategy for public vacant land development, with a focus on affordable housing. This initiative is the #1 action in the Mayor's Housing Affordability Action Plan and was prioritized by City Council in resolution 21-R-3008.
- *Atlanta Main Street:* launched in 2019 to provide support and investment to Atlanta's neighborhood business districts. The 2020 fellowship program includes West End, Sweet Auburn, and East Atlanta.
- *Urban Agriculture* works with the Mayor's One Atlanta Office to implement local food promotion program, AgLanta Grown to support and promote Atlanta's urban farms with funding from a \$450,000 USDA grant; managed the Grows-A-Lot program that creates urban farming opportunities on publicly owned land; released the 2020 Fresh Food Access Report.
- *Distressed Properties:* Legislation was passed to allow for properties facing code lien foreclosure to be developed for affordable housing through partnership with the Land Bank and Invest Atlanta.
- *Housing Resource Guide:* Created a resource guide to connect city residents with programs and resources like fair housing support, information to help residents find affordable housing, programs that help residents stay in their homes.
- *Neighborhood Change Report:* Researched the socioeconomic and demographic changes that have occurred in Atlanta since 2010 and analyzed the impact of these changes on individual neighborhoods throughout the city; proposed policy interventions to address the negative impacts of these changes.
- *Housing Innovation:* Worked with the Atlanta City Studio, we developed new housing types for the Atlanta market and are discussing with local for-profit and non-profit developers, ways to increase density and ensure greater housing affordability, with particular focus on traditional single-family lots.
- *Inclusionary Zoning:* Continued implementation of the existing programs in the BeltLine Overlay and Westside neighborhoods,

with 16 total developments currently in the program. Released a report on the first three years of the Inclusionary Zoning program and assessed the program's impact on affordable housing and the broader housing market. Created a new affordability district called the Westside Park Affordability District near the new Westside Quarry Park.

- *Kiosk Program Updates:* Passed legislation to create a dedicated trust fund for the City's kiosk program and created a new process for selecting businesses for the kiosk program.
- *Food Truck Program Expansion:* Passed an ordinance to update the City's on-street food truck program with an ordinance that expands eligible food truck areas to commercial districts throughout the city and expands economic opportunities for the 200+ operating food trucks in the region.
- *COVID-19 On-Street Dining:* In response to COVID-19, the office passed legislation to allow restaurants to use on-street parking locations near their business for outdoor dining during COVID; partnered with the Public Space Studio and ATLDOT to launch a parklet grant program to support restaurants seeking expanded outdoor space during the pandemic
- *Storefront Improvement Program:* The FY20 program provided a matching grant for four businesses and provided technical assistance to ensure these businesses were able to implement their improvement project.
- *Urban Enterprise Zone Update:* Worked with the Mayor's Office to include program updates to the Urban Enterprise Zone program in the state legislative package. The updates would expand eligibility of the tool citywide to support affordable housing development.

## **FY2022 Proposed 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:

- Continuing to strategically implement planning initiatives, monitor and track performance and continuously improve operations and service.
- Continue to expand *Participate!* An initiative to increase NPU participation by 25%.

- Create an improved spatial accuracy zoning and land use layers based on the newly digitized cadastral/lot-boundary project.
- Develop and implement a Master Address Repository (MAD) to serve as the centralized address database for all city departments and applications.
- Develop interactive GIS mapping tool to display permitting and zoning activity for real estate development and public investment in the City of Atlanta.
- Establish a GIS/CAD Digital submission standard for subdivision plat submittal that will allow the seamless integration of new parcel developments into our new digital GIS cadastral layer.
- Continue to implement the recently adopted Development Impact Fee program.
- Present an administrative update of the Comprehensive Development Plan to City Council for adoption and submittal to the Department of Community Affairs.
- Provide training that builds staff capacity to identify racial disparities and effectively challenge and address issues through policy and practice.
- Propose for City Council adoption a new Tree Protection Ordinance that will detail new ways to regulate the removal, protection and planting of trees in the city.
- Create user-friendly and innovative processes, tools and services for both internal and external clients.

### Office of Design

*Public Space Studio:* Continue to expand the Studio's leadership in designing, delivering, and creatively transforming public spaces within the city – which include:

- Leveraging the Atlanta City Studio's location in Downtown to complete public space projects - the reconstruction of the Broad Street Pedestrian Plaza, design enhancements to South Broad Street, and supporting the MARTA Five Points station transformation.
- Relaunching the Placemaking Program to conceive, deploy, and test projects in more communities.
- Collaborating with ATLDOT on the Tactical Urbanism Guide by developing design standards for new project types.
- Providing public space design and activation for other City projects and DCP initiatives.

- Continuing our partnership with Soccer in the Streets and MARTA to bring public space improvements to transit stations, specifically West End Station.
- Supporting the Housing Innovation Lab towards developing and implementing innovative, affordable housing types.
- Establishing a citywide architectural design review process, for both public and private sector buildings, that will be phased in over time commensurate with staffing resources.

*Historic Preservation Studio:* Continue to promote identification, evaluation, rehabilitation, adaptive use, and responsible restoration of the City's historic resources and expand who and what is a part of the historic preservation conversation. Leverage the Studio's extensive architectural knowledge to expand this Studio's role to include the review of architectural projects beyond those deemed historic. Activities will include:

- Implementing the *Future Places Project*, such as researching and implementing new regulatory and incentive tools; developing new partnerships to expand the reach of the City's historic preservation.
- Designating new historic and landmark districts as well as individual buildings particularly those that elevate the City's African-American heritage, the LGBTQ+ movement, and lesser known stories in the City's history, and expand outreach and education activities about Atlanta's history and historic resources.

*Planning Studio:* Continue to realign the City's plans and planning services with the organizing framework of Atlanta City Design as well as the implementation programs of other departments and agencies. Activities will include:

- Completing the Comprehensive Development Plan (CDP) 2026 update and support Atlanta City Design alignment with CDP character areas and future land use in future updates
- Building cross-department collaboration to move the Chattahoochee RiverLands Study towards implementation
- Completing the Peachtree Shared Space Study including the deployment of short and long-term demonstration projects in collaboration with the Public Space Studio and ATLDOT
- Completing the Lindberg-Amour Master Plan to unlock the area's potential as key hub for

new development, transit/transportation access, and connection with nature

- Continue ATLDOT partnership to ensure continuity of all mobility planning functions including the NW Atlanta Industrial Area Freight Study, the D.L. Hollowell Corridor LCI Study (if awarded), and support of project work under the more MARTA initiative
- Developing innovative new ways to engage *all* people, particularly those most marginalized, in the process of creating the City's plans and ensuring that this engagement is impactful on the planning process itself

### **Office of Zoning and Development**

*Regulatory Reform:* Focus on the administration of the City's Zoning Ordinance. Activities include:

- Leading the full re-write of the City's Zoning Ordinance, a multi-year effort to improve the public realm and streamline regulations.
- Implementing a Code Innovation Team to streamline permitting and development review processes; revise existing or implement new zoning codes to support housing affordability, in collaboration with the Office of Buildings.

*Land Use:* Manage the Brownfields Program, including:

- Implementing EPA funded Brownfields Assessment program and the Brownfields Revolving Loan program.
- Updating land use changes in the CDP.

*Development Services:* Specializing 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) process to minimize overall review time.

### **Office of Buildings**

*Permitting Process Review and Reorganization:* Consolidating functions housed in other City departments to improve customer experience.

- In partnership with AIM, create real-time metrics for tracking customers' permitting process from start to finish.
- Launched automated surveys to gauge customer experience and satisfaction. (Client Savvy) in November 2020.
- Updating the City's Administrative Code to reflect most current adopted building codes.
- Partnering with other City agencies to make the review/issuance of permits seamless.
- Developing an outreach program to engage all stakeholders in improving customer service.
- Implementing auto permit issuance for permits with no associated plan review.

*Enable Electronic Plans Submission:* Introduce new technology to allow online building plan submission and electronic plan review.

Implementing the Electronic Plan Review in Q4 of FY21 to improve customer service and reduce cost. Due to pandemic, we implemented a modified electronic plan review process that went live in approximately 3 weeks and allowed us to successfully service customers through various iterations of improvements. *Inspections Process Transformation:* Inspections group reorganization to improve efficiencies.

- Continuing extensive staff training.
- Implement tools to provide notifications of anticipated or rescheduled inspections.
- Continue piloting relocation of inspectors to field-based locations and increase productivity with 3<sup>rd</sup> party and video inspections.

### **Office of Housing & Community Development**

*Housing Policy & Special Initiatives:* Continue efforts to advance housing policy and programs that create and sustain affordable housing.

- *Housing Affordability Action Plan:* The office is tasked with implementing 21 of the 45 actions in the plan, the most of any office or partner agency.
- *Public Vacant Land Development:* Implement public vacant land development initiative following a successful pilot run and completion of cross-agency FY21 strategy. This initiative is the #1 action in the Mayor's Housing

Affordability Action Plan and was prioritized by City Council in resolution 21-R-3008.

- *Atlanta City Design Housing:* Introduce, implement legislative proposals in Atlanta City Design Housing, including changes to zoning and land use code, updates to the Urban Enterprise Zone program, and the creation of affordability overlay for neighborhoods near Westside Quarry Park.
- *Housing Policy and Research:* Lead efforts to research, propose, and implement policy and programmatic solutions to address the need for greater housing affordability in Atlanta.
- *Affordable Housing Programs:* Oversee implementation and compliance of the City's affordable housing programs including Inclusionary Zoning, the Public Subsidies Ordinance, and the newly updated Urban Enterprise Zone program.
- *Urban Enterprise Zone Update:* Work with the Mayor's Office and City Council to update the program after passage of the state bill to allow for expansion of the tool to use citywide for affordable housing development.
- *Housing Commission:* Provide staff and policy support to the City Council-led Housing Commission and the City of Atlanta Affordable Housing Task Force.

*Support Neighborhood Business Districts* through Atlanta Main Street, the storefront improvement program, short term rental programs and policy initiatives.

- *Atlanta Main Street:* Create program with Georgia Main Street to designate neighborhood commercial districts throughout Atlanta as Main Streets.
- *Main Street Fellowship Program:* Provide technical assistance for three Atlanta Main Street fellowship districts: West End, East Atlanta Village, and Sweet Auburn.
- *Neighborhood Business Support Program:* CDBG-funded program that will provide technical assistance and capacity-building for businesses in neighborhood business districts.
- *Storefront Improvement Program:* Continue to implement CDBG-funded storefront façade improvement program for small businesses in neighborhood business districts.
- *Short Term Rental Program:* In coordination with the Office of Buildings and APD we will oversee the rental and compliance of the City's short term rental program.

*Urban Agriculture:* Continue to oversee the City's urban agriculture and fresh food access programs and partner with the Urban Agriculture Director on fresh food policy.

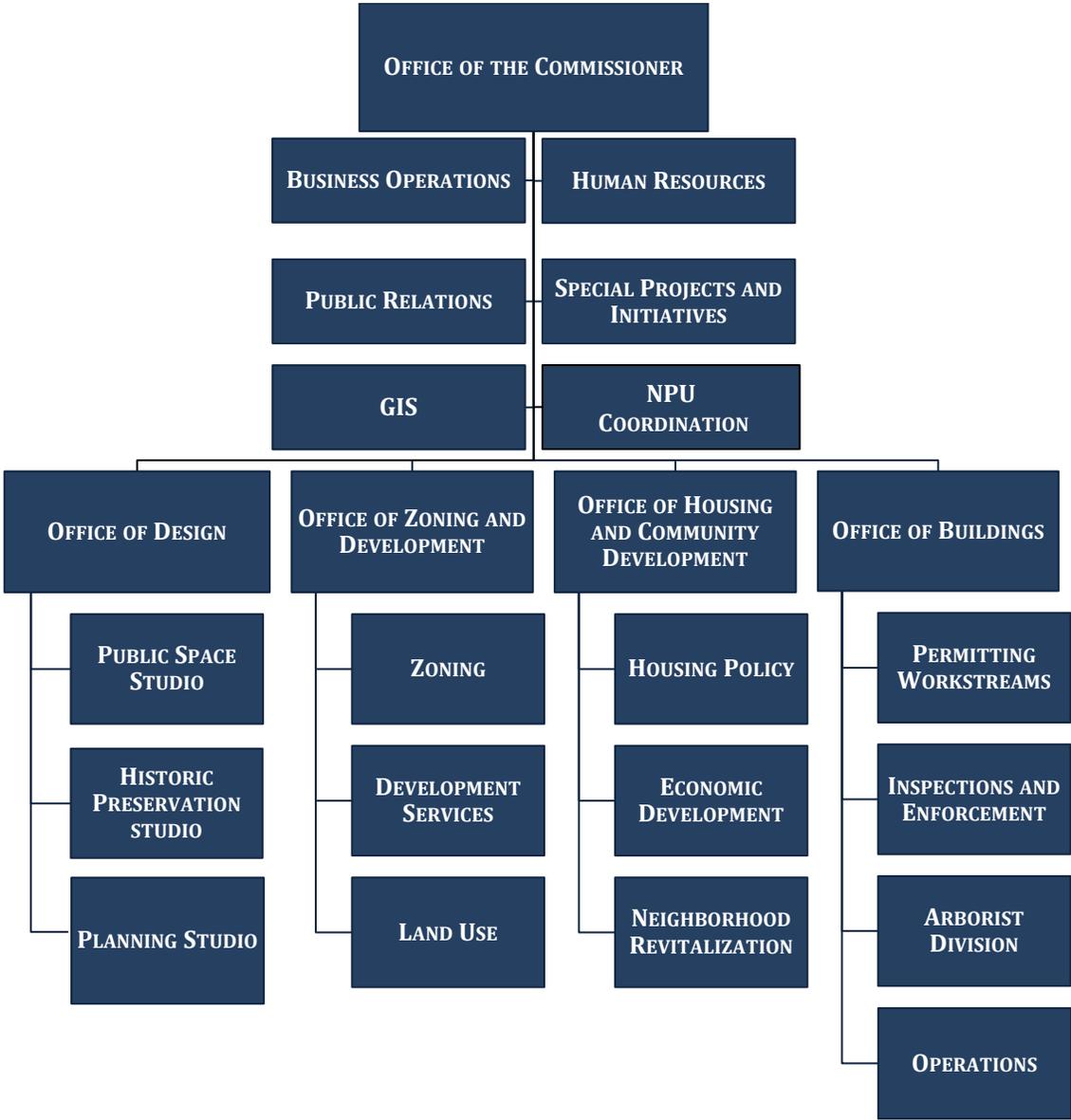
- *Grows-A-Lot:* Continue to manage the 9 existing urban farm sites created on publicly owned vacant land, including support of the largest urban food forest in the nation the Urban Food Forest at Browns Mill; expand the program to 2 new sites in FY22
- *Farmer Technical Assistance:* Continue to provide technical assistance and support to the city's growing industry of urban agriculture businesses.
- *AgLanta Grown:* Continue implementation of the USDA-funded Local Food Promotion Program AgLanta Grown, to cultivate new market opportunities for the city's urban farmers and connect residents with access to local fresh food.
- *Fresh Food Access:* Continue to lead the development of the annual Fresh Food Access Report and interactive map to connect residents with information about fresh food opportunities available near their home; work with the City's Urban Agriculture Director to pursue policies that will accomplish the Mayor's goal of having a fresh food access point within ½ mile of 85% of Atlanta residents by 2022.

*Public Vending:* Continue to improve the public vending portfolio of programs to better support microbusinesses and economic activity in the public realm.

- *Food Trucks:* Implement newly expanded in-street food truck program to create new food truck areas in commercial districts throughout the city creating expanded opportunities for the 200+ food trucks in the region.
- *Kiosks:* Launch new kiosk program to recruit new businesses to operate in the vacant kiosks throughout downtown to activate the underutilized spaces and improve small businesses opportunities in the program
- *Carts:* Continue to oversee the existing public vending cart program and explore options for improve and potentially expanding the vending cart program in other areas of the city.
- *Financial Support for Public Vendors:* Partnering with Invest Atlanta, leverage the new Kiosk Trust Fund and other financial resources to create training programs and access to capital to support public vending businesses.

# ORGANIZATIONAL CHART

DEPARTMENT OF CITY PLANNING



# PERFORMANCE METRICS

Department of City Planning

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b>Office of Buildings</b>				
<b>World Class Employees, Infrastructure, and Services</b>				
% Plans approved within First Two Review Cycles	97%	94%	97%	95%
% Plan Reviews completed within SLA	83%	82%	80%	90%
% Inspections completed within SLA	95%	91%	99%	95%
<b>Office of Housing and Community Development</b>				
<b>Thriving Neighborhoods, Communities, and Businesses</b>				
% Residents within ½ mile of fresh food access	65%	75%	75%	80%
Storefront Façade Improvement Projects Completed	3	0	5	6
Publicly Owned Land Activated by Affordable Housing	6	10	15	17
<b>Office of Zoning and Development</b>				
<b>World Class Employees, Infrastructure, and Services</b>				
% Zoning Variance Cases Completed Within 90 Days or Less	89%	93%	90%	90%
% Special Administrative Permit Reviews completed within 30-day SLA	46%	64%	64%	65%
<b>Office of Design – Historical Preservation</b>				
<b>World Class Employees, Infrastructure, and Services</b>				
% UDC Cert of Appr. – Type II and III – 25 Day SLA	66%	70%	70%	70%



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department of City Planning

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$12,859,013	\$12,886,832	\$12,534,551	Salaries, Regular	\$12,313,647	(\$220,904)
\$49,551	\$54,214	\$45,867	Salaries, Perm Part-Time	\$45,867	\$0
\$98,653	\$53,655	-	Salaries, Sworn	-	-
\$292,654	\$440,903	\$97,554	Salaries, Extra Help	\$97,554	\$0
\$0	\$0	\$0	Salaries, Extra Help-Sworn	-	\$0
\$7,336	\$3,574	\$0	Overtime	-	\$0
\$30,296	\$5,977	-	Pen Cont Fire Pen Fd	-	-
-	\$0	-	Pen Cont Police Pen Fd	-	-
\$1,102,436	\$1,055,925	\$969,550	Pen Cont Gen Emp Pen Fd	\$1,089,443	\$119,893
\$594,912	\$1,091,211	\$477,117	Defined Contribution	\$738,409	\$261,292
\$31,589	\$125,575	\$105,895	Workers' Compensation	\$105,915	\$20
\$1,879,482	\$1,962,562	\$1,956,552	Other Personnel Costs	\$2,163,384	\$206,832
\$16,945,922	\$17,680,428	\$16,187,087	<b>TOTAL PERSONNEL</b>	\$16,554,220	\$367,133
			<b>OTHER EXPENSES</b>		
\$1,930,836	\$5,922,148	\$2,705,159	Purchased / Contracted Services	\$2,674,164	(\$30,995)
\$323,933	\$310,018	\$396,930	Supplies	\$416,964	\$20,034
(\$58,497)	(\$13,322)	\$0	Capital Outlays	-	\$0
\$292,950	\$200,965	\$157,236	Interfund / Interdepartmental Charges	\$113,764	(\$43,472)
\$382,000	\$386,554	\$397,003	Other Costs	\$408,000	\$10,997
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$1,450,000	\$0	\$57,843	Other Financing Uses	\$55,777	(\$2,066)
\$4,321,221	\$6,806,364	\$3,714,171	<b>TOTAL OTHER EXPENSES</b>	\$3,668,669	(\$45,502)
<b>\$21,267,144</b>	<b>\$24,486,792</b>	<b>\$19,901,258</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$20,222,888</b>	<b>\$321,630</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$21,267,332	\$24,486,792	\$19,901,258	General Fund	\$20,222,888	\$321,630
(\$188)	\$0	\$0	Building Permits Fund	-	\$0
<b>\$21,267,144</b>	<b>\$24,486,792</b>	<b>\$19,901,258</b>	<b>TOTAL EXPENSES</b>	<b>\$20,222,888</b>	<b>\$321,630</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
263.75	233.30	236.00	Full Time Equivalent	233.00	(3.00)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department of City Planning General Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$12,859,013	\$12,886,832	\$12,534,551	Salaries, Regular	\$12,313,647	(\$220,904)
\$49,551	\$54,214	\$45,867	Salaries, Perm Part-Time	\$45,867	-
\$98,653	\$53,655	-	Salaries, Sworn	-	-
\$292,654	\$440,903	\$97,554	Salaries, Extra Help	\$97,554	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$7,336	\$3,574	-	Overtime	-	-
\$30,296	\$5,977	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,102,436	\$1,055,925	\$969,550	Pen Cont Gen Emp Pen Fd	\$1,089,443	\$119,893
\$594,912	\$1,091,211	\$477,117	Defined Contribution	\$738,409	\$261,292
\$31,589	\$125,575	\$105,895	Workers' Compensation	\$105,915	\$20
\$1,879,482	\$1,962,562	\$1,956,552	Other Personnel Costs	\$2,163,384	\$206,832
\$16,945,922	\$17,680,428	\$16,187,087	<b>TOTAL PERSONNEL</b>	\$16,554,220	\$367,133
			<i>OTHER EXPENSES</i>		
\$1,931,024	\$5,922,148	\$2,705,159	Purchased / Contracted Services	\$2,674,164	(\$30,995)
\$323,933	\$310,018	\$396,930	Supplies	\$416,964	\$20,034
(\$58,497)	(\$13,322)	-	Capital Outlays	-	-
\$292,950	\$200,965	\$157,236	Interfund / Interdepartmental Charges	\$113,764	(\$43,472)
\$382,000	\$386,554	\$397,003	Other Costs	\$408,000	\$10,997
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$1,450,000	-	\$57,843	Other Financing Uses	\$55,777	(\$2,066)
\$4,321,409	\$6,806,364	\$3,714,171	<b>TOTAL OTHER EXPENSES</b>	\$3,668,669	(\$45,502)
<b>\$21,267,332</b>	<b>\$24,486,792</b>	<b>\$19,901,258</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$20,222,888</b>	<b>\$321,630</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$21,267,332	\$24,486,792	\$19,901,258	General Fund	\$20,222,888	\$321,630
<b>\$21,267,332</b>	<b>\$24,486,792</b>	<b>\$19,901,258</b>	<b>TOTAL EXPENSES</b>	<b>\$20,222,888</b>	<b>\$321,630</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
263.75	233.30	236.00	Full Time Equivalent	233.00	(3.00)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department of City Planning General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<b>PERSONNEL</b>		
Salaries, Regular	(\$220,904)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	Based on anticipated operational activity.
Salaries, Sworn	-	
Salaries, Extra Help	\$0	Based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$119,893	Increase due to personnel adjustments.
Defined Contribution	\$261,292	Increase to properly align the budget based on pension rate.
Workers' Compensation	\$20	Based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$206,832	Increase to personnel adjustments. This line includes Group Health and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$367,133</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	(\$30,995)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligation. This line includes contracts related to Accela, EDR, OpenCounter and Zoning Rewrite.
Supplies	\$20,034	Increase to properly align the budget based on anticipated usage of supplies. This line includes general office supplies, computers, education and training expenses.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$43,472)	Decrease to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	\$10,997	Increase to properly align the budget based on anticipated expenses for other cost. This line includes educational materials and business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$2,066)	Decrease to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$45,502)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$321,630</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$321,630	
<b>TOTAL EXPENSES</b>	<b>\$321,630</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(3.00)	Decrease due to personnel adjustments.



# OFFICE OF THE CITY SOLICITOR

## Mission Statement

The mission of the Office of the City Solicitor is to persuasively represent the interests of the citizens of Atlanta in all matters brought before the Atlanta Municipal Court in a manner that is consistent with the special responsibilities of prosecutors outlined by the State Bar of Georgia.

## Core Functions

- Prosecution of 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.

### FY2021 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.

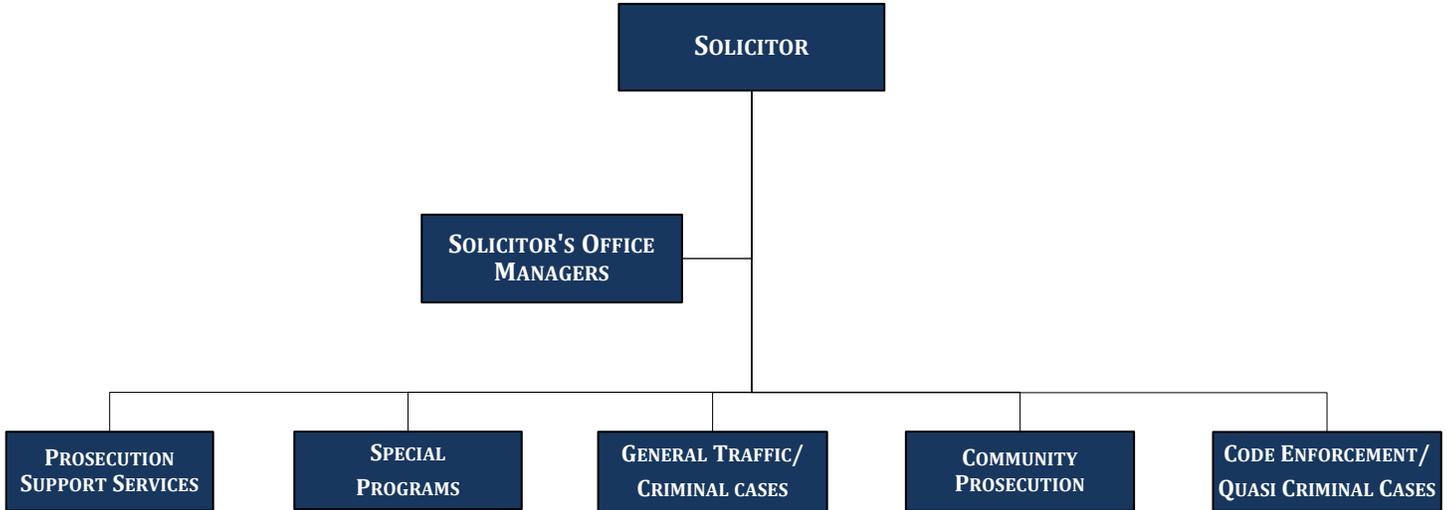
#### FY2022 Proposed Program Highlights

- 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	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b>Public Safety</b>				
Conviction rate of criminal cases	91%	91%	91%	91%
Conviction rate of traffic cases	93%	93%	95%	95%
Criminal Diversion Participants	700	700	700	54
Traffic Diversion Participants	35,400	35,400	35,400	6,700
Diversion Fees Collected	\$5.3M	\$5.3M	\$5.3M	\$1.9M



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of The Solicitor

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$5,528,314	\$5,601,414	\$4,793,698	Salaries, Regular	\$5,939,672	\$1,145,974
\$6,077	\$20,140	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$98,070	\$105,192	\$64,768	Salaries, Extra Help	\$64,768	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$206	\$16	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$762,977	\$853,174	\$833,030	Pen Cont Gen Emp Pen Fd	\$953,955	\$120,925
\$181,866	\$175,119	\$157,210	Defined Contribution	\$118,063	(\$39,147)
\$8,690	(\$3,500)	-	Workers' Compensation	-	-
\$821,375	\$769,467	\$725,829	Other Personnel Costs	\$785,106	\$59,277
\$7,407,575	\$7,521,022	\$6,574,535	<b>TOTAL PERSONNEL</b>	\$7,861,563	\$1,287,029
<b>OTHER EXPENSES</b>					
\$93,266	\$68,619	\$83,569	Purchased / Contracted Services	\$128,336	\$44,767
\$94,461	\$150,674	\$100,222	Supplies	\$100,222	\$0
(\$1,467)	\$0	\$0	Capital Outlays	-	\$0
\$19,919	\$7,932	\$8,507	Interfund / Interdepartmental Charges	\$14,631	\$6,124
-	\$1,890	-	Other Costs	-	-
\$0	\$0	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$7,055	\$13,877	\$17,353	Other Financing Uses	\$6,704	(\$10,649)
\$213,234	\$242,992	\$209,651	<b>TOTAL OTHER EXPENSES</b>	\$249,893	\$40,242
<b>\$7,620,810</b>	<b>\$7,764,015</b>	<b>\$6,784,185</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$8,111,456</b>	<b>\$1,327,271</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$7,542,932	\$7,679,811	\$6,703,401	General Fund	\$8,025,687	\$1,322,286
\$77,878	\$84,204	\$80,784	Water & Wastewater Revenue Fund	\$85,769	\$4,985
<b>\$7,620,810</b>	<b>\$7,764,015</b>	<b>\$6,784,185</b>	<b>TOTAL EXPENSES</b>	<b>\$8,111,456</b>	<b>\$1,327,271</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
86.00	80.00	88.00	Full Time Equivalent	88.00	0.00



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of The Solicitor**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$5,463,218	\$5,531,461	\$4,725,673	Salaries, Regular	\$5,868,067	\$1,142,394
\$6,077	\$20,140	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$98,070	\$105,192	\$64,044	Salaries, Extra Help	\$64,044	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$206	\$16	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$762,977	\$853,174	\$833,030	Pen Cont Gen Emp Pen Fd	\$953,955	\$120,925
\$179,282	\$170,922	\$154,138	Defined Contribution	\$114,837	(\$39,301)
\$8,690	(\$3,500)	-	Workers' Compensation	-	-
\$811,177	\$759,413	\$716,866	Other Personnel Costs	\$774,892	\$58,026
\$7,329,697	\$7,436,818	\$6,493,750	<b>TOTAL PERSONNEL</b>	<b>\$7,775,794</b>	<b>\$1,282,044</b>
			<i>OTHER EXPENSES</i>		
\$93,266	\$68,619	\$83,569	Purchased / Contracted Services	\$128,336	\$44,767
\$94,461	\$150,674	\$100,222	Supplies	\$100,222	\$0
(\$1,467)	-	-	Capital Outlays	-	-
\$19,919	\$7,932	\$8,507	Interfund / Interdepartmental Charges	\$14,631	\$6,124
-	\$1,890	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$7,055	\$13,877	\$17,353	Other Financing Uses	\$6,704	(\$10,649)
\$213,234	\$242,992	\$209,651	<b>TOTAL OTHER EXPENSES</b>	<b>\$249,893</b>	<b>\$40,242</b>
<b>\$7,542,932</b>	<b>\$7,679,811</b>	<b>\$6,703,401</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$8,025,687</b>	<b>\$1,322,286</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$7,542,932	\$7,679,811	\$6,703,401	General Fund	\$8,025,687	\$1,322,286
<b>\$7,542,932</b>	<b>\$7,679,811</b>	<b>\$6,703,401</b>	<b>TOTAL EXPENSES</b>	<b>\$8,025,687</b>	<b>\$1,322,286</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
85.00	78.00	87.00	Full Time Equivalent	87.00	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of The Solicitor

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$1,142,394	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$120,925	Increase due to personnel adjustments.
Defined Contribution	(\$39,301)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$58,026	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$1,282,044</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$44,767	Increase to properly align contractual and operational expenses based on anticipated contractual obligations.
Supplies	\$0	This line includes utilities and general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$6,124	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$10,649)	Decrease to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$40,242</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,322,286</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$1,322,286	
<b>TOTAL EXPENSES</b>	<b>\$1,322,286</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of The Solicitor**  
**Water & Wastewater Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$65,096	\$69,953	\$68,026	Salaries, Regular	\$71,606	\$3,580
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	\$724	Salaries, Extra Help	\$724	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
\$2,584	\$4,197	\$3,072	Defined Contribution	\$3,226	\$154
-	-	-	Workers' Compensation	-	-
\$10,198	\$10,054	\$8,963	Other Personnel Costs	\$10,214	\$1,251
<b>\$77,878</b>	<b>\$84,204</b>	<b>\$80,784</b>	<b>TOTAL PERSONNEL</b>	<b>\$85,769</b>	<b>\$4,985</b>
			<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>	-	-
<b>\$77,878</b>	<b>\$84,204</b>	<b>\$80,784</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$85,769</b>	<b>\$4,985</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$77,878	\$84,204	\$80,784	Water & Wastewater Revenue Fund	\$85,769	\$4,985
<b>\$77,878</b>	<b>\$84,204</b>	<b>\$80,784</b>	<b>TOTAL EXPENSES</b>	<b>\$85,769</b>	<b>\$4,985</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
1.00	2.00	1.00	Full Time Equivalent	1.00	-



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of The Solicitor**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$3,580	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	\$154	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$1,251	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$4,985</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$4,985</b>	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	\$4,985	
<b>TOTAL EXPENSES</b>	<b>\$4,985</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



# OFFICE OF THE INSPECTOR GENERAL

## Mission Statement

The newly formed Office of the Inspector General seeks to ensure that the government of the City of Atlanta operates with integrity. By instilling a culture of ethics; rooting out fraud, waste, and abuse; and identifying red flags and lapses in procurement, the Office of the Inspector General works to uphold the public trust.

## Core Functions

- Conflicts of interest
- Financial disclosure
- Ethics and anti-corruption training
- Fraud investigation and enforcement
- Contract solicitation review
- Policy and procedure recommendations

## Summary of Operations

The Office of the Inspector General is comprised of three divisions: The *Ethics Division*, the *Independent Procurement Review Division*, and the *Compliance Division*. Through the Inspector General and the Ethics Officer, the divisions of the Office of the Inspector General report to the *Governing Board of the Office of the Inspector General*.

## Divisions/Office Descriptions

The *Governing Board of the Office of the Inspector General* is an independent body composed of nine City residents selected by legal, business, civic, and educational groups to serve a three-year term of office. The board meets routinely to monitor the activities of the Office of the Inspector General and holds hearings on appeals of adverse decisions and motions to quash subpoenas issued by the Office of the Inspector General.

The *Ethics Division* is headed by the Ethics Officer, who reports to the *Governing Board of the Office of the Inspector General*. The *Ethics Division* issues

advisory opinions, provides ethics training to employees and city officials, gives advice on conflicts of interest and gift rules, investigate ethics complaints, prosecutes violations of the Code of Ethics, manage the financial disclosure system and enforces financial disclosure laws, and coordinates and maintains the ethics and compliance hotline.

*Independent Procurement Review Division* and newly established *Compliance Division* are led by the Inspector General, who reports to the *Governing Board of the Inspector General*.

*Independent Procurement Review Division* collaborates with the Department of Procurement to review the records of all City solicitations with an aggregate value of \$1 million or more. The *Independent Procurement Review Division* identifies and reports areas of concern, allowing corrective action before City Council considers legislation to approve contracts. Before the Office of the Inspector General was formed, the *Independent Procurement Review Division* functioned under the City Auditor's Office.

*Compliance Division* will investigate allegations of fraud, waste, and abuse by City employees, officials, and contractors; provide anti-corruption training; identify corruption vulnerabilities and recommend measures to shore gaps.

## Goals & Objectives

### Ethics

- Strengthen ethics training program by administering ethics training for elected officials, employees, and citizen appointees.
- Provide timely, consistent, and understandable advice, answering 90 percent of all requests for advice within one week and 100 percent within one month.
- Conduct timely, thorough, and fair investigations of ethics complaints, 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.

- Educate city officials, employees, and the public about the Code of Ethics through a variety of media, providing updates on ethics matters through newsletters, email blasts, and website.
- Encourage and increase the timely and complete filing of financial disclosure statements, reducing delinquent filers to less than five percent of all persons required to file the statements.

### ***Independent Procurement Review***

- Identify red flags of procurement fraud, undisclosed conflicts of interests, inconsistencies, and errors in connection with solicitations valued at over \$1 million.
- Increase transparency by publishing findings of solicitation reviews within 24 hours of City Council legislative votes.

### ***Compliance***

- Educate City employees and officials regarding corruption hazards by providing anti-corruption training.
- Collaborate with departments and offices to proactively review programs and identify corruption vulnerabilities.
- Issue policy and procedure recommendations to address shortcomings.
- Conduct investigations into allegations of fraud, waste, and abuse within City departments, offices, and boards.
- Hold accountable those found to have violated laws, rules, and regulations.
- Establish internal protocols to govern compliance functions.
- Collaborate with law enforcement partners.

### **FY2021 Accomplishments**

#### ***Ethics***

- Developed and launched a new electronic filing system.
- Provided classroom to 212 individuals prior to work from home mandate due to pandemic. Received 2,279 views for online ethics modules and training videos offered via the

Ethics Division website and through ethics awareness email blasts.

- Issued 107 advisory emails and verbal opinions.
- Issued and disseminated 2021 Annual Ethics Report and Ethics in Action newsletters.
- Continued investigation and enforcement of 11 open ethics matters; initiated 12 ethics investigations and closed 16 ethics matters. Assessed \$3,982.82 in restitution to the City.
- Achieved a successful 87 percent filing rate of City Financial Disclosure Statements; collected \$1,400 in fines in financial disclosure cases.
- Awarded Virtual Transparent Diamond Award to 18 departments and 40 boards with exemplary financial disclosure filing records.

### ***Independent Procurement Review***

- Issued 28 reports of findings of solicitation reviews in advance of City Council hearings to consider legislation with a total contract value of more than \$495 million.

### **FY2022 Proposed Program Highlights**

#### ***Ethics***

- Develop and launch the second phase of Ethics e-learning course.
- Continue to increase training opportunities for city officials and employees.
- Issue and update Formal Advisory Opinions.
- Update and revise existing ethics materials.
- Create and fill Program Manager position.

### ***Independent Procurement Review***

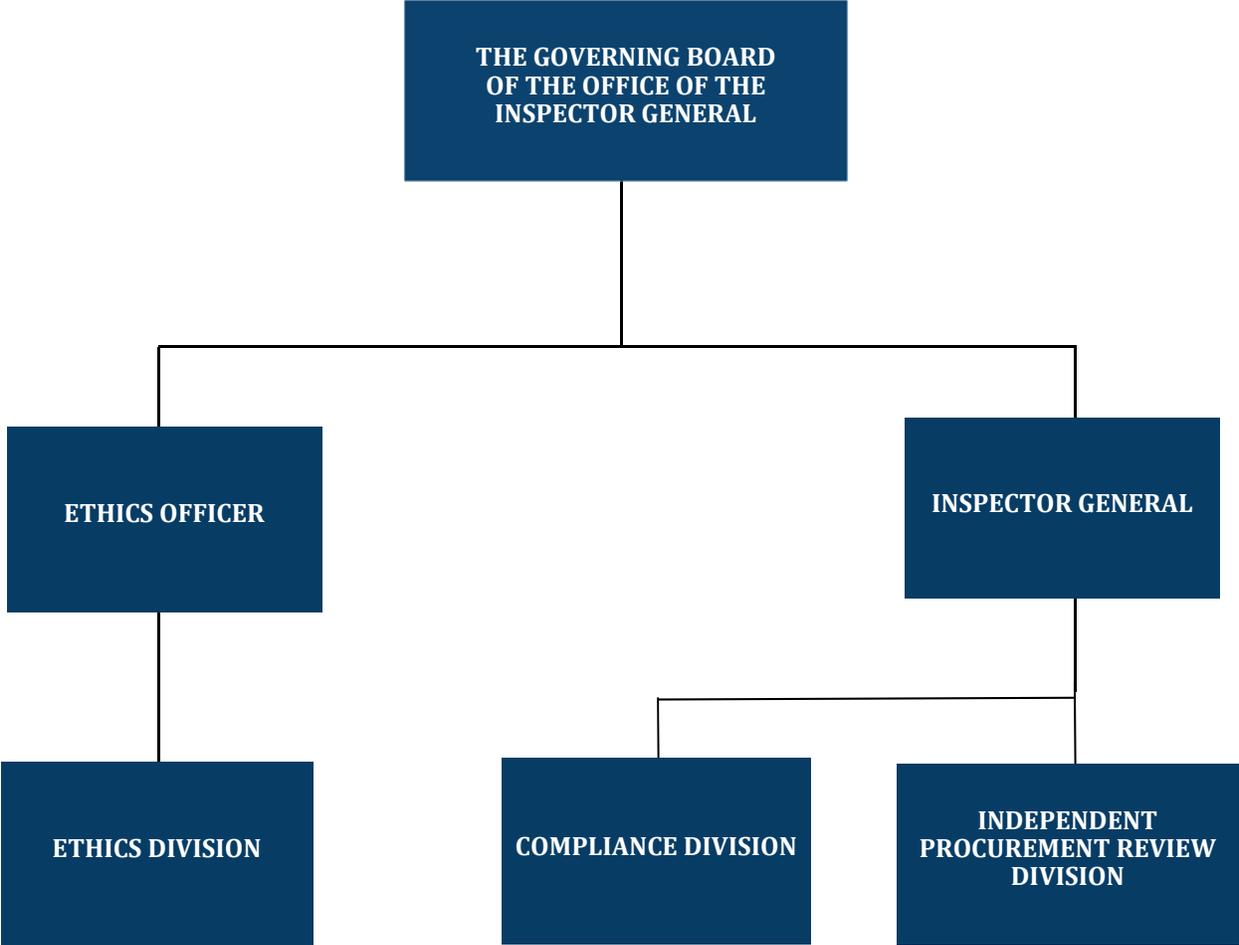
- Increase discretionary review of City solicitations.
- Partner with Compliance on vendor fraud investigations.
- Continue to collaborate with Ethics on investigations into potential Code of Conduct violations.
- Obtain additional training to assess vendor cost estimation errors.
- Strengthen procurement review by incorporating additional analytical tools.

### ***Compliance***

- Develop and administer anti-corruption training program.
- Address historical referrals.
- Conduct proactive reviews.
- Secure investigative resources.
- Procure firm to launch a public awareness campaign.
- Complete the hiring process to fully staff the division.
- Pursue investigative and law enforcement certification

# ORGANIZATIONAL CHART

Office of the Inspector General





## FY22 OPERATING BUDGET HIGHLIGHTS

### The Office of the Inspector General

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
-	\$620,647	\$1,346,525	Salaries, Regular	\$2,032,309	\$685,784
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$28,581	\$37,630	Salaries, Extra Help	\$37,630	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	\$0	-	Pen Cont Police Pen Fd	-	-
-	\$37,074	\$45,977	Pen Cont Gen Emp Pen Fd	\$49,741	\$3,764
-	\$34,536	\$26,292	Defined Contribution	\$94,109	\$67,817
-	-	-	Workers' Compensation	-	-
-	\$80,931	\$75,560	Other Personnel Costs	\$349,470	\$273,910
-	\$801,769	\$1,531,984	<b>TOTAL PERSONNEL</b>	\$2,563,259	\$1,031,275
			<b>OTHER EXPENSES</b>		
-	\$110,207	\$554,254	Purchased / Contracted Services	\$517,444	(\$36,810)
-	\$48,509	\$34,530	Supplies	\$131,376	\$96,846
-	\$0	\$35,000	Capital Outlays	\$50,000	\$15,000
-	-	-	Interfund / Interdepartmental Charges	-	-
-	\$0	\$2,000	Other Costs	\$2,000	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	\$0	\$0	Other Financing Uses	-	\$0
-	\$158,716	\$625,784	<b>TOTAL OTHER EXPENSES</b>	\$700,820	\$75,036
-	<b>\$960,485</b>	<b>\$2,157,768</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$3,264,079</b>	<b>\$1,106,311</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
-	\$686,255	\$1,644,168	General Fund	\$2,814,072	\$1,169,904
-	\$108,463	\$256,801	Airport Revenue Fund	\$224,580	(\$32,221)
-	\$165,766	\$256,799	Water & Wastewater Revenue Fund	\$225,426	(\$31,373)
-	<b>\$960,485</b>	<b>\$2,157,768</b>	<b>TOTAL EXPENSES</b>	<b>\$3,264,079</b>	<b>\$1,106,311</b>

FY19	FY20	FY21	FY22 AUTHORIZED POSITION COUNT	VARIANCE FY22-FY21
-	9.00	11.00	Full Time Equivalent	7.00



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**The Office of the Inspector General**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21	
			<i>PERSONNEL</i>		
-	\$417,291	\$990,419	Salaries, Regular	\$1,749,290	\$758,871
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$16,620	\$30,962	Salaries, Extra Help	\$30,962	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$22,660	\$33,282	Pen Cont Gen Emp Pen Fd	\$34,819	\$1,537
-	\$26,841	\$18,405	Defined Contribution	\$85,823	\$67,419
-	-	-	Workers' Compensation	-	-
-	\$58,556	\$48,227	Other Personnel Costs	\$315,318	\$267,091
-	\$541,969	\$1,121,295	<b>TOTAL PERSONNEL</b>	<b>\$2,216,212</b>	<b>\$1,094,918</b>
			<i>OTHER EXPENSES</i>		
-	\$96,525	\$463,285	Purchased / Contracted Services	\$416,284	(\$47,001)
-	\$47,761	\$23,188	Supplies	\$130,176	\$106,988
-	-	\$35,000	Capital Outlays	\$50,000	\$15,000
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	\$1,400	Other Costs	\$1,400	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	\$144,286	\$522,873	<b>TOTAL OTHER EXPENSES</b>	<b>\$597,860</b>	<b>\$74,987</b>
-	\$686,255	\$1,644,168	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,814,072</b>	<b>\$1,169,904</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21	
-	\$686,255	\$1,644,168	General Fund	\$2,814,072	\$1,169,904
-	\$686,255	\$1,644,168	<b>TOTAL EXPENSES</b>	<b>\$2,814,072</b>	<b>\$1,169,904</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	6.30	8.60	Full Time Equivalent	14.34	5.74



## FY22 OPERATING BUDGET HIGHLIGHTS

### The Office of the Inspector General

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$758,871	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$1,537	Increase due to personnel adjustments.
Defined Contribution	\$67,419	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$267,091	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$1,094,918</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$47,001)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes contracts related to E-file system and Ethics E-Learning software.
Supplies	\$106,988	Increase to properly align the budget based on anticipated usage of supplies. This line includes general office supplies.
Capital Outlays	\$15,000	Increase to properly align the budget based on anticipated capital related expenses. 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	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$74,987</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,169,904</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$1,169,904	
<b>TOTAL EXPENSES</b>	<b>\$1,169,904</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	5.74	Increase due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**The Office of the Inspector General**  
**Airport Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>EXPENDITURES AND APPROPRIATIONS</b>	
			<i>PERSONNEL</i>	
-	\$83,526	\$178,053	\$141,509	(\$36,543)
-	-	-	-	-
-	-	-	-	-
-	\$8,586	\$3,334	\$3,334	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	\$3,232	\$6,348	\$7,461	\$1,113
-	\$3,310	\$3,944	\$4,143	\$199
-	-	-	-	-
-	\$8,119	\$13,666	\$16,652	\$2,986
-	\$106,772	\$205,345	\$173,100	(\$32,245)
			<i>OTHER EXPENSES</i>	
-	\$1,909	\$45,485	\$50,580	\$5,095
-	(\$218)	\$5,671	\$600	(\$5,071)
-	-	-	-	-
-	-	-	-	-
-	-	\$300	\$300	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	\$1,691	\$51,456	\$51,480	\$24
-	\$108,463	\$256,801	\$224,580	(\$32,221)

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>FUND</b>	
-	\$108,463	\$256,801	\$224,580	(\$32,221)
-	\$108,463	\$256,801	\$224,580	(\$32,221)

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	1.35	1.20	Full Time Equivalent	1.83	0.63



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**The Office of the Inspector General**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$36,543)	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	\$1,113	Increase due to personnel adjustments.
Defined Contribution	\$199	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$2,986	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$32,245)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$5,095	Increase to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes expenses related to Ethics E-Learning software and Hotline service agreement.
Supplies	(\$5,071)	Decrease to properly align the budget based on anticipated usage of supplies. This line includes general offices supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes Commissioner contingency expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$24</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$32,221)</b>	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	(\$32,221)	
<b>TOTAL EXPENSES</b>	<b>(\$32,221)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	0.63	Increase due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**The Office of the Inspector General**  
**Water & Wastewater Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
-	\$119,831	\$178,053	Salaries, Regular	\$141,509	(\$36,543)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$3,375	\$3,334	Salaries, Extra Help	\$3,334	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$11,181	\$6,348	Pen Cont Gen Emp Pen Fd	\$7,461	\$1,113
-	\$4,385	\$3,944	Defined Contribution	\$4,142	\$199
-	-	-	Workers' Compensation	-	-
-	\$14,256	\$13,666	Other Personnel Costs	\$17,499	\$3,833
-	\$153,028	\$205,345	<b>TOTAL PERSONNEL</b>	<b>\$173,946</b>	<b>(\$31,399)</b>
			<i>OTHER EXPENSES</i>		
-	\$11,773	\$45,484	Purchased / Contracted Services	\$50,580	\$5,096
-	\$965	\$5,671	Supplies	\$600	(\$5,071)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	\$300	Other Costs	\$300	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	\$12,738	\$51,455	<b>TOTAL OTHER EXPENSES</b>	<b>\$51,480</b>	<b>\$25</b>
-	\$165,766	\$256,799	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$225,426</b>	<b>(\$31,373)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
-	\$165,766	\$256,799	Water & Wastewater Revenue Fund	\$225,426	(\$31,373)
-	\$165,766	\$256,799	<b>TOTAL EXPENSES</b>	<b>\$225,426</b>	<b>(\$31,373)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	1.35	1.20	Full Time Equivalent	1.83	0.63



## FY22 OPERATING BUDGET HIGHLIGHTS

### The Office of the Inspector General Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$36,543)	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	\$1,113	Increase due to personnel adjustments.
Defined Contribution	\$199	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$3,833	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$31,399)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$5,096	Increase to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes expenses related to Ethics E-Learning software and Hotline service agreement.
Supplies	(\$5,071)	Decrease to properly align the budget based on anticipated usage of supplies. This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes Commissioner contingency expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$25</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$31,373)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Water & Wastewater Revenue Fund	(\$31,373)	
<b>TOTAL EXPENSES</b>	<b>(\$31,373)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	0.63	Increase due to personnel adjustment.



# 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 fifteen 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, Urban League of Greater Atlanta, Atlanta University Center Consortium, Inc., and Street Smart, Inc.
- 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.

## FY2021 Accomplishments

- APD rate of agreement on sustained ACRB allegations increased significantly.
- Conducted intake on 86 complaints
- Completed 35 full investigations
- Board adjudicated 40 complaints, sustaining 38% of the complaints.
- Reduced complaint investigative timeline by 25%.
- APD discipline on sustained complaints increased to 71%.
- Conducted over 35 media interviews (local and national).
- Agency presentations to Louisville, KY; Virginia Beach, VA; Stamford, CT as a respected leading agency in the oversight field
- Maintained positive working relationships with Atlanta Police and Corrections Departments.
- Completed 4<sup>th</sup> Art & Essay Contest.
- Added two seats to the Board to increase diversity (citizens between 18-30 years old).

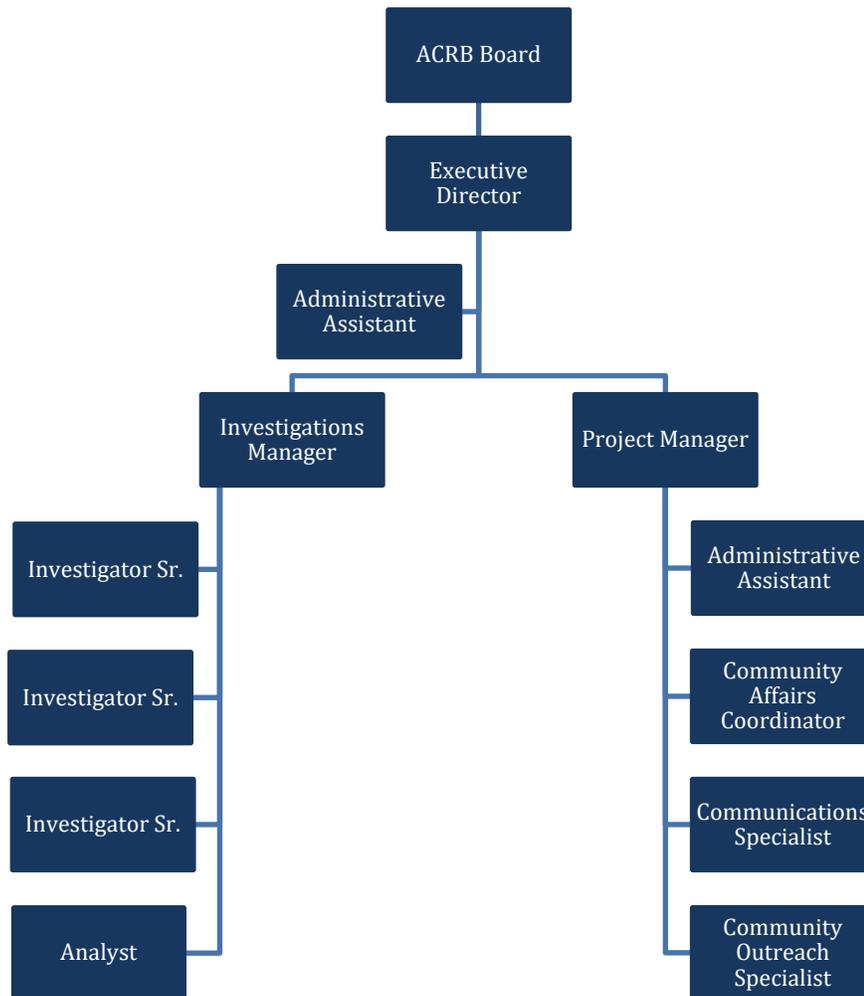
- Completed major upgrade to IAPro case management system.
- Participated in 16 panel discussions/presentations to local/national community groups/organizations.
- Board Committees and training reinitiated.
- Increased use of Social Media and Mass Media – TV, Radio, Billboards, etc.
- Created a virtual space for community expression – ACRB Content Writers Club.
- Hired data reporting analyst, community affairs coordinator, and communications specialist, increasing staff from 9 to 12.
- Contracted with legal consultant for additional agency support.
- Building relationships with local law schools.

## FY2022 Proposed 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/ACD Training Plan for Board members.
- Continue to engage in mediation outreach.
- Continue to inform the public on officer accountability actions, issues, and trends.
- Continue to reduce percentage of disagreement rate between ACRB and APD on sustained ACRB complaints.
- Increase strategic partnerships and establish broader coalitions with community entities.
- Conduct and analyze second community survey.
- Continue to expand social media platforms with added technology and contractor assistance to promote and enhance interactive communication between Citizens and ACRB.
- Continue to implement new ordinance amendments, i.e. resolution reviewer, review panels, expanded time to file complaint, etc. Increase agency services to include community support group and community training curriculum based on state's social and educational requirements for younger citizens.

# ORGANIZATIONAL CHART

ATLANTA CITIZEN REVIEW BOARD



# PERFORMANCE METRICS

ATLANTA CITIZEN REVIEW BOARD

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020* ACTUAL	FY2021* TARGET	FY2022* TARGET
<b><i>A Safe, Welcoming, and Inclusive City</i></b>				
Number of Complaints	153	86	105	150
Dismissals	94	44	58	83
Average Number of Investigative Days	207	156	140	120
Board Sustained Rate	60%	38%	N/A	N/A
Chief's Discipline on Sustained ACRB Complaints	41%	71%**	75%**	75%**
Cases Closed	55	40	50	60
Community Engagement Activities	150	50	75	150

*\*Subject to Coronavirus impact/\*\*Ideal percentage*





## FY22 OPERATING BUDGET HIGHLIGHTS

### Atlanta Citizens Review Board

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$519,280	\$569,663	\$762,091	Salaries, Regular	\$762,312	\$221
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$0	\$0	-	Salaries, Extra Help	\$0	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$0	\$0	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$39,881	\$48,661	\$57,390	Pen Cont Gen Emp Pen Fd	\$82,648	\$25,259
\$27,429	\$30,025	\$25,293	Defined Contribution	\$41,433	\$16,141
\$3,489	\$0	-	Workers' Compensation	-	-
\$71,784	\$88,119	\$79,811	Other Personnel Costs	\$92,026	\$12,215
\$661,863	\$736,468	\$924,584	<b>TOTAL PERSONNEL</b>	\$978,420	\$53,836
<b>OTHER EXPENSES</b>					
\$114,490	\$65,705	\$391,099	Purchased / Contracted Services	\$358,392	(\$32,707)
\$6,357	\$5,386	\$19,779	Supplies	\$52,502	\$32,723
\$0	\$0	-	Capital Outlays	-	-
\$1,460	\$3,120	\$1,482	Interfund / Interdepartmental Charges	\$1,570	\$88
\$8,291	\$11,149	\$24,982	Other Costs	\$24,982	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	\$6,036	\$6,015	Other Financing Uses	\$6,195	\$180
\$130,599	\$91,396	\$443,356	<b>TOTAL OTHER EXPENSES</b>	\$443,641	\$284
<b>\$792,462</b>	<b>\$827,864</b>	<b>\$1,367,940</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,422,060</b>	<b>\$54,120</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$792,462	\$827,864	\$1,367,940	General Fund	\$1,422,060	\$54,120
<b>\$792,462</b>	<b>\$827,864</b>	<b>\$1,367,940</b>	<b>TOTAL EXPENSES</b>	<b>\$1,422,060</b>	<b>\$54,120</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
9.00	8.00	9.00	Full Time Equivalent	9.00	0.00



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Atlanta Citizens Review Board**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>	
\$519,280	\$569,663	\$762,091	\$762,312	\$221
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
\$39,881	\$48,661	\$57,390	\$82,648	\$25,259
\$27,429	\$30,025	\$25,293	\$41,433	\$16,141
\$3,489	-	-	-	-
\$71,784	\$88,119	\$79,811	\$92,026	\$12,215
\$661,863	\$736,468	\$924,584	\$978,420	\$53,836
			<i>OTHER EXPENSES</i>	
\$114,490	\$65,705	\$391,099	\$358,392	(\$32,707)
\$6,357	\$5,386	\$19,779	\$52,502	\$32,723
-	-	-	-	-
\$1,460	\$3,120	\$1,482	\$1,570	\$88
\$8,291	\$11,149	\$24,982	\$24,982	-
-	-	-	-	-
-	-	-	-	-
-	\$6,036	\$6,015	\$6,195	\$180
\$130,599	\$91,396	\$443,356	\$443,641	\$284
<b>\$792,462</b>	<b>\$827,864</b>	<b>\$1,367,940</b>	<b>\$1,422,060</b>	<b>\$54,120</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
\$792,462	\$827,864	\$1,367,940	\$1,422,060	\$54,120
<b>\$792,462</b>	<b>\$827,864</b>	<b>\$1,367,940</b>	<b>\$1,422,060</b>	<b>\$54,120</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
9.00	8.00	9.00	Full Time Equivalent	9.00	-



## FY22 OPERATING BUDGET HIGHLIGHTS

### Atlanta Citizens Review Board

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<b>PERSONNEL</b>		
Salaries, Regular	\$221	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	\$25,259	Increase due to personnel adjustments.
Defined Contribution	\$16,141	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$12,215	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$53,836</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	(\$32,707)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes advertising cost, outreach initiatives, and travel for the annual conference.
Supplies	\$32,723	Increase to properly align the budget based on anticipated usage of supplies. This line includes supplies for outreach projects, investigation recording equipment, and general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$88	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes board member expenses, training, and stipend payments.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$180	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$284</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$54,120</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$54,120	
<b>TOTAL EXPENSES</b>	<b>\$54,120</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	-	



# CITY AUDITOR'S OFFICE

## Mission Statement

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in City government.

## Core Functions

- Conducting performance audits 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 reports. 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.

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.

*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 Committee holds public meetings every other month to conduct its business. During the closure of public buildings during the COVID-19 emergency, the Committee has conducted its meetings via teleconference.

*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, and fraud examination. The office procures professional services as necessary to perform audits that require specialized expertise.

Throughout fiscal year 2021, all City Auditor's Office staff worked remotely due to the City's deployment of mandatory telework for non-essential employees during the COVID-19 emergency. While we were largely able to conduct our work and replicate existing procedures in the remote environment, we modified audit scopes, objectives, or planned tests in some cases.

## **FY2021 Accomplishments**

- **Audit Reports**

- Renew Atlanta and TSPLOST
- City Hiring Processes
- Comcast Franchise Fees
- Tree Trust Fund
- DWM Capital Projects Contract Management
- Controls over CARES Act Spending and FEMA Reimbursement Requests
- APD Hiring Practices
- Liquor Licensing and Enforcement
- Office of Contract Compliance
- Forensic Review of Selected Transactions

- We worked with the Office of the Chief Operating Officer to follow up on the status of 46 of 125 audit recommendations open at the beginning of the year. Our follow-up efforts were reduced this year during the COVID-19 emergency. We are implementing an electronic workpaper system that will facilitate real-time tracking and reporting on the status of audit recommendations.

- **Independent Procurement Review**

Pending transition of the Independent Procurement Review function to the Office of Inspector General authorized in Ordinance 19-0-1729, we completed reports on 28 solicitations totaling more than \$494 million. We also provided training on the program and on controls to detect and prevent public procurement fraud to the Department of Procurement.

- **Continuous Audit**

Continuous auditing leverages technology to test controls and to identify potential red flags in transactions as, or soon after, they occur. We worked with the departments of Finance, Procurement, AIM and other stakeholders to identify high-risk transactions to develop a continuous audit pilot program.

## **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. We are planning another review toward the end of fiscal year 2022. The Association of Local Government Auditors, which conducts the reviews, is experiencing a backlog due to the COVID-19 emergency.

## **FY2022 Proposed Program Highlights**

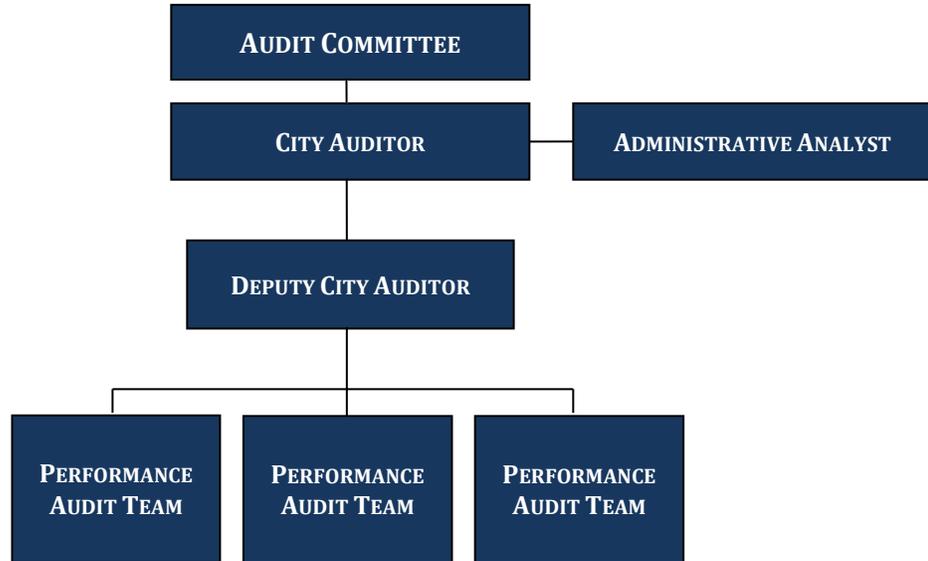
- Upcoming audits include:

- Cybersecurity
- Enforcement of Building and Zoning Codes
- Recreation Fees
- Streetlighting
- Business License Administration
- Aviation Maintenance

We will finalize our audit recommendation tracking dashboard. We also plan to expand our continuous audit program and schedule our sixth external quality assurance review.

# ORGANIZATIONAL CHART

AUDITOR'S OFFICE



# PERFORMANCE METRICS

AUDITOR'S OFFICE

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Number of audit reports released	10	9	10	10
Average staff hours per audit	1,864	2,082	1,650	1,650
Recommendation agreement rate	87%	76%	95%	95%
Recommendations closed	47	73	75	75
Percent of closed recommendations implemented	100%	59%		
Allegations reviewed	7	N/A	N/A	N/A
Investigative cases opened	5	N/A	N/A	N/A
Investigative cases closed	3	N/A	N/A	N/A
Investigative reports released	1	N/A	N/A	N/A
Percent of professional staff with advanced degrees or certification	81%	77%	88%	87%





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$1,454,965	\$1,429,661	\$1,596,992	Salaries, Regular	\$1,646,313	\$49,321
-	\$2,772	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$61,844	\$7,788	\$15,000	Salaries, Extra Help	\$15,000	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$64,353	\$60,191	\$56,336	Pen Cont Gen Emp Pen Fd	\$67,855	\$11,519
\$79,683	\$74,326	\$66,152	Defined Contribution	\$54,942	(\$11,210)
-	-	-	Workers' Compensation	-	-
\$131,096	\$139,957	\$217,409	Other Personnel Costs	\$344,896	\$127,486
\$1,791,941	\$1,714,694	\$1,951,889	<b>TOTAL PERSONNEL</b>	\$2,129,006	\$177,117
<b>OTHER EXPENSES</b>					
\$2,670,827	\$1,371,074	\$1,972,603	Purchased / Contracted Services	\$1,863,515	(\$109,088)
\$13,036	\$14,870	\$31,750	Supplies	\$45,854	\$14,104
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$2,436	\$3,076	\$6,000	Other Costs	\$6,000	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$2,686,299	\$1,389,020	\$2,010,353	<b>TOTAL OTHER EXPENSES</b>	\$1,915,369	(\$94,984)
<b>\$4,478,240</b>	<b>\$3,103,714</b>	<b>\$3,962,242</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$4,044,375</b>	<b>\$82,133</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$2,086,241	\$1,639,958	\$2,048,652	General Fund	\$2,102,830	\$54,178
\$1,327,040	\$644,837	\$956,795	Airport Revenue Fund	\$968,601	\$11,806
\$1,064,959	\$818,919	\$956,795	Water & Wastewater Revenue Fund	\$972,944	\$16,149
<b>\$4,478,240</b>	<b>\$3,103,714</b>	<b>\$3,962,242</b>	<b>TOTAL EXPENSES</b>	<b>\$4,044,375</b>	<b>\$82,133</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
16.36	21.00	17.29	Full Time Equivalent	16.93	(0.36)



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Audit**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$860,473	\$845,036	\$1,085,955	Salaries, Regular	\$1,118,840	\$32,886
-	\$1,639	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$36,575	\$2,950	\$10,200	Salaries, Extra Help	\$10,200	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$50,596	\$44,907	\$38,308	Pen Cont Gen Emp Pen Fd	\$46,141	\$7,833
\$65,495	\$55,266	\$44,983	Defined Contribution	\$36,358	(\$8,625)
-	-	-	Workers' Compensation	-	-
\$101,478	\$98,367	\$147,839	Other Personnel Costs	\$198,666	\$50,826
<b>\$1,114,618</b>	<b>\$1,048,166</b>	<b>\$1,327,285</b>	<b>TOTAL PERSONNEL</b>	<b>\$1,410,205</b>	<b>\$82,920</b>
			<i>OTHER EXPENSES</i>		
\$961,753	\$580,477	\$696,353	Purchased / Contracted Services	\$658,055	(\$38,298)
\$8,622	\$9,669	\$21,654	Supplies	\$31,210	\$9,556
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$1,248	\$1,647	\$3,360	Other Costs	\$3,360	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$971,623	\$591,793	\$721,367	<b>TOTAL OTHER EXPENSES</b>	<b>\$692,625</b>	<b>(\$28,742)</b>
<b>\$2,086,241</b>	<b>\$1,639,958</b>	<b>\$2,048,652</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,102,830</b>	<b>\$54,178</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$2,086,241	\$1,639,958	\$2,048,652	General Fund	\$2,102,830	\$54,178
<b>\$2,086,241</b>	<b>\$1,639,958</b>	<b>\$2,048,652</b>	<b>TOTAL EXPENSES</b>	<b>\$2,102,830</b>	<b>\$54,178</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
9.90	12.60	10.45	Full Time Equivalent	11.43	0.98



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$32,886	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$7,833	Increase due to personnel adjustments.
Defined Contribution	(\$8,625)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$50,826	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$82,920</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$38,298)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes financial and contracted special audits.
Supplies	\$9,556	Increase to properly align the budget based on anticipated usage of supplies. This line includes expenses related to office supplies, computers, and software purchases.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes audit committee meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$28,742)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$54,178</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$54,178	
<b>TOTAL EXPENSES</b>	<b>\$54,178</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	0.98	Increase due to personnel adjustments.



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit Airport Revenue Fund

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$297,246	\$294,153	\$255,519	Salaries, Regular	\$263,737	\$8,218
-	\$566	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$12,635	\$978	\$2,400	Salaries, Extra Help	\$2,400	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$6,802	\$7,366	\$9,014	Pen Cont Gen Emp Pen Fd	\$10,857	\$1,843
\$7,094	\$9,538	\$10,584	Defined Contribution	\$7,121	(\$3,463)
-	-	-	Workers' Compensation	-	-
\$14,809	\$20,568	\$34,785	Other Personnel Costs	\$73,117	\$38,332
\$338,586	\$333,170	\$312,302	<b>TOTAL PERSONNEL</b>	\$357,231	\$44,929
			<i>OTHER EXPENSES</i>		
\$985,643	\$308,598	\$638,125	Purchased / Contracted Services	\$602,730	(\$35,395)
\$2,151	\$2,438	\$5,048	Supplies	\$7,320	\$2,272
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$660	\$631	\$1,320	Other Costs	\$1,320	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$988,454	\$311,666	\$644,493	<b>TOTAL OTHER EXPENSES</b>	\$611,370	(\$33,123)
<b>\$1,327,040</b>	<b>\$644,837</b>	<b>\$956,795</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$968,601</b>	<b>\$11,806</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$1,327,040	\$644,837	\$956,795	Airport Revenue Fund	\$968,601	\$11,806
<b>\$1,327,040</b>	<b>\$644,837</b>	<b>\$956,795</b>	<b>TOTAL EXPENSES</b>	<b>\$968,601</b>	<b>\$11,806</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
3.04	4.20	3.23	Full Time Equivalent	2.75	(0.48)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$8,218	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$1,843	Increase due to personnel adjustments.
Defined Contribution	(\$3,463)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$38,332	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$44,929</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$35,395)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes financial and contracted special audits.
Supplies	\$2,272	Increase to properly align the budget based on anticipated usage of supplies. This line includes office supplies, computers, and software purchases.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes audit committee meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$33,123)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$11,806</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Airport Revenue Fund	\$11,806	
<b>TOTAL EXPENSES</b>	<b>\$11,806</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(0.48)	Decrease due to personnel adjustments.





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit

### Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$8,218	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$1,843	Increase due to personnel adjustments.
Defined Contribution	\$879	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$38,328	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$49,268</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	( <b>\$35,395</b> )	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes financial and contracted special audits.
Supplies	\$2,276	Increase to properly align the budget based on anticipated usage of supplies. This line includes office supplies, computers, and software purchases.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes audit committee meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(<b>\$33,119</b>)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$16,149</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Water & Wastewater Revenue Fund	\$16,149	
<b>TOTAL EXPENSES</b>	<b>\$16,149</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	( <b>0.86</b> )	Decrease due to personnel adjustments.



# 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, client advocates, and social workers in the department seek 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 employment. The office also partners with Atlanta Public Schools, First Presbyterian Church of Atlanta, @Promise Center, City of Refuge, Lutheran Church of the Redeemer, 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.

## FY2021 Accomplishments

- **Lawyers Initiative for Transforming Society (L.I.F.T.S)**

The department established an outreach program to reduce legal obstacles to placing homeless citizens in shelters, temporary housing, transitional housing and permanent housing. The LIFTS program primarily assists in obtaining the removal or resolution of outstanding criminal warrants. The immediate impact increases public safety, reduces recidivism and provides community and family stability.

- **Financial Empowerment Group**

The department conducts weekly financial literacy programming under an established curriculum in conjunction with our Employment Referral Advocacy. Participants are assisted with setting and achieving goals, building money management skills, learning about credit and debt, and choosing appropriate financial products and services. The program is specifically targeted to meet the needs and obligations of each individual participant, and better ensures the long-term success and retention of employment.

- **John D. and Catherine T. MacArthur Grant**

The MacArthur Foundation selected the department to become a participant of the Safety & Justice Challenge Network, an initiative that funds innovative programs that seeks to improve the criminal justice system. The grant will fund technical assistance and the acquisition of a case management system.

- **Legislation 18-O-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.
- **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 must be accomplished to become eligible for license restoration can be confusing, and present barriers to lawful driving. The department implemented an assistance program that provides guidance and technical assistance in restoring the privilege to drive.
- **Know Your Rights-Community Outreach**  
The department engaged with communities 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. The program helps with submitting applications for record restrictions.
- **Homeless Connections**  
The department has continued its partnership with the Continuum of Care/Partners for Home in FY21. 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.

## **FY2022 Proposed Program Highlights**

- **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 has launched an Immigration Defense Unit within the office where immigration attorney(s) 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.
- **American Council of Chief Defenders**

Through the Chief Public Defender, the department is a member of a national community of public defense leaders endorsing a national voice for public defense; promoting best practices in leadership, management, and the administration of justice; and supporting the development and reform of the public defense system.
- **Defender Council**

The department's Chief Public Defender was appointed to the Council in FY20 to advise the Board of Directors of the National Legal Aid and Defender Association regarding policy and programming related to the provision of defender legal services.
- **Pre-Arrest Diversion (PAD)**

The department will continue to support the Atlanta/ Fulton County Initiative by providing legal assistance and outcome tracking to program participants and leading a legal clinic to directly engage PAD participants with service and/or referral needs.
- **SOAR**

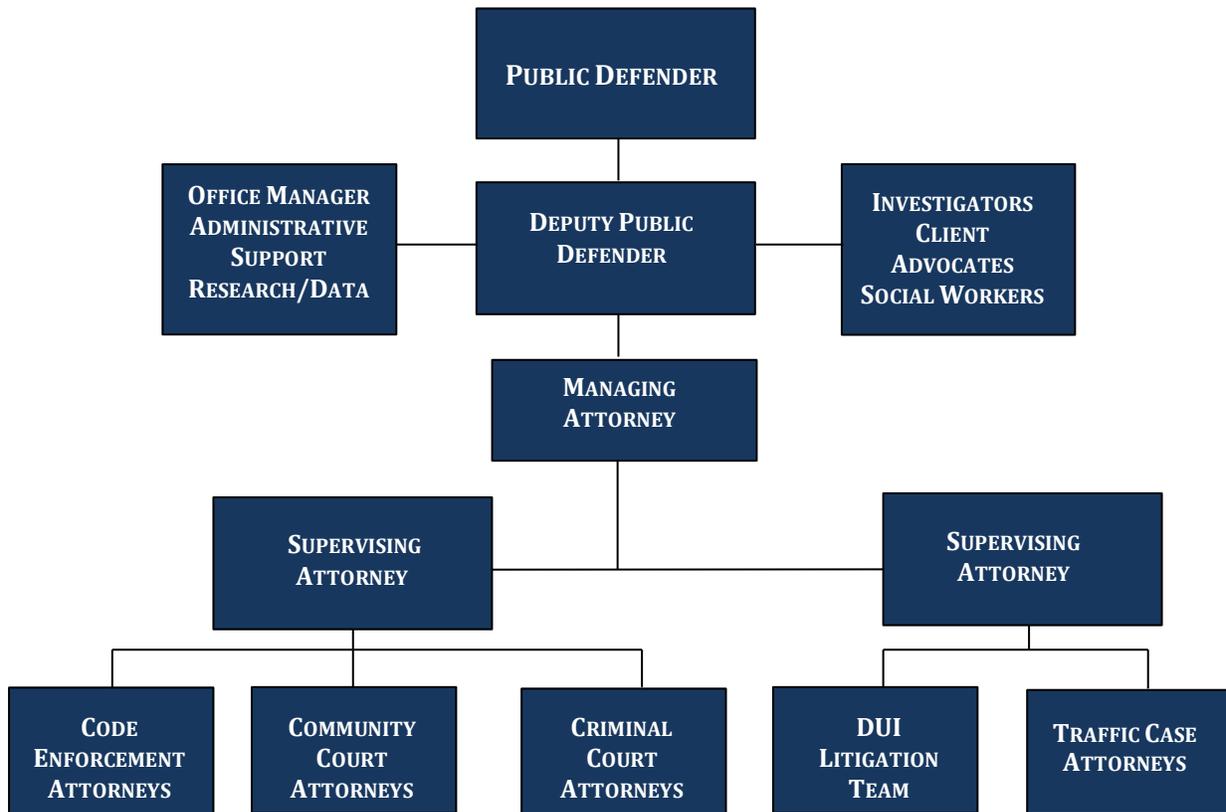
Public Defender Social Worker facilitates SOAR Assistance to Community based clients. SSI/SSDI Outreach, Access, and Recovery (SOAR) is a program designed to increase access to SSI/SSDI for eligible adults and children who are experiencing or at risk of homelessness and have a serious mental illness, medical impairment, and/or a co-occurring substance use disorder.
- **Neighborhood Planning Unit Ambassador Program**

Public Defender Attorneys and Public Defender Client Advocates and Social Workers work in tandem to provide services & meet the needs of Mechanicsville, Grove Park and Vine City NPU
- **Employment Referral Advocacy**

The Office of the Public Defender 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 criminal record restriction applications, license and identification restoration, housing sustainability measures, and financial literacy, that can remove barriers to employment.

# ORGANIZATIONAL CHART

PUBLIC DEFENDER



# PERFORMANCE METRICS

PUBLIC DEFENDER

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b>Public Safety</b>				
Total # of cases assigned to Public Defender	28,437	20,000est ↓	21,000	15,000



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Defender

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$2,649,771	\$2,662,603	\$2,797,665	Salaries, Regular	\$3,327,339	\$529,675
\$26,397	\$30,478	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$102,101	\$0	\$3,922	Salaries, Extra Help	\$3,922	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$19	\$447	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$159,449	\$150,402	\$154,636	Pen Cont Gen Emp Pen Fd	\$315,979	\$161,342
\$140,786	\$139,913	\$110,495	Defined Contribution	\$89,133	(\$21,363)
\$0	\$878	-	Workers' Compensation	-	-
\$338,041	\$296,986	\$359,779	Other Personnel Costs	\$417,305	\$57,527
\$3,416,564	\$3,281,707	\$3,426,497	<b>TOTAL PERSONNEL</b>	\$4,153,678	\$727,181
			<b>OTHER EXPENSES</b>		
\$304,719	\$367,709	\$347,842	Purchased / Contracted Services	\$343,051	(\$4,791)
\$48,531	\$56,169	\$121,487	Supplies	\$148,914	\$27,427
\$0	\$0	-	Capital Outlays	-	-
\$1,042	\$1,205	\$2,357	Interfund / Interdepartmental Charges	\$643	(\$1,714)
-	\$1,366	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$0	Other Financing Uses	-	\$0
\$354,292	\$426,449	\$471,686	<b>TOTAL OTHER EXPENSES</b>	\$492,608	\$20,922
<b>\$3,770,856</b>	<b>\$3,708,156</b>	<b>\$3,898,182</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$4,646,286</b>	<b>\$748,104</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$3,770,856	\$3,708,156	\$3,898,182	General Fund	\$4,646,286	\$748,104
<b>\$3,770,856</b>	<b>\$3,708,156</b>	<b>\$3,898,182</b>	<b>TOTAL EXPENSES</b>	<b>\$4,646,286</b>	<b>\$748,104</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
56.00	36.00	45.00	Full Time Equivalent	46.00	1.00



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Defender**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>	
\$2,649,771	\$2,662,603	\$2,797,665	Salaries, Regular	\$529,675
\$26,397	\$30,478	-	Salaries, Perm Part-Time	-
-	-	-	Salaries, Sworn	-
\$102,101	-	\$3,922	Salaries, Extra Help	\$0
-	-	-	Salaries, Extra Help-Sworn	-
\$19	\$447	-	Overtime	-
-	-	-	Pen Cont Fire Pen Fd	-
-	-	-	Pen Cont Police Pen Fd	-
\$159,449	\$150,402	\$154,636	Pen Cont Gen Emp Pen Fd	\$161,342
\$140,786	\$139,913	\$110,495	Defined Contribution	(\$21,363)
-	\$878	-	Workers' Compensation	-
\$338,041	\$296,986	\$359,779	Other Personnel Costs	\$57,527
<b>\$3,416,564</b>	<b>\$3,281,707</b>	<b>\$3,426,497</b>	<b>TOTAL PERSONNEL</b>	<b>\$727,181</b>
			<i>OTHER EXPENSES</i>	
\$304,719	\$367,709	\$347,842	Purchased / Contracted Services	(\$4,791)
\$48,531	\$56,169	\$121,487	Supplies	\$27,427
-	-	-	Capital Outlays	-
\$1,042	\$1,205	\$2,357	Interfund / Interdepartmental Charges	(\$1,714)
-	\$1,366	-	Other Costs	-
-	-	-	Debt Service	-
-	-	-	Conversion / Summary	-
-	-	-	Other Financing Uses	-
\$354,292	\$426,449	\$471,686	<b>TOTAL OTHER EXPENSES</b>	<b>\$20,922</b>
<b>\$3,770,856</b>	<b>\$3,708,156</b>	<b>\$3,898,182</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$748,104</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
\$3,770,856	\$3,708,156	\$3,898,182	General Fund	\$748,104
<b>\$3,770,856</b>	<b>\$3,708,156</b>	<b>\$3,898,182</b>	<b>TOTAL EXPENSES</b>	<b>\$748,104</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
56.00	36.00	45.00	Full Time Equivalent	46.00	1.00



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Defender General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$529,675	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$161,342	Increase due to personnel adjustments.
Defined Contribution	(\$21,363)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$57,527	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$727,181</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$4,791)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations.
Supplies	\$27,427	Increase to properly align the budget based on anticipated usage of supplies. This line includes utilities and general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$1,714)	Decrease to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$20,922</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$748,104</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$748,104	
<b>TOTAL EXPENSES</b>	<b>\$748,104</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	1.00	Increase due to personnel adjustments.



# ENTERPRISE ASSETS MANAGEMENT

## Mission Statement

The mission of the Department of Enterprise Assets Management is to:

- Provide lifecycle management of physical assets to sustainably achieve their stated business objectives.
- Coordinate activities to realize maximum value from assets.
- Provide strategic oversight and efficient management of the City's real property holdings and leased facilities.
- Provide efficient property acquisitions.
- Provide the City with a Vertical Central Program Management Office.
- Provide safe, clean, well maintained, accessible, and sustainable facilities.

## Vision Statement

To achieve the true value of assets using a systematic approach in delivering efficient and sustainable world-class facilities that provide an optimized experience for our constituents, employees, and guests.

## Summary of Operations

The Department of Enterprise Assets Management is comprised of four major divisions. These divisions are **Administration, Real Estate, Capital Projects, and Facilities Operations**. All four divisions work together to maintain our infrastructure inventory, currently at 126 facilities comprising of 4.2 million sq. ft.

## Divisions/Offices Descriptions

The **Administration Division** provides support, within the department, for budgeting, procurement, personnel, legislative, and marketing. The division supports the City of Atlanta's internal and external customers through events, parking, and utility tracking and payment. Tiffany Burden leads the Administration division.

The **Real Estate Division** maintains the City's inventory of owned and leased properties, excluding the Department of Aviation; acquires & disposes of real property; leases and manages City-owned property for revenue and/or department operations. Interim Director Mike Yeargin leads the Real Estate division.

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. Interim Director Maurice Jackson leads the Technical Services division.

The **Facilities Operations Division** maintains direct responsibility for building envelope for many of the General Fund facilities; provides indirect maintenance assistance to Public Works, Parks/ Recreation, and Watershed facilities. Chonte Martin leads the Facilities Operations division.

## FY2021 Accomplishments

### Real Estate

- Latta Street Abandonment \$175,000 sale proceeds
- Milton Street Abandonment \$120,300 sale proceeds
- Managed closings of 20 parcels for the Cascade Road Streetscape Project
- Collected \$4.8 Million in lease revenue, including City Plaza, Clear Creek, Neighborhood Centers, Screen Gems Studios, Live Nation Venue, and other miscellaneous smaller City facilities.
- Managed \$2.5 Million in expense leases for APD, AFR, Public Defender, Planning & Community Development

## Capital Projects

### *Construction completion*

- APD Zone 3 new construction
- City Hall Tower 14<sup>th</sup> and 15<sup>th</sup> floor renovation
- Department of City Planning – interior buildout on City Hall 3<sup>rd</sup> floor
- Park ADA upgrades
- 160 Trinity Avenue – DPR, Public Defenders & Cultural Affairs build-out & relocation
- Law Department floor reinforcement and new high-density file
- City of Atlanta pandemic re-opening plexiglass and decal sign installation
- AIM renovation at the ground floor of City Hall South
- AFRD vehicle storage at 23 Claire Drive SE
- Fire Station #7 Airshop demo
- AFRD Academy relocation to 5155 Clipper Rd
- DWM 14<sup>th</sup> street suite renovation
- Public Safety Annex HVAC upgrade and roof repair
- GA Hill roof replacement
- Rosel Fann roof replacement
- City Hall Tower 4<sup>th</sup> floor modernization and new furniture

### Facilities Operations

- Data Center Heating, Ventilation, and Air Conditioning (HVAC) Replacement
- City Hall - Generator Upgraded
- City Hall - Replaced main switchgear
- Municipal Court - Waterproofing outside windows and Chiller repairs
- Public Safety Head Quarters (PSHQ) – Domestic water pump repair
- PSHQ - Repair Chiller 1&2
- Public Safety Annex - Replaced Generator, Chiller upgrades, and Security gate upgraded
- Neighborhood Centers - HVAC system replacements, roof repairs, and replacements
- Implemented physical security recommendations for facilities
- Upgraded and assisted with camera systems installations
- Improved and assist with access control integration and credentialing for facilities
- Negotiated new security contract agreement for FY2021
- ASIS (American Society for Industrial Security) training
- Reviewed Life Safety documentation to ensure annual compliance for each DEAM property for FY2021

## FY2022 Proposed Program Highlights

### Administration

- Implement legislation to change department name to Enterprise Asset Management
- Assist the Innovation team with the pandemic resumption of operations documentation
- Coordinate Asset Management Certification training for the department

### Real Estate

- 160 pending parcel acquisitions for Intersection Improvements, Right of Way, Corridor intersection upgrades, Pedestrian Safety, Signalization improvement
- \$1.2 Million projected proceeds from the disposition of nine Tier One category surplus residential sites
- Five pending telecommunication leases in process
- 21 Georgia Power Company Easements in process
- \$85,000 projected proceeds from the sale of surplus residential property 903 Parkstone, Dekalb
- Proposed abandonment of Ferst Drive Street to GA Tech projected proceeds up to \$1 Million
- Proposed abandonment of Northyards Boulevard to GA Tech projected proceeds of \$500,000

### Capital Projects

- Municipal Court Power grid – connect to network power
- Replace Dunbar roof
- AFRD Fire Station #22 new construction
- AFRD Fire Station #36 new construction
- 185 Spring Street build-out
- Demolition of 175 Spring Street
- Construction of new warehouse storage facility at 1270 West Marietta St
- Department of Finance: Office of Revenue restacking, City Hall Tower floors: 8, 11 and 13
- Department of Procurement – facelift suite 1750
- Upgrades to Municipal Court ground floor
- APD SWAT building build-out
- 72 Marietta Street Administration system split
- AFRD Fire Station #34 roof replacement
- APD Zone #1 roof replacement

## **Facilities Operations**

- Procure new Life Safety, Janitorial, Security, and Elevator Contracts
- Installation of new monitoring and controlling system for mechanical equipment – Enterprise Building Integrator (EBI)
- Procure new Enterprise Assets Management System/ Computerized Maintenance Management System (CMMS) Maximo for efficient work order and facility management.
- Continuous industry training for maintenance technicians through BOMA and technical schools

### *City Hall*

- Enhance Preventative Maintenance program

### *Municipal Court*

- Enhance waterproofing of facility
- Leak check and repair chiller number one
- Complete HVAC upgrades
- Address backflow issue to building

### *Public Safety Annex*

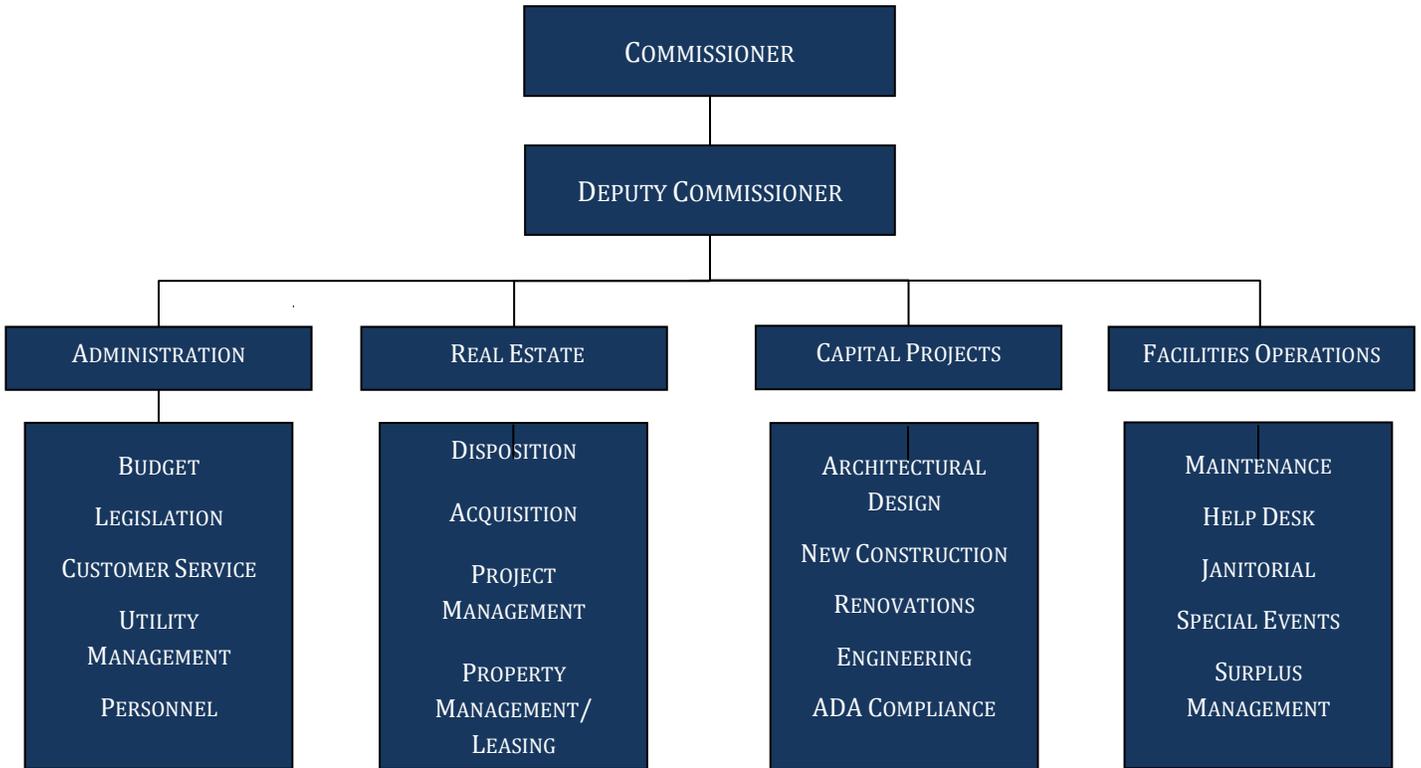
- Replace generator
- Upgrade HVAC system for controlling heating and ventilation in the building

### *Life Safety*

- Duress System Repair and Programming (City Hall)
- Fire Alarm System upgrades (All facilities)
- Burglar System Repairs: Georgia Hill, AWDA, Dunbar, and JC Birdine
- Citywide Access Control Software Update
- CCTV Camera Repairs/Replacement/Software Updates Citywide
- Upgrade City Hall exterior lighting
- Complete threat/vulnerability assessments at Dunbar, JC Birdine, Georgia Hill, and 818 Pollard Boulevard facilities
- Complete and improve on the annual practical evacuation exercises from FY2020
- Revise Continuity of Operations Plan (COOP)
- Enhance emergency notifications

# ORGANIZATIONAL CHART

ENTERPRISE ASSETS MANAGEMENT



# PERFORMANCE METRICS

ENTERPRISE ASSETS MANAGEMENT

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>An Ethical, Transparent and Fiscally Responsible Government</i></b>				
Lease savings	\$100,000	\$0	\$2,500,000	\$1,000,000
Fast Track team construction savings	\$500,000	\$550,000	\$500,000	\$500,000
In-house design savings	\$800,000	\$350,000	\$900,000	\$900,000
<b><i>World-Class Employees, Infrastructure, and Services</i></b>				
Capital projects	40	70	40	20
Service request tickets	11,000	11,000	10,000	10,000
Inspections completed within SLA	95%	89%	95%	95%
Safety incidences	0	7	0	0
Security incidences	0	8	0	0
Drills	1	3	2	2
<b><i>Thriving Neighborhoods, Communities, and Businesses</i></b>				
Acquisitions	10	50	2	35
Dispositions	10	6	4	9



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Enterprise Assets Management

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$5,863,917	\$5,634,676	\$5,960,320	Salaries, Regular	\$5,832,241	(\$128,079)
-	-	-	Salaries, Perm Part-Time	-	-
\$4,154	\$0	-	Salaries, Sworn	-	-
\$390,412	\$293,174	\$194,294	Salaries, Extra Help	\$194,294	\$0
-	\$3,800	-	Salaries, Extra Help-Sworn	-	-
\$180,866	\$106,325	\$200,000	Overtime	\$200,000	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$740,718	\$691,277	\$660,680	Pen Cont Gen Emp Pen Fd	\$941,382	\$280,702
\$227,315	\$211,649	\$179,256	Defined Contribution	\$143,688	(\$35,568)
\$30,236	\$42,713	\$70,445	Workers' Compensation	\$70,445	\$0
\$915,005	\$898,237	\$811,377	Other Personnel Costs	\$1,100,995	\$289,619
\$8,352,622	\$7,881,851	\$8,076,372	<b>TOTAL PERSONNEL</b>	\$8,483,045	\$406,674
<b>OTHER EXPENSES</b>					
\$8,792,648	\$5,258,384	\$5,110,667	Purchased / Contracted Services	\$5,725,715	\$615,048
\$3,291,324	\$3,380,699	\$3,856,067	Supplies	\$3,783,318	(\$72,749)
\$54,406	\$77,100	\$15,750	Capital Outlays	\$15,750	\$0
\$93,123	\$53,705	\$62,032	Interfund / Interdepartmental Charges	\$67,616	\$5,584
-	\$3,971	-	Other Costs	\$8,000	\$8,000
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	\$18,931	\$22,002	Other Financing Uses	\$78,180	\$56,177
\$12,231,500	\$8,792,790	\$9,066,518	<b>TOTAL OTHER EXPENSES</b>	\$9,678,579	\$612,061
<b>\$20,584,122</b>	<b>\$16,674,641</b>	<b>\$17,142,890</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$18,161,624</b>	<b>\$1,018,734</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$20,584,122	\$16,674,641	\$17,142,890	General Fund	\$18,161,624	\$1,018,734
<b>\$20,584,122</b>	<b>\$16,674,641</b>	<b>\$17,142,890</b>	<b>TOTAL EXPENSES</b>	<b>\$18,161,624</b>	<b>\$1,018,734</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	123.00	131.00	Full Time Equivalent	122.00	(9.00)



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Enterprise Assets Management**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
\$5,863,917	\$5,634,676	\$5,960,320	Salaries, Regular	\$5,832,241	(\$128,079)
-	-	-	Salaries, Perm Part-Time	-	-
\$4,154	-	-	Salaries, Sworn	-	-
\$390,412	\$293,174	\$194,294	Salaries, Extra Help	\$194,294	-
-	\$3,800	-	Salaries, Extra Help-Sworn	-	-
\$180,866	\$106,325	\$200,000	Overtime	\$200,000	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$740,718	\$691,277	\$660,680	Pen Cont Gen Emp Pen Fd	\$941,382	\$280,702
\$227,315	\$211,649	\$179,256	Defined Contribution	\$143,688	(\$35,568)
\$30,236	\$42,713	\$70,445	Workers' Compensation	\$70,445	-
\$915,005	\$898,237	\$811,377	Other Personnel Costs	\$1,100,995	\$289,619
\$8,352,622	\$7,881,851	\$8,076,372	<b>TOTAL PERSONNEL</b>	<b>\$8,483,045</b>	<b>\$406,674</b>
			<i>OTHER EXPENSES</i>		
\$8,792,648	\$5,258,384	\$5,110,667	Purchased / Contracted Services	\$5,725,715	\$615,048
\$3,291,324	\$3,380,699	\$3,856,067	Supplies	\$3,783,318	(\$72,749)
\$54,406	\$77,100	\$15,750	Capital Outlays	\$15,750	-
\$93,123	\$53,705	\$62,032	Interfund / Interdepartmental Charges	\$67,616	\$5,584
-	\$3,971	-	Other Costs	\$8,000	\$8,000
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	\$18,931	\$22,002	Other Financing Uses	\$78,180	\$56,177
\$12,231,500	\$8,792,790	\$9,066,518	<b>TOTAL OTHER EXPENSES</b>	<b>\$9,678,579</b>	<b>\$612,061</b>
<b>\$20,584,122</b>	<b>\$16,674,641</b>	<b>\$17,142,890</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$18,161,624</b>	<b>\$1,018,734</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$20,584,122	\$16,674,641	\$17,142,890	General Fund	\$18,161,624	\$1,018,734
<b>\$20,584,122</b>	<b>\$16,674,641</b>	<b>\$17,142,890</b>	<b>TOTAL EXPENSES</b>	<b>\$18,161,624</b>	<b>\$1,018,734</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	123.00	131.00	Full Time Equivalent	122.00	(9.00)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Enterprise Assets Management General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$128,079)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	Budget based on anticipated operational activity.
Salaries, Extra Help-Sworn	-	
Overtime	-	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$280,702	Increase due to personnel adjustments.
Defined Contribution	(\$35,568)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	Budget based on anticipated Workers' Compensation expenses.
Other Personnel Costs	\$289,619	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$406,674</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$615,048	Increase to properly align contractual and operational expenses based on anticipated contractual obligations. This line includes operational, service and maintenance contracts for DEAM operated facilities as well as Fire Stations and Police Precincts under their purview. This increase also accounts for life safety upgrades and repairs.
Supplies	(\$72,749)	Decrease to properly align the budget based on anticipated usage of supplies. This line includes utilities and general office supplies.
Capital Outlays	-	This line includes equipment expenses.
Interfund / Interdepartmental Charges	\$5,584	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	\$8,000	Increase to properly align the budget based on anticipated expenses for other costs. This line includes Payments to Other Governments (Marta Cards).
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$56,177	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$612,061</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,018,734</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$1,018,734	
<b>TOTAL EXPENSES</b>	<b>\$1,018,734</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(9.00)	Decrease due to personnel adjustments.



# CUSTOMER SERVICE

## Mission Statement

The Department of Customer Service-ATL311's (DCS) mission is to provide the public with simple and convenient access to all City of Atlanta government services and information while offering quality service that emphasizes Accountability, Responsiveness, and Efficiency. We ARE a diverse workforce serving our vibrant business community, visitors and constituency through a centralized point of contact.

## Vision Statement

ATL311's vision is to be THE world-class customer service center for the City of Atlanta that creates, supports and sustains the community through easy access to all city services.

## Core Values

- Accountable
- Responsive
- Efficient
- Knowledgeable
- Committed

## Summary of Operations

ATL311 is the City of Atlanta's non-emergency customer service center that is responsible for providing Atlanta residents, visitors and business owners with fast, easy access to information and services. We operate as an omnichannel contact center that is accessible by phone, web portal, mobile app, fax, email and all social media platforms. ATL311 works closely with City of Atlanta departments to constantly improve the quality and efficiency of the services delivered. We provide direct call intake support to the following departments:

- Department of Watershed Management
- Department of Public Works
- Department of Finance-Revenue
- Atlanta Municipal Court
- Mayor's Office of Film and Entertainment
- Atlanta Police Department Non-Emergency
- Code Enforcement

- Department of Transportation
- Policing Alternatives and Diversion Initiative (PAD)

## Objectives

- Be the City of Atlanta's "One Source for City Services".
- Deliver consistent and accurate information for all City services.
- Reduce call volume and resource requirements for non-emergency services by increasing self-service functionality.
- Provide end-to-end service request tracking to ensure timely and satisfactory resolution of customer's requests.

## FY2021 Accomplishments

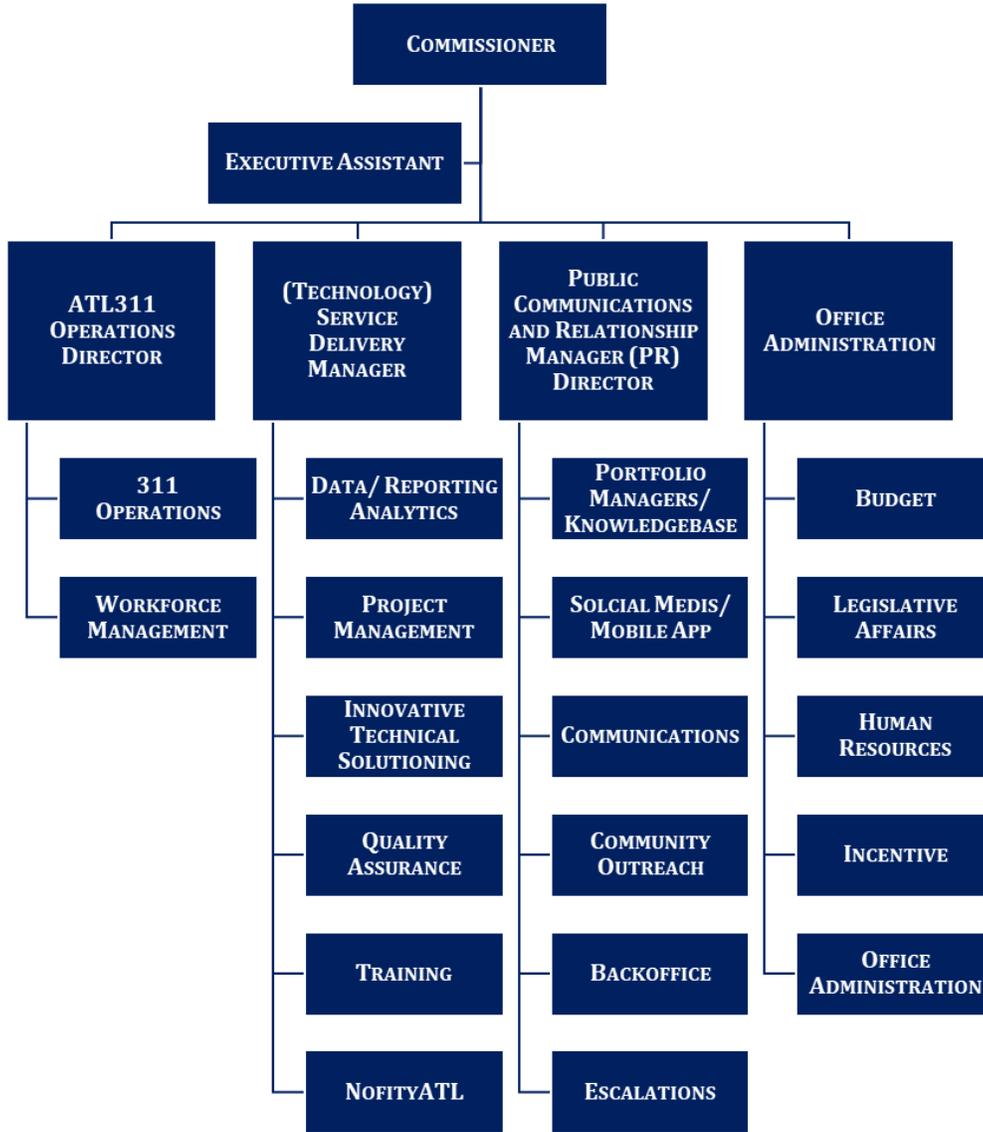
- Created an Ambassador Program that expanded community outreach efforts across the City of Atlanta by attending virtual NPUs and Community meetings.
- The ATL311 Mobile App surpassed 18,000 downloads, which is 8,000+ downloads since last fiscal year.
- Deployed a new CRM system, ATLServ, that will advance data analytics, improve reporting accuracy and online portal capabilities for customers to register and track overall progress of a case.
- Partnered with Policing Alternatives and Diversion Initiative (PAD) to implement a community referrals program.
- Created the Department of Customer Service NPU Ambassador Program to ensure ATL311 is represented at all NPU meetings consistently.
- Created and implemented a 100% virtual training program.
- Implemented an on-call program that allows the activation of ATL311 during unplanned emergencies.

### **FY2022 Proposed Program Highlights**

- Onboard more departments into the ATL311 customer service model.
- Offer more alternative self-service contact channels to equip residents for success.
- Invest in new technology that will advance data analytics and improve reporting accuracy.

# ORGANIZATIONAL CHART

CUSTOMER SERVICE



# PERFORMANCE METRICS

CUSTOMER SERVICE

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
<b><i>World Class Employees, Infrastructure, and Services</i></b>				
Service Level (Phone, Web/Mobile, Social Media)	55%	80%	80%	80%
Abandonment Rate	7%	5%	5%	5%





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Customer Service

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
\$4,613,239	\$4,575,898	\$4,993,757	Salaries, Regular	\$5,201,346	\$207,589
-	\$7,692	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$258,419	\$238,380	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$31,107	\$14,505	\$3,373	Overtime	\$20,077	\$16,704
-	-	-	Pen Cont Fire Pen Fd	-	-
\$66,864	\$53,448	-	Pen Cont Police Pen Fd	-	-
\$938,410	\$907,977	\$966,800	Pen Cont Gen Emp Pen Fd	\$1,151,295	\$184,496
\$169,261	\$167,698	\$160,444	Defined Contribution	\$133,354	(\$27,090)
\$497	\$267	-	Workers' Compensation	-	-
\$840,785	\$891,710	\$951,335	Other Personnel Costs	\$1,178,741	\$227,407
\$6,918,583	\$6,857,575	\$7,075,708	<b>TOTAL PERSONNEL</b>	\$7,684,813	\$609,106
			<b>OTHER EXPENSES</b>		
\$2,142,657	\$702,659	\$385,298	Purchased / Contracted Services	\$350,294	(\$35,004)
\$55,369	\$37,096	\$0	Supplies	-	\$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	\$5,494	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$2,198,026	\$745,250	\$385,298	<b>TOTAL OTHER EXPENSES</b>	\$350,294	(\$35,004)
<b>\$9,116,609</b>	<b>\$7,602,825</b>	<b>\$7,461,005</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$8,035,107</b>	<b>\$574,102</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
\$1,304,640	\$1,496,192	\$2,848,117	General Fund	\$3,531,948	\$683,831
\$640,407	\$132	-	Airport Revenue Fund	\$0	\$0
\$817,175	\$692,322	\$980,791	Solid Waste Services Revenue Fund	\$1,012,005	\$31,214
\$6,354,387	\$5,414,180	\$3,632,098	Water & Wastewater Revenue Fund	\$3,491,155	(\$140,943)
<b>\$9,116,609</b>	<b>\$7,602,825</b>	<b>\$7,461,005</b>	<b>TOTAL EXPENSES</b>	<b>\$8,035,107</b>	<b>\$574,102</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	113.55	114.00	Full Time Equivalent	122.00	8.00



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Customer Service**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>EXPENDITURES AND APPROPRIATIONS</b>	
			<i>PERSONNEL</i>	
\$787,393	\$1,036,717	\$2,249,778	\$2,295,689	\$45,911
-	\$3,462	-	-	-
-	-	-	-	-
-	\$3,987	-	-	-
-	-	-	-	-
\$5,071	\$2,814	\$2,000	\$18,704	\$16,704
-	-	-	-	-
-	-	-	-	-
\$109,465	\$149,787	\$192,571	\$473,024	\$280,453
\$21,782	\$30,241	\$36,137	\$43,372	\$7,235
-	\$267	-	-	-
\$96,147	\$157,693	\$194,083	\$562,615	\$368,532
<b>\$1,019,858</b>	<b>\$1,384,966</b>	<b>\$2,674,569</b>	<b>\$3,393,404</b>	<b>\$718,835</b>
			<i>OTHER EXPENSES</i>	
\$278,428	\$108,108	\$173,548	\$138,544	(\$35,004)
\$6,354	\$1,794	-	-	-
-	-	-	-	-
-	-	-	-	-
-	\$1,324	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
\$284,782	\$111,225	\$173,548	\$138,544	(\$35,004)
<b>\$1,304,640</b>	<b>\$1,496,192</b>	<b>\$2,848,117</b>	<b>\$3,531,948</b>	<b>\$683,831</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 BUDGET	VARIANCE FY22-FY21
			<b>EXPENDITURES AND APPROPRIATIONS</b>	
			<b>FUND</b>	
\$1,304,640	\$1,496,192	\$2,848,117	\$3,531,948	\$683,831
<b>\$1,304,640</b>	<b>\$1,496,192</b>	<b>\$2,848,117</b>	<b>\$3,531,948</b>	<b>\$683,831</b>

FY19	FY20	FY21	FY22	VARIANCE FY22-FY21
			<b>AUTHORIZED POSITION COUNT</b>	
-	51.30	23.95	50.45	26.50



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Customer Service

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$45,911	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$16,704	Increase to properly align the budget based on anticipated operational activity for DCS On-Call Program.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$280,453	Increase due to personnel adjustments.
Defined Contribution	\$7,235	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$368,532	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$718,835</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$35,004)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations by moving the Everbridge contract from the Department of Customer Service to the Executive Offices. This line includes the service contract for ATL311 Mobile Application and communication expenses.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$35,004)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$683,831</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$683,831	
<b>TOTAL EXPENSES</b>	<b>\$683,831</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	26.50	Increase due to personnel adjustments.





**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Customer Service**  
**Solid Waste Services Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
<b>PERSONNEL</b>		
Salaries, Regular	(\$90,027)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$68,510	Increase due to personnel adjustments.
Defined Contribution	\$4,477	Increase to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$48,253	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$31,214</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$0	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	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$31,214</b>	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Solid Waste Services Revenue Fund	\$31,214	
<b>TOTAL EXPENSES</b>	<b>\$31,214</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	5.35	Increase due to personnel adjustments.



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Customer Service**  
**Water & Wastewater Revenue Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>	
\$3,165,429	\$3,104,452	\$2,018,157	Salaries, Regular	\$251,706
-	\$3,077	-	Salaries, Perm Part-Time	-
-	-	-	Salaries, Sworn	-
\$258,419	\$233,064	-	Salaries, Extra Help	-
-	-	-	Salaries, Extra Help-Sworn	-
\$21,739	\$10,218	\$1,235	Overtime	\$0
-	-	-	Pen Cont Fire Pen Fd	-
\$66,864	\$53,448	-	Pen Cont Police Pen Fd	-
\$752,699	\$703,017	\$688,030	Pen Cont Gen Emp Pen Fd	(\$164,467)
\$132,650	\$124,533	\$109,411	Defined Contribution	(\$38,803)
\$497	-	-	Workers' Compensation	-
\$661,193	\$664,106	\$661,265	Other Personnel Costs	(\$189,379)
\$5,059,490	\$4,895,915	\$3,478,098	<b>TOTAL PERSONNEL</b>	<b>(\$140,943)</b>
			<i>OTHER EXPENSES</i>	
\$1,258,497	\$478,476	\$154,000	Purchased / Contracted Services	\$0
\$36,400	\$36,505	\$0	Supplies	\$0
-	-	-	Capital Outlays	-
-	-	-	Interfund / Interdepartmental Charges	-
-	\$3,283	-	Other Costs	-
-	-	-	Debt Service	-
-	-	-	Conversion / Summary	-
-	-	-	Other Financing Uses	-
\$1,294,897	\$518,265	\$154,000	<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>
<b>\$6,354,387</b>	<b>\$5,414,180</b>	<b>\$3,632,098</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$140,943)</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS BUDGET	VARIANCE FY22-FY21
\$6,354,387	\$5,414,180	\$3,632,098	Water & Wastewater Revenue Fund	(\$140,943)
<b>\$6,354,387</b>	<b>\$5,414,180</b>	<b>\$3,632,098</b>	<b>TOTAL EXPENSES</b>	<b>(\$140,943)</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	45.60	78.40	Full Time Equivalent	54.55	(23.85)



## FY22 OPERATING BUDGET HIGHLIGHTS

### Department Of Customer Service Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$251,706	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$0	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$164,467)	Decrease due to personnel adjustments.
Defined Contribution	(\$38,803)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	(\$189,379)	Decrease to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>(\$140,943)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	This line includes the service contract for the ATL311 Mobile Application and training/travel expenses.
Supplies	\$0	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$140,943)</b>	

FUND	VARIANCE (22-21)	EXPLANATION
Water & Wastewater Revenue Fund	(\$140,943)	
<b>TOTAL EXPENSES</b>	<b>(\$140,943)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	(23.85)	Decrease due to personnel adjustments.



# ATLANTA DEPARTMENT OF TRANSPORTATION

## Mission Statement

The mission of the Atlanta Department of Transportation (ATLDOT) is to 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.

## Vision Statement

ATLDOT will deliver a standard of excellence with consistent quality and value for safety, equity, and mobility.

## Core Functions

- Mobility Strategy, Planning, and Performance
- Capital Project Delivery
- Transportation Infrastructure Management

## Summary of Operations

The Atlanta Department of Transportation strives to improve the safety, efficiency, and accessibility of the City's transportation network and enhance 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 the Georgia Department of Transportation (GDOT), Metropolitan Atlanta Rail and Transit Authority (MARTA), Atlanta Regional Commission (ARC), Atlanta Beltline Inc. (ABI), Georgia Regional Transportation Authority (GRTA), and the Atlanta-region transit link.

## Division/Offices 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 Project 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, and bridge replacements.

*Office of Transportation Infrastructure Management* is responsible for transportation assets within the public right-of-way. This office ensures that day-to-day operations run smoothly through monitoring, street interventions, minor street rehabilitation, and permitting.

## Goals

- Develop a Vision Zero Program for Atlanta.
- Take every opportunity to make Atlanta's streets safer.
- Reduce injuries and fatalities on Atlanta's streets.
- Use data to guide Vision Zero street safety interventions.
- Continue on-ongoing mitigation and implemented safety measures.
- Create safe walking opportunities.
- Increase safe bicycling and micro-mobility options.
- Build a 21st-century transit network for Atlanta.
- Manage parking to better serve Atlanta's merchants, commuters, and residents.
- Leverage technology and partnerships to better manage congestion.
- Improve multimodal accessibility to jobs and services.
- Implement safer and more vibrant neighborhood interventions.
- Improve the movement of goods through the city.
- Improve Atlanta's road condition and maintenance.
- Make ATLDOT a great place to work.

- Improve workplace culture and support innovation.
- Recruit a talented and diverse workforce.
- Enhance employee safety.
- Improve the city's response to emergencies.
- Improve street lighting throughout the city.
- Implement an asset management plan to improve city infrastructure.
- Plan and distribute resources based on safety, equity, and mobility improvements.
- Deliver transportation projects faster and more efficiently.
- Strengthen regional and local partnerships.
- Use innovative tools and methods to communicate with and engage with the public.
- Make city contracts more competitive and consistent.
- Improve departmental coordination of work in the city's right of way.
- Continue electronic operations as a means of efficiency, to support remote work.

## **FY2021 Accomplishments**

### ***Mobility Strategy, Planning, and Performance***

- Designed six (6) miles of protected bike and/or walking lanes as a part of the Action Plan for Safer Streets and Vision Zero.
- Secured funding for the development of the city's first Vision Zero Action Plan.
- Implemented 25 miles per hour (mph) speed limit and began sign installation on all roads impacted by the Vision Zero legislation.
- Developed Vision Zero Equity Framework to identify vulnerable communities.
- Conducted a five-week Transportation Safety Leaders Academy in collaboration with the Partnership for Southern Equity and Atlanta Bicycle Coalition.
- Partnered with Transformation Alliance and Georgia Stand-Up to deliver essential services in 3 locations.
- Released the city's first Tactical Urbanism Guide and application.
- Expanded the city's right-of-way dining permit to include on-street dining.
- Developed infrastructure project prioritization model.
- Secured grant funding for Marietta Boulevard scoping study to evaluate the potential for multimodal operations and improved safety.

### ***Capital Project Delivery***

- Substantially completed designs for 5<sup>th</sup> Street, Cascade Road, DeKalb Avenue, Joseph E.

Lowery Boulevard, North Avenue, Piedmont Avenue, Euclid Avenue, Fairburn Road, and Howell Mill Road Complete Street projects.

- Started construction on Cascade Road Complete Street project.
- Prepared construction bid documents for DeKalb Avenue safety improvements, Joseph E. Lowery Boulevard, and Ralph David Abernathy Boulevard Complete Street projects.
- Reached substantial construction completion on the Joseph E. Boone and Martin Luther King Jr. Drive Complete Street projects.
- Progressed on several projects within the Atlanta Safer Streets program, including West Peachtree Street and Spring Street quick build, Cherokee Avenue, and Piedmont Avenue.
- Substantially designed 10<sup>th</sup> Street Bridge project and began construction of The Confluence Trail (South Fork) Pedestrian Bridge.
- Completed designs for several major signal intersection projects, including Moores Mill Road at West Wesley Drive, and Macon Drive at Old Hapeville Road, and Piedmont Avenue.
- Began construction for Piedmont Road Capacity Improvements project.
- Unpaved Roadway construction began in several locations.
- Completed designs for Cheshire Bridge Road and North Avenue at Somerset Terrace sidewalk and mobility improvement projects.
- Completed mobility improvements on Auburn Avenue and within the Garden Hills neighborhood.
- Began construction on West Wieuca Road and various locations within Inman Park.
- Completed the 2018 LMIG Resurfacing Program.
- Completed a comprehensive inventory and assessment of the city's existing sidewalk and ADA ramps.
- Renovated and repaired Atlanta Fire and Rescue Stations #2, #4, #7, #10, and #17.
- Programed, scoped, designed, and permitted for construction on Atlanta Fire and Rescue Stations #12, #19, #25, and #27.
- Renovated and repaired A D Williams Recreation Center, Freedom Dog Park, Rev. J. Orange Park, Chastain Art Center, William Walker Park, Chastain Conservancy, Lenox Wildwood, Peachtree Hills Park, C. T. Martin Rec Center, Melvin Drive Park, and Candler Park.
- Renovated and repaired tennis courts at John A. White Park (McGhee), Goldsboro Park, Adams Park, West End Park, and McClatchy Park.

- Installed the Martin Luther King Jr. statue titled *Hope Moving Forward* on the MLK Jr. Drive Innovation Corridor.
- Installed the *Civil Rights Benches* at Atlanta's Mozley Park within the MLK Jr. Drive Innovation Corridor.
- Installation underway for 20 new *Mural Bike Rack* public artworks to encourage multimodal transportation on MLK Jr. Drive.

### ***Transportation Infrastructure Management***

- Repaired 1,516 potholes and repaired 1,052 linear feet of sidewalk.
- Maintained 5,660 linear feet of unpaved roads.
- Upgraded approximately 1,700 traffic signs and installed approximately 500 pavement markings.
- 611 Small Cell permitting and deployment management.
- Upgraded traffic count equipment.
- Implemented processes to ensure the safety and wellness of employees by limiting face-to-face contact, providing all necessary PPE, daily fogging of facilities, and frequently wiping high-touch surfaces.
- Enhanced relationship with GDOT in establishing a platform at the Atlanta Transportation Command Center (ATCC) for monitoring performance metrics.
- Upgraded signal detection with non-intrusive equipment other than loops (now using Wavetronix).
- Installed signals and modify Signals with LPI for enhanced pedestrian safety as part of Vision Zero Initiative.
- Created program to replace city owned HPS streetlights with LED's.
- Assisted city operations with removal of more than 100 downed trees and repair of thirty downed flashing signals during hurricane season.
- Conducted three Snow and Ice Dry Run events with enhanced COVID-19 safety measures.

### **FY2022 Proposed Program Highlights**

#### ***Mobility Strategy, Planning, and Performance***

- Design 10 miles of protected bike and/or walking lanes as a part of the Action Plan for Safer Streets and Vision Zero.

- Develop and adopt the city's first Vision Zero Action Plan.
- Complete the scoping study for Marietta Boulevard.
- Deliver two (2) tactical urbanism projects.

### ***Capital Project Delivery***

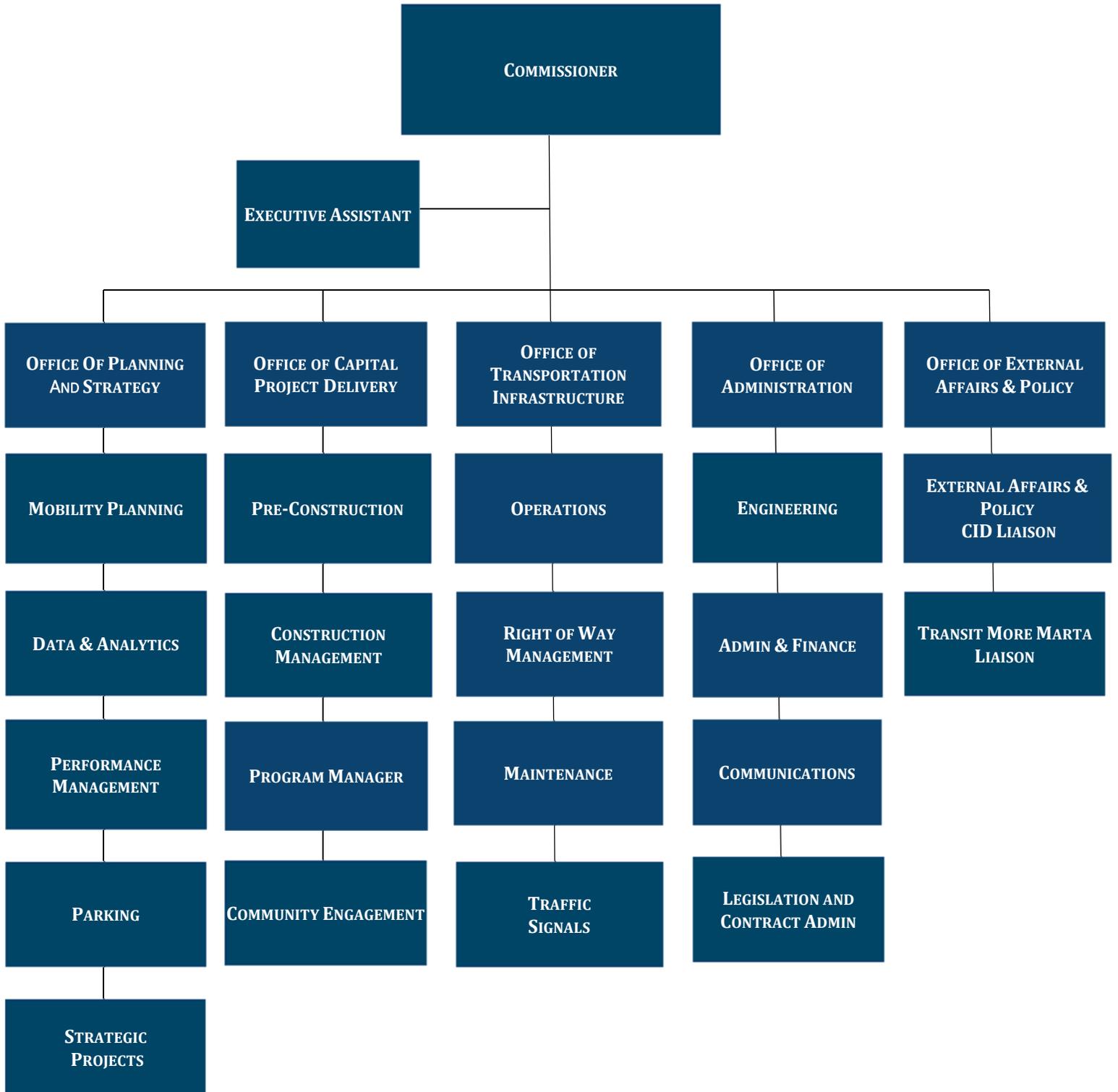
- Commence several traffic signals projects, including North Avenue, Peachtree Street, Piedmont Avenue, and the citywide ITS and Traffic Combo 4 Programs.
- Commence several neighborhood pedestrian improvement programs in Midtown, Little 5 Points, and Downtown.
- Complete the design for several major projects, including Campbellton Road Complete Street, Central Avenue and West Lake Avenue Bridge projects, Howell Mill at Moores Mill intersection, and several sidewalk, signal, and resurfacing projects.
- Develop Project Management Plan (PMP) for ATLDOT and adopt GDOT's Utility Manual.
- Re-bid General Engineering Consultant Services with Department of Procurement.
- Renovate and repair additional Atlanta Fire and Rescue Stations.
- Complete upgrades and repairs to Wilson Mills, English Park, and Rosel Fann Recreation Centers and other parks.
- Continue to install artwork projects and civil rights themed sculptures.

### ***Transportation Infrastructure Management***

- Repair 9,500 linear feet of sidewalk, 3,300 potholes, and 139,000 square feet of point repairs.
- Procure right-of-way maintenance contract.
- Partner with GDOT to obtain Max View access.
- Convert more HPS lights to LED's.
- Increase trouble shooting capacity to detect damaged fiber optic cable.
- Improve inventory/stock management.
- Create GIS position location for all signs.
- Continue preventative storm drain maintenance efforts.

# ORGANIZATIONAL CHART

ATLANTA DEPARTMENT OF TRANSPORTATION





## FY22 OPERATING BUDGET HIGHLIGHTS

### Atlanta Department of Transportation

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
-	\$99,814	\$14,344,476	Salaries, Regular	\$14,294,871	(\$49,605)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$136,958	\$0	Salaries, Extra Help	\$0	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	\$659,177	Overtime	\$659,177	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$5,650	\$2,070,048	Pen Cont Gen Emp Pen Fd	\$3,106,848	\$1,036,800
-	\$11,948	\$350,076	Defined Contribution	\$324,785	(\$25,291)
-	-	\$164,715	Workers' Compensation	\$164,715	\$0
-	\$11,701	\$2,104,255	Other Personnel Costs	\$3,402,502	\$1,298,247
-	\$266,070	\$19,692,746	<b>TOTAL PERSONNEL</b>	<b>\$21,952,897</b>	<b>\$2,260,151</b>
<b>OTHER EXPENSES</b>					
-	\$164,088	\$14,277,454	Purchased / Contracted Services	\$12,905,913	(\$1,371,541)
-	\$751	\$11,809,718	Supplies	\$13,772,734	\$1,963,016
-	\$42,414	\$175,001	Capital Outlays	\$448,260	\$273,259
-	-	\$1,688,175	Interfund / Interdepartmental Charges	\$2,554,690	\$866,515
-	\$360	\$4,011	Other Costs	\$88,876	\$84,865
-	-	\$0	Debt Service	-	\$0
-	-	-	Conversion / Summary	-	-
-	-	\$1,074,784	Other Financing Uses	\$1,466,659	\$391,875
-	\$207,614	\$29,029,142	<b>TOTAL OTHER EXPENSES</b>	<b>\$31,237,132</b>	<b>\$2,207,989</b>
-	<b>\$473,684</b>	<b>\$48,721,889</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$53,190,028</b>	<b>\$4,468,140</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
-	\$473,684	\$48,721,889	General Fund	\$53,190,028	\$4,468,140
-	<b>\$473,684</b>	<b>\$48,721,889</b>	<b>TOTAL EXPENSES</b>	<b>\$53,190,028</b>	<b>\$4,468,140</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	6.00	6.00	Full Time Equivalent	348.66	342.66



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Atlanta Department of Transportation**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
-	\$99,814	\$14,344,476	Salaries, Regular	\$14,294,871	(\$49,605)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$136,958	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	\$659,177	Overtime	\$659,177	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$5,650	\$2,070,048	Pen Cont Gen Emp Pen Fd	\$3,106,848	\$1,036,800
-	\$11,948	\$350,076	Defined Contribution	\$324,785	(\$25,291)
-	-	\$164,715	Workers' Compensation	\$164,715	\$0
-	\$11,701	\$2,104,255	Other Personnel Costs	\$3,402,502	\$1,298,247
-	\$266,070	\$19,692,746	<b>TOTAL PERSONNEL</b>	<b>\$21,952,897</b>	<b>\$2,260,151</b>
			<i>OTHER EXPENSES</i>		
-	\$164,088	\$14,277,454	Purchased / Contracted Services	\$12,905,913	(\$1,371,541)
-	\$751	\$11,809,718	Supplies	\$13,772,734	\$1,963,016
-	\$42,414	\$175,001	Capital Outlays	\$448,260	\$273,259
-	-	\$1,688,175	Interfund / Interdepartmental Charges	\$2,554,690	\$866,515
-	\$360	\$4,011	Other Costs	\$88,876	\$84,865
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$1,074,784	Other Financing Uses	\$1,466,659	\$391,875
-	\$207,614	\$29,029,142	<b>TOTAL OTHER EXPENSES</b>	<b>\$31,237,132</b>	<b>\$2,207,989</b>
-	<b>\$473,684</b>	<b>\$48,721,889</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$53,190,028</b>	<b>\$4,468,140</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FY22 FUND	FY22 BUDGET	VARIANCE FY22-FY21
-	\$473,684	\$48,721,889	General Fund	\$53,190,028	\$4,468,140
-	<b>\$473,684</b>	<b>\$48,721,889</b>	<b>TOTAL EXPENSES</b>	<b>\$53,190,028</b>	<b>\$4,468,140</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	6.00	6.00	Full Time Equivalent	348.66	342.66



## FY22 OPERATING BUDGET HIGHLIGHTS

### Atlanta Department of Transportation

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (22-21)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$49,605)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$0	Budget based on anticipated operational activity.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$1,036,800	Increase due to personnel adjustment.
Defined Contribution	(\$25,291)	Decrease to properly align the budget based on pension rate adjustment.
Workers' Compensation	\$0	Budget based on anticipated operational activity.
Other Personnel Costs	\$1,298,247	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$2,260,151</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$1,371,541)	Decrease to properly align contractual and operational expenses based on anticipated contractual obligations.
Supplies	\$1,963,016	Increase to properly align the budget based on anticipated usage of supplies. This line includes utility expenses.
Capital Outlays	\$273,259	Increase to properly align the budget based on anticipated capital related expenses. This line includes purchases of small equipment and vehicles.
Interfund / Interdepartmental Charges	\$866,515	Increase to properly align the budget based on anticipated usage of motor/fuel and repair/maintenance expenses.
Other Costs	\$84,865	Increase to properly align the budget based on anticipated expenses for other costs. This line includes business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$391,875	Increase to properly align the budget to account for costs associated with GMA lease payments.
<b>TOTAL OTHER EXPENSES</b>	<b>\$2,207,989</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$4,468,140</b>	

FUND	VARIANCE (22-21)	EXPLANATION
General Fund	\$4,468,140	
<b>TOTAL EXPENSES</b>	<b>\$4,468,140</b>	

AUTHORIZED POSITION COUNT	VARIANCE (22-21)	EXPLANATION
Full Time Equivalent	342.66	Increase due to FTE's transferred from DPW's Office of Transportation in support of operations.



# GRANTS & COMMUNITY DEVELOPMENT

## Mission Statement

The Department of Grants and Community Development was formed to strengthen the delivery of grant programs City-wide. This department is the lead entity in preparing and implementing the City's federal entitlement programs. This department also supports the sourcing and submission of competitive grants for user departments. Our Mission is to use grant funding to further affordable, equitable, and resilient communities throughout Atlanta.

The City of Atlanta is the recipient of four annual entitlement grants from the U.S. Department of Housing and Urban Development (HUD). These grants are: Community Development Block Grant (CDBG); Emergency Solutions Grant (ESG); Home Investment Partnership Program (HOME); and Housing Opportunities for Persons with AIDS (HOPWA).

## Core Functions

- Fiscal stewardship of HUD Entitlement funds in excess of \$30M annually
- Draft, plan, and implement Community Development projects that align with the City's Annual Action Plans and 5-year Consolidated Plan Goals
- Regulatory compliance and oversight of all HUD-funded projects

## Summary of Operations

The Department of Grants and Community Development is organized into four distinct offices that serve various functions related to the administration and management of grants.

The Department strives to use both federal and competitive grant dollars to stabilize communities, provide housing assistance, and further economic development activities City-wide.

## Office Descriptions

*Office of the Commissioner* provides leadership, policy direction, and centralized business support for the Offices within the Department.

*Office of Planning & Program Operations* provides program and project management functions for all HUD-funded federal programs at the City of Atlanta. This work includes but is not limited to: federal program project management, annual recertifications, rent calculations, Housing Assistance Payments (HAP), contract execution, budget management, performance monitoring, program evaluations, Annual Consolidated Planning, Annual Action Planning, Fair Housing Planning, community engagement, and oversight of system-level planning. This office currently maintains the City's HUD designation as a Public Housing Authority (PHA) through the Section 8 Moderate Rehabilitation Program where we serve 190 formerly homeless residents.

*Office of Administrative & Technical Services* maintains fiduciary responsibility for all City of Atlanta grant programs. The office is responsible for financial management and fiscal monitoring, financial procedure development, training, environmental reviews, and construction compliance (Davis-Bacon, Section 3). The Finance and Data team is responsible for the financial setup of each project in the Integrated Disbursement Information System (IDIS) and Oracle, submitting draw requests to the Office of Grant Accounting, submitting the Annual Consolidated Annual Performance and Evaluation Report (CAPER), managing and planning expenditures across portfolios, tracking program income, receiving loan payments, and managing the City's timeliness ratio. The office also drafts financial legislation to anticipate and appropriate funding, enters project budgets into Oracle and IDIS, completes internal controls for audit purposes, and processes and approves expenditures.

*Office of Entitlement and Competitive Compliance* provides management and oversight of the City's HUD-funded programs and other grant programs, including but not limited to the Community Development Block Grants (CDBG) program, Home Investment Partnerships Act (HOME) program, Neighborhood Stabilization Program (NSP), Housing Opportunities for People With Aids (HOPWA), Emergency Shelter Grant Program (ESG) and Section 8 Moderate Rehabilitation Program, as well as competitive federal, state, and local grants. The Office of Compliance oversees day-to-day compliance requirements of the entire department, coordinates compliance support activities including inspections, planning, HUD reporting, and environmental functions.

**Goals and Objectives**

The Department of Grants and Community Development has identified goals and objectives that align with the FY2020 – 2024 Consolidated Plan Priorities. These objectives include:

- Affordable Housing Supply and Support
- Safe, Sanitary, and Low-Barrier Housing and Supportive Services for People Living with HIV/AIDS
- Economic Development and Small Business Incentives
- Assistance for currently homeless persons and families
- Public Facilities, Facility Improvements, and Public Infrastructure
- Blight Reduction and Neighborhood Cleanup
- Public Services - job training and employment assistance, youth and senior-focused activities, health and substance abuse services, etc.
- Fair Housing, Housing Counseling, and Legal Services

**FY2021 Accomplishments**

- CDBG funding is designated to address a variety of services and needs, with a portion covering community development needs such as neighborhood stabilization, code enforcement, public infrastructure improvements and economic development. A total of 1741 were served with CDBG funding. Non-housing activities served 454 persons and housing activities serviced 1278 households. The City expended \$7,228,171 in CDBG funding in FY2020.

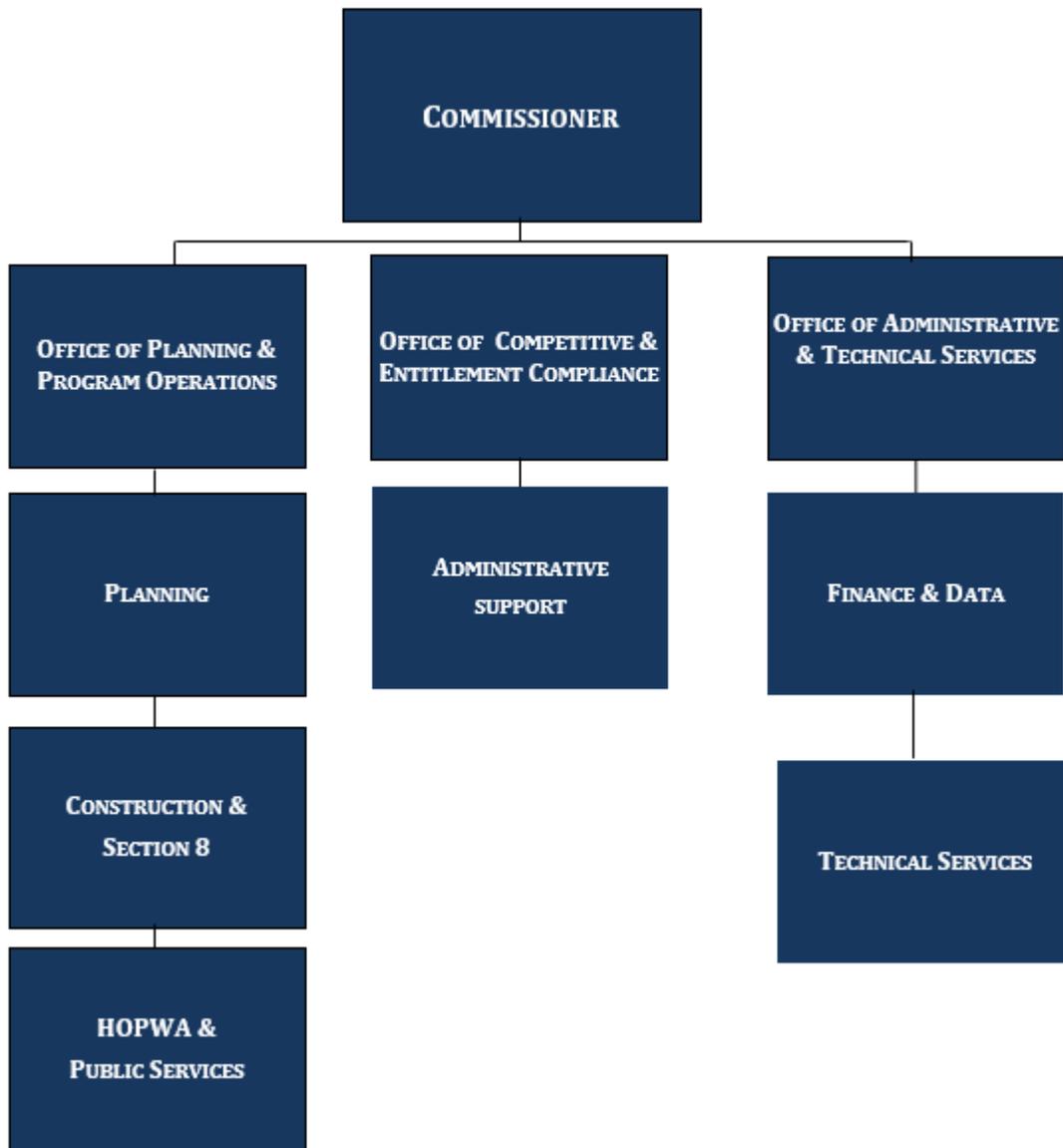
- HOME funding is used as a production tool to address affordable housing for low-income households. There were several housing objectives that contribute to helping achieve this goal including: increasing homeownership opportunities for very low-income and moderate-income residents, providing opportunities for low-income renter households, reconstruction of substandard, owner-occupied and seniors homes activities. The City expended \$2,044,201 in HOME funding in FY2020.
- ESG funding provides homeless assistance and homeless prevention. ESG funds were designed and used to be the first step in a continuum of assistance to prevent homelessness and enable homeless individuals and families to move toward independent living. The City expended \$522,306 in ESG funding in FY2020.
- HOPWA funding is designated to housing and related supportive services for low-income persons with HIV/AIDS. HOPWA funds provided housing assistance to persons living with HIV/AIDS and their families. 1795 households were assisted. The City expended \$18,067,786 HOPWA funding in FY2020.

**FY2022 Proposed Program Highlights**

- Increase the number of qualified respondents for federal awards
- Meet annual timeliness ratios and expenditure deadlines
- Increase technical assistance and training to project sponsors, developers and grantees.
- Efficiently and effectively deploy resources
- Acquire physical assets that will aid in providing long term affordability for residents

# ORGANIZATIONAL CHART

GRANTS & COMMUNITY DEVELOPMENT



# PERFORMANCE METRICS

GRANTS & COMMUNITY DEVELOPMENT

PERFORMANCE MEASURE	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 TARGET	FY2022 TARGET
Community Development Block Grant (CDBG)	N/A	N/A	7,228,171	6,981,957
Home Investment Partnership Program (HOME)	N/A	N/A	2,044,201	2,204,974
Emergency Solutions Grant (ESG)	N/A	N/A	522,306	610,308
Housing Opportunities for Persons with AIDS (HOPWA)	N/A	N/A	18,067,786	22,712,066





## FY22 OPERATING BUDGET HIGHLIGHTS

### Department of Grants and Community Development

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
-	-	\$852,058	Salaries, Regular	\$859,692	\$7,634
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	\$11,156	\$11,156
-	-	-	Defined Contribution	\$2,625	\$2,625
-	-	-	Workers' Compensation	-	-
-	-	\$0	Other Personnel Costs	\$20,170	\$20,170
-	-	\$852,058	<b>TOTAL PERSONNEL</b>	\$893,643	\$41,585
			<b>OTHER EXPENSES</b>		
-	-	\$69,000	Purchased / Contracted Services	\$69,000	\$0
-	-	\$74,412	Supplies	\$74,412	\$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	\$0	Other Costs	-	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	\$143,412	<b>TOTAL OTHER EXPENSES</b>	\$143,412	\$0
-	-	<b>\$995,470</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,037,055</b>	<b>\$41,585</b>

FY19 ACTUAL EXPENDITURE	FY20 ACTUAL EXPENDITURE	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
-	-	\$995,470	General Fund	\$1,037,055	\$41,585
-	-	<b>\$995,470</b>	<b>TOTAL EXPENSES</b>	<b>\$1,037,055</b>	<b>\$41,585</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	0.00	-	Full Time Equivalent	6.00	6.00



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department of Grants and Community**  
**Development**  
**General Fund**

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY22 BUDGET	VARIANCE FY22-FY21
			<i>PERSONNEL</i>		
-	-	\$852,058	Salaries, Regular	\$859,692	\$7,634
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	\$11,156	\$11,156
-	-	-	Defined Contribution	\$2,625	\$2,625
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	\$20,170	\$20,170
-	-	\$852,058	<b>TOTAL PERSONNEL</b>	<b>\$893,643</b>	<b>\$41,585</b>
			<i>OTHER EXPENSES</i>		
-	-	\$69,000	Purchased / Contracted Services	\$69,000	-
-	-	\$74,412	Supplies	\$74,412	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	\$143,412	<b>TOTAL OTHER EXPENSES</b>	<b>\$143,412</b>	<b>-</b>
-	-	\$995,470	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,037,055</b>	<b>\$41,585</b>

FY19 ACTUAL EXPENDITURES	FY20 ACTUAL EXPENDITURES	FY21 ADOPTED	FUND	FY22 BUDGET	VARIANCE FY22-FY21
-	-	\$995,470	General Fund	\$1,037,055	\$41,585
-	-	\$995,470	<b>TOTAL EXPENSES</b>	<b>\$1,037,055</b>	<b>\$41,585</b>

FY19	FY20	FY21	AUTHORIZED POSITION COUNT	FY22	VARIANCE FY22-FY21
-	-	-	Full Time Equivalent	6.00	6.00



**FY22 OPERATING BUDGET HIGHLIGHTS**  
**Department of Grants and Community**  
**Development**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS VARIANCE (22-21) EXPLANATION</b>		
<i>PERSONNEL</i>		
Salaries, Regular	\$7,634	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	\$11,156	Increase due to personnel adjustment.
Defined Contribution	\$2,625	Increase to properly align the budget based on pension rate.
Workers' Compensation	-	
Other Personnel Costs	\$20,170	Increase to properly align the budget based on Group Health Rate. This line includes Group Life and Medicare Contributions.
<b>TOTAL PERSONNEL</b>	<b>\$41,585</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	This line includes funding for contractual and operational expenses.
Supplies	-	This line includes funding for general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$41,585</b>	

<b>FUND</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
General Fund	\$41,585	
<b>TOTAL EXPENSES</b>	<b>\$41,585</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (22-21)</b>	<b>EXPLANATION</b>
Full Time Equivalent	6.00	Increase due to personnel adjustments.



CAPITAL  
PROJECT  
STATUS  
SUMMARIES

CAPITAL PROJECT STATUS OVERVIEW

BOND/RENEWAL & EXTENSION/SPECIAL REVENUE FUNDS

CAPITAL PROJECT STATUS DETAILS

GRANTS

TRUST FUNDS

PROPOSED BUDGET  
FY2022



## 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.

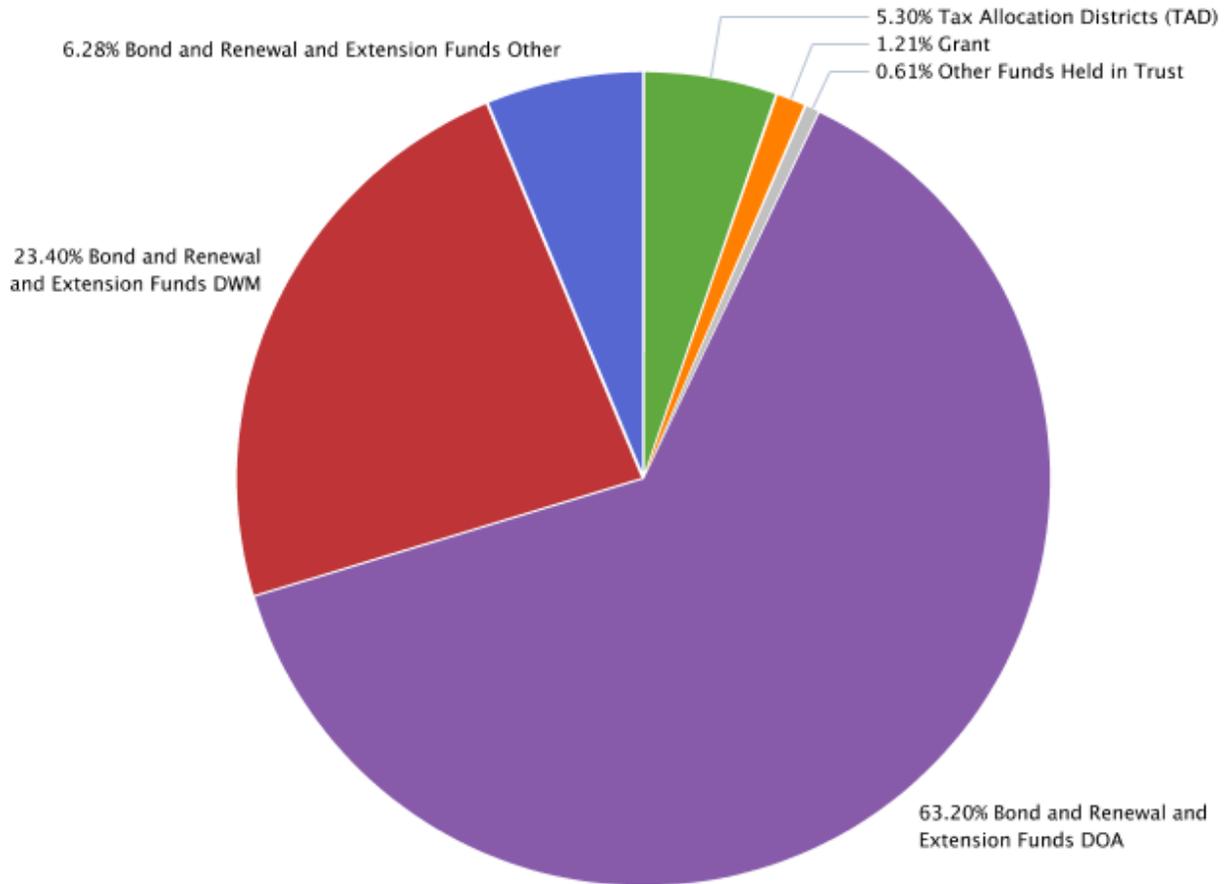
Major capital projects that are intended for the construction of new facilities, major renovation projects, or the acquisition of expensive equipment, may require additional maintenance and operating expenses, the hiring of new personnel, or the issuance and repayment of debt. The impact on operations (net of measurable savings) of approved projects is included by city departments in their operating budget requests and the final FY2022 proposed 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 FY2022 to FY2026 budget provides the status of active capital projects that are new or will continue from the previous fiscal year. It is based on the FY2021 projected, roll-forward balance plus any additional funding from new bonds or interest. For FY2022, the capital projects projected expenditure amount totals \$5.9B, 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.

## FY22 Capital Budget By Funding Source



	<b>FY22 Projected</b>
Bond and Renewal and Extension Funds DOA	\$3,757,645,922
Bond and Renewal and Extension Funds DWM	\$1,391,377,588
Bond and Renewal and Extension Funds Other	\$373,134,342
Tax Allocation Districts (TAD)	\$315,218,366
Grants	\$72,033,203
Other Funds Held in Trust	\$36,202,702
<b>Total</b>	<b><u>\$5,945,612,124</u></b>

*Since we have not received audited numbers, certain budgets may be amended at a later date.*

# CAPITAL PROJECT STATUS OVERVIEW

	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected
<b>Special Revenue/Bonds/Renewal &amp; Extension Funds</b>					
E-911 Renewal Extension Fund	9,237,945	-	-	-	-
Tsplost Capital Project Fund	40,689,198	40,583,338	20,291,669	-	-
Atlantic Station Tad Fund	30,256,857	-	-	-	-
Westside Tad Fund	57,903,495	-	-	-	-
Nw Atlanta Tad Fund	15,423,386	-	-	-	-
Princeton Lakes Tad Fund	10,159,193	-	-	-	-
Eastside Tad Fund	117,915,113	-	-	-	-
Atlanta Beltline Tad	74,025,633	-	-	-	-
Campbellton Road Tad Fund	4,323,340	-	-	-	-
Hollowell/M.L. King Tad Fund	2,548,623	-	-	-	-
Metropolitan Parkway Tad Fund	1,970,661	-	-	-	-
Stadium Neighborhoods Tad Fund	692,065	-	-	-	-
1994 Referendum G.O. Bond Fund	104,995	-	-	-	-
1995 Bond Project Fund	106,888	-	-	-	-
1996 G.O. Public Improvement Bond Part B	106,285	-	-	-	-
2001 Bond Project Fund	35,474	-	-	-	-
2002 Bond Project Fund	2,100	-	-	-	-
2004 Bond Project Fund	49,799	-	-	-	-
2004 Quality Of Life Fund	50,000	0	0	0	0
2005 B Go Project Fund	1,138,488	-	-	-	-
2005A Park Improvement Bond Fund	20,083,446	-	-	-	-
Public Safety Facility Fund	5,510,644	-	-	-	-
2007A Bond Project Fund	284,059	0	0	0	0
2008A Quality Of Life Improvement Bond Fd	232,051	0	0	0	0
2014A Park Improvement Revenue	763,089	-	-	-	-
2015 Infrastructure Bond Fun	37,942,181	31,070,896	9,375,701	-	-
2015 Municipal Facilites Bond Fund	13,078,381	-	-	-	-
2016 Go Project Fund	116,270	-	-	-	-
2017 Afkra Zoo Parking Project	1,728,758	-	-	-	-
2019A VP General Obligation Bond Fund	946,426	0	0	0	0
2019 AURA Parks Dept. Building Prj	14,145,623	8,798,682	0	0	0
Park Improvement Fund	20,195,248	4,702,750	4,704,625	4,700,250	4,699,375
General Government Capital Fund	59,781,456	57,318,719	61,935,778	66,798,539	72,657,055
Capital Finance Fund	31,014,012	4,453,168	1,423,756	11,384,013	0
Special Assessment Fund	2,735,422	0	0	0	0
Capital Asset - Finance Fund	15,529,681	-	-	-	-
Capital Finance-Recovery Zone (Eco. Dev.)	269,810	0	0	0	0
2018 Public Safety Project	22,505,698	7,339,642	0	0	0
Bond Sinking Fund	72,653,916	-	-	-	-

*Since we have not received audited numbers, certain budgets may be amended at a later date.*

# CAPITAL PROJECT STATUS OVERVIEW

	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected
Water & Wastewater Renewal & Extension	571,952,901	137,383,140	82,383,139	53,303,272	54,173,496
1999 Water And Wastewater Bond Fund	836,046	-	-	-	-
2001 Water & Wastewater Bond Fund	5,479,968	-	-	-	-
2004 Water & Wastewater Bond Fund	133,089	-	-	-	-
Special 1% Sales And Use Tax Fund	110,000,000	132,600,000	135,252,000	137,957,040	140,716,181
Water & Wastewater Sinking Fund	494,043,112	-	-	-	-
Ser. 2009A Water & Wastewater Rev Bd Fd	10,238,689	11,052,642	-	-	-
2015A Water Commerical Paper Program	78,747,999	-	-	-	-
2018 Water & Wastewater Commercial Paper	68,005,827	17,021,234	17,000,000	-	-
2018B Water & Wastewater Revenue And	51,939,957	-	-	-	-
Solid Waste R&E Fund	2,097,000	-	-	-	-
Airport Renewal And Extension Fund	866,906,466	116,612,151	66,939,998	62,377,438	75,171,900
Airport Passenger Facility Charge Fund	514,588,757	140,234,376	128,101,615	131,481,090	161,018,436
2000 Airport Revenue Bond Fund	3,134,729	-	-	-	-
2004 Airport Pfc Bond Fund	1,346	-	-	-	-
2004 Airport Revenue Bond Fund F-K	1,232,628	-	-	-	-
Conrac Customer Service Fac Ch	109,613,746	17,730,580	17,712,555	17,691,623	17,675,436
Airport Fac Revenue Bond Sinking Fd	561,671,996	399,911,514	449,604,164	495,912,050	476,176,102
2010A Bond General Airport Revenue	40,085	-	-	-	-
2010B Bd Pfc & Sub Lien Gen Rev	95,590	-	-	-	-
Airport Commercial Paper Series 2010A/B	9,454,405	-	-	-	-
2012A Bond General Airport Revenue	16,501,095	-	-	-	-
2012C Bond General Airport Revenue	18,674,354	-	-	-	-
Doa Series 2015 Commerical Paper Program	40,078,288	-	-	-	-
Doa Series 2016 Bond Anticipation Notes	641,166,475	-	-	-	-
Aviation Encumbrance Program Fund	422,779,796	356,466,205	334,496,117	321,251,711	224,295,795
2019A General Airport Revenue Bond	25,114,192	3,102,560	1,315,260	1,276,846	1,454,497
2019B General Airport Revenue Bond	55,552,527	9,318,634	9,518,371	9,818,182	3,365,654
2019C Airport PFC & Sub Lien Revenue	85,071,185	13,602,427	13,931,095	14,371,497	4,906,166
2019D Airport PFC & Sub Lien Revenue	28,083,595	26,642,868	27,286,624	28,149,233	9,609,633
City Plaza Project R & E Fund	65,309	-	-	-	-
Doa Series 2016 F-G Commerical Paper	357,819,357	-	-	-	-
<b>Sub-Total</b>	<b>\$5,837,376,218</b>	<b>\$1,535,945,526</b>	<b>\$1,381,272,467</b>	<b>\$1,356,472,784</b>	<b>\$1,245,919,727</b>
<b>Grants Funds</b>					
Community Development Block Grant Fund	14,674,209	7,326,890	-	-	-
Intergovernmental Grant Fund	55,963,648	1,024,313	461,150	55,000	-
Job Training Grant Fund	153,929	-	-	-	-
Home Investment Partnerships Program Fund	1,241,417	2,328,573	734,825	-	-
<b>Sub-Total</b>	<b>\$72,033,203</b>	<b>\$10,679,776</b>	<b>\$1,195,975</b>	<b>\$55,000</b>	<b>-</b>

Since we have not received audited numbers, certain budgets may be amended at a later date.

# CAPITAL PROJECT STATUS OVERVIEW

	FY22 Projected	FY23 Projected	FY24 Projected	FY25 Projected	FY26 Projected
<b>Other Funds Held in Trust</b>					
Trust	36,202,702	-	-	-	-
<b>Sub-Total</b>	<b>\$36,202,702</b>	-	-	-	-
<hr/> <hr/>					
Non-Operating	\$5,945,612,124	\$1,546,625,302	\$1,382,468,443	\$1,356,527,784	\$1,245,919,727

*Since we have not received audited numbers, certain budgets may be amended at a later date.*



# 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.





## FY22 CAPITAL BUDGET STATUS E-911 Renewal Extension Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	9,237,945	-	-	-	-	\$9,237,945
Expenses	9,237,945	-	-	-	-	\$9,237,945
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	9,237,945	-	-	-	-	\$9,237,945
<b>Revenues</b>	\$9,237,945	-	-	-	-	\$9,237,945
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Police Services	9,237,945	-	-	-	-	\$9,237,945
<b>Total City Wide</b>	\$9,237,945	-	-	-	-	\$9,237,945
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Police Services						
Default - 000000	9,237,945	-	-	-	-	\$9,237,945
Sub-Total	\$9,237,945	-	-	-	-	\$9,237,945
<b>Total City Wide</b>	\$9,237,945	-	-	-	-	\$9,237,945



## FY22 CAPITAL BUDGET STATUS Tsplost Capital Project Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	40,689,198	40,583,338	20,291,669	-	-	\$101,564,205
Expenses	40,689,198	40,583,338	20,291,669	-	-	\$101,564,205
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	40,689,198	40,583,338	20,291,669	-	-	\$101,564,205
<b>Revenues</b>	\$40,689,198	\$40,583,338	\$20,291,669	-	-	\$101,564,205
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	105,860	-	-	-	-	\$105,860
Department Of Public Works	6,330,567	6,330,567	3,165,283	-	-	\$15,826,417
Atlanta Department of Transportation	34,252,771	34,252,771	17,126,386	-	-	\$85,631,928
<b>Total City Wide</b>	\$40,689,198	\$40,583,338	\$20,291,669	-	-	\$101,564,205
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Executive Offices						
TSPLOST Capital Project Fund - 112763	105,860	-	-	-	-	\$105,860
Sub-Total	\$105,860	-	-	-	-	\$105,860
Department Of Public Works						
TSPLOST Capital Project Fund - 112763	6,330,567	6,330,567	3,165,283	-	-	\$15,826,417
Sub-Total	\$6,330,567	\$6,330,567	\$3,165,283	-	-	\$15,826,417
Atlanta Department of Transportation						
TSPLOST Capital Project Fund - 112763	34,252,771	34,252,771	17,126,386	-	-	\$85,631,928
Sub-Total	\$34,252,771	\$34,252,771	\$17,126,386	-	-	\$85,631,928
<b>Total City Wide</b>	\$40,689,198	\$40,583,338	\$20,291,669	-	-	\$101,564,205



## FY22 CAPITAL BUDGET STATUS Atlantic Station Tad Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	30,256,857	-	-	-	-	\$30,256,857
Expenses	30,256,857	-	-	-	-	\$30,256,857
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Taxes	21,870,057	-	-	-	-	\$21,870,057
Investment Income	400,000	-	-	-	-	\$400,000
Miscellaneous Revenues	7,986,800	-	-	-	-	\$7,986,800
<b>Revenues</b>	\$30,256,857	-	-	-	-	\$30,256,857
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Non-Departmental	30,256,857	-	-	-	-	\$30,256,857
<b>Total City Wide</b>	\$30,256,857	-	-	-	-	\$30,256,857
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	30,256,857	-	-	-	-	\$30,256,857
Sub-Total	\$30,256,857	-	-	-	-	\$30,256,857
<b>Total City Wide</b>	\$30,256,857	-	-	-	-	\$30,256,857



## FY22 CAPITAL BUDGET STATUS Westside Tad Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	57,903,495	-	-	-	-	\$57,903,495
Expenses	57,903,495	-	-	-	-	\$57,903,495
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Taxes	23,295,047	-	-	-	-	\$23,295,047
Charges For Services	72,100	-	-	-	-	\$72,100
Investment Income	350,000	-	-	-	-	\$350,000
Miscellaneous Revenues	34,186,348	-	-	-	-	\$34,186,348
<b>Revenues</b>	\$57,903,495	-	-	-	-	\$57,903,495
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Non-Departmental	57,903,495	-	-	-	-	\$57,903,495
<b>Total City Wide</b>	\$57,903,495	-	-	-	-	\$57,903,495
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	57,903,495	-	-	-	-	\$57,903,495
Sub-Total	\$57,903,495	-	-	-	-	\$57,903,495
<b>Total City Wide</b>	\$57,903,495	-	-	-	-	\$57,903,495



## FY22 CAPITAL BUDGET STATUS Nw Atlanta Tad Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	15,423,386	-	-	-	-	\$15,423,386
Expenses	15,423,386	-	-	-	-	\$15,423,386
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
REVENUE GROUP TOTALS						
	FY22	FY23	FY24	FY25	FY26	Total
Taxes	5,811,374	-	-	-	-	\$5,811,374
Investment Income	116,227	-	-	-	-	\$116,227
Miscellaneous Revenues	9,495,785	-	-	-	-	\$9,495,785
<b>Revenues</b>	\$15,423,386	-	-	-	-	\$15,423,386
<b>APPROPRIATIONS</b>						
DEPARTMENT TOTALS						
	FY22	FY23	FY24	FY25	FY26	Total
Non-Departmental	15,423,386	-	-	-	-	\$15,423,386
<b>Total City Wide</b>	\$15,423,386	-	-	-	-	\$15,423,386
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	15,423,386	-	-	-	-	\$15,423,386
Sub-Total	\$15,423,386	-	-	-	-	\$15,423,386
<b>Total City Wide</b>	\$15,423,386	-	-	-	-	\$15,423,386



## FY22 CAPITAL BUDGET STATUS Princeton Lakes Tad Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	10,159,193	-	-	-	-	\$10,159,193
Expenses	10,159,193	-	-	-	-	\$10,159,193
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Taxes	2,060,378	-	-	-	-	\$2,060,378
Investment Income	5,000	-	-	-	-	\$5,000
Miscellaneous Revenues	8,093,815	-	-	-	-	\$8,093,815
<b>Revenues</b>	\$10,159,193	-	-	-	-	\$10,159,193
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Non-Departmental	6,232,278	-	-	-	-	\$6,232,278
Department Of Fire Services	3,926,915	-	-	-	-	\$3,926,915
<b>Total City Wide</b>	\$10,159,193	-	-	-	-	\$10,159,193
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	6,232,278	-	-	-	-	\$6,232,278
Sub-Total	\$6,232,278	-	-	-	-	\$6,232,278
Department Of Fire Services						
Princeton Lakes - 112692	3,926,915	-	-	-	-	\$3,926,915
Sub-Total	\$3,926,915	-	-	-	-	\$3,926,915
<b>Total City Wide</b>	\$10,159,193	-	-	-	-	\$10,159,193



## FY22 CAPITAL BUDGET STATUS Eastside Tad Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	117,915,113	-	-	-	-	\$117,915,113
Expenses	117,915,113	-	-	-	-	\$117,915,113
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Taxes	21,695,702	-	-	-	-	\$21,695,702
Investment Income	2,000,000	-	-	-	-	\$2,000,000
Miscellaneous Revenues	94,219,411	-	-	-	-	\$94,219,411
<b>Revenues</b>	\$117,915,113	-	-	-	-	\$117,915,113
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Non-Departmental	117,915,113	-	-	-	-	\$117,915,113
<b>Total City Wide</b>	\$117,915,113	-	-	-	-	\$117,915,113
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	117,915,113	-	-	-	-	\$117,915,113
Sub-Total	\$117,915,113	-	-	-	-	\$117,915,113
<b>Total City Wide</b>	\$117,915,113	-	-	-	-	\$117,915,113



## FY22 CAPITAL BUDGET STATUS Atlanta Beltline Tad

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	74,025,633	-	-	-	-	\$74,025,633
Expenses	74,025,633	-	-	-	-	\$74,025,633
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Taxes	53,394,524	-	-	-	-	\$53,394,524
Investment Income	300,000	-	-	-	-	\$300,000
Miscellaneous Revenues	20,331,109	-	-	-	-	\$20,331,109
<b>Revenues</b>	\$74,025,633	-	-	-	-	\$74,025,633
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Non-Departmental	74,025,633	-	-	-	-	\$74,025,633
<b>Total City Wide</b>	\$74,025,633	-	-	-	-	\$74,025,633
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	74,025,633	-	-	-	-	\$74,025,633
Sub-Total	\$74,025,633	-	-	-	-	\$74,025,633
<b>Total City Wide</b>	\$74,025,633	-	-	-	-	\$74,025,633



## FY22 CAPITAL BUDGET STATUS Campbellton Road Tad Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	4,323,340	-	-	-	-	\$4,323,340
Expenses	4,323,340	-	-	-	-	\$4,323,340
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	2,227,079	-	-	-	-	\$2,227,079
Investment Income	3,500	-	-	-	-	\$3,500
Miscellaneous Revenues	2,092,761	-	-	-	-	\$2,092,761
<b>Revenues</b>	\$4,323,340	-	-	-	-	\$4,323,340
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	4,323,340	-	-	-	-	\$4,323,340
<b>Total City Wide</b>	\$4,323,340	-	-	-	-	\$4,323,340
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	4,323,340	-	-	-	-	\$4,323,340
Sub-Total	\$4,323,340	-	-	-	-	\$4,323,340
<b>Total City Wide</b>	\$4,323,340	-	-	-	-	\$4,323,340



## FY22 CAPITAL BUDGET STATUS Hollowell/M.L. King Tad Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	2,548,623	-	-	-	-	\$2,548,623
Expenses	2,548,623	-	-	-	-	\$2,548,623
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Taxes	932,473	-	-	-	-	\$932,473
Investment Income	600	-	-	-	-	\$600
Miscellaneous Revenues	1,615,550	-	-	-	-	\$1,615,550
<b>Revenues</b>	<b>\$2,548,623</b>	-	-	-	-	<b>\$2,548,623</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Non-Departmental	2,548,623	-	-	-	-	\$2,548,623
<b>Total City Wide</b>	<b>\$2,548,623</b>	-	-	-	-	<b>\$2,548,623</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	2,548,623	-	-	-	-	\$2,548,623
Sub-Total	\$2,548,623	-	-	-	-	\$2,548,623
<b>Total City Wide</b>	<b>\$2,548,623</b>	-	-	-	-	<b>\$2,548,623</b>



## FY22 CAPITAL BUDGET STATUS Metropolitan Parkway Tad Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	1,970,661	-	-	-	-	\$1,970,661
Expenses	1,970,661	-	-	-	-	\$1,970,661
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Taxes	803,364	-	-	-	-	\$803,364
Investment Income	5,000	-	-	-	-	\$5,000
Miscellaneous Revenues	1,162,297	-	-	-	-	\$1,162,297
<b>Revenues</b>	\$1,970,661	-	-	-	-	\$1,970,661
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Non-Departmental	1,970,661	-	-	-	-	\$1,970,661
<b>Total City Wide</b>	\$1,970,661	-	-	-	-	\$1,970,661
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	1,970,661	-	-	-	-	\$1,970,661
Sub-Total	\$1,970,661	-	-	-	-	\$1,970,661
<b>Total City Wide</b>	\$1,970,661	-	-	-	-	\$1,970,661



## FY22 CAPITAL BUDGET STATUS Stadium Neighborhoods Tad Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	692,065	-	-	-	-	\$692,065
Expenses	692,065	-	-	-	-	\$692,065
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	193,914	-	-	-	-	\$193,914
Investment Income	100	-	-	-	-	\$100
Miscellaneous Revenues	498,051	-	-	-	-	\$498,051
<b>Revenues</b>	\$692,065	-	-	-	-	\$692,065
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	692,065	-	-	-	-	\$692,065
<b>Total City Wide</b>	\$692,065	-	-	-	-	\$692,065
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	692,065	-	-	-	-	\$692,065
Sub-Total	\$692,065	-	-	-	-	\$692,065
<b>Total City Wide</b>	\$692,065	-	-	-	-	\$692,065



## FY22 CAPITAL BUDGET STATUS 1994 Referendum G.O. Bond Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	104,995	-	-	-	-	\$104,995
Expenses	104,995	-	-	-	-	\$104,995
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	104,995	-	-	-	-	\$104,995
<b>Revenues</b>	\$104,995	-	-	-	-	\$104,995
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	104,995	-	-	-	-	\$104,995
<b>Total City Wide</b>	\$104,995	-	-	-	-	\$104,995
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Public Works						
Brownlee Road Bridge - 100750	24,570	-	-	-	-	\$24,570
Mitchell St Viaduct - 100983	34,957	-	-	-	-	\$34,957
Mik/Fairburn Rd Realignment - 101250	43,591	-	-	-	-	\$43,591
Howell Mill Rd Widening - 101995	1,877	-	-	-	-	\$1,877
Sub-Total	\$104,995	-	-	-	-	\$104,995
<b>Total City Wide</b>	\$104,995	-	-	-	-	\$104,995



## FY22 CAPITAL BUDGET STATUS 1995 Bond Project Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	106,888	-	-	-	-	\$106,888
Expenses	106,888	-	-	-	-	\$106,888
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	106,888	-	-	-	-	\$106,888
<b>Revenues</b>	\$106,888	-	-	-	-	\$106,888
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	106,888	-	-	-	-	\$106,888
<b>Total City Wide</b>	\$106,888	-	-	-	-	\$106,888
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Public Works						
Traffic Signal Modernization - 100333	34,617	-	-	-	-	\$34,617
Neighborhood Traffic Management - 100344	72,271	-	-	-	-	\$72,271
Sub-Total	\$106,888	-	-	-	-	\$106,888
<b>Total City Wide</b>	\$106,888	-	-	-	-	\$106,888



## FY22 CAPITAL BUDGET STATUS 1996 G.O. Public Improvement Bond Part B

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	106,285	-	-	-	-	\$106,285
Expenses	106,285	-	-	-	-	\$106,285
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	106,285	-	-	-	-	\$106,285
<b>Revenues</b>	\$106,285	-	-	-	-	\$106,285
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	106,285	-	-	-	-	\$106,285
<b>Total City Wide</b>	\$106,285	-	-	-	-	\$106,285
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Public Works						
Howell Mill Rd Widening - 101995	106,285	-	-	-	-	\$106,285
Sub-Total	\$106,285	-	-	-	-	\$106,285
<b>Total City Wide</b>	\$106,285	-	-	-	-	\$106,285



## FY22 CAPITAL BUDGET STATUS 2001 Bond Project Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	35,474	-	-	-	-	\$35,474
Expenses	35,474	-	-	-	-	\$35,474
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	35,474	-	-	-	-	\$35,474
<b>Revenues</b>	\$35,474	-	-	-	-	\$35,474
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Fire Services	35,474	-	-	-	-	\$35,474
<b>Total City Wide</b>	\$35,474	-	-	-	-	\$35,474
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Fire Services						
Fire Station 13 - 100167	35,474	-	-	-	-	\$35,474
Sub-Total	\$35,474	-	-	-	-	\$35,474
<b>Total City Wide</b>	\$35,474	-	-	-	-	\$35,474



## FY22 CAPITAL BUDGET STATUS 2002 Bond Project Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	2,100	-	-	-	-	\$2,100
Expenses	2,100	-	-	-	-	\$2,100
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	2,100	-	-	-	-	\$2,100
<b>Revenues</b>	\$2,100	-	-	-	-	\$2,100
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Fire Services	2,100	-	-	-	-	\$2,100
<b>Total City Wide</b>	\$2,100	-	-	-	-	\$2,100
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Fire Services						
Fire Station 13 - 100167	2,100	-	-	-	-	\$2,100
Sub-Total	\$2,100	-	-	-	-	\$2,100
<b>Total City Wide</b>	\$2,100	-	-	-	-	\$2,100



## FY22 CAPITAL BUDGET STATUS 2004 Bond Project Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	49,799	-	-	-	-	\$49,799
Expenses	49,799	-	-	-	-	\$49,799
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	49,799	-	-	-	-	\$49,799
<b>Revenues</b>	\$49,799	-	-	-	-	\$49,799
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Dept of Parks & Recreation	17,033	-	-	-	-	\$17,033
Department Of Fire Services	30,414	-	-	-	-	\$30,414
Department Of Police Services	2,352	-	-	-	-	\$2,352
<b>Total City Wide</b>	\$49,799	-	-	-	-	\$49,799
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Dept of Parks & Recreation						
Civic Center - 100225	17,033	-	-	-	-	\$17,033
Sub-Total	\$17,033	-	-	-	-	\$17,033
Department Of Fire Services						
Fire Station 18 - 102616	30,414	-	-	-	-	\$30,414
Sub-Total	\$30,414	-	-	-	-	\$30,414
Department Of Police Services						
Various Police Fac. Improvement Proj - 102718	2,352	-	-	-	-	\$2,352
Sub-Total	\$2,352	-	-	-	-	\$2,352
<b>Total City Wide</b>	\$49,799	-	-	-	-	\$49,799



## FY22 CAPITAL BUDGET STATUS 2004 Quality Of Life Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	50,000	-	-	-	-	\$50,000
Expenses	50,000	-	-	-	-	\$50,000
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	50,000	-	-	-	-	\$50,000
<b>Revenues</b>	\$50,000	-	-	-	-	\$50,000
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Dept of Parks & Recreation	50,000	-	-	-	-	\$50,000
<b>Total City Wide</b>	\$50,000	-	-	-	-	\$50,000
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Dept of Parks & Recreation						
F0650 Calhoun Park Greenspace - 102902	50,000	-	-	-	-	\$50,000
Sub-Total	\$50,000	-	-	-	-	\$50,000
<b>Total City Wide</b>	\$50,000	-	-	-	-	\$50,000



## FY22 CAPITAL BUDGET STATUS 2005 B Go Project Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	1,138,488	-	-	-	-	\$1,138,488
Expenses	1,138,488	-	-	-	-	\$1,138,488
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,138,488	-	-	-	-	\$1,138,488
<b>Revenues</b>	\$1,138,488	-	-	-	-	\$1,138,488
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	20	-	-	-	-	\$20
Department of Corrections and Community Services	16,064	-	-	-	-	\$16,064
Department Of Public Works	525,123	-	-	-	-	\$525,123
Dept of Parks & Recreation	30,314	-	-	-	-	\$30,314
Department Of Fire Services	554,337	-	-	-	-	\$554,337
Department Of Police Services	12,630	-	-	-	-	\$12,630
<b>Total City Wide</b>	\$1,138,488	-	-	-	-	\$1,138,488
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Executive Offices						
General Improvements City Hall Complex - 100147	20	-	-	-	-	\$20
Sub-Total	\$20	-	-	-	-	\$20
Department of Corrections and Community Services						
Pre-Trial Detention Facility - 100005	16,064	-	-	-	-	\$16,064
Sub-Total	\$16,064	-	-	-	-	\$16,064
Department Of Public Works						
Hill Street Facility - 102638	182,863	-	-	-	-	\$182,863
Maintenance - Chester Avenue Facility - 102639	342,260	-	-	-	-	\$342,260
Sub-Total	\$525,123	-	-	-	-	\$525,123
Dept of Parks & Recreation						
Municipal Art, City-Wide - 100028	30,314	-	-	-	-	\$30,314
Sub-Total	\$30,314	-	-	-	-	\$30,314
Department Of Fire Services						
Fire Station 13 - 100167	219,239	-	-	-	-	\$219,239
Fire Station 18 - 102616	335,098	-	-	-	-	\$335,098
Sub-Total	\$554,337	-	-	-	-	\$554,337
Department Of Police Services						
Various Police Fac. Improvement Proj - 102718	12,630	-	-	-	-	\$12,630
Sub-Total	\$12,630	-	-	-	-	\$12,630
<b>Total City Wide</b>	\$1,138,488	-	-	-	-	\$1,138,488



## FY22 CAPITAL BUDGET STATUS 2005A Park Improvement Bond Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	20,083,446	-	-	-	-	\$20,083,446
Expenses	20,083,446	-	-	-	-	\$20,083,446
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	20,083,446	-	-	-	-	\$20,083,446
<b>Revenues</b>	\$20,083,446	-	-	-	-	\$20,083,446
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Finance	458,240	-	-	-	-	\$458,240
Dept of Parks & Recreation	19,625,206	-	-	-	-	\$19,625,206
<b>Total City Wide</b>	\$20,083,446	-	-	-	-	\$20,083,446
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Finance						
Park Revenue Bonds 2005 - 202714	458,240	-	-	-	-	\$458,240
Sub-Total	\$458,240	-	-	-	-	\$458,240
Dept of Parks & Recreation						
Lighting Improvements, City-Wide - 100184	721,414	-	-	-	-	\$721,414
Swimming Pool Imprvs., City-Wide - 100190	4,139,992	-	-	-	-	\$4,139,992
Construction Of Bldgs., City-Wide - 100229	8,186,550	-	-	-	-	\$8,186,550
Ground & Site Imprvs., City-Wide - 100247	6,156,498	-	-	-	-	\$6,156,498
City Wide Park Furniture & Play Equip. - 100271	339,692	-	-	-	-	\$339,692
Municipal Arts Reserve - 100282	81,060	-	-	-	-	\$81,060
Sub-Total	\$19,625,206	-	-	-	-	\$19,625,206
<b>Total City Wide</b>	\$20,083,446	-	-	-	-	\$20,083,446



## FY22 CAPITAL BUDGET STATUS Public Safety Facility Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	5,510,644	-	-	-	-	\$5,510,644
Expenses	5,510,644	-	-	-	-	\$5,510,644
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	5,510,644	-	-	-	-	\$5,510,644
<b>Revenues</b>	\$5,510,644	-	-	-	-	\$5,510,644
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	5,510,644	-	-	-	-	\$5,510,644
<b>Total City Wide</b>	\$5,510,644	-	-	-	-	\$5,510,644
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	5,510,644	-	-	-	-	\$5,510,644
Sub-Total	\$5,510,644	-	-	-	-	\$5,510,644
<b>Total City Wide</b>	\$5,510,644	-	-	-	-	\$5,510,644



## FY22 CAPITAL BUDGET STATUS 2007A Bond Project Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	284,059	-	-	-	-	\$284,059
Expenses	284,059	-	-	-	-	\$284,059
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	284,059	-	-	-	-	\$284,059
<b>Revenues</b>	\$284,059	-	-	-	-	\$284,059
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	83,554	-	-	-	-	\$83,554
Department Of Public Works	144,000	-	-	-	-	\$144,000
Dept of Parks & Recreation	48,800	-	-	-	-	\$48,800
Department Of Police Services	7,705	-	-	-	-	\$7,705
<b>Total City Wide</b>	\$284,059	-	-	-	-	\$284,059
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Executive Offices						
City Facilities Improvements - 102858	83,554	-	-	-	-	\$83,554
Sub-Total	\$83,554	-	-	-	-	\$83,554
Department Of Public Works						
Public Works Facilities Improvements - 102859	144,000	-	-	-	-	\$144,000
Sub-Total	\$144,000	-	-	-	-	\$144,000
Dept of Parks & Recreation						
Municipal Art, City-Wide - 100028	48,800	-	-	-	-	\$48,800
Sub-Total	\$48,800	-	-	-	-	\$48,800
Department Of Police Services						
Various Police Fac. Improvement Proj - 102718	7,705	-	-	-	-	\$7,705
Sub-Total	\$7,705	-	-	-	-	\$7,705
<b>Total City Wide</b>	\$284,059	-	-	-	-	\$284,059



## FY22 CAPITAL BUDGET STATUS 2008A Quality Of Life Improvement Bond Fd

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	232,051	-	-	-	-	\$232,051
Expenses	232,051	-	-	-	-	\$232,051
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	232,051	-	-	-	-	\$232,051
<b>Revenues</b>	\$232,051	-	-	-	-	\$232,051
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	224,084	-	-	-	-	\$224,084
Dept of Parks & Recreation	7,967	-	-	-	-	\$7,967
<b>Total City Wide</b>	\$232,051	-	-	-	-	\$232,051
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Public Works						
Mlk Jr. Drive Streetscapes - 110068	34,293	-	-	-	-	\$34,293
Bicycle Route Sign & Marks - 110071	150,840	-	-	-	-	\$150,840
D. L. Hollowell Prwy, Stscapes - 110075	12,334	-	-	-	-	\$12,334
Percent For The Arts Program - 110079	272	-	-	-	-	\$272
Corridors District 3 2008 - 110212	24,000	-	-	-	-	\$24,000
2008 Qol Bond Administration - 110266	2,345	-	-	-	-	\$2,345
Sub-Total	\$224,084	-	-	-	-	\$224,084
Dept of Parks & Recreation						
Percent For The Arts Program - 110079	7,967	-	-	-	-	\$7,967
Sub-Total	\$7,967	-	-	-	-	\$7,967
<b>Total City Wide</b>	\$232,051	-	-	-	-	\$232,051



## FY22 CAPITAL BUDGET STATUS

### 2014A Park Improvement Revenue Refunding Bond

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	763,089	-	-	-	-	\$763,089
Expenses	763,089	-	-	-	-	\$763,089
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	763,089	-	-	-	-	\$763,089
<b>Revenues</b>	\$763,089	-	-	-	-	\$763,089
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Dept of Parks & Recreation	763,089	-	-	-	-	\$763,089
<b>Total City Wide</b>	\$763,089	-	-	-	-	\$763,089
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Dept of Parks & Recreation						
Default - 000000	763,089	-	-	-	-	\$763,089
Sub-Total	\$763,089	-	-	-	-	\$763,089
<b>Total City Wide</b>	\$763,089	-	-	-	-	\$763,089



## FY22 CAPITAL BUDGET STATUS 2015 Infrastructure Bond Fun

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	37,942,181	31,070,896	9,375,701	-	-	\$78,388,778
Expenses	37,942,181	31,070,896	9,375,701	-	-	\$78,388,778
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	37,942,181	31,070,896	9,375,701	-	-	\$78,388,778
<b>Revenues</b>	\$37,942,181	\$31,070,896	\$9,375,701	-	-	\$78,388,778
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	711,538	-	-	-	-	\$711,538
Department Of Public Works	28,576,585	23,359,858	6,463,203	-	-	\$58,399,647
Atlanta Department of Transportation	8,654,058	7,711,037	2,912,498	-	-	\$19,277,593
<b>Total City Wide</b>	\$37,942,181	\$31,070,896	\$9,375,701	-	-	\$78,388,778
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Executive Offices						
Transportation Infrastructure - 112184	711,538	-	-	-	-	\$711,538
Sub-Total	\$711,538	-	-	-	-	\$711,538
Department Of Public Works						
Transportation Infrastructure - 112184	12,926,405	12,926,405	6,463,203	-	-	\$32,316,013
District 1 - 112203	1,375,121	916,748	-	-	-	\$2,291,869
District 2 - 112204	1,104,531	736,354	-	-	-	\$1,840,885
District 3 - 112205	1,203,099	802,066	-	-	-	\$2,005,165
District 4 - 112206	2,025,903	1,350,602	-	-	-	\$3,376,505
District 5 - 112207	1,149,437	766,292	-	-	-	\$1,915,729
District 6 - 112208	1,407,283	938,188	-	-	-	\$2,345,471
District 7 - 112209	1,593,030	1,062,020	-	-	-	\$2,655,050
District 8 - 112210	1,137,448	758,298	-	-	-	\$1,895,746
District 9 - 112211	1,832,226	1,221,484	-	-	-	\$3,053,710
Council District 10 - 112212	781,390	520,926	-	-	-	\$1,302,316
District 11 - 112213	872,044	581,362	-	-	-	\$1,453,406
District 12 - 112214	1,168,669	779,113	-	-	-	\$1,947,782
Sub-Total	\$28,576,585	\$23,359,858	\$6,463,203	-	-	\$58,399,647
Atlanta Department of Transportation						
Transportation Infrastructure - 112184	5,824,996	5,824,996	2,912,498	-	-	\$14,562,491
District 1 - 112203	259,387	172,924	-	-	-	\$432,311
District 2 - 112204	43,458	28,972	-	-	-	\$72,430
District 3 - 112205	239,607	159,738	-	-	-	\$399,345
District 5 - 112207	1,017,968	678,645	-	-	-	\$1,696,613
District 6 - 112208	28,156	18,770	-	-	-	\$46,926
District 7 - 112209	648,708	432,472	-	-	-	\$1,081,180
District 8 - 112210	463,500	309,000	-	-	-	\$772,500
District 9 - 112211	128,278	85,519	-	-	-	\$213,797
Sub-Total	\$8,654,058	\$7,711,037	\$2,912,498	-	-	\$19,277,593
<b>Total City Wide</b>	\$37,942,181	\$31,070,896	\$9,375,701	-	-	\$78,388,778



## FY22 CAPITAL BUDGET STATUS 2015 Municipal Facilities Bond Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	13,078,381	-	-	-	-	\$13,078,381
Expenses	13,078,381	-	-	-	-	\$13,078,381
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	13,078,381	-	-	-	-	\$13,078,381
<b>Revenues</b>	\$13,078,381	-	-	-	-	\$13,078,381
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	637,216	-	-	-	-	\$637,216
Department Of Enterprise Assets Management	12,201,636	-	-	-	-	\$12,201,636
Atlanta Department of Transportation	239,529	-	-	-	-	\$239,529
<b>Total City Wide</b>	\$13,078,381	-	-	-	-	\$13,078,381
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Municipal Facilities - 112217	637,216	-	-	-	-	\$637,216
Sub-Total	\$637,216	-	-	-	-	\$637,216
<b>Department Of Enterprise Assets Management</b>						
Municipal Facilities - 112217	5,922,237	-	-	-	-	\$5,922,237
District 1-Facilities - 112221	14,814	-	-	-	-	\$14,814
District 2-Facilities - 112223	542,972	-	-	-	-	\$542,972
District 3-Facilities - 112224	234,689	-	-	-	-	\$234,689
District 4-Facilities - 112225	434,635	-	-	-	-	\$434,635
District 5-Facilities - 112226	1,487	-	-	-	-	\$1,487
District 6-Facilities - 112227	1,054,966	-	-	-	-	\$1,054,966
District 7-Facilities - 112228	722,888	-	-	-	-	\$722,888
District 8-Facilities - 112229	283,001	-	-	-	-	\$283,001
District 9-Facilities - 112230	548,428	-	-	-	-	\$548,428
District 10-Facilities - 112231	665,440	-	-	-	-	\$665,440
District 11-Facilities - 112232	964,353	-	-	-	-	\$964,353
District 12-Facilities - 112233	811,726	-	-	-	-	\$811,726
Sub-Total	\$12,201,636	-	-	-	-	\$12,201,636
<b>Atlanta Department of Transportation</b>						
Municipal Facilities - 112217	239,529	-	-	-	-	\$239,529
Sub-Total	\$239,529	-	-	-	-	\$239,529
<b>Total City Wide</b>	\$13,078,381	-	-	-	-	\$13,078,381



## FY22 CAPITAL BUDGET STATUS 2016 Go Project Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	116,270	-	-	-	-	\$116,270
Expenses	116,270	-	-	-	-	\$116,270
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	116,270	-	-	-	-	\$116,270
<b>Revenues</b>	\$116,270	-	-	-	-	\$116,270
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Enterprise Assets Management	116,270	-	-	-	-	\$116,270
<b>Total City Wide</b>	\$116,270	-	-	-	-	\$116,270
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Enterprise Assets Management						
Citywide Restacking - 112288	116,270	-	-	-	-	\$116,270
Sub-Total	\$116,270	-	-	-	-	\$116,270
<b>Total City Wide</b>	\$116,270	-	-	-	-	\$116,270



## FY22 CAPITAL BUDGET STATUS 2017 Afkra Zoo Parking Project

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	1,728,758	-	-	-	-	\$1,728,758
Expenses	1,728,758	-	-	-	-	\$1,728,758
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,728,758	-	-	-	-	\$1,728,758
<b>Revenues</b>	\$1,728,758	-	-	-	-	\$1,728,758
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Dept of Parks & Recreation	1,728,758	-	-	-	-	\$1,728,758
<b>Total City Wide</b>	\$1,728,758	-	-	-	-	\$1,728,758
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Dept of Parks & Recreation						
Grant Park Parking Garage - 112703	1,728,758	-	-	-	-	\$1,728,758
Sub-Total	\$1,728,758	-	-	-	-	\$1,728,758
<b>Total City Wide</b>	\$1,728,758	-	-	-	-	\$1,728,758



## FY22 CAPITAL BUDGET STATUS 2019A VP General Obligation Bond Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	946,426	-	-	-	-	\$946,426
Expenses	946,426	-	-	-	-	\$946,426
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	946,426	-	-	-	-	\$946,426
<b>Revenues</b>	\$946,426	-	-	-	-	\$946,426
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Enterprise Assets Management	946,426	-	-	-	-	\$946,426
<b>Total City Wide</b>	\$946,426	-	-	-	-	\$946,426
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Enterprise Assets Management						
31 Construction Renovation Projects - 300194	946,426	-	-	-	-	\$946,426
Sub-Total	\$946,426	-	-	-	-	\$946,426
<b>Total City Wide</b>	\$946,426	-	-	-	-	\$946,426



## FY22 CAPITAL BUDGET STATUS 2019 AURA Parks Dept. Building Prj

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	14,145,623	8,798,682	-	-	-	\$22,944,305
Expenses	14,145,623	8,798,682	-	-	-	\$22,944,305
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	14,145,623	8,798,682	-	-	-	\$22,944,305
<b>Revenues</b>	\$14,145,623	\$8,798,682	-	-	-	\$22,944,305
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Enterprise Assets Management	14,145,623	8,798,682	-	-	-	\$22,944,305
<b>Total City Wide</b>	\$14,145,623	\$8,798,682	-	-	-	\$22,944,305
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Enterprise Assets Management						
160 Trinity Restack - 300228	6,000,000	4,568,475	-	-	-	\$10,568,475
185 Ted Turner Restack - 300229	3,915,415	-	-	-	-	\$3,915,415
Parking Deck at Trinity & Pryor - 300230	4,230,208	4,230,208	-	-	-	\$8,460,415
Sub-Total	\$14,145,623	\$8,798,682	-	-	-	\$22,944,305
<b>Total City Wide</b>	\$14,145,623	\$8,798,682	-	-	-	\$22,944,305



## FY22 CAPITAL BUDGET STATUS Park Improvement Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	20,195,248	4,702,750	4,704,625	4,700,250	4,699,375	\$39,002,248
Expenses	20,195,248	4,702,750	4,704,625	4,700,250	4,699,375	\$39,002,248
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	15,301,727	-	-	-	-	\$15,301,727
Investment Income	2,251	-	-	-	-	\$2,251
Miscellaneous Revenues	4,891,270	4,702,750	4,704,625	4,700,250	4,699,375	\$23,698,270
<b>Revenues</b>	\$20,195,248	\$4,702,750	\$4,704,625	\$4,700,250	\$4,699,375	\$39,002,248
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Finance	6,125	-	-	-	-	\$6,125
Dept of Parks & Recreation	13,314,529	-	-	-	-	\$13,314,529
Non-Departmental	6,874,594	4,702,750	4,704,625	4,700,250	4,699,375	\$25,681,594
<b>Total City Wide</b>	\$20,195,248	\$4,702,750	\$4,704,625	\$4,700,250	\$4,699,375	\$39,002,248
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Finance						
Debt Service Administration - 200523	6,125	-	-	-	-	\$6,125
Sub-Total	\$6,125	-	-	-	-	\$6,125
Dept of Parks & Recreation						
Lighting Improvements, City-Wide - 100184	4,181	-	-	-	-	\$4,181
Swimming Pool Imprvs., City-Wide - 100190	12,941	-	-	-	-	\$12,941
Basketball Court Imprvs., City-Wide - 100198	1,307	-	-	-	-	\$1,307
City Wide Fencing And Walls - 100205	2,750	-	-	-	-	\$2,750
Heating, Ventil. & A/C, City-Wide - 100212	183	-	-	-	-	\$183
Construction Of Bldgs., City-Wide - 100229	95,701	-	-	-	-	\$95,701
Ground & Site Imprvs., City-Wide - 100247	1,872	-	-	-	-	\$1,872
City Wide Park Furniture & Play Equip. - 100271	36,986	-	-	-	-	\$36,986
Pittman Park - 100704	10,500	-	-	-	-	\$10,500
Woodruff Park - 102492	7,980	-	-	-	-	\$7,980
Default - 000000	13,140,128	-	-	-	-	\$13,140,128
Sub-Total	\$13,314,529	-	-	-	-	\$13,314,529
Non-Departmental						
Default - 000000	6,874,594	4,702,750	4,704,625	4,700,250	4,699,375	\$25,681,594
Sub-Total	\$6,874,594	\$4,702,750	\$4,704,625	\$4,700,250	\$4,699,375	\$25,681,594
<b>Total City Wide</b>	\$20,195,248	\$4,702,750	\$4,704,625	\$4,700,250	\$4,699,375	\$39,002,248



## FY22 CAPITAL BUDGET STATUS

### General Government Capital Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	59,781,456	57,318,719	61,935,779	66,798,539	72,657,055	\$318,491,548
Expenses	59,781,456	57,318,719	61,935,778	66,798,539	72,657,055	\$318,491,547
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	59,781,456	57,318,719	61,935,779	66,798,539	72,657,055	\$318,491,548
<b>Revenues</b>	\$59,781,456	\$57,318,719	\$61,935,779	\$66,798,539	\$72,657,055	\$318,491,548
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Finance	23,838,152	23,525,618	27,487,889	29,371,725	32,902,175	\$137,125,559
Department Of Public Works	27,328,577	26,040,758	24,780,419	25,822,845	27,497,937	\$131,470,535
Dept of Parks & Recreation	3,191,274	4,639,890	5,788,969	6,882,949	7,373,264	\$27,876,348
Department Of Fire Services	3,881,807	1,381,807	1,892,855	2,430,298	2,430,298	\$12,017,065
Department Of Police Services	1,424,816	1,613,816	1,868,816	2,173,891	2,336,551	\$9,417,890
Department of City Planning	116,830	116,830	116,830	116,830	116,830	\$584,150
<b>Total City Wide</b>	\$59,781,456	\$57,318,719	\$61,935,778	\$66,798,539	\$72,657,055	\$318,491,547
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Finance						
D.I.F.Admin-Transportation-City - 201053	5,390,161	1,390,161	-	-	-	\$6,780,322
Admin.Development Recoupment Fees - 201072	6,422,049	4,655,815	3,504,767	1,999,453	1,904,453	\$18,486,537
DIF Unrestricted Previously Encumbered - 500091	6,400,928	6,400,928	6,400,928	6,400,928	6,400,928	\$32,004,640
DIF Unrestricted Funds 2020 - 500092	5,461,178	10,736,208	17,044,599	20,220,484	23,612,530	\$77,074,998
DIF 2020 Administrative - 500099	163,835	342,506	537,595	750,861	984,264	\$2,779,061
Sub-Total	\$23,838,152	\$23,525,618	\$27,487,889	\$29,371,725	\$32,902,175	\$137,125,559
Department Of Public Works						
Closure, Gun Club Road Landfill - 101335	62,781	62,781	62,781	62,781	62,781	\$313,905
Bicycle Rack Project - 101491	1,513	1,513	1,513	1,513	1,513	\$7,566
Old Hapeville Road Sidewalk - 101637	274,000	274,000	274,000	274,000	274,000	\$1,370,000
Wieuca Road Sidewalk (Phase II) - 101639	28,608	28,608	28,608	28,608	28,608	\$143,041
Old Fourth Ward Sidewalk - 101641	86,410	86,410	86,410	86,410	86,410	\$432,050
Peopletown Sidewalk - 101642	999	999	999	999	999	\$4,993
Centennial Park Trail - 101643	250,000	250,000	250,000	250,000	250,000	\$1,250,000
English Avenue Trail - 101644	100,000	100,000	100,000	100,000	100,000	\$500,000
Buckhead Pedestrian Bridge - 101651	221,394	221,394	221,394	221,394	221,394	\$1,106,971
Pryor Road Streetscape - 101659	64,544	64,544	64,544	64,544	64,544	\$322,720
Defoors Avenue Sidewalk - 101854	37,403	37,403	37,403	37,403	37,403	\$187,013
Lindbergh/Lavista/Cheshire Br. Imprvs - 101982	200,000	200,000	200,000	200,000	200,000	\$1,000,000
Citywide Traffic Signal Improvement - 101985	90,640	90,640	90,640	90,640	90,640	\$453,200
Villages Of East Lake - 102101	74,880	74,880	74,880	74,880	74,880	\$374,400
Midtown Streetscape - 102109	55,084	55,084	55,084	55,084	55,084	\$275,419
North Highland Ave Streetscapes - 102111	186,636	186,636	186,636	186,636	186,636	\$933,178
Peachtree Road Streetscapes - 102112	250,554	250,554	250,554	250,554	250,554	\$1,252,769
Mik, Jr., Dr. Corridor Improvements - 102281	1	1	1	1	1	\$5
Lee Street Lci Grant - 102383	62,721	62,721	62,721	62,721	62,721	\$313,607
Barge Rd./Campellton Lci Grant - 102385	1,050	1,050	1,050	1,050	1,050	\$5,249
Morningside/Lenox Park - 102389	3,314	3,314	3,314	3,314	3,314	\$16,568



## FY22 CAPITAL BUDGET STATUS

### General Government Capital Fund

	FY22	FY23	FY24	FY25	FY26	Total
Highland Corridor - 102390	5,941	5,941	5,941	5,941	5,941	\$29,705
Landrum Drive Exit - 102391	70,754	70,754	70,754	70,754	70,754	\$353,768
City Wide Intersection Timing Loop - Det - 102642	3,725	3,725	3,725	3,725	3,725	\$18,625
Hermi'S Bridge Project - 102730	309	309	309	309	309	\$1,545
Citywide Greenway Trail Projects - 102847	114,184	114,184	114,184	114,184	114,184	\$570,922
Piedmont Intersection Impr - 110253	50,000	50,000	50,000	50,000	50,000	\$250,000
Memorial Dr Sidewalks - 110255	7,092	7,092	7,092	7,092	7,092	\$35,459
Windemere Dr Sidewalks - 110256	564	564	564	564	564	\$2,820
Freemont Ave Rd Constr - 110257	472	472	472	472	472	\$2,360
City Hall Sidewalks - 110259	50,000	50,000	50,000	50,000	50,000	\$250,000
Hollywood Road Impr - 110261	131,763	131,763	131,763	131,763	131,763	\$658,814
Ada Ramps & Ada Sidewalk Imp, Cityw - 110262	218,507	218,507	218,507	218,507	218,507	\$1,092,535
Buckhead Village Redevelopment - 110892	24,041	24,041	24,041	24,041	24,041	\$120,206
DI Hollowell/Westlake-Lci - 111105	206,491	206,491	206,491	206,491	206,491	\$1,032,455
Glenwood/Moreland-Lci - 111106	1,580,562	1,580,562	1,580,562	1,580,562	1,580,562	\$7,902,811
Memorial Drive Corridor - 111322	72,665	72,665	72,665	72,665	72,665	\$363,325
Atlanta University Center Pedestrian Streetscape - 112170	275,000	5,000	5,000	5,000	5,000	\$295,000
Cycle Atlanta Phase 1.0 Bucycle Mobility - 112172	198,575	3,575	3,575	3,575	3,575	\$212,875
12Th Street Two-Way Conversion - 112174	30,000	1,000	1,000	1,000	1,000	\$34,000
Huff Road Complete Street - 112175	1,384,877	84,877	84,877	84,877	84,877	\$1,724,385
Sr260/Sr42 Intersection Realignment - 112176	107,595	2,595	2,595	2,595	2,595	\$117,977
Moores Mill Road Extn - 112186	1,167,628	67,628	67,628	67,628	67,628	\$1,438,142
Juniper St Bicycle/Ped Fac - 112503	1,272,660	2,660	2,660	2,660	2,660	\$1,283,300
10Th Street Tcc - 112648	240,000	240,000	8,000	8,000	8,000	\$504,000
Monroe Drive Tcc - 112649	720,000	720,000	2,000	2,000	2,000	\$1,446,000
Piedmt & Linden Ave - 112650	65,000	65,000	1,000	1,000	1,000	\$133,000
N. Highland & Inman - 112652	65,000	65,000	1,000	1,000	1,000	\$133,000
Roxboro Rd Tcc - 112653	259,000	259,000	5,500	5,500	5,500	\$534,500
Cheshire Br. & Lenox - 112654	60,000	60,000	1,000	1,000	1,000	\$123,000
Peachtree St. Tcc - 112655	1,211,400	1,211,400	11,400	11,400	11,400	\$2,457,000
North Ave & Somerset - 112656	65,000	65,000	5,000	5,000	5,000	\$145,000
Howell Mill Rd Tcc - 112657	1,100,000	1,100,000	1,100,000	100,000	100,000	\$3,500,000
Piedmont Ave Tcc - 112658	260,000	260,000	260,000	6,888	6,888	\$793,776
Mt. Paran & Northside - 112659	609,125	609,125	609,125	9,125	9,125	\$1,845,625
Wieuca & Phipps Blvd - 112660	1,000,000	1,000,000	1,000,000	500,000	500,000	\$4,000,000
15Th Street - 112668	1,250,000	1,250,000	1,250,000	1,250,000	250,000	\$5,250,000
Cleveland Ave Pedestrian Mobility Improvement - 112723	210,000	210,000	210,000	210,000	10,000	\$850,000
Atlanta Traffic Control Center-lts - 112725	113,495	113,495	113,495	113,495	13,495	\$467,475
Huff Road Project - 112743	343,221	343,221	343,221	343,221	3,221	\$1,376,106
Boulevard Pedestrian Improvements - 112744	210,000	210,000	210,000	210,000	190,000	\$1,030,000
Mlk Corridor Improvements - 112745	461,063	461,063	461,063	461,063	61,063	\$1,905,313
Smart Lighting Pilot - 112746	810,388	-	-	-	-	\$810,388
Cycle Atlanta Fy 18 - 112808	269,231	269,231	269,231	269,231	269,231	\$1,346,157
Stratford Road Widening - 113060	208,431	-	-	-	-	\$208,431
13 Loring Heights Neighborhood - 113265	115,000	115,000	115,000	115,000	115,000	\$575,000
Campbellton Rd Fiber Corridor - 300218	250,000	250,000	250,000	250,000	250,000	\$1,250,000
Howell Mill Rd and Moores Mill Rd Intersection Improvement - 300219	805,000	805,000	805,000	805,000	805,000	\$4,025,000
Howell Mill Rd Commnunication Corridor - 300220	600,000	600,000	600,000	600,000	600,000	\$3,000,000
Midtown Traffic Signals - 300221	598,770	598,770	598,770	598,770	598,770	\$2,993,850



## FY22 CAPITAL BUDGET STATUS

### General Government Capital Fund

	FY22	FY23	FY24	FY25	FY26	Total
Monroe Dr Intersection Improv at 10th Street and Armour Drive - 300222	585,000	585,000	585,000	585,000	585,000	\$2,925,000
Moore's Mill Rd @ W Wesley Rd Intersection Improvement - 300223	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	\$5,000,000
Park Avenue @ Monroe Drive Intersection Improvement - 300224	695,000	695,000	695,000	695,000	695,000	\$3,475,000
Barnett Street @ Saint Charles Avenue - 300225	15,000	15,000	15,000	15,000	15,000	\$75,000
Project200226	108,516	108,516	108,516	108,516	108,516	\$542,580
D.I.F.Admin-Transportation-City - 201053	4,000,000	8,000,000	9,390,161	9,390,161	9,390,161	\$40,170,484
DIF Unrestricted Funds 2020 - 500092	-	-	-	3,395,538	7,130,630	\$10,526,168
<b>Sub-Total</b>	<b>\$27,328,577</b>	<b>\$26,040,758</b>	<b>\$24,780,419</b>	<b>\$25,822,845</b>	<b>\$27,497,937</b>	<b>\$131,470,535</b>
<b>Dept of Parks &amp; Recreation</b>						
Comprehen Imps Major Pks, City-Wide - 101519	33,761	33,761	33,761	33,761	33,761	\$168,807
Ada Compliant - 112737	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	\$8,000,000
Project400022	1,071,304	1,071,304	1,071,304	1,071,304	1,071,304	\$5,356,522
Admin.Development Recoupment Fees - 201072	422,000	1,904,234	2,194,234	3,299,473	3,299,473	\$11,119,414
Green Space Pgm., Parks North - 201997	64,208	30,591	14,448	3,188	3,188	\$115,623
DIF Unrestricted Funds 2020 - 500092	-	-	875,222	875,222	1,365,537	\$3,115,981
<b>Sub-Total</b>	<b>\$3,191,274</b>	<b>\$4,639,890</b>	<b>\$5,788,969</b>	<b>\$6,882,949</b>	<b>\$7,373,264</b>	<b>\$27,876,348</b>
<b>Department Of Fire Services</b>						
Fire Station 22 Construction - 100170	3,840,384	1,340,384	1,340,384	1,340,384	1,340,384	\$9,201,918
Fire Station 28 Construction - 100172	41,423	41,423	41,423	41,423	41,423	\$207,117
Admin.Development Recoupment Fees - 201072	-	-	511,048	511,048	511,048	\$1,533,143
DIF Unrestricted Funds 2020 - 500092	-	-	-	537,444	537,444	\$1,074,887
<b>Sub-Total</b>	<b>\$3,881,807</b>	<b>\$1,381,807</b>	<b>\$1,892,855</b>	<b>\$2,430,298</b>	<b>\$2,430,298</b>	<b>\$12,017,065</b>
<b>Department Of Police Services</b>						
Police Academy Expansion - 101630	256,399	256,399	256,399	256,399	256,399	\$1,281,994
Workspace-Police Special Operation Sec. - 101957	176,424	176,424	176,424	176,424	176,424	\$882,120
New Zone 3 Precinct - 111450	371,993	371,993	371,993	371,993	371,993	\$1,859,967
Admin.Development Recoupment Fees - 201072	620,000	809,000	1,064,000	1,369,075	1,369,075	\$5,231,151
DIF Unrestricted Funds 2020 - 500092	-	-	-	-	162,660	\$162,660
<b>Sub-Total</b>	<b>\$1,424,816</b>	<b>\$1,613,816</b>	<b>\$1,868,816</b>	<b>\$2,173,891</b>	<b>\$2,336,551</b>	<b>\$9,417,890</b>
<b>Department of City Planning</b>						
Arc Ctp Funding Assistance Program - 212319	2,280	2,280	2,280	2,280	2,280	\$11,400
Update To Impact Program And Fee Schedule - 212610	19,550	19,550	19,550	19,550	19,550	\$97,750
DIF 2020 Administrative - 500099	95,000	95,000	95,000	95,000	95,000	\$475,000
<b>Sub-Total</b>	<b>\$116,830</b>	<b>\$116,830</b>	<b>\$116,830</b>	<b>\$116,830</b>	<b>\$116,830</b>	<b>\$584,150</b>
<b>Total City Wide</b>	<b>\$59,781,456</b>	<b>\$57,318,719</b>	<b>\$61,935,778</b>	<b>\$66,798,539</b>	<b>\$72,657,055</b>	<b>\$318,491,547</b>



## FY22 CAPITAL BUDGET STATUS

### Capital Finance Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	31,014,012	4,453,168	1,423,756	11,384,013	-	\$48,274,949
Expenses	31,014,012	4,453,168	1,423,756	11,384,013	-	\$48,274,948
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	30,014,016	4,453,168	1,423,756	11,384,013	-	\$47,274,953
Other Financing Sources	999,996	-	-	-	-	\$999,996
<b>Revenues</b>	\$31,014,012	\$4,453,168	\$1,423,756	\$11,384,013	-	\$48,274,949
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	1,351,199	-	-	-	-	\$1,351,199
Department of Atlanta Information Management	7,302,136	-	-	-	-	\$7,302,136
Department of Corrections and Community Services	1,259,582	-	-	-	-	\$1,259,582
Department Of Finance	2,442,305	-	-	-	-	\$2,442,305
Department Of Public Works	1,633,643	203,662	-	-	-	\$1,837,305
Dept of Parks & Recreation	1,992,866	-	-	-	-	\$1,992,866
Judicial Agencies	87,577	-	-	-	-	\$87,577
Department Of Fire Services	1,572,500	-	-	-	-	\$1,572,500
Department Of Police Services	3,467,098	-	-	-	-	\$3,467,098
Department of City Planning	4,128,922	3,291,002	1,075,792	11,384,013	-	\$19,879,729
The Office of the Inspector General	39,385	-	-	-	-	\$39,385
Department Of Enterprise Assets Management	3,222,111	-	-	-	-	\$3,222,111
Atlanta Department of Transportation	2,514,688	958,504	347,964	-	-	\$3,821,155
<b>Total City Wide</b>	\$31,014,012	\$4,453,168	\$1,423,756	\$11,384,013	-	\$48,274,948
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Oeam Repair & Maint Ada Comp - 111214	55,749	-	-	-	-	\$55,749
Oeam Ch Infrastructure Repairs - 111215	139,500	-	-	-	-	\$139,500
72 Marietta St Viaduct Project - 111891	226,434	-	-	-	-	\$226,434
Coa Citywide Re-Stacking Project - 211595	929,516	-	-	-	-	\$929,516
Sub-Total	\$1,351,199	-	-	-	-	\$1,351,199
<b>Department of Atlanta Information Management</b>						
Oracle Upgrade - 111897	5,096,280	-	-	-	-	\$5,096,280
Hyperion Upgrade - 212323	1,200,000	-	-	-	-	\$1,200,000
Itsm-It Service Mgt - 212713	1,005,856	-	-	-	-	\$1,005,856
Sub-Total	\$7,302,136	-	-	-	-	\$7,302,136
<b>Department of Corrections and Community Services</b>						
Cor Upgrades 2016 - 112522	133,665	-	-	-	-	\$133,665
Cor Upgrades 2017 - 112622	729,044	-	-	-	-	\$729,044
Cor Upgrades 2018 - 113053	368,466	-	-	-	-	\$368,466
Cor Repair & Maint 2012 - 211198	28,407	-	-	-	-	\$28,407
Sub-Total	\$1,259,582	-	-	-	-	\$1,259,582
<b>Department Of Finance</b>						
Dof Business Process Transformation - 112687	275,000	-	-	-	-	\$275,000
Bls Upgrade Dof Revenue - 112949	2,167,305	-	-	-	-	\$2,167,305



## FY22 CAPITAL BUDGET STATUS

### Capital Finance Fund

	FY22	FY23	FY24	FY25	FY26	Total
Sub-Total	\$2,442,305	-	-	-	-	\$2,442,305
<b>Department Of Public Works</b>						
Bicycle Route Sign & Marks - 110071	33,850	-	-	-	-	\$33,850
Lynhurst Sidewalk Impr - 110254	50,479	-	-	-	-	\$50,479
Sidewalks - Ada Ramps - 110820	475,212	203,662	-	-	-	\$678,874
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	17,250	-	-	-	-	\$17,250
Gardenhills - 112778	28,198	-	-	-	-	\$28,198
Memorial Drive Sidewalk Impr - 113081	58,782	-	-	-	-	\$58,782
Sub-Total	\$1,633,643	\$203,662	-	-	-	\$1,837,305
<b>Dept of Parks &amp; Recreation</b>						
Westside Quarry - 112998	1,222,866	-	-	-	-	\$1,222,866
Dprca Repair & Maint Ada Comp - 211201	770,000	-	-	-	-	\$770,000
Sub-Total	\$1,992,866	-	-	-	-	\$1,992,866
<b>Judicial Agencies</b>						
Case Management Syst - 112467	87,577	-	-	-	-	\$87,577
Sub-Total	\$87,577	-	-	-	-	\$87,577
<b>Department Of Fire Services</b>						
Fire Station 22 - 112771	800,000	-	-	-	-	\$800,000
Afr Facilities Repair & Maint. - 211200	772,500	-	-	-	-	\$772,500
Sub-Total	\$1,572,500	-	-	-	-	\$1,572,500
<b>Department Of Police Services</b>						
Motorola P-12 Upgrade - 112679	3,000,000	-	-	-	-	\$3,000,000
Apd Facility Improvements 2012 - 211204	270,587	-	-	-	-	\$270,587
Apd Reloca/Reno Cops/Cc - 211207	196,511	-	-	-	-	\$196,511
Sub-Total	\$3,467,098	-	-	-	-	\$3,467,098
<b>Department of City Planning</b>						
Oob Technology Initiatives - 112953	2,150,357	2,150,357	-	-	-	\$4,300,713
143 Alabama - 113000	-	-	-	10,633,015	-	\$10,633,015
OOB & OZD Restack - 113229	-	-	-	750,998	-	\$750,998
Safebuilt Georgia - 212644	37,402	-	-	-	-	\$37,402
Atlas Geographic Data - 212646	119	-	-	-	-	\$119
Fy18 Planning Initiatives - 212709	190,274	-	-	-	-	\$190,274
Government District - 212711	610,125	-	-	-	-	\$610,125
Lindbergh-Armour Master Plan Update - 213283	106,811	106,811	106,811	-	-	\$320,434
Zoning Ordinance Rewrite - 300017	968,961	968,961	968,981	-	-	\$2,906,902
Placemaking Projects - 300019	64,874	64,874	-	-	-	\$129,747
Sub-Total	\$4,128,922	\$3,291,002	\$1,075,792	\$11,384,013	-	\$19,879,729
<b>The Office of the Inspector General</b>						
Ethics E-Filing System (E-File 3.0) - 112513	39,385	-	-	-	-	\$39,385
Sub-Total	\$39,385	-	-	-	-	\$39,385
<b>Department Of Enterprise Assets Management</b>						
Citywide Restacking - 112288	151,144	-	-	-	-	\$151,144
Energy Service Performance Initiatives-Ameresco Ars - 112945	2,958,235	-	-	-	-	\$2,958,235
Energy Service Performance Initiatives-Johnson Controls Inc - 112946	112,732	-	-	-	-	\$112,732
Sub-Total	\$3,222,111	-	-	-	-	\$3,222,111



## FY22 CAPITAL BUDGET STATUS

### Capital Finance Fund

	FY22	FY23	FY24	FY25	FY26	Total
Atlanta Department of Transportation						
Westside Trail - 101538	344,540	147,660	-	-	-	\$492,200
Bicycle Route Sign & Marks - 110071	141,298	60,556	-	-	-	\$201,854
Memorial Dr Sidewalks - 110255	36,305	-	-	-	-	\$36,305
Memorial Drive Corridor - 111322	144,413	61,891	-	-	-	\$206,304
Atlanta University Center Pedestrian Streetscape - 112170	125,500	-	-	-	-	\$125,500
Battle Of Atlanta Trail - 112684	150,115	64,335	-	-	-	\$214,450
Huff Road Project - 112743	108,049	-	-	-	-	\$108,049
Gardenhills - 112778	33,969	-	-	-	-	\$33,969
Lee St Trail - 112787	75,000	25,000	-	-	-	\$100,000
Spring Street Viaduct - 112811	206,172	88,359	-	-	-	\$294,531
E-Builder Gsa - 112968	33,322	-	-	-	-	\$33,322
Memorial Drive Sidewalk Impr - 113081	124,223	53,239	-	-	-	\$177,462
Sidewalks Repairs CD 10 - 113087	122,500	52,500	-	-	-	\$175,000
Quick Implementation Bicycle - 113099	133,000	57,000	-	-	-	\$190,000
Safety and Mobility Fund - 300233	173,982	347,964	347,964	-	-	\$869,909
Bridge Repairs - 400005	562,300	-	-	-	-	\$562,300
Sub-Total	\$2,514,688	\$958,504	\$347,964	-	-	\$3,821,155
<b>Total City Wide</b>	<b>\$31,014,012</b>	<b>\$4,453,168</b>	<b>\$1,423,756</b>	<b>\$11,384,013</b>	<b>-</b>	<b>\$48,274,948</b>



## FY22 CAPITAL BUDGET STATUS Special Assessment Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	2,735,422	-	-	-	-	\$2,735,422
Expenses	2,735,422	-	-	-	-	\$2,735,422
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	2,735,422	-	-	-	-	\$2,735,422
<b>Revenues</b>	\$2,735,422	-	-	-	-	\$2,735,422
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	67,555	-	-	-	-	\$67,555
Department Of Watershed Management	1,180,989	-	-	-	-	\$1,180,989
Department Of Police Services	1,486,878	-	-	-	-	\$1,486,878
<b>Total City Wide</b>	\$2,735,422	-	-	-	-	\$2,735,422
<b>PROJECT TOTALS BY DEPARTMENT</b>						
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
Department Of Watershed Management						
Sewer Construction - 100493	1,180,989	-	-	-	-	\$1,180,989
Sub-Total	\$1,180,989	-	-	-	-	\$1,180,989
Department Of Police Services						
Private Prop Demolition - 113219	1,481,509	-	-	-	-	\$1,481,509
Private Property Demolition - 200497	5,369	-	-	-	-	\$5,369
Sub-Total	\$1,486,878	-	-	-	-	\$1,486,878
<b>Total City Wide</b>	\$2,735,422	-	-	-	-	\$2,735,422



## FY22 CAPITAL BUDGET STATUS

### Capital Asset - Finance Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	15,529,681	-	-	-	-	\$15,529,681
Expenses	15,529,681	-	-	-	-	\$15,529,681
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	6,950,029	-	-	-	-	\$6,950,029
Other Financing Sources	8,579,652	-	-	-	-	\$8,579,652
<b>Revenues</b>	\$15,529,681	-	-	-	-	\$15,529,681
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department of Corrections and Community Services	37,334	-	-	-	-	\$37,334
Department Of Public Works	1,055,986	-	-	-	-	\$1,055,986
Dept of Parks & Recreation	98,791	-	-	-	-	\$98,791
Non-Departmental	10,518,901	-	-	-	-	\$10,518,901
Department Of Fire Services	3,317,523	-	-	-	-	\$3,317,523
Department Of Police Services	458,070	-	-	-	-	\$458,070
Department Of Enterprise Assets Management	43,076	-	-	-	-	\$43,076
<b>Total City Wide</b>	\$15,529,681	-	-	-	-	\$15,529,681
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department of Corrections and Community Services						
Default - 000000	37,334	-	-	-	-	\$37,334
Sub-Total	\$37,334	-	-	-	-	\$37,334
Department Of Public Works						
Default - 000000	1,055,986	-	-	-	-	\$1,055,986
Sub-Total	\$1,055,986	-	-	-	-	\$1,055,986
Dept of Parks & Recreation						
Default - 000000	98,791	-	-	-	-	\$98,791
Sub-Total	\$98,791	-	-	-	-	\$98,791
Non-Departmental						
Default - 000000	10,518,901	-	-	-	-	\$10,518,901
Sub-Total	\$10,518,901	-	-	-	-	\$10,518,901
Department Of Fire Services						
Default - 000000	3,317,523	-	-	-	-	\$3,317,523
Sub-Total	\$3,317,523	-	-	-	-	\$3,317,523
Department Of Police Services						
Default - 000000	458,070	-	-	-	-	\$458,070
Sub-Total	\$458,070	-	-	-	-	\$458,070
Department Of Enterprise Assets Management						
Default - 000000	43,076	-	-	-	-	\$43,076
Sub-Total	\$43,076	-	-	-	-	\$43,076
<b>Total City Wide</b>	\$15,529,681	-	-	-	-	\$15,529,681



## FY22 CAPITAL BUDGET STATUS

### Capital Finance-Recovery Zone (Eco. Dev.) Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	269,810	-	-	-	-	\$269,810
Expenses	269,810	-	-	-	-	\$269,810
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	269,810	-	-	-	-	\$269,810
<b>Revenues</b>	\$269,810	-	-	-	-	\$269,810
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	203,823	-	-	-	-	\$203,823
Department Of Police Services	65,987	-	-	-	-	\$65,987
<b>Total City Wide</b>	\$269,810	-	-	-	-	\$269,810
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Public Works						
Rec Zone Economic Dev Bond - 111318	203,823	-	-	-	-	\$203,823
Sub-Total	\$203,823	-	-	-	-	\$203,823
Department Of Police Services						
Distressed Properties Clean-Up - 211364	65,987	-	-	-	-	\$65,987
Sub-Total	\$65,987	-	-	-	-	\$65,987
<b>Total City Wide</b>	\$269,810	-	-	-	-	\$269,810



## FY22 CAPITAL BUDGET STATUS 2018 Public Safety Project

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	22,505,698	7,339,642	-	-	-	\$29,845,340
Expenses	22,505,698	7,339,642	-	-	-	\$29,845,340
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	22,505,698	7,339,642	-	-	-	\$29,845,340
<b>Revenues</b>	\$22,505,698	\$7,339,642	-	-	-	\$29,845,340
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Fire Services	833,040	-	-	-	-	\$833,040
Department Of Police Services	6,503,514	-	-	-	-	\$6,503,514
Department Of Enterprise Assets Management	15,169,144	7,339,642	-	-	-	\$22,508,786
<b>Total City Wide</b>	\$22,505,698	\$7,339,642	-	-	-	\$29,845,340
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Fire Services						
Gma Cops Records Management - 113050	833,040	-	-	-	-	\$833,040
Sub-Total	\$833,040	-	-	-	-	\$833,040
Department Of Police Services						
Gma Cops Records Management - 113050	1,503,514	-	-	-	-	\$1,503,514
Gma Cops Computer Aided - 113051	5,000,000	-	-	-	-	\$5,000,000
Sub-Total	\$6,503,514	-	-	-	-	\$6,503,514
Department Of Enterprise Assets Management						
Gma Cops City Of Atlanta Public Safety Project Series 2018 - 112705	15,000,000	7,339,642	-	-	-	\$22,339,642
Default - 000000	169,144	-	-	-	-	\$169,144
Sub-Total	\$15,169,144	\$7,339,642	-	-	-	\$22,508,786
<b>Total City Wide</b>	\$22,505,698	\$7,339,642	-	-	-	\$29,845,340



## FY22 CAPITAL BUDGET STATUS Bond Sinking Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	72,653,916	-	-	-	-	\$72,653,916
Expenses	72,653,916	-	-	-	-	\$72,653,916
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Taxes	72,548,839	-	-	-	-	\$72,548,839
Investment Income	105,077	-	-	-	-	\$105,077
<b>Revenues</b>	\$72,653,916	-	-	-	-	\$72,653,916
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Non-Departmental	41,979,303	-	-	-	-	\$41,979,303
Default / Revenue Department	30,674,613	-	-	-	-	\$30,674,613
<b>Total City Wide</b>	\$72,653,916	-	-	-	-	\$72,653,916
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	41,979,303	-	-	-	-	\$41,979,303
Sub-Total	\$41,979,303	-	-	-	-	\$41,979,303
Default / Revenue Department						
Default - 000000	30,674,613	-	-	-	-	\$30,674,613
Sub-Total	\$30,674,613	-	-	-	-	\$30,674,613
<b>Total City Wide</b>	\$72,653,916	-	-	-	-	\$72,653,916



## FY22 CAPITAL BUDGET STATUS

### Water & Wastewater Renewal & Extension Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	571,952,901	137,383,140	82,383,139	53,303,272	54,173,496	\$899,195,948
Expenses	571,952,901	137,383,140	82,383,139	53,303,272	54,173,496	\$899,195,948
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Intergovernmental Revenues	42,007,000	-	-	-	-	\$42,007,000
Charges For Services	3,500,000	5,400,000	5,430,773	7,916,160	7,958,642	\$30,205,575
Investment Income	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	\$20,000,000
Miscellaneous Revenues	318,168,125	88,203,140	32,376,766	-	-	\$438,748,031
Other Financing Sources	204,277,776	39,780,000	40,575,600	41,387,112	42,214,854	\$368,235,342
<b>Revenues</b>	\$571,952,901	\$137,383,140	\$82,383,139	\$53,303,272	\$54,173,496	\$899,195,948
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Executive Offices	319,055	-	-	-	-	\$319,055
Department Of Finance	2,000,000	5,000,000	5,000,000	6,000,000	3,372,743	\$21,372,743
Department Of Watershed Management	371,576,669	73,097,000	63,097,000	29,351,339	6,597,000	\$543,719,008
Non-Departmental	198,057,177	59,286,140	14,286,139	17,951,933	44,203,753	\$333,785,142
<b>Total City Wide</b>	\$571,952,901	\$137,383,140	\$82,383,139	\$53,303,272	\$54,173,496	\$899,195,948
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Executive Offices						
Default - 000000	319,055	-	-	-	-	\$319,055
Sub-Total	\$319,055	-	-	-	-	\$319,055
Department Of Finance						
Surcharge Reserve Project - 110551	2,000,000	5,000,000	5,000,000	6,000,000	3,372,743	\$21,372,743
Sub-Total	\$2,000,000	\$5,000,000	\$5,000,000	\$6,000,000	\$3,372,743	\$21,372,743
Department Of Watershed Management						
Water Mains, Various Locations - 100395	425,914	-	-	-	-	\$425,914
Phosphorous Reduction Fac, Utoy Creek - 100736	1,109,112	-	-	-	-	\$1,109,112
Phosphorous Reduction Fac, R.M. Clayton - 100737	5,172,992	-	-	-	-	\$5,172,992
Program Management-Year 3 - 102335	6,543,981	-	-	-	-	\$6,543,981
Sewer Group 2 Rehabilitation - 102445	230,947	-	-	-	-	\$230,947
Raw Water Transmission Mains - 102474	6,120,549	-	-	-	-	\$6,120,549
Sanitary Sewer-Annual Contract - 102506	13,054,083	-	-	-	-	\$13,054,083
Sses Sewer Groups - 102652	434,205	-	-	-	-	\$434,205
Repair & Replace Large Water Meters - 102664	6,430,137	2,000,000	-	-	-	\$8,430,137
Clean Water Atlanta, Flint River - 102675	1,129,819	-	-	-	-	\$1,129,819
Clean Water Atlanta, R.M. Clayton - 102676	1,695,084	-	-	-	-	\$1,695,084
Peachtree Basin Cap Relief - 110846	1,654,579	-	-	-	-	\$1,654,579
Utilities Gdot & Municipal - 110893	4,378,196	-	-	-	-	\$4,378,196
Land Support Services Project - 111194	40	-	-	-	-	\$40
Custer Ave Cso Cap Relief - 111415	10,000,018	12,000,000	15,000,000	5,254,339	-	\$42,254,357
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	5,000,000	5,000,000	11,000,000	-	-	\$21,000,000
Hemphill Res #1 Embank Rep - 111469	2,015,093	-	-	-	-	\$2,015,093
Lake Forrest Dam Improvement - 111605	683,280	-	-	-	-	\$683,280



## FY22 CAPITAL BUDGET STATUS

### Water & Wastewater Renewal & Extension Fund

	FY22	FY23	FY24	FY25	FY26	Total
Wpp-Nancy Creek Basin - 111613	75,769	-	-	-	-	\$75,769
W'Shed Impr Prog Plan & Des - 111614	779,825	-	-	-	-	\$779,825
South River Wrc Various Grp 1 - 111635	89,198	-	-	-	-	\$89,198
Hartsfield Manifold Improvements - 111636	313,884	-	-	-	-	\$313,884
Treatment Fac Various Projects - 111652	4,701,425	-	-	-	-	\$4,701,425
Rmc Compliance Upgrades 3 - 111674	5,799,689	-	-	-	-	\$5,799,689
W'Shed Impr Plan & Design Sccs - 111688	2,823,735	-	-	-	-	\$2,823,735
Cso Various Projects - 111697	14	-	-	-	-	\$14
Dwm It Infrastructure Upgrade - 111713	1,633,404	-	-	-	-	\$1,633,404
Cmms A & Amips - 111733	7	-	-	-	-	\$7
Raw Water Delivery Program - 111736	22,083,819	-	-	-	-	\$22,083,819
Csos. Fac. Comp. Improv. Proj. - 111741	35,481,529	-	-	-	-	\$35,481,529
Downtown H2O Storage Tanks & Pd - 111815	38,249,385	-	-	-	-	\$38,249,385
Consent Decree Rehab Comp Sewer Group - 111881	36,990	-	-	-	-	\$36,990
Sewer Capacity Relief - 111925	13,503,495	-	-	-	-	\$13,503,495
Distribution System R & R - 111948	4,011,493	-	-	-	-	\$4,011,493
Clear Creek Cso - 112156	2,499	-	-	-	-	\$2,499
Dwm Vehicle & Heavy Equipment - 112157	10,613,482	-	-	-	-	\$10,613,482
Up Proctor Creek Cap Relief - 112164	10,859,869	12,000,000	-	-	-	\$22,859,869
West Area Cso Outfalls - 112171	2,170,538	-	-	-	-	\$2,170,538
Peyton Center - 112201	4,309,571	-	-	-	-	\$4,309,571
Sewer Group li - 112264	1,824,812	-	-	-	-	\$1,824,812
Cip A&E & Cm Services - 112308	6,939,154	5,000,000	5,000,000	5,000,000	-	\$21,939,154
Facility Capital Maintenance - 112309	5,995,410	12,000,000	8,000,000	-	-	\$25,995,410
Small Diameter Distribution System Rehad - 112517	2,000,195	-	-	-	-	\$2,000,195
Sg3 Contracat C - 112530	2,583,838	-	-	-	-	\$2,583,838
Most Phase 2 Stormwater - 112561	4,128,076	-	-	-	-	\$4,128,076
Sg3 Contr. D Rehab - 112804	1,418,045	-	-	-	-	\$1,418,045
Espi-Noresco-Sg - 112947	2,722,915	-	-	-	-	\$2,722,915
Espi-Schneider Elec/Me - 112948	4,689,351	-	-	-	-	\$4,689,351
Water Distribution System Rehab Impro. - 112966	13,863,524	-	-	-	-	\$13,863,524
Ami Smart Valve Program - 112973	3,989,017	-	-	-	-	\$3,989,017
Most Phase 3 Storm Water Projects - 112977	22,147,925	-	-	-	-	\$22,147,925
Peachtree Pump Station - 112978	10,000,000	15,000,000	15,000,000	10,000,000	-	\$50,000,000
Rmc Digester Improv - 112985	2,900,000	2,500,000	2,500,000	2,500,000	-	\$10,400,000
Small Diameter Water Distribution System Impr - 113040	1,000,000	-	-	-	-	\$1,000,000
Nutrient Recovery Project - 113082	6,107,666	-	-	-	-	\$6,107,666
SG4 Collier Road Outfall Sewer - 113240	10,267,837	-	-	-	-	\$10,267,837
RM Clayton Centrate Line Replacement - 300004	11,293	-	-	-	-	\$11,293
Niles Avenue Sewer Impr. - 300015	827,592	-	-	-	-	\$827,592
FY 2020 Local Maintenance & Improvement Grant Program - 300193	280,000	-	-	-	-	\$280,000
Proctor Creek Ecosystem Restoration Study - 300202	3,385,615	-	-	-	-	\$3,385,615
RM Clayton Levee Improvements - 300232	10,000	-	-	-	-	\$10,000
Default - 000000	28,969,806	6,597,000	6,597,000	6,597,000	6,597,000	\$55,357,806
Dwm Fac & Struc.Site Impr - 111640	1,705,383	-	-	-	-	\$1,705,383
Atlanta Water Customer Rebate Program - 210059	467,297	-	-	-	-	\$467,297
Dwm Water Surcharge - 210540	1,615,737	-	-	-	-	\$1,615,737
Nancy Creek Assess & Odor Cnt. - 211775	8,430	-	-	-	-	\$8,430
Small Business Development Program - 212270	200,000	-	-	-	-	\$200,000



## FY22 CAPITAL BUDGET STATUS

### Water & Wastewater Renewal & Extension Fund

	FY22	FY23	FY24	FY25	FY26	Total
Asphaltic Concrete (Annual) - 212574	1,846,700	1,000,000	-	-	-	\$2,846,700
Geo Tech Testing & Investigation - 212576	2,000,000	-	-	-	-	\$2,000,000
Green Infrt. Challenge - 212594	2,391,192	-	-	-	-	\$2,391,192
Niskey Lake Environmental Restoration - 212809	250,000	-	-	-	-	\$250,000
Stream & Wetland Restoration at Blue Heron - 300008	60,000	-	-	-	-	\$60,000
17 Green Infrastructure - 300099	160,000	-	-	-	-	\$160,000
Care and Conserve Plumbing Repairs - 300318	1,000,000	-	-	-	-	\$1,000,000
<b>Sub-Total</b>	<b>\$371,576,669</b>	<b>\$73,097,000</b>	<b>\$63,097,000</b>	<b>\$29,351,339</b>	<b>\$6,597,000</b>	<b>\$543,719,008</b>
<b>Non-Departmental</b>						
Default - 000000	197,636,073	14,286,140	14,286,139	17,951,933	44,203,753	\$288,364,038
Reserve For Projects - 200118	421,104	-	-	-	-	\$421,104
Restricted Reserves - 212591	-	45,000,000	-	-	-	\$45,000,000
<b>Sub-Total</b>	<b>\$198,057,177</b>	<b>\$59,286,140</b>	<b>\$14,286,139</b>	<b>\$17,951,933</b>	<b>\$44,203,753</b>	<b>\$333,785,142</b>
<b>Total City Wide</b>	<b>\$571,952,901</b>	<b>\$137,383,140</b>	<b>\$82,383,139</b>	<b>\$53,303,272</b>	<b>\$54,173,496</b>	<b>\$899,195,948</b>



## FY22 CAPITAL BUDGET STATUS 1999 Water And Wastewater Bond Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	836,046	-	-	-	-	\$836,046
Expenses	836,046	-	-	-	-	\$836,046
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	836,046	-	-	-	-	\$836,046
<b>Revenues</b>	\$836,046	-	-	-	-	\$836,046
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	836,046	-	-	-	-	\$836,046
<b>Total City Wide</b>	\$836,046	-	-	-	-	\$836,046
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Watershed Management						
Peachtree Basin Cap Relief - 110846	836,046	-	-	-	-	\$836,046
Sub-Total	\$836,046	-	-	-	-	\$836,046
<b>Total City Wide</b>	\$836,046	-	-	-	-	\$836,046



## FY22 CAPITAL BUDGET STATUS 2001 Water & Wastewater Bond Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	5,479,968	-	-	-	-	\$5,479,968
Expenses	5,479,968	-	-	-	-	\$5,479,968
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	5,479,968	-	-	-	-	\$5,479,968
<b>Revenues</b>	\$5,479,968	-	-	-	-	\$5,479,968
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	2,963,644	-	-	-	-	\$2,963,644
Non-Departmental	2,516,324	-	-	-	-	\$2,516,324
<b>Total City Wide</b>	\$5,479,968	-	-	-	-	\$5,479,968
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Watershed Management						
Water Mains, Various Locations - 100395	434,507	-	-	-	-	\$434,507
Sanitary Sewer-Annual Contract - 102506	55,559	-	-	-	-	\$55,559
Rmc Compliance Upgrades 3 - 111674	2,473,578	-	-	-	-	\$2,473,578
Sub-Total	\$2,963,644	-	-	-	-	\$2,963,644
Non-Departmental						
Reserve For Projects - 200118	2,516,324	-	-	-	-	\$2,516,324
Sub-Total	\$2,516,324	-	-	-	-	\$2,516,324
<b>Total City Wide</b>	\$5,479,968	-	-	-	-	\$5,479,968



## FY22 CAPITAL BUDGET STATUS 2004 Water & Wastewater Bond Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	133,089	-	-	-	-	\$133,089
Expenses	133,089	-	-	-	-	\$133,089
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	133,089	-	-	-	-	\$133,089
<b>Revenues</b>	\$133,089	-	-	-	-	\$133,089
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	133,089	-	-	-	-	\$133,089
<b>Total City Wide</b>	\$133,089	-	-	-	-	\$133,089
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Watershed Management						
Rmc Compliance Upgrades 3 - 111674	133,089	-	-	-	-	\$133,089
Sub-Total	\$133,089	-	-	-	-	\$133,089
<b>Total City Wide</b>	\$133,089	-	-	-	-	\$133,089



## FY22 CAPITAL BUDGET STATUS Special 1% Sales And Use Tax Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	110,000,000	132,600,000	135,252,000	137,957,040	140,716,181	\$656,525,221
Expenses	110,000,000	132,600,000	135,252,000	137,957,040	140,716,181	\$656,525,221
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	110,000,000	132,600,000	135,252,000	137,957,040	140,716,181	\$656,525,221
<b>Revenues</b>	\$110,000,000	\$132,600,000	\$135,252,000	\$137,957,040	\$140,716,181	\$656,525,221
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	110,000,000	132,600,000	135,252,000	137,957,040	140,716,181	\$656,525,221
<b>Total City Wide</b>	\$110,000,000	\$132,600,000	\$135,252,000	\$137,957,040	\$140,716,181	\$656,525,221
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	110,000,000	132,600,000	135,252,000	137,957,040	140,716,181	\$656,525,221
Sub-Total	\$110,000,000	\$132,600,000	\$135,252,000	\$137,957,040	\$140,716,181	\$656,525,221
<b>Total City Wide</b>	\$110,000,000	\$132,600,000	\$135,252,000	\$137,957,040	\$140,716,181	\$656,525,221



## FY22 CAPITAL BUDGET STATUS Water & Wastewater Sinking Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	494,043,112	-	-	-	-	\$494,043,112
Expenses	494,043,112	-	-	-	-	\$494,043,112
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Investment Income	3,600,000	-	-	-	-	\$3,600,000
Miscellaneous Revenues	469,531,437	-	-	-	-	\$469,531,437
Other Financing Sources	20,911,675	-	-	-	-	\$20,911,675
<b>Revenues</b>	\$494,043,112	-	-	-	-	\$494,043,112
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Non-Departmental	494,043,112	-	-	-	-	\$494,043,112
<b>Total City Wide</b>	\$494,043,112	-	-	-	-	\$494,043,112
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	494,043,112	-	-	-	-	\$494,043,112
Sub-Total	\$494,043,112	-	-	-	-	\$494,043,112
<b>Total City Wide</b>	\$494,043,112	-	-	-	-	\$494,043,112



## FY22 CAPITAL BUDGET STATUS

### Ser. 2009A Water & Wastewater Rev Bd Fd

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	10,238,689	11,052,642	-	-	-	\$21,291,331
Expenses	10,238,689	11,052,642	-	-	-	\$21,291,331
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	10,238,689	11,052,642	-	-	-	\$21,291,331
<b>Revenues</b>	\$10,238,689	\$11,052,642	-	-	-	\$21,291,331
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	9,431,156	11,052,642	-	-	-	\$20,483,798
Non-Departmental	807,533	-	-	-	-	\$807,533
<b>Total City Wide</b>	\$10,238,689	\$11,052,642	-	-	-	\$21,291,331
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Watershed Management						
Water Mains, Various Locations - 100395	256,359	200,000	-	-	-	\$456,359
H.T.P., Reservoir Expansion - 100897	17,466	-	-	-	-	\$17,466
Small Diameter Sewer Rehab - 102350	1,160,072	1,000,000	-	-	-	\$2,160,072
Sewer Group 2 Rehabilitation - 102445	279,417	200,000	-	-	-	\$479,417
Large Diameter Sewer Rehab - 102450	222,335	100,000	-	-	-	\$322,335
Rm Clayton- Compliance Upgrades - 102462	203,414	-	-	-	-	\$203,414
Electrical Switchgear Replacement - 102482	137,534	-	-	-	-	\$137,534
Small Meter Installation (New Meters) - 102658	738	-	-	-	-	\$738
North Area Main Improvements - 102663	1,279,375	1,000,000	-	-	-	\$2,279,375
Repair & Replace Large Water Meters - 102664	61,947	-	-	-	-	\$61,947
South River Tunnel & Ps - 110345	1,000,000	1,346,017	-	-	-	\$2,346,017
Peachtree Basin Cap Relief - 110846	839,814	1,000,000	-	-	-	\$1,839,814
Utilities Gdot & Municipal - 110893	170,675	-	-	-	-	\$170,675
Custer Ave Cso Cap Relief - 111415	7,562	-	-	-	-	\$7,562
Rmc Compliance Upgrades 3 - 111674	2,000,000	4,606,625	-	-	-	\$6,606,625
Utoy Creek Cso Various Projects - 112253	1,731	-	-	-	-	\$1,731
Ami Smart Valve Program - 112973	1,500,000	1,500,000	-	-	-	\$3,000,000
Emer. Sewer Repairs - 212531	292,717	100,000	-	-	-	\$392,717
Sub-Total	\$9,431,156	\$11,052,642	-	-	-	\$20,483,798
Non-Departmental						
Reserve For Projects - 200118	807,533	-	-	-	-	\$807,533
Sub-Total	\$807,533	-	-	-	-	\$807,533
<b>Total City Wide</b>	\$10,238,689	\$11,052,642	-	-	-	\$21,291,331



## FY22 CAPITAL BUDGET STATUS 2015A Water Commerical Paper Program

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	78,747,999	-	-	-	-	\$78,747,999
Expenses	78,747,999	-	-	-	-	\$78,747,999
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	78,747,999	-	-	-	-	\$78,747,999
<b>Revenues</b>	\$78,747,999	-	-	-	-	\$78,747,999
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	78,747,999	-	-	-	-	\$78,747,999
<b>Total City Wide</b>	\$78,747,999	-	-	-	-	\$78,747,999
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Watershed Management						
Raw Water Delivery Program - 111736	78,747,999	-	-	-	-	\$78,747,999
Sub-Total	\$78,747,999	-	-	-	-	\$78,747,999
<b>Total City Wide</b>	\$78,747,999	-	-	-	-	\$78,747,999



## FY22 CAPITAL BUDGET STATUS

### 2018 Water & Wastewater Commercial Paper Program

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	68,005,827	17,021,234	17,000,000	-	-	\$102,027,061
Expenses	68,005,827	17,021,234	17,000,000	-	-	\$102,027,061
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	68,005,827	17,021,234	17,000,000	-	-	\$102,027,061
<b>Revenues</b>	\$68,005,827	\$17,021,234	\$17,000,000	-	-	\$102,027,061
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	42,017,749	17,021,234	17,000,000	-	-	\$76,038,983
Non-Departmental	25,988,078	-	-	-	-	\$25,988,078
<b>Total City Wide</b>	\$68,005,827	\$17,021,234	\$17,000,000	-	-	\$102,027,061
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Watershed Management						
Program Management-Year 3 - 102335	10,000,000	-	-	-	-	\$10,000,000
Small Meter Installation (New Meters) - 102658	2,818,301	-	-	-	-	\$2,818,301
Repair & Replace Large Water Meters - 102664	1,267,556	-	-	-	-	\$1,267,556
Intrenchment Creek Wrc Dec S/S - 111468	8,000,000	10,000,000	16,000,000	-	-	\$34,000,000
Up Proctor Creek Cap Relief - 112164	2,211,922	2,000,000	-	-	-	\$4,211,922
Cip A&E & Cm Services - 112308	5,567,189	-	-	-	-	\$5,567,189
Facility Capital Maintenance - 112309	3,852,781	2,000,000	-	-	-	\$5,852,781
Rmc Digester Improv - 112985	2,300,000	-	-	-	-	\$2,300,000
North Fork Storage Project - 300006	5,000,000	2,021,234	-	-	-	\$7,021,234
Dwm Fac & Struc.Site Impr - 111640	1,000,000	1,000,000	1,000,000	-	-	\$3,000,000
Sub-Total	\$42,017,749	\$17,021,234	\$17,000,000	-	-	\$76,038,983
Non-Departmental						
Reserve For Projects - 200118	25,988,078	-	-	-	-	\$25,988,078
Sub-Total	\$25,988,078	-	-	-	-	\$25,988,078
<b>Total City Wide</b>	\$68,005,827	\$17,021,234	\$17,000,000	-	-	\$102,027,061



## FY22 CAPITAL BUDGET STATUS

### 2018B Water & Wastewater Revenue And Revenue Refunding Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	51,939,957	-	-	-	-	\$51,939,957
Expenses	51,939,957	-	-	-	-	\$51,939,957
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	51,939,957	-	-	-	-	\$51,939,957
<b>Revenues</b>	\$51,939,957	-	-	-	-	\$51,939,957
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	51,939,957	-	-	-	-	\$51,939,957
<b>Total City Wide</b>	\$51,939,957	-	-	-	-	\$51,939,957
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Watershed Management						
Raw Water Delivery Program - 111736	1,939,957	-	-	-	-	\$1,939,957
Peyton Center - 112201	50,000,000	-	-	-	-	\$50,000,000
Sub-Total	\$51,939,957	-	-	-	-	\$51,939,957
<b>Total City Wide</b>	\$51,939,957	-	-	-	-	\$51,939,957



## FY22 CAPITAL BUDGET STATUS Solid Waste R&E Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	2,097,000	-	-	-	-	\$2,097,000
Expenses	2,097,000	-	-	-	-	\$2,097,000
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	2,097,000	-	-	-	-	\$2,097,000
<b>Revenues</b>	\$2,097,000	-	-	-	-	\$2,097,000
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	2,097,000	-	-	-	-	\$2,097,000
<b>Total City Wide</b>	\$2,097,000	-	-	-	-	\$2,097,000
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	2,097,000	-	-	-	-	\$2,097,000
Sub-Total	\$2,097,000	-	-	-	-	\$2,097,000
<b>Total City Wide</b>	\$2,097,000	-	-	-	-	\$2,097,000



## FY22 CAPITAL BUDGET STATUS Airport Renewal And Extension Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	866,906,466	116,612,151	66,939,998	62,377,438	75,171,900	\$1,188,007,953
Expenses	866,906,466	116,612,151	66,939,998	62,377,438	75,171,900	\$1,188,007,953
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Intergovernmental Revenues	109,563,823	-	-	-	-	\$109,563,823
Miscellaneous Revenues	632,670,441	116,612,151	66,939,998	62,377,438	75,171,900	\$953,771,928
Other Financing Sources	124,672,202	-	-	-	-	\$124,672,202
<b>Revenues</b>	<b>\$866,906,466</b>	<b>\$116,612,151</b>	<b>\$66,939,998</b>	<b>\$62,377,438</b>	<b>\$75,171,900</b>	<b>\$1,188,007,953</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Department Of Law	3,507,757	3,451,518	3,451,518	3,451,518	3,451,518	\$17,313,829
Department Of Aviation	183,219,047	102,281,668	52,609,515	48,046,955	60,841,417	\$446,998,602
Non-Departmental	675,204,773	10,878,965	10,878,965	10,878,965	10,878,965	\$718,720,633
Department Of Fire Services	4,379,909	-	-	-	-	\$4,379,909
Department Of Police Services	594,980	-	-	-	-	\$594,980
<b>Total City Wide</b>	<b>\$866,906,466</b>	<b>\$116,612,151</b>	<b>\$66,939,998</b>	<b>\$62,377,438</b>	<b>\$75,171,900</b>	<b>\$1,188,007,953</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Law						
Default - 000000	3,507,757	3,451,518	3,451,518	3,451,518	3,451,518	\$17,313,829
Sub-Total	\$3,507,757	\$3,451,518	\$3,451,518	\$3,451,518	\$3,451,518	\$17,313,829
Department Of Aviation						
Hapeville Easement Program - 100312	5,485,014	5,485,014	-	-	-	\$10,970,028
Planning & Development G&A - 102825	2,375,880	-	-	-	-	\$2,375,880
Airfield Projects - 111300	22,888,296	16,281,334	-	-	-	\$39,169,631
Terminal & Atrium Projects - 111301	1,790,763	8,431,526	8,431,526	6,640,763	6,640,763	\$31,935,341
Other Facility Projects - 111304	23,673,618	28,480,292	16,146,029	17,504,335	15,962,419	\$101,766,693
Parking And Ground Transportation - 111306	6,085,479	5,518,883	12,273,041	6,817,196	22,658,522	\$53,353,121
Other Direct Costs Project - 111310	25,702,108	27,797,463	15,758,920	17,084,660	15,579,713	\$101,922,863
Default - 000000	84,930,733	-	-	-	-	\$84,930,733
Noise Insulation Program - 210816	10,287,157	10,287,157	-	-	-	\$20,574,313
Sub-Total	\$183,219,047	\$102,281,668	\$52,609,515	\$48,046,955	\$60,841,417	\$446,998,602
Non-Departmental						
Default - 000000	675,204,773	10,878,965	10,878,965	10,878,965	10,878,965	\$718,720,633
Sub-Total	\$675,204,773	\$10,878,965	\$10,878,965	\$10,878,965	\$10,878,965	\$718,720,633
Department Of Fire Services						
Default - 000000	4,379,909	-	-	-	-	\$4,379,909
Sub-Total	\$4,379,909	-	-	-	-	\$4,379,909
Department Of Police Services						
Default - 000000	594,980	-	-	-	-	\$594,980
Sub-Total	\$594,980	-	-	-	-	\$594,980
<b>Total City Wide</b>	<b>\$866,906,466</b>	<b>\$116,612,151</b>	<b>\$66,939,998</b>	<b>\$62,377,438</b>	<b>\$75,171,900</b>	<b>\$1,188,007,953</b>



## FY22 CAPITAL BUDGET STATUS

### Airport Passenger Facility Charge Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	514,588,757	140,234,376	128,101,615	131,481,090	161,018,436	\$1,075,424,274
Expenses	514,588,757	140,234,376	128,101,615	131,481,090	161,018,436	\$1,075,424,274
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Charges For Services	206,000,000	-	-	-	-	\$206,000,000
Investment Income	4,857,178	-	-	-	-	\$4,857,178
Miscellaneous Revenues	221,535,879	52,046,032	36,729,001	26,799,303	60,968,285	\$398,078,500
Other Financing Sources	82,195,700	88,188,344	91,372,614	104,681,787	100,050,151	\$466,488,596
<b>Revenues</b>	<b>\$514,588,757</b>	<b>\$140,234,376</b>	<b>\$128,101,615</b>	<b>\$131,481,090</b>	<b>\$161,018,436</b>	<b>\$1,075,424,274</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	117,909,335	52,046,032	36,729,001	26,799,303	60,968,285	\$294,451,956
Non-Departmental	396,679,422	88,188,344	91,372,614	104,681,787	100,050,151	\$780,972,318
<b>Total City Wide</b>	<b>\$514,588,757</b>	<b>\$140,234,376</b>	<b>\$128,101,615</b>	<b>\$131,481,090</b>	<b>\$161,018,436</b>	<b>\$1,075,424,274</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Airfield Projects - 111300	68,990,027	34,496,449	10,190,779	9,433,081	16,970,688	\$140,081,025
Terminal & Atrium Projects - 111301	-	5,905,608	5,905,608	5,905,608	5,905,608	\$23,622,431
Parking And Ground Transportation - 111306	10,230,500	9,277,976	20,632,615	11,460,614	38,091,989	\$89,693,695
Other Direct Costs Project - 111310	1,490,606	-	-	-	-	\$1,490,606
Default - 000000	34,832,202	-	-	-	-	\$34,832,202
Noise Insulation Program - 210816	2,365,999	2,365,999	-	-	-	\$4,731,998
Sub-Total	\$117,909,335	\$52,046,032	\$36,729,001	\$26,799,303	\$60,968,285	\$294,451,956
Non-Departmental						
Default - 000000	396,679,422	88,188,344	91,372,614	104,681,787	100,050,151	\$780,972,318
Sub-Total	\$396,679,422	\$88,188,344	\$91,372,614	\$104,681,787	\$100,050,151	\$780,972,318
<b>Total City Wide</b>	<b>\$514,588,757</b>	<b>\$140,234,376</b>	<b>\$128,101,615</b>	<b>\$131,481,090</b>	<b>\$161,018,436</b>	<b>\$1,075,424,274</b>



## FY22 CAPITAL BUDGET STATUS 2000 Airport Revenue Bond Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	3,134,729	-	-	-	-	\$3,134,729
Expenses	3,134,729	-	-	-	-	\$3,134,729
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	3,134,729	-	-	-	-	\$3,134,729
<b>Revenues</b>	\$3,134,729	-	-	-	-	\$3,134,729
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	1,189,284	-	-	-	-	\$1,189,284
Non-Departmental	1,945,445	-	-	-	-	\$1,945,445
<b>Total City Wide</b>	\$3,134,729	-	-	-	-	\$3,134,729
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Eip-Gp Substation Relocation & Nwk - 102802	1,189,284	-	-	-	-	\$1,189,284
Sub-Total	\$1,189,284	-	-	-	-	\$1,189,284
Non-Departmental						
Default - 000000	1,945,445	-	-	-	-	\$1,945,445
Sub-Total	\$1,945,445	-	-	-	-	\$1,945,445
<b>Total City Wide</b>	\$3,134,729	-	-	-	-	\$3,134,729



## FY22 CAPITAL BUDGET STATUS 2004 Airport Pfc Bond Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	1,346	-	-	-	-	\$1,346
Expenses	1,346	-	-	-	-	\$1,346
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	1,346	-	-	-	-	\$1,346
<b>Revenues</b>	\$1,346	-	-	-	-	\$1,346
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	1,346	-	-	-	-	\$1,346
<b>Total City Wide</b>	\$1,346	-	-	-	-	\$1,346
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	1,346	-	-	-	-	\$1,346
Sub-Total	\$1,346	-	-	-	-	\$1,346
<b>Total City Wide</b>	\$1,346	-	-	-	-	\$1,346



## FY22 CAPITAL BUDGET STATUS 2004 Airport Revenue Bond Fund F-K

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	1,232,628	-	-	-	-	\$1,232,628
Expenses	1,232,628	-	-	-	-	\$1,232,628
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	1,232,628	-	-	-	-	\$1,232,628
<b>Revenues</b>	\$1,232,628	-	-	-	-	\$1,232,628
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	1,232,628	-	-	-	-	\$1,232,628
<b>Total City Wide</b>	\$1,232,628	-	-	-	-	\$1,232,628
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	1,232,628	-	-	-	-	\$1,232,628
Sub-Total	\$1,232,628	-	-	-	-	\$1,232,628
<b>Total City Wide</b>	\$1,232,628	-	-	-	-	\$1,232,628



## FY22 CAPITAL BUDGET STATUS Conrac Customer Service Fac Ch

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	109,613,746	17,730,580	17,712,555	17,691,623	17,675,436	\$180,423,940
Expenses	109,613,746	17,730,580	17,712,555	17,691,623	17,675,436	\$180,423,940
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Charges For Services	39,510,000	-	-	-	-	\$39,510,000
Investment Income	97,000	-	-	-	-	\$97,000
Miscellaneous Revenues	52,259,002	-	-	-	-	\$52,259,002
Other Financing Sources	17,747,744	17,730,580	17,712,555	17,691,623	17,675,436	\$88,557,938
<b>Revenues</b>	<b>\$109,613,746</b>	<b>\$17,730,580</b>	<b>\$17,712,555</b>	<b>\$17,691,623</b>	<b>\$17,675,436</b>	<b>\$180,423,940</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	5,010,000	-	-	-	-	\$5,010,000
Non-Departmental	104,603,746	17,730,580	17,712,555	17,691,623	17,675,436	\$175,413,940
<b>Total City Wide</b>	<b>\$109,613,746</b>	<b>\$17,730,580</b>	<b>\$17,712,555</b>	<b>\$17,691,623</b>	<b>\$17,675,436</b>	<b>\$180,423,940</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Default - 000000	5,010,000	-	-	-	-	\$5,010,000
Sub-Total	\$5,010,000	-	-	-	-	\$5,010,000
Non-Departmental						
Default - 000000	104,603,746	17,730,580	17,712,555	17,691,623	17,675,436	\$175,413,940
Sub-Total	\$104,603,746	\$17,730,580	\$17,712,555	\$17,691,623	\$17,675,436	\$175,413,940
<b>Total City Wide</b>	<b>\$109,613,746</b>	<b>\$17,730,580</b>	<b>\$17,712,555</b>	<b>\$17,691,623</b>	<b>\$17,675,436</b>	<b>\$180,423,940</b>



## FY22 CAPITAL BUDGET STATUS

### Airport Fac Revenue Bond Sinking Fd

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	561,671,996	399,911,514	449,604,164	495,912,050	476,176,102	\$2,383,275,826
Expenses	561,671,996	399,911,514	449,604,164	495,912,050	476,176,102	\$2,383,275,826
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	-	399,911,514	449,604,164	495,912,050	476,176,102	\$1,821,603,830
Other Financing Sources	561,671,996	-	-	-	-	\$561,671,996
<b>Revenues</b>	\$561,671,996	\$399,911,514	\$449,604,164	\$495,912,050	\$476,176,102	\$2,383,275,826
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	561,671,996	399,911,514	449,604,164	495,912,050	476,176,102	\$2,383,275,826
<b>Total City Wide</b>	\$561,671,996	\$399,911,514	\$449,604,164	\$495,912,050	\$476,176,102	\$2,383,275,826
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	561,671,996	399,911,514	449,604,164	495,912,050	476,176,102	\$2,383,275,826
Sub-Total	\$561,671,996	\$399,911,514	\$449,604,164	\$495,912,050	\$476,176,102	\$2,383,275,826
<b>Total City Wide</b>	\$561,671,996	\$399,911,514	\$449,604,164	\$495,912,050	\$476,176,102	\$2,383,275,826



## FY22 CAPITAL BUDGET STATUS 2010A Bond General Airport Revenue

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	40,085	-	-	-	-	\$40,085
Expenses	40,085	-	-	-	-	\$40,085
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	40,085	-	-	-	-	\$40,085
<b>Revenues</b>	\$40,085	-	-	-	-	\$40,085
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	40,085	-	-	-	-	\$40,085
<b>Total City Wide</b>	\$40,085	-	-	-	-	\$40,085
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	40,085	-	-	-	-	\$40,085
Sub-Total	\$40,085	-	-	-	-	\$40,085
<b>Total City Wide</b>	\$40,085	-	-	-	-	\$40,085



## FY22 CAPITAL BUDGET STATUS 2010B Bd Pfc & Sub Lien Gen Rev

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	95,590	-	-	-	-	\$95,590
Expenses	95,590	-	-	-	-	\$95,590
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	95,590	-	-	-	-	\$95,590
<b>Revenues</b>	\$95,590	-	-	-	-	\$95,590
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	95,590	-	-	-	-	\$95,590
<b>Total City Wide</b>	\$95,590	-	-	-	-	\$95,590
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	95,590	-	-	-	-	\$95,590
Sub-Total	\$95,590	-	-	-	-	\$95,590
<b>Total City Wide</b>	\$95,590	-	-	-	-	\$95,590



## FY22 CAPITAL BUDGET STATUS

### Airport Commercial Paper Series 2010A/B

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	9,454,405	-	-	-	-	\$9,454,405
Expenses	9,454,405	-	-	-	-	\$9,454,405
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	9,454,405	-	-	-	-	\$9,454,405
<b>Revenues</b>	\$9,454,405	-	-	-	-	\$9,454,405
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	2,459,057	-	-	-	-	\$2,459,057
Non-Departmental	6,995,348	-	-	-	-	\$6,995,348
<b>Total City Wide</b>	\$9,454,405	-	-	-	-	\$9,454,405
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Terminal Improvements - 101352	2,459,057	-	-	-	-	\$2,459,057
Sub-Total	\$2,459,057	-	-	-	-	\$2,459,057
Non-Departmental						
Default - 000000	6,995,348	-	-	-	-	\$6,995,348
Sub-Total	\$6,995,348	-	-	-	-	\$6,995,348
<b>Total City Wide</b>	\$9,454,405	-	-	-	-	\$9,454,405



## FY22 CAPITAL BUDGET STATUS 2012A Bond General Airport Revenue

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	16,501,095	-	-	-	-	\$16,501,095
Expenses	16,501,095	-	-	-	-	\$16,501,095
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	16,501,095	-	-	-	-	\$16,501,095
<b>Revenues</b>	\$16,501,095	-	-	-	-	\$16,501,095
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	6,938,108	-	-	-	-	\$6,938,108
Non-Departmental	9,562,987	-	-	-	-	\$9,562,987
<b>Total City Wide</b>	\$16,501,095	-	-	-	-	\$16,501,095
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Concourse Projects - 111302	609,334	-	-	-	-	\$609,334
Default - 000000	6,328,774	-	-	-	-	\$6,328,774
Sub-Total	\$6,938,108	-	-	-	-	\$6,938,108
Non-Departmental						
Default - 000000	9,562,987	-	-	-	-	\$9,562,987
Sub-Total	\$9,562,987	-	-	-	-	\$9,562,987
<b>Total City Wide</b>	\$16,501,095	-	-	-	-	\$16,501,095



## FY22 CAPITAL BUDGET STATUS 2012C Bond General Airport Revenue

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	18,674,354	-	-	-	-	\$18,674,354
Expenses	18,674,354	-	-	-	-	\$18,674,354
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	18,674,354	-	-	-	-	\$18,674,354
<b>Revenues</b>	\$18,674,354	-	-	-	-	\$18,674,354
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	9,243,043	-	-	-	-	\$9,243,043
Non-Departmental	9,431,311	-	-	-	-	\$9,431,311
<b>Total City Wide</b>	\$18,674,354	-	-	-	-	\$18,674,354
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Concourse Projects - 111302	3,240,928	-	-	-	-	\$3,240,928
Default - 000000	6,002,115	-	-	-	-	\$6,002,115
Sub-Total	\$9,243,043	-	-	-	-	\$9,243,043
Non-Departmental						
Default - 000000	9,431,311	-	-	-	-	\$9,431,311
Sub-Total	\$9,431,311	-	-	-	-	\$9,431,311
<b>Total City Wide</b>	\$18,674,354	-	-	-	-	\$18,674,354



## FY22 CAPITAL BUDGET STATUS

### Doa Series 2015 Commerical Paper Program

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	40,078,288	-	-	-	-	\$40,078,288
Expenses	40,078,288	-	-	-	-	\$40,078,288
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	40,078,288	-	-	-	-	\$40,078,288
<b>Revenues</b>	\$40,078,288	-	-	-	-	\$40,078,288
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	21,687,474	-	-	-	-	\$21,687,474
Non-Departmental	18,390,814	-	-	-	-	\$18,390,814
<b>Total City Wide</b>	\$40,078,288	-	-	-	-	\$40,078,288
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Default - 000000	21,687,474	-	-	-	-	\$21,687,474
Sub-Total	\$21,687,474	-	-	-	-	\$21,687,474
Non-Departmental						
Default - 000000	18,390,814	-	-	-	-	\$18,390,814
Sub-Total	\$18,390,814	-	-	-	-	\$18,390,814
<b>Total City Wide</b>	\$40,078,288	-	-	-	-	\$40,078,288



## FY22 CAPITAL BUDGET STATUS

### Doa Series 2016 Bond Anticipation Notes (Ban)

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	641,166,475	-	-	-	-	\$641,166,475
Expenses	641,166,475	-	-	-	-	\$641,166,475
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	641,166,475	-	-	-	-	\$641,166,475
<b>Revenues</b>	\$641,166,475	-	-	-	-	\$641,166,475
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	370,631,136	-	-	-	-	\$370,631,136
Non-Departmental	270,535,339	-	-	-	-	\$270,535,339
<b>Total City Wide</b>	\$641,166,475	-	-	-	-	\$641,166,475
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Default - 000000	370,631,136	-	-	-	-	\$370,631,136
Sub-Total	\$370,631,136	-	-	-	-	\$370,631,136
Non-Departmental						
Default - 000000	270,535,339	-	-	-	-	\$270,535,339
Sub-Total	\$270,535,339	-	-	-	-	\$270,535,339
<b>Total City Wide</b>	\$641,166,475	-	-	-	-	\$641,166,475



## FY22 CAPITAL BUDGET STATUS Aviation Encumbrance Program Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	422,779,796	356,466,205	334,496,117	321,251,711	224,295,795	\$1,659,289,624
Expenses	422,779,796	356,466,205	334,496,117	321,251,711	224,295,795	\$1,659,289,624
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	422,779,796	356,466,205	334,496,117	321,251,711	224,295,795	\$1,659,289,624
<b>Revenues</b>	\$422,779,796	\$356,466,205	\$334,496,117	\$321,251,711	\$224,295,795	\$1,659,289,624
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	422,779,796	356,466,205	334,496,117	321,251,711	224,295,795	\$1,659,289,624
<b>Total City Wide</b>	\$422,779,796	\$356,466,205	\$334,496,117	\$321,251,711	\$224,295,795	\$1,659,289,624
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Airfield Projects - 111300	113,161,166	56,582,937	16,715,465	15,472,649	27,836,239	\$229,768,455
Terminal & Atrium Projects - 111301	154,674,883	146,739,845	150,285,439	155,036,393	52,926,590	\$659,663,149
Concourse Projects - 111302	50,817,021	48,210,037	49,374,909	50,935,792	17,388,548	\$216,726,306
Agts System Projects - 111303	51,998,294	49,330,709	50,522,659	52,119,826	17,792,755	\$221,764,242
Other Facility Projects - 111304	24,288,498	29,220,016	16,565,393	17,958,979	16,377,014	\$104,409,900
Parking And Ground Transportation - 111306	24,008,033	21,772,734	48,418,795	26,894,755	89,390,911	\$210,485,228
Other Direct Costs Project - 111310	3,831,902	4,609,928	2,613,457	2,833,318	2,583,738	\$16,472,343
Sub-Total	\$422,779,796	\$356,466,205	\$334,496,117	\$321,251,711	\$224,295,795	\$1,659,289,624
<b>Total City Wide</b>	\$422,779,796	\$356,466,205	\$334,496,117	\$321,251,711	\$224,295,795	\$1,659,289,624



## FY22 CAPITAL BUDGET STATUS 2019A General Airport Revenue Bond

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	25,114,192	3,102,560	1,315,260	1,276,846	1,454,497	\$32,263,355
Expenses	25,114,192	3,102,560	1,315,260	1,276,846	1,454,497	\$32,263,356
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	25,114,192	3,102,560	1,315,260	1,276,846	1,454,497	\$32,263,355
<b>Revenues</b>	\$25,114,192	\$3,102,560	\$1,315,260	\$1,276,846	\$1,454,497	\$32,263,356
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	5,687,368	3,102,560	1,315,260	1,276,846	1,454,497	\$12,836,532
Non-Departmental	19,426,824	-	-	-	-	\$19,426,824
<b>Total City Wide</b>	\$25,114,192	\$3,102,560	\$1,315,260	\$1,276,846	\$1,454,497	\$32,263,356
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Airfield Projects - 111300	5,110,656	2,555,435	754,914	698,786	1,257,158	\$10,376,949
Concourse Projects - 111302	576,712	547,126	560,346	578,060	197,339	\$2,459,583
Sub-Total	\$5,687,368	\$3,102,560	\$1,315,260	\$1,276,846	\$1,454,497	\$12,836,532
Non-Departmental						
Default - 000000	19,426,824	-	-	-	-	\$19,426,824
Sub-Total	\$19,426,824	-	-	-	-	\$19,426,824
<b>Total City Wide</b>	\$25,114,192	\$3,102,560	\$1,315,260	\$1,276,846	\$1,454,497	\$32,263,356



## FY22 CAPITAL BUDGET STATUS 2019B General Airport Revenue Bond

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	55,552,527	9,318,634	9,518,371	9,818,182	3,365,654	\$87,573,368
Expenses	55,552,527	9,318,634	9,518,371	9,818,182	3,365,654	\$87,573,368
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	55,552,527	9,318,634	9,518,371	9,818,182	3,365,654	\$87,573,368
<b>Revenues</b>	\$55,552,527	\$9,318,634	\$9,518,371	\$9,818,182	\$3,365,654	\$87,573,368
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	9,855,543	9,318,634	9,518,371	9,818,182	3,365,654	\$41,876,384
Non-Departmental	45,696,984	-	-	-	-	\$45,696,984
<b>Total City Wide</b>	\$55,552,527	\$9,318,634	\$9,518,371	\$9,818,182	\$3,365,654	\$87,573,368
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Airfield Projects - 111300	69,772	34,888	10,306	9,540	17,163	\$141,670
Terminal & Atrium Projects - 111301	4,290,324	4,070,225	4,168,571	4,300,352	1,468,061	\$18,297,534
Concourse Projects - 111302	5,495,446	5,213,522	5,339,493	5,508,290	1,880,429	\$23,437,180
Sub-Total	\$9,855,543	\$9,318,634	\$9,518,371	\$9,818,182	\$3,365,654	\$41,876,384
Non-Departmental						
Default - 000000	45,696,984	-	-	-	-	\$45,696,984
Sub-Total	\$45,696,984	-	-	-	-	\$45,696,984
<b>Total City Wide</b>	\$55,552,527	\$9,318,634	\$9,518,371	\$9,818,182	\$3,365,654	\$87,573,368



## FY22 CAPITAL BUDGET STATUS 2019C Airport PFC & Sub Lien Revenue Bond

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	85,071,185	13,602,427	13,931,095	14,371,497	4,906,166	\$131,882,370
Expenses	85,071,185	13,602,427	13,931,095	14,371,497	4,906,166	\$131,882,370
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	85,071,185	13,602,427	13,931,095	14,371,497	4,906,166	\$131,882,370
<b>Revenues</b>	\$85,071,185	\$13,602,427	\$13,931,095	\$14,371,497	\$4,906,166	\$131,882,370
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	14,337,986	13,602,427	13,931,095	14,371,497	4,906,166	\$61,149,171
Non-Departmental	70,733,199	-	-	-	-	\$70,733,199
<b>Total City Wide</b>	\$85,071,185	\$13,602,427	\$13,931,095	\$14,371,497	\$4,906,166	\$131,882,370
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Terminal & Atrium Projects - 111301	5,037,947	4,779,493	4,894,978	5,049,722	1,723,883	\$21,486,022
Concourse Projects - 111302	9,300,039	8,822,934	9,036,117	9,321,775	3,182,284	\$39,663,149
Sub-Total	\$14,337,986	\$13,602,427	\$13,931,095	\$14,371,497	\$4,906,166	\$61,149,171
Non-Departmental						
Default - 000000	70,733,199	-	-	-	-	\$70,733,199
Sub-Total	\$70,733,199	-	-	-	-	\$70,733,199
<b>Total City Wide</b>	\$85,071,185	\$13,602,427	\$13,931,095	\$14,371,497	\$4,906,166	\$131,882,370



## FY22 CAPITAL BUDGET STATUS 2019D Airport PFC & Sub Lien Revenue Bond

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	28,083,595	26,642,868	27,286,624	28,149,233	9,609,633	\$119,771,953
Expenses	28,083,595	26,642,868	27,286,624	28,149,233	9,609,633	\$119,771,954
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	28,083,595	26,642,868	27,286,624	28,149,233	9,609,633	\$119,771,953
<b>Revenues</b>	\$28,083,595	\$26,642,868	\$27,286,624	\$28,149,233	\$9,609,633	\$119,771,953
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	28,083,595	26,642,868	27,286,624	28,149,233	9,609,633	\$119,771,954
<b>Total City Wide</b>	\$28,083,595	\$26,642,868	\$27,286,624	\$28,149,233	\$9,609,633	\$119,771,954
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Terminal & Atrium Projects - 111301	4,514,594	4,282,989	4,386,476	4,525,146	1,544,802	\$19,254,007
Concourse Projects - 111302	23,569,001	22,359,879	22,900,148	23,624,087	8,064,831	\$100,517,947
Sub-Total	\$28,083,595	\$26,642,868	\$27,286,624	\$28,149,233	\$9,609,633	\$119,771,954
<b>Total City Wide</b>	\$28,083,595	\$26,642,868	\$27,286,624	\$28,149,233	\$9,609,633	\$119,771,954



## FY22 CAPITAL BUDGET STATUS City Plaza Project R & E Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	65,309	-	-	-	-	\$65,309
Expenses	65,309	-	-	-	-	\$65,309
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	65,309	-	-	-	-	\$65,309
<b>Revenues</b>	\$65,309	-	-	-	-	\$65,309
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Human Resources	65,309	-	-	-	-	\$65,309
<b>Total City Wide</b>	\$65,309	-	-	-	-	\$65,309
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Human Resources						
Coa Wellness Center - 112538	65,309	-	-	-	-	\$65,309
Sub-Total	\$65,309	-	-	-	-	\$65,309
<b>Total City Wide</b>	\$65,309	-	-	-	-	\$65,309



## FY22 CAPITAL BUDGET STATUS

### Doa Series 2016 F-G Commerical Paper Program

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	357,819,357	-	-	-	-	\$357,819,357
Expenses	357,819,357	-	-	-	-	\$357,819,357
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	357,819,357	-	-	-	-	\$357,819,357
<b>Revenues</b>	\$357,819,357	-	-	-	-	\$357,819,357
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	199,297,286	-	-	-	-	\$199,297,286
Non-Departmental	158,522,071	-	-	-	-	\$158,522,071
<b>Total City Wide</b>	\$357,819,357	-	-	-	-	\$357,819,357
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Default - 000000	199,297,286	-	-	-	-	\$199,297,286
Sub-Total	\$199,297,286	-	-	-	-	\$199,297,286
Non-Departmental						
Default - 000000	158,522,071	-	-	-	-	\$158,522,071
Sub-Total	\$158,522,071	-	-	-	-	\$158,522,071
<b>Total City Wide</b>	\$357,819,357	-	-	-	-	\$357,819,357



# 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.

**Cares Act 2020 Grant Fund** was established to cover costs that are necessary expenditures incurred due to the public health emergency with respect to the Coronavirus Disease 2019 (COVID-19).

**Airport CARES Act Grant Fund** was established to provide funding to help offset a decline in revenues arising from diminished airport operations and activities as a result of the COVID-19 Public Health Emergency and to maintain safe and efficient airport operations.





## FY22 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	14,674,209	7,326,890	-	-	-	\$22,001,099
Expenses	14,674,209	7,326,890	-	-	-	\$22,001,099
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Intergovernmental Revenues	14,674,209	7,326,890	-	-	-	\$22,001,099
<b>Revenues</b>	<b>\$14,674,209</b>	<b>\$7,326,890</b>	-	-	-	<b>\$22,001,099</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY22	FY23	FY24	FY25	FY26	Total
Executive Offices	1,845,223	-	-	-	-	\$1,845,223
Department Of Finance	1,319,012	-	-	-	-	\$1,319,012
Department Of Public Works	314,101	-	-	-	-	\$314,101
Dept of Parks & Recreation	690	-	-	-	-	\$690
Department Of Watershed Management	140,000	-	-	-	-	\$140,000
Judicial Agencies	66,674	-	-	-	-	\$66,674
Department Of Police Services	570,781	-	-	-	-	\$570,781
Department of City Planning	2,360,877	-	-	-	-	\$2,360,877
Department Of Enterprise Assets Management	138,766	-	-	-	-	\$138,766
Atlanta Department of Transportation	264,000	-	-	-	-	\$264,000
Department of Grants and Community Development	7,654,084	7,326,890	-	-	-	\$14,980,974
<b>Total City Wide</b>	<b>\$14,674,209</b>	<b>\$7,326,890</b>	-	-	-	<b>\$22,001,099</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Padv, 2013 Cd - 211504	2,809	-	-	-	-	\$2,809
Nicholas House Stable, 2013 Cd - 211550	3,262	-	-	-	-	\$3,262
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
Night Hospitality, 2015 Cd - 212113	15	-	-	-	-	\$15
Clear Point Tenancy & Budget 2016 - 212424	5,854	-	-	-	-	\$5,854
Clearpoint Hmls Educ Cd 2017 - 212820	2,494	-	-	-	-	\$2,494
Essence Treatment 2017 Cd - 212826	895	-	-	-	-	\$895
Ph Housing First 2017 Cd - 212838	1	-	-	-	-	\$1
Rebecca'S Tent 2017 Cd - 212839	3,000	-	-	-	-	\$3,000
Shelter-A-Family 2017 Cd - 212840	0	-	-	-	-	\$0
Hfth Hmls Prev 2017 Cd - 212853	7	-	-	-	-	\$7
Pathways Home 2017 Cd - 212860	512	-	-	-	-	\$512
Thomasville Parent 2017 Cd - 212924	519	-	-	-	-	\$519
Westcare Bldg Renv 2017 Cd - 212927	25,100	-	-	-	-	\$25,100
Cdbg Prog Admin Ohs 2017 Cd - 212932	129,265	-	-	-	-	\$129,265
Point In Time Count 2017 Cd - 212933	107	-	-	-	-	\$107
Damascus Inn, 2018 ES/CD - 213105	1	-	-	-	-	\$1
Nicholas TBRA CaseMgmt 2018 CD - 213114	3,285	-	-	-	-	\$3,285
Odyssey III, 2018 CD - 213116	0	-	-	-	-	\$0
Peopletown Fmly Init, 2018 CD - 213117	156	-	-	-	-	\$156
Point in Time Count 2018 CD - 213118	1,720	-	-	-	-	\$1,720



## FY22 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY22	FY23	FY24	FY25	FY26	Total
Shelter-A-Family 2018 CD - 213120	754	-	-	-	-	\$754
ClearPath Coor Entry CD 2018 - 213125	0	-	-	-	-	\$0
ACF Housing Program 2018 CD - 213160	3,680	-	-	-	-	\$3,680
PADV 2018 CD - 213172	7,855	-	-	-	-	\$7,855
Nicholas Boulevard 2018 ES/CD - 213179	63	-	-	-	-	\$63
First Step Benefits 2018 CD - 213183	9	-	-	-	-	\$9
CDBG Prog. Admin OHS 2018 CD - 213190	39,510	-	-	-	-	\$39,510
MoW, Adult Day 2018 CD - 213217	3,902	-	-	-	-	\$3,902
04 HMIS User Fees 2019 CD - 300033	42,500	-	-	-	-	\$42,500
04 Point in Time Count 2019 CD - 300034	29,460	-	-	-	-	\$29,460
CDBG Program Admin OHS 2019 CD - 300039	1,018	-	-	-	-	\$1,018
ACA Permanent Supportive Housing 2019 CD - 300123	66,379	-	-	-	-	\$66,379
CFI Homeless Outreach Program 2019 CD - 300124	30,000	-	-	-	-	\$30,000
CAP Nurses 2019 CD - 300125	58,000	-	-	-	-	\$58,000
Career Works 2019 CD - 300126	40,000	-	-	-	-	\$40,000
Caring Works Hope House 2019 CD - 300127	40,000	-	-	-	-	\$40,000
33 Caring Works Permanent Supp Hsg 2019 CD - 300128	40,000	-	-	-	-	\$40,000
Clear Path Coordinated Entry 2019 CD - 300129	37,287	-	-	-	-	\$37,287
Gilgal 2019 CD - 300131	18,085	-	-	-	-	\$18,085
HTDI Villa of Hope 2019 CD - 300132	30,000	-	-	-	-	\$30,000
Hope Atlanta Resettlement 2019 CD - 300134	15,588	-	-	-	-	\$15,588
Lakewood FSC Emerg Financial Asst. 2019 CD - 300135	25,000	-	-	-	-	\$25,000
Legal Services Hmls Prevention 2019 CD - 300136	5,468	-	-	-	-	\$5,468
Main Frame Job 2019 CD - 300137	12,000	-	-	-	-	\$12,000
Meals on Wheels 2019 CD - 300139	7,500	-	-	-	-	\$7,500
Nicholas House Boulevard 2019 CD - 300140	10,000	-	-	-	-	\$10,000
Nicholas Hmls Prev 2019 CD - 300141	54,368	-	-	-	-	\$54,368
Nicholas TBRA Case Mgmt 2019 CD - 300142	72,851	-	-	-	-	\$72,851
Our House Childcare 2019 CD - 300144	75,000	-	-	-	-	\$75,000
PADV 2019 CD - 300145	48,534	-	-	-	-	\$48,534
Red Shield 2019 ES/CD - 300146	10,000	-	-	-	-	\$10,000
Shelter A Family 2019 CD - 300147	40,000	-	-	-	-	\$40,000
VEO Transitional Assessment Housing 2019 CD - 300149	50,000	-	-	-	-	\$50,000
Project Connect 2019 ES - 300150	30,000	-	-	-	-	\$30,000
Damascus Inn Supportive Services 2019 ES - 300151	50,000	-	-	-	-	\$50,000
Salvation Army Red Shield 2019 ES/CD - 300152	118,202	-	-	-	-	\$118,202
Covenant House 2019 ES - 300153	118,150	-	-	-	-	\$118,150
HOPE Atlanta Outreach 2019 ES - 300154	53,417	-	-	-	-	\$53,417
Nicholas: Boulevard 2019 ES - 300155	63,726	-	-	-	-	\$63,726
HMIS Data Support 2019 CD - 300157	19,600	-	-	-	-	\$19,600
Hope Atl Resettlement 2019 ES - 300158	129,512	-	-	-	-	\$129,512
WestCare Georgia CIC Renovations 2019 CD - 300159	108,707	-	-	-	-	\$108,707
HFTH Homeless Prevention Program CD 2019 - 300167	34,368	-	-	-	-	\$34,368
<b>Sub-Total</b>	<b>\$1,845,223</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,845,223</b>
Department Of Finance						
Mechanic Sec 108 Loan 2013 Cd - 211463	1	-	-	-	-	\$1
Cdbg Grant Admin 2013, Cd - 211587	3,755	-	-	-	-	\$3,755



## FY22 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY22	FY23	FY24	FY25	FY26	Total
Mechansville 2014 Cd - 211708	0	-	-	-	-	\$0
Municipal Market 2014 Cd - 211709	1	-	-	-	-	\$1
Cdbg Grant Acct Admin 2014 - 211845	1,317	-	-	-	-	\$1,317
Municipal Market 2015 Cd - 212007	61	-	-	-	-	\$61
2015 Cdbg Grant Admin - 212034	2,040	-	-	-	-	\$2,040
Cdbg Adm Grant Services 2015 - 212035	229	-	-	-	-	\$229
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
Cdbg Prog Admin Ga 2017 Cd - 212929	88,512	-	-	-	-	\$88,512
CDBG Prog. Admin GA 2018 CD - 213153	126,447	-	-	-	-	\$126,447
10 Mechanicsville/Section 108 - 300027	4,994	-	-	-	-	\$4,994
CDBG Prog Admin GS 2019 CD - 300037	842,185	-	-	-	-	\$842,185
ESG Administration 2019 ES - 300038	45,725	-	-	-	-	\$45,725
CDBG Prog Admin GA 2019 CD - 300041	127,890	-	-	-	-	\$127,890
<b>Sub-Total</b>	<b>\$1,319,012</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,319,012</b>
<b>Department Of Public Works</b>						
Barge Road Sidewalk 2015 Cd - 112166	0	-	-	-	-	\$0
Anderson Ave Sidewalk Improvements - 300020	5,156	-	-	-	-	\$5,156
Campbellton Road Sidewalk Improvements - 300021	308,945	-	-	-	-	\$308,945
<b>Sub-Total</b>	<b>\$314,101</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$314,101</b>
<b>Dept of Parks &amp; Recreation</b>						
Playground Replace, 2013 Cdbg - 211582	603	-	-	-	-	\$603
Playgrounds 2018 CD - 213135	87	-	-	-	-	\$87
<b>Sub-Total</b>	<b>\$690</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$690</b>
<b>Department Of Watershed Management</b>						
Nehemiah 2017 Cd - 212951	140,000	-	-	-	-	\$140,000
<b>Sub-Total</b>	<b>\$140,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$140,000</b>
<b>Judicial Agencies</b>						
Transition Ex-Offenders 2018 - 213122	75	-	-	-	-	\$75
Transitional Supportive Housing 2019 CD - 300164	66,599	-	-	-	-	\$66,599
<b>Sub-Total</b>	<b>\$66,674</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$66,674</b>
<b>Department Of Police Services</b>						
Code Inspection 2017 Cd - 212915	98,842	-	-	-	-	\$98,842
Code Inspection 2018 CD - 213130	122,514	-	-	-	-	\$122,514
Demolition 2019 CD - 300160	117,469	-	-	-	-	\$117,469
Code Enforcement Housing Code 2019 CD - 300161	231,956	-	-	-	-	\$231,956
<b>Sub-Total</b>	<b>\$570,781</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$570,781</b>
<b>Department of City Planning</b>						
House Proud Atlanta 2013 Cd - 211533	13,779	-	-	-	-	\$13,779
Atlanta Home Owner 2013 Cd - 211540	34,817	-	-	-	-	\$34,817
Cdbg Housing Rehad. Admin 2014 Cd - 211859	40,306	-	-	-	-	\$40,306
2014 Lead Based Paint Hc - 211947	228,199	-	-	-	-	\$228,199
Cdbg Administration-Housing - 212036	66,644	-	-	-	-	\$66,644
Housing Admin, 2016 Cd - 212392	40,640	-	-	-	-	\$40,640
Pmbc Housing Initiative 2016 - 212398	53,755	-	-	-	-	\$53,755
Uni Choice Neighborhood 2016 - 212411	79,500	-	-	-	-	\$79,500
Rosa Burney Manor 2016 Cd - 212478	33,385	-	-	-	-	\$33,385
Cdbg Prog Admin Hsg 2017 Cd - 212931	92,101	-	-	-	-	\$92,101
Housing Rehab Admin 2017 Cd - 212935	63,330	-	-	-	-	\$63,330



## FY22 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY22	FY23	FY24	FY25	FY26	Total
Uni Choice Neighborhood 2017 - 212937	200,000	-	-	-	-	\$200,000
Housing Rehab Admin 2018 CD - 213132	72,273	-	-	-	-	\$72,273
Joint Venture, 2018 CD - 213133	29,885	-	-	-	-	\$29,885
Uni Choice Neighborhood 2018 - 213136	200,000	-	-	-	-	\$200,000
Roof Replacement Program 2018 - 213139	276,270	-	-	-	-	\$276,270
The Nehemiah Project 2018 CD - 213140	1	-	-	-	-	\$1
Women's Econ Slf-Suff Prg 2018 - 213141	60,017	-	-	-	-	\$60,017
Business Improvement Fund 2018 - 213143	0	-	-	-	-	\$0
Storefront Improvement 2018 CD - 213144	10,000	-	-	-	-	\$10,000
1034 Washington Street 2018 CD - 213145	6,023	-	-	-	-	\$6,023
Summech SF Rental Rehab 2018 CD - 213277	125,385	-	-	-	-	\$125,385
25 CDBG Prog. Admin Hsg 2019 CD - 300032	199,135	-	-	-	-	\$199,135
25 Housing Rehab Admin 2019 CD - 300040	45,878	-	-	-	-	\$45,878
BILF Admin 2019 CD - 300101	60,743	-	-	-	-	\$60,743
Uni Choice Neighborhood 2019 - 300105	200,000	-	-	-	-	\$200,000
Women's Econ Slf Suff Prg 2019 CD - 300106	53,809	-	-	-	-	\$53,809
City of Atlanta Microenterprise Accelerator Program 2019 - 300166	75,000	-	-	-	-	\$75,000
<b>Sub-Total</b>	<b>\$2,360,877</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,360,877</b>
<b>Department Of Enterprise Assets Management</b>						
31 Public Facilities 2019 - 400002	138,766	-	-	-	-	\$138,766
<b>Sub-Total</b>	<b>\$138,766</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$138,766</b>
<b>Atlanta Department of Transportation</b>						
33 Public Improvement 2019 CD - 400003	264,000	-	-	-	-	\$264,000
<b>Sub-Total</b>	<b>\$264,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$264,000</b>
<b>Department of Grants and Community Development</b>						
34 Atlanta COVID19 Small Busines Resiliency Initiative - 500004	75,000	75,000	-	-	-	\$150,000
34 Partnership Against Domestic Violence Eviction Prevention Program - 500005	20,000	-	-	-	-	\$20,000
34 East Lake COVID19 Relief Fund - 500006	50,000	50,000	-	-	-	\$100,000
34 Operation PEACE Covid19 Rental Assistance - 500007	45,000	-	-	-	-	\$45,000
34 Homeless Prevention Program COVID19 - 500008	183,750	183,750	-	-	-	\$367,500
34 Preventing Displacement in Grove Park - 500009	134,792	134,792	-	-	-	\$269,583
34 Irwin Street Multifamily Emergency Rent Assistance - 500010	53,880	-	-	-	-	\$53,880
34 CaringWorks CDBG COVID19 Response - 500011	56,780	-	-	-	-	\$56,780
34 HOPE Atlanta COVID19 CDBG Funding - 500012	122,646	122,646	-	-	-	\$245,292
34 Atlanta Volunteer Lawyers Foundation COVID19 Community Response - 500013	223,125	223,125	-	-	-	\$446,250
34 Legal Services Against Eviction/Prevent Homelessness COVID19 - 500014	59,537	-	-	-	-	\$59,537
34 COVID19 Emergency Rental Assistance (C19 ERA) Program - 500015	200,000	200,000	-	-	-	\$400,000
34 Home Delivered Meals for Seniors - 500016	142,433	142,433	-	-	-	\$284,865
34 ATLANTA RECOVERY LOAN FUND - 500017	650,657	650,657	-	-	-	\$1,301,314
34 City of Atlanta CDBG Administrative Funding - 500018	102,354	102,354	-	-	-	\$204,709
34 City of Refuge Eden Village - 500019	30,000	-	-	-	-	\$30,000
34 Rapid Re-Housing - 500021	260,194	260,194	-	-	-	\$520,388
34 Rapid Rehousing for Homeless Families Navigating COVID19 - 500023	75,000	75,000	-	-	-	\$150,000
34 CHRIS CARES - 500024	146,746	146,746	-	-	-	\$293,492



## FY22 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY22	FY23	FY24	FY25	FY26	Total
34 Red Shield Covid-19 Response Project - 500025	408,398	408,398	-	-	-	\$816,796
34 City of Atlanta ESG Administrative Funding - 500026	30,384	-	-	-	-	\$30,384
34 City of Atlanta CDBG Administrative F&D - 500035	101,837	101,837	-	-	-	\$203,674
34 City of Atlanta ESG Administrative Funding F&D - 500036	31,614	-	-	-	-	\$31,614
34 COVID19 ESG RRH PCCI - 500058	3,849,959	3,849,959	-	-	-	\$7,699,918
34 Operational Support for Short Term Lodging - 500079	600,000	600,000	-	-	-	\$1,200,000
Sub-Total	\$7,654,084	\$7,326,890	-	-	-	\$14,980,974
<b>Total City Wide</b>	<b>\$14,674,209</b>	<b>\$7,326,890</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$22,001,099</b>



## FY22 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	55,963,648	1,024,313	461,150	55,000	-	\$57,504,112
Expenses	55,963,648	1,024,313	461,150	55,000	-	\$57,504,112
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	54,537,290	414,313	363,979	45,000	-	\$55,360,583
Contributions And Donations From Private Sources	1,416,358	600,000	87,171	-	-	\$2,103,529
Other Financing Sources	10,000	10,000	10,000	10,000	-	\$40,000
<b>Revenues</b>	<b>\$55,963,648</b>	<b>\$1,024,313</b>	<b>\$461,150</b>	<b>\$55,000</b>	<b>-</b>	<b>\$57,504,112</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	10,516,817	-	-	-	-	\$10,516,817
Department Of Finance	218,453	-	-	-	-	\$218,453
Department Of Public Works	9,710,141	-	-	-	-	\$9,710,141
Department Of Watershed Management	425,306	318,979	318,979	-	-	\$1,063,265
Department Of Police Services	6,088,319	-	-	-	-	\$6,088,319
Department of City Planning	12,735,777	105,334	55,000	55,000	-	\$12,951,111
Atlanta Department of Transportation	14,657,935	600,000	87,171	-	-	\$15,345,106
Department of Grants and Community Development	1,610,900	-	-	-	-	\$1,610,900
<b>Total City Wide</b>	<b>\$55,963,648</b>	<b>\$1,024,313</b>	<b>\$461,150</b>	<b>\$55,000</b>	<b>-</b>	<b>\$57,504,112</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Special Needs Housing 2018 - 213212	102,623	-	-	-	-	\$102,623
AIDS Athens 2019 HP - 300111	704,117	-	-	-	-	\$704,117
Good Care & Housing Program 2019 HP - 300113	91,681	-	-	-	-	\$91,681
Jerusalem House Scattered Site 1 2019 HP - 300114	262,142	-	-	-	-	\$262,142
Jerusalem House Scattered Site II 2019 HP - 300115	4,113,698	-	-	-	-	\$4,113,698
Jerusalem House Single Adult Program 2019 HP - 300116	679,189	-	-	-	-	\$679,189
Jerusalem House The Family Program 2019 HP - 300117	608,795	-	-	-	-	\$608,795
Legacy House 2019 HP - 300118	350,641	-	-	-	-	\$350,641
Legacy Village 2019 HP - 300119	284,533	-	-	-	-	\$284,533
Open Hand 2019 HP - 300120	367,864	-	-	-	-	\$367,864
HOPWA Administration OHS 2019 - 300121	151,802	-	-	-	-	\$151,802
HOPWA Capital Project 2019 HP - 300122	1,759,350	-	-	-	-	\$1,759,350
10 Furniture Bank - 300170	40,383	-	-	-	-	\$40,383
FY20 Securing the Cities-Atlanta - 500001	1,000,000	-	-	-	-	\$1,000,000
Sub-Total	\$10,516,817	-	-	-	-	\$10,516,817
<b>Department Of Finance</b>						
10 HOPWA Grantee Admin 2019 HP - 300030	175,953	-	-	-	-	\$175,953
10 HOPWA Resource ID 2019 HP - 300031	42,500	-	-	-	-	\$42,500
Sub-Total	\$218,453	-	-	-	-	\$218,453
<b>Department Of Public Works</b>						
Memorial Dr Sidewalks - 110255	106,993	-	-	-	-	\$106,993
Marta Trans Imp - 110871	121,665	-	-	-	-	\$121,665



## FY22 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

	FY22	FY23	FY24	FY25	FY26	Total
DI Hollowell/Westlake-Lci - 111105	17,221	-	-	-	-	\$17,221
Mlk Jr Dr Complete St Retrofit - 112505	353,068	-	-	-	-	\$353,068
Mlk, Jr Dr Corr Imp - 112618	1,998,871	-	-	-	-	\$1,998,871
Spring St Bridge Viaduct Replacement, Phase 2 - 112620	138,500	-	-	-	-	\$138,500
Fy 17 Dtop - 112674	79,673	-	-	-	-	\$79,673
Auburn Avenue FY17 - 112749	136,115	-	-	-	-	\$136,115
Cleveland Ave Ped Mob Impr - 112784	600,000	-	-	-	-	\$600,000
Campbellton Rd Ped Mob Impr - 112785	84,376	-	-	-	-	\$84,376
Blvd Ped Mob Impr - 112786	600,000	-	-	-	-	\$600,000
Cycle Atlanta Fy 18 - 112808	202,258	-	-	-	-	\$202,258
Spring Street Viaduct - 112811	2,490,706	-	-	-	-	\$2,490,706
Fy18 Lmig - 112976	2,192,945	-	-	-	-	\$2,192,945
Piedmont Road Widening Fy 18 - 113020	147,268	-	-	-	-	\$147,268
SR 260 Glenwood AVE Moreland Intersection Improv - 300185	440,483	-	-	-	-	\$440,483
<b>Sub-Total</b>	<b>\$9,710,141</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$9,710,141</b>
<b>Department Of Watershed Management</b>						
Hazard Mitigation - 113089	59,306	44,479	44,479	-	-	\$148,265
FY 2020 Local Maintenance & Improvement Grant Program - 300193	168,000	126,000	126,000	-	-	\$420,000
Stream & Wetland Restoration at Blue Heron - 300008	38,000	28,500	28,500	-	-	\$95,000
17 Green Infrastructure - 300099	160,000	120,000	120,000	-	-	\$400,000
<b>Sub-Total</b>	<b>\$425,306</b>	<b>\$318,979</b>	<b>\$318,979</b>	<b>-</b>	<b>-</b>	<b>\$1,063,265</b>
<b>Department Of Police Services</b>						
FY 2017 JAG - 213232	378,745	-	-	-	-	\$378,745
FY 2018 JAG - 213300	496,276	-	-	-	-	\$496,276
FY 2018 NIBRS - 213301	1,361,554	-	-	-	-	\$1,361,554
2019 JAG - 300187	150,048	-	-	-	-	\$150,048
24 FY2019 Body Worn Camera Program - 300192	2,000,000	-	-	-	-	\$2,000,000
24 COVID 19 Emergency Supplemental Grant - 500000	1,189,076	-	-	-	-	\$1,189,076
24-HEAT FY21 Highway Enforcement of Aggressive Traffic - 500071	87,299	-	-	-	-	\$87,299
24-2020-Edward Byrne Memorial JAG - 500072	425,320	-	-	-	-	\$425,320
<b>Sub-Total</b>	<b>\$6,088,319</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$6,088,319</b>
<b>Department of City Planning</b>						
Transportation Impr 2017 - 113071	11,312,580	-	-	-	-	\$11,312,580
Us-Epa - 210641	103,450	45,000	45,000	45,000	-	\$238,450
Section 8 2015 - 211951	43,645	-	-	-	-	\$43,645
Brownfield Revolving Loan Fund - 212307	71,350	10,000	10,000	10,000	-	\$101,350
FY 17 Brownfield Revolving Loan - 212776	39,000	-	-	-	-	\$39,000
2018 Budget Santa Fe Villas - 213003	103,252	-	-	-	-	\$103,252
Fy18 Section 8 Budget Vanira - 213004	68,203	-	-	-	-	\$68,203
FY 18 Brownfield Revolving Loan - 213096	264,200	-	-	-	-	\$264,200
2019 Section 8 Budget Edgewood - 213245	68,506	-	-	-	-	\$68,506
Placemaking Projects - 300019	10,000	-	-	-	-	\$10,000
City Of Atlanta Brownfield Revolving Loan - 300168	151,000	-	-	-	-	\$151,000
2020 Section 8 Santa Fe Villas (HAP) - 300181	139,777	-	-	-	-	\$139,777
2020 Section 8 Vanira (HAP) - 300182	20,925	-	-	-	-	\$20,925
2020 Section 8 Washington (HAP) - 300183	4,151	-	-	-	-	\$4,151
2020 Section 8 Budget Edgewood (HAP) - 300184	194,804	-	-	-	-	\$194,804



## FY22 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

	FY22	FY23	FY24	FY25	FY26	Total
2020 Section 8 Santa Fe Villas Admin - 300208	50,334	50,334	-	-	-	\$100,668
2020 Section 8 Vanira Admin - 300209	28,187	-	-	-	-	\$28,187
2020 Section 8 Washington Admin - 300210	16,107	-	-	-	-	\$16,107
FY 20 Section 8 Budget Edgewood Administration - 300211	46,307	-	-	-	-	\$46,307
Sub-Total	\$12,735,777	\$105,334	\$55,000	\$55,000	-	\$12,951,111
<b>Atlanta Department of Transportation</b>						
Barge Rd./Campellton Lci Grant - 102385	164,337	-	-	-	-	\$164,337
Memorial Dr Sidewalks - 110255	337,305	-	-	-	-	\$337,305
Ralph David Abernathy Blvd - 110840	502,084	-	-	-	-	\$502,084
Marta Trans Imp - 110871	1,000,000	600,000	87,171	-	-	\$1,687,171
DI Hollowell/Westlake-Lci - 111105	30	-	-	-	-	\$30
Glenwood/Moreland-Lci - 111106	28,456	-	-	-	-	\$28,456
Habersham/Piedmont Project - 111159	374,800	-	-	-	-	\$374,800
Memorial Drive Corridor - 111322	105,156	-	-	-	-	\$105,156
Fy16 Dtop - 112344	3,250	-	-	-	-	\$3,250
Juniper St Bicycle/Ped Fac - 112503	2,008,320	-	-	-	-	\$2,008,320
Midtown Atl Reg Act Ctr Ped Mod - 112504	852,960	-	-	-	-	\$852,960
Moores Mill Rd Mult Ext & Tran - 112506	984,000	-	-	-	-	\$984,000
Us 19 (Spring St) Ped Mob - 112508	1,056,000	-	-	-	-	\$1,056,000
Mlk, Jr Dr Corr Imp - 112618	1,000,000	-	-	-	-	\$1,000,000
Spring St Bridge Viaduct Replacement, Phase 2 - 112620	1,311,368	-	-	-	-	\$1,311,368
Campbellton Rd Ped Mob Impr - 112785	480,000	-	-	-	-	\$480,000
Lee St Trail - 112787	264,000	-	-	-	-	\$264,000
Cycle Atlanta Fy 18 - 112808	1,013,875	-	-	-	-	\$1,013,875
Spring Street Viaduct - 112811	2,887,302	-	-	-	-	\$2,887,302
Ga 400 Trail - 113016	121,693	-	-	-	-	\$121,693
Fy18 Ivan Allen Bridge - 113027	13,000	-	-	-	-	\$13,000
Findley Plaza - 113274	150,000	-	-	-	-	\$150,000
Sub-Total	\$14,657,935	\$600,000	\$87,171	-	-	\$15,345,106
<b>Department of Grants and Community Development</b>						
AID Atlanta 2020 HOPWA - 300297	1,610,900	-	-	-	-	\$1,610,900
Sub-Total	\$1,610,900	-	-	-	-	\$1,610,900
<b>Total City Wide</b>	<b>\$55,963,648</b>	<b>\$1,024,313</b>	<b>\$461,150</b>	<b>\$55,000</b>	<b>-</b>	<b>\$57,504,112</b>



## FY22 CAPITAL BUDGET STATUS Job Training Grant Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	153,929	-	-	-	-	\$153,929
Expenses	153,929	-	-	-	-	\$153,929
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	153,929	-	-	-	-	\$153,929
<b>Revenues</b>	\$153,929	-	-	-	-	\$153,929
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department of City Planning	153,929	-	-	-	-	\$153,929
<b>Total City Wide</b>	\$153,929	-	-	-	-	\$153,929
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department of City Planning						
25 Dislocated Workers as Adult PY19 - 300205	153,929	-	-	-	-	\$153,929
Sub-Total	\$153,929	-	-	-	-	\$153,929
<b>Total City Wide</b>	\$153,929	-	-	-	-	\$153,929



## FY22 CAPITAL BUDGET STATUS

### Home Investment Partnerships Program Fund

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	1,241,417	2,328,573	734,825	-	-	\$4,304,815
Expenses	1,241,417	2,328,573	734,825	-	-	\$4,304,815
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	1,241,417	2,328,573	734,825	-	-	\$4,304,815
<b>Revenues</b>	<b>\$1,241,417</b>	<b>\$2,328,573</b>	<b>\$734,825</b>	-	-	<b>\$4,304,815</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	274,040	-	-	-	-	\$274,040
Department of City Planning	967,377	2,328,573	734,825	-	-	\$4,030,775
<b>Total City Wide</b>	<b>\$1,241,417</b>	<b>\$2,328,573</b>	<b>\$734,825</b>	-	-	<b>\$4,304,815</b>
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Nicholas Tbra 2017 Hm - 212834	8,600	-	-	-	-	\$8,600
04 Nicholas House TBRA 2018 HM - 213262	265,440	-	-	-	-	\$265,440
Sub-Total	\$274,040	-	-	-	-	\$274,040
<b>Department of City Planning</b>						
Chdo Operating Grant- 2008 - 210088	265	-	-	-	-	\$265
Down Payment Assistance Program 2008 - 210196	30,431	-	-	-	-	\$30,431
Mortgage Foreclosure Acq 09 Hm - 210465	2,000	-	-	-	-	\$2,000
Chdo Capital 2010 Hm - 210732	-	224,162	-	-	-	\$224,162
Land Acquisition 2010 Hm - 210738	-	1,000	-	-	-	\$1,000
Housing Grant Admin 2013 Cd/Hm - 211467	320,756	320,757	-	-	-	\$641,513
Multifamily Loan Pool 2013 Hm - 211581	192,219	192,218	-	-	-	\$384,437
Pcia, 2009 Home - 211631	-	12,383	-	-	-	\$12,383
2015 Cap Proj Predev Loan Fund - 212047	99,363	99,362	-	-	-	\$198,725
Quest Community Dev - 212185	-	278,168	234,150	-	-	\$512,318
Chdo Capt Proj & Predevel 2016 - 212413	-	229,633	-	-	-	\$229,633
Sf Loan Pool, 2016 Hm - 212782	29,861	289,013	250,000	-	-	\$568,874
Chdo Capital Project 2017 Hm - 212894	-	106,806	106,806	-	-	\$213,612
Multi Family Loan Pool 2017 Hm - 212896	-	56,582	56,581	-	-	\$113,163
Aahop 2017 Hm - 212897	204	-	-	-	-	\$204
Home Administration Hm 2017 - 212919	7,062	-	-	-	-	\$7,062
Chdo Set Aside - 213030	-	129,024	-	-	-	\$129,024
Sf Loan Reprogram 2018 - 213097	-	16,962	-	-	-	\$16,962
AAHOP, 2018 HM - 213151	285,216	372,504	87,288	-	-	\$745,008
Sub-Total	\$967,377	\$2,328,573	\$734,825	-	-	\$4,030,775
<b>Total City Wide</b>	<b>\$1,241,417</b>	<b>\$2,328,573</b>	<b>\$734,825</b>	-	-	<b>\$4,304,815</b>

## TRUST FUNDS

**Trust Funds** are utilized by the City of Atlanta when acting in a fiduciary capacity. Trust Funds are used to report resources held and administered on behalf of beneficiaries including individuals, private organizations and other governments. The Trust Funds track receipts earmarked for a specific purpose and the corresponding expenditures as defined in the Trust Agreement.





## FY22 CAPITAL BUDGET STATUS Trust

	FY22	FY23	FY24	FY25	FY26	Total
<b>FUND SUMMARY</b>						
Revenues	36,202,702	-	-	-	-	\$36,202,702
Expenses	36,202,702	-	-	-	-	\$36,202,702
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	36,202,702	-	-	-	-	\$36,202,702
<b>Revenues</b>	\$36,202,702	-	-	-	-	\$36,202,702
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
City Council	34,123	-	-	-	-	\$34,123
Executive Offices	1,535,015	-	-	-	-	\$1,535,015
Department of Atlanta Information Management	11,267	-	-	-	-	\$11,267
Department of Corrections and Community Services	1,402,664	-	-	-	-	\$1,402,664
Department Of Finance	678,155	-	-	-	-	\$678,155
Department Of Procurement	9,122	-	-	-	-	\$9,122
Department Of Public Works	193,440	-	-	-	-	\$193,440
Dept of Parks & Recreation	8,437,394	-	-	-	-	\$8,437,394
Department Of Watershed Management	4,890,970	-	-	-	-	\$4,890,970
Judicial Agencies	429,401	-	-	-	-	\$429,401
Non-Departmental	204,721	-	-	-	-	\$204,721
Department Of Human Resources	869,885	-	-	-	-	\$869,885
Department Of Fire Services	270,947	-	-	-	-	\$270,947
Department Of Police Services	3,593,463	-	-	-	-	\$3,593,463
Department of City Planning	12,005,794	-	-	-	-	\$12,005,794
Department Of Public Defender	46,002	-	-	-	-	\$46,002
Department Of Enterprise Assets Management	1,590,339	-	-	-	-	\$1,590,339
<b>Total City Wide</b>	\$36,202,702	-	-	-	-	\$36,202,702
<b>PROJECT TOTALS BY DEPARTMENT</b>						
City Council						
District 3 Holiday Family Asst Initiativ - 600060	5,667	-	-	-	-	\$5,667
Atlanta Commission On Women - 600069	19,592	-	-	-	-	\$19,592
District 3 Senior Citizens Picnic - 600130	6,949	-	-	-	-	\$6,949
Community Events & Projects--District 12 - 600402	1,914	-	-	-	-	\$1,914
Sub-Total	\$34,123	-	-	-	-	\$34,123
Executive Offices						
M-Net - 600004	12,113	-	-	-	-	\$12,113
Atlanta-Caribbean Trade Conf. - 600021	973	-	-	-	-	\$973
Bigsby Family Donations - 600038	2,318	-	-	-	-	\$2,318
Human Services Resource Bank - 600042	14,171	-	-	-	-	\$14,171
Community Relations Commission - 600059	616	-	-	-	-	\$616
Donation For Parks,Rec. & Cultural Aff. - 600080	1,000	-	-	-	-	\$1,000
Mktg & Comm.,Special Events & Ceremonies - 600083	4,257	-	-	-	-	\$4,257
Maintenance And Conservation Public Art - 600086	79,970	-	-	-	-	\$79,970
International Events - 600091	5,300	-	-	-	-	\$5,300
City Of Atlanta Process, Review & Design - 600092	111,524	-	-	-	-	\$111,524

\* 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.



## FY22 CAPITAL BUDGET STATUS Trust

	FY22	FY23	FY24	FY25	FY26	Total
Legislative Reception - 600227	649	-	-	-	-	\$649
Atlanta Sesquicentennial - 600236	5,445	-	-	-	-	\$5,445
Training & Gen Operating Enhancements - 600263	576	-	-	-	-	\$576
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
Jazz Festival - 600346	605,398	-	-	-	-	\$605,398
Census Outreach Efforts - 600381	6,193	-	-	-	-	\$6,193
Sustainability Project - 600388	553,311	-	-	-	-	\$553,311
Startup In A Day - 600403	1,670	-	-	-	-	\$1,670
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
Bank On Atlanta - 600452	38,432	-	-	-	-	\$38,432
<b>Sub-Total</b>	<b>\$1,535,015</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,535,015</b>
<b>Department of Atlanta Information Management</b>						
Govt & Public Cable Access - 600428	11,267	-	-	-	-	\$11,267
<b>Sub-Total</b>	<b>\$11,267</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$11,267</b>
<b>Department of Corrections and Community Services</b>						
Federal-Rico - 600234	636	-	-	-	-	\$636
Employee Awards Program - 600266	559	-	-	-	-	\$559
Inmate Deposits - 600270	14,482	-	-	-	-	\$14,482
Jail Admin Fund - 600405	798,705	-	-	-	-	\$798,705
Jail Fund Administration & Construction - 600439	588,283	-	-	-	-	\$588,283
<b>Sub-Total</b>	<b>\$1,402,664</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,402,664</b>
<b>Department Of Finance</b>						
Car Rental Tax- Philips Arena Imp. - 600115	433,315	-	-	-	-	\$433,315
Atlanta Student Movement - 600456	244,840	-	-	-	-	\$244,840
<b>Sub-Total</b>	<b>\$678,155</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$678,155</b>
<b>Department Of Procurement</b>						
Vendor Outreach Seminar/Expos - 600027	8,572	-	-	-	-	\$8,572
Erosion & Sedimentation Control Fee - 600271	550	-	-	-	-	\$550
<b>Sub-Total</b>	<b>\$9,122</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$9,122</b>
<b>Department Of Public Works</b>						
Chester Avenue - 600103	11,768	-	-	-	-	\$11,768
Clair Drive - 600104	11,591	-	-	-	-	\$11,591
Maddox Park - 600106	6,870	-	-	-	-	\$6,870
Liddell-Vending Machines - 600111	5,061	-	-	-	-	\$5,061
Madox Park/North Avenue - 600113	3,451	-	-	-	-	\$3,451
Banner Deposits - 600114	26,299	-	-	-	-	\$26,299
Friendship Club Escrow - 600301	1,332	-	-	-	-	\$1,332
Margaret Mitchell Square - 600420	32,802	-	-	-	-	\$32,802
Howell Mill/Northside Pkwy Signalization - 600421	6,939	-	-	-	-	\$6,939
Roxboro Road Underpass - 600424	79,371	-	-	-	-	\$79,371
Traffic Signal Installation - 600425	4,926	-	-	-	-	\$4,926
Sidewalk Improvements, District 5 - 600431	1,212	-	-	-	-	\$1,212
Howell Mill Rd-Chattahoochee - 600433	1,817	-	-	-	-	\$1,817
<b>Sub-Total</b>	<b>\$193,440</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$193,440</b>
<b>Dept of Parks &amp; Recreation</b>						

\* 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.



## FY22 CAPITAL BUDGET STATUS Trust

	FY22	FY23	FY24	FY25	FY26	Total
Adamsville Recreation Center/Natatorium - 600002	2,528	-	-	-	-	\$2,528
Atlanta Smoke Alarm Program (Asap) - 600007	75	-	-	-	-	\$75
Tree Removal Protection - 600013	711,433	-	-	-	-	\$711,433
Piedmont Park Restaurant - 600023	88,102	-	-	-	-	\$88,102
Day Care Operations-Southside94/18-8/31) - 600035	7,500	-	-	-	-	\$7,500
Swim Accoutrements - 600067	17,190	-	-	-	-	\$17,190
Gilbert House - 600078	740	-	-	-	-	\$740
Atlanta Arts Alliance, Inc. - 600079	63,418	-	-	-	-	\$63,418
Donation For Parks, Rec. & Cultural Aff. - 600080	1,707,036	-	-	-	-	\$1,707,036
Undist. Perp. Care Receipts - 600222	5,477	-	-	-	-	\$5,477
Athletics Operations - 600228	152,789	-	-	-	-	\$152,789
Piedmont Tennis Court Operations - 600229	110,069	-	-	-	-	\$110,069
Recreation Camps Operations - 600230	29,477	-	-	-	-	\$29,477
Summer User Fees - 600231	18,019	-	-	-	-	\$18,019
Atlanta Sesquicentennial - 600236	6,112	-	-	-	-	\$6,112
Youth Athletics Program - 600239	2,338,681	-	-	-	-	\$2,338,681
Chastain Park Tennis Center Operations - 600240	175,667	-	-	-	-	\$175,667
Bitsy Grant Tennis Center Pro - 600249	217,639	-	-	-	-	\$217,639
Mcghee Tennis Center Pro - 600250	65,347	-	-	-	-	\$65,347
Washington Park Tennis Center - 600261	16,726	-	-	-	-	\$16,726
Recreation Program Activities - 600282	39,849	-	-	-	-	\$39,849
Employee Incentive Program - 600299	19,448	-	-	-	-	\$19,448
Prc Adamsville Recreation Center - 600313	785	-	-	-	-	\$785
Prc Ben Hill Recreation Center - 600316	1,085	-	-	-	-	\$1,085
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 Coan Recreation Center - 600324	695	-	-	-	-	\$695
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 Langford Recreation Center - 600333	715	-	-	-	-	\$715
Prc Ml King Recreation Center - 600334	941	-	-	-	-	\$941
Prc Oakland Recreation Center - 600336	7,489	-	-	-	-	\$7,489
Prc Perkerson Recreation Center - 600337	1,143	-	-	-	-	\$1,143
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
Non Res. Golfers- Summer Programs - 600354	46,748	-	-	-	-	\$46,748
Summer Program - 600355	255,899	-	-	-	-	\$255,899
Ground & Site Improvements - 600359	168,126	-	-	-	-	\$168,126
Citywide Park Furniture - 600363	76,685	-	-	-	-	\$76,685
Candler Park - 600364	500	-	-	-	-	\$500
Oakland Cemetary - 600365	33,008	-	-	-	-	\$33,008
Piedmont Park Arts Festival - 600370	1,765	-	-	-	-	\$1,765
Cyclorama Improvements - 600371	5,539	-	-	-	-	\$5,539
Chastain Trust - 600372	379,100	-	-	-	-	\$379,100
Snowmobile - 600376	1,050	-	-	-	-	\$1,050

\* 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.



## FY22 CAPITAL BUDGET STATUS Trust

	FY22	FY23	FY24	FY25	FY26	Total
Southbend Cultural Center Operations - 600382	2,042	-	-	-	-	\$2,042
Centers Of Hope - 600384	1,248,305	-	-	-	-	\$1,248,305
Apd Sos Special Event Trust Account - 600393	14,953	-	-	-	-	\$14,953
Salary Surcharge & Security - 600394	76,081	-	-	-	-	\$76,081
Piedmont Park Improvements - 600418	129,176	-	-	-	-	\$129,176
Ground & Site Imprvs., City-Wide - 600427	300	-	-	-	-	\$300
Summer Program - 600438	26,460	-	-	-	-	\$26,460
Herbert Taylor Park - 600453	10,000	-	-	-	-	\$10,000
Emergency Preparedness-Coronavirus COVID-19 - 600459	60,685	-	-	-	-	\$60,685
<b>Sub-Total</b>	<b>\$8,437,394</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$8,437,394</b>
<b>Department Of Watershed Management</b>						
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
Erosion & Sedimentation Control Fee - 600271	131,214	-	-	-	-	\$131,214
Care & Conserve Trust Fund - 600308	4,706,263	-	-	-	-	\$4,706,263
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
<b>Sub-Total</b>	<b>\$4,890,970</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$4,890,970</b>
<b>Judicial Agencies</b>						
Atlanta Community Court Foundation - 600124	2,898	-	-	-	-	\$2,898
Victim & Witness Penalty, Tc - 600302	363,063	-	-	-	-	\$363,063
Victim & Witness Penalty, Mc - 600303	55,649	-	-	-	-	\$55,649
Victim & Witness Penalty, County (5%) - 600305	7,792	-	-	-	-	\$7,792
<b>Sub-Total</b>	<b>\$429,401</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$429,401</b>
<b>Non-Departmental</b>						
Atlanta Arts Alliance, Inc. - 600079	49,577	-	-	-	-	\$49,577
Elected Official Compensation Commission - 600100	13,818	-	-	-	-	\$13,818
94 Flood Victims Relief Fund - 600272	3,549	-	-	-	-	\$3,549
City'S Health And Wellness Center - 600448	1,199	-	-	-	-	\$1,199
COVID-19 Temporary Housing for High Risk Unsheltered People - 600460	136,578	-	-	-	-	\$136,578
<b>Sub-Total</b>	<b>\$204,721</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$204,721</b>
<b>Department Of Human Resources</b>						
Water Works Lodge - 600012	6,479	-	-	-	-	\$6,479
City-Wide Training Program - 600232	5,604	-	-	-	-	\$5,604
Insurance Rebates - 600414	857,802	-	-	-	-	\$857,802
<b>Sub-Total</b>	<b>\$869,885</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$869,885</b>
<b>Department Of Fire Services</b>						
Atlanta Smoke Alarm Program (Asap) - 600007	1,487	-	-	-	-	\$1,487
Fire Headquarters Vending Machines - 600110	15,905	-	-	-	-	\$15,905
Fire Fighters' Banquet - 600258	1,130	-	-	-	-	\$1,130
Training & Gen Operating Enhancements - 600263	1,718	-	-	-	-	\$1,718
Fire Dept Facility Relocation - 600274	1,768	-	-	-	-	\$1,768
Donations-Recognition Fire Pers/Citizens - 600275	13,811	-	-	-	-	\$13,811
Fire Prevention Week '95 - 600277	902	-	-	-	-	\$902
Fire Dept. Costs Recovery Training Pgms - 600281	211,623	-	-	-	-	\$211,623
Firefighting Equipment - 600392	20,279	-	-	-	-	\$20,279

\* 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.



## FY22 CAPITAL BUDGET STATUS Trust

	FY22	FY23	FY24	FY25	FY26	Total
Improving Fire Station #8 Work Environ - 600423	971	-	-	-	-	\$971
Fire Safety Education Program - 600450	1,353	-	-	-	-	\$1,353
Sub-Total	<u>\$270,947</u>	-	-	-	-	<u>\$270,947</u>
<b>Department Of Police Services</b>						
Federal-Rico - 600234	678,773	-	-	-	-	\$678,773
Drug Reward Program - 600235	8,111	-	-	-	-	\$8,111
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
Bicycle Patrol Program - 600267	8,746	-	-	-	-	\$8,746
Atlanta Police Athletic League - 600269	40,027	-	-	-	-	\$40,027
Attack On America: 09/11/2001 - 600289	5,824	-	-	-	-	\$5,824
R.I.C.O.-State - 600369	942,298	-	-	-	-	\$942,298
Federal-Rico-Treasury - 600373	1,814,887	-	-	-	-	\$1,814,887
Apd Sos Special Event Trust Account - 600393	76,734	-	-	-	-	\$76,734
R.I.C.O. State - 600426	560	-	-	-	-	\$560
Sub-Total	<u>\$3,593,463</u>	-	-	-	-	<u>\$3,593,463</u>
<b>Department of City Planning</b>						
Tree Removal Protection - 600013	7,894,333	-	-	-	-	\$7,894,333
Streetscape Improv. & Maintenance Prog. - 600031	848,283	-	-	-	-	\$848,283
Liveable Communities Initiative (Lci) - 600034	3,389	-	-	-	-	\$3,389
Aid For The Homeless - 600036	3,275	-	-	-	-	\$3,275
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	154,160	-	-	-	-	\$154,160
Council District 1 Sidewalk Waiver - 600118	49,196	-	-	-	-	\$49,196
Council District 5 Sidewalk Waiver - 600119	24,956	-	-	-	-	\$24,956
Council District 11 Sidewalk Waiver - 600120	49,174	-	-	-	-	\$49,174
Council District 10 Sidewalk Waiver - 600121	3,689	-	-	-	-	\$3,689
Council District 8 Sidewalk Waiver - 600122	126,210	-	-	-	-	\$126,210
Improvement Building Permit Project - 600123	668	-	-	-	-	\$668
Youth Athletics Program - 600239	100	-	-	-	-	\$100
Neighborhood Deputies Program - 600286	355	-	-	-	-	\$355
Mayor'S Youth Program - 600306	115	-	-	-	-	\$115
Edu. Outreach/Tree Removal - 600307	268,907	-	-	-	-	\$268,907
Technology Surcharge - 600375	1,977,327	-	-	-	-	\$1,977,327
Westside Future Fund - 600404	45,465	-	-	-	-	\$45,465
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
Housing Rehab/Seniors & Low Income Indiv - 600447	1,934	-	-	-	-	\$1,934
Council District 12 Sidewalk Waiver - 600449	309,494	-	-	-	-	\$309,494
Atlantic Station Wkforce Dev Partnership - 600451	20,054	-	-	-	-	\$20,054
Sub-Total	<u>\$12,005,794</u>	-	-	-	-	<u>\$12,005,794</u>
<b>Department Of Public Defender</b>						
Transforming Homelessness - 600413	46,002	-	-	-	-	\$46,002
Sub-Total	<u>\$46,002</u>	-	-	-	-	<u>\$46,002</u>

\* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.



## FY22 CAPITAL BUDGET STATUS Trust

	FY22	FY23	FY24	FY25	FY26	Total
Department Of Enterprise Assets Management						
Dunbar Neighborhood Center - 600224	395,841	-	-	-	-	\$395,841
Georgia Hill Neighborhood Center - 600291	906,679	-	-	-	-	\$906,679
J.C. Birdine Neighborhood Center - 600292	287,818	-	-	-	-	\$287,818
Sub-Total	\$1,590,339	-	-	-	-	\$1,590,339
<b>Total City Wide</b>	<b>\$36,202,702</b>	-	-	-	-	<b>\$36,202,702</b>

\* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.

DEBT  
MANAGEMENT

DEBT OVERVIEW

MUNICIPAL BOND RATINGS

GENERAL FUND & OTHER

DEPARTMENT OF AVIATION

DEPARTMENT OF  
WATERSHED MANAGEMENT

GENERAL OBLIGATION

TAX ALLOCATION DISTRICTS

LEGAL DEBT LIMITS

PROPOSED BUDGET  
FY 2022



## 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, investment, and debt portfolios. Specifically, where debt management is concerned, the Office:

- Manages the City's bond program and facilitates the execution of bond sales, strategic planning for debt structuring and issuance, and ongoing portfolio management;
- Identifies the appropriate funding mechanism utilizing long term financing instruments such as general obligation bonds, revenue bonds, obligations issued through state and local authorities, and other appropriation-backed securities;
- Develops debt policies, capital improvement plans, and debt capacity studies;
- Manages external consultants and agencies, including financial advisors, investment bankers, bond counsel, and ratings agencies; and
- Advises City leadership 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	A+	AA-
Hartsfield - Jackson Atlanta International Airport Revenue Bonds- PFC/Subordinate Lien GARBs	Aa3	A+	AA-
Hartsfield - Jackson Atlanta International Airport Revenue Bonds Senior Lien Customer Facility Charge	A2	BBB+	A

\*Authorities of the City (i.e. Solid Waste Management Authority) do not have a source of revenue to receive a credit rating.

## 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 \$343.7 million as of July 1, 2021.

### **AVIATION FUND:**

The City of Atlanta 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 \$2.6 billion with a Commercial Paper Program in the amount of \$950 million as of July 1, 2021.

### **WATER & WASTEWATER FUND:**

The Department of Watershed Management (the “Department” or “DWM”) was created in 2002. The Department of Watershed Management is responsible for operating and maintaining the City’s Water and Wastewater system in compliance with federal and state regulations. The Department has issued long-term bonds, state revolving loans 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 \$3.0 billion with a Commercial Paper Program in the amount of \$125 million as of July 1, 2021.

**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 \$244.2 million as of July 1, 2021.

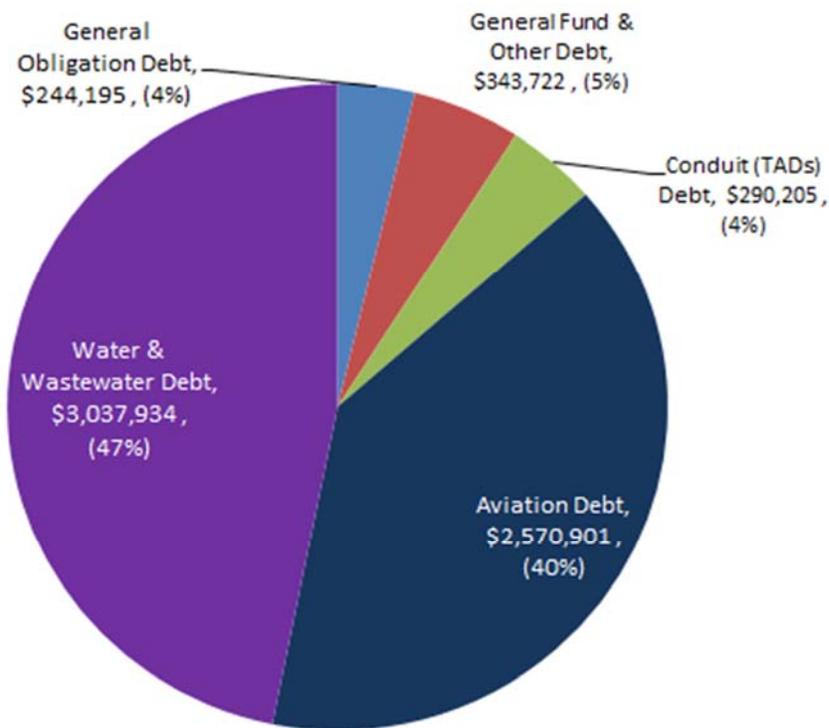
**TAX ALLOCATION DISTRICT FUND:**

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 five (5) (Atlantic Station, BeltLine, 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 2022, the City will have thirteen (13) TAD bonds outstanding with a total value of \$290.2 million.

## FY2022 TOTAL OUTSTANDING DEBT

At the start of Fiscal Year 2022 (July 1, 2021), the City of Atlanta's outstanding long-term debt will be \$6.5 billion. Total debt consists of \$87.8 million in General Obligation and Other debt (General Fund, loans, leases, Intergovernmental Agreements and TADs), \$2.6 billion in Aviation Revenue Bonds, and \$3.0 billion in Water and Wastewater Revenue Bonds. The Department of Aviation Commercial Paper Program in the amount of \$950 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 long-term debt amount reference above.<sup>1</sup>



<sup>1</sup> 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.

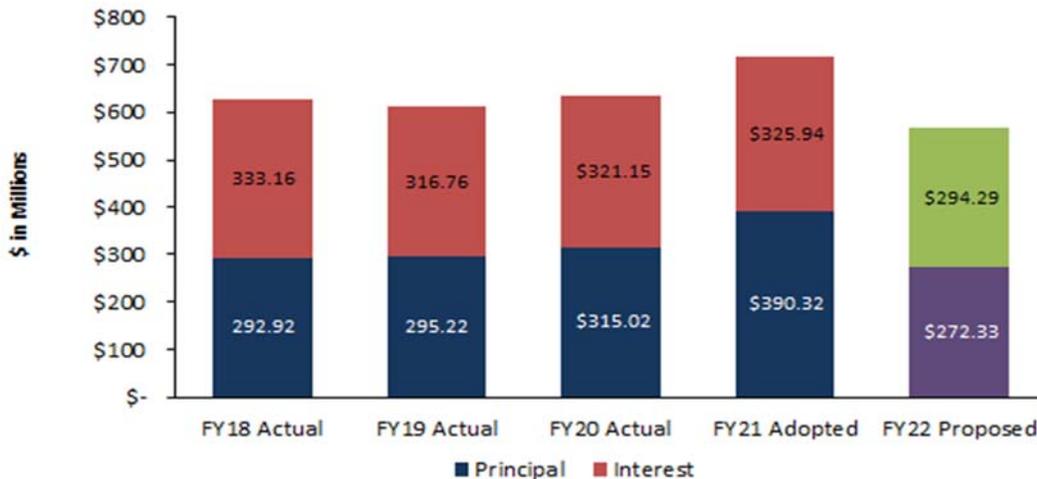
### FY2022 PRINCIPAL & INTEREST PAYMENTS (BY CATEGORY)

It is expected that in Fiscal Year 2022, \$39.1 million of General and Other Fund, \$201.6 million of Aviation Fund, \$242.0 million of Water and Wastewater Fund, \$37.9 million of General Obligation Fund, and \$46.0 million of TAD Fund receipts will be used to make debt service payments.



### HISTORICAL EXPENSES & FY2022 OUTLOOK

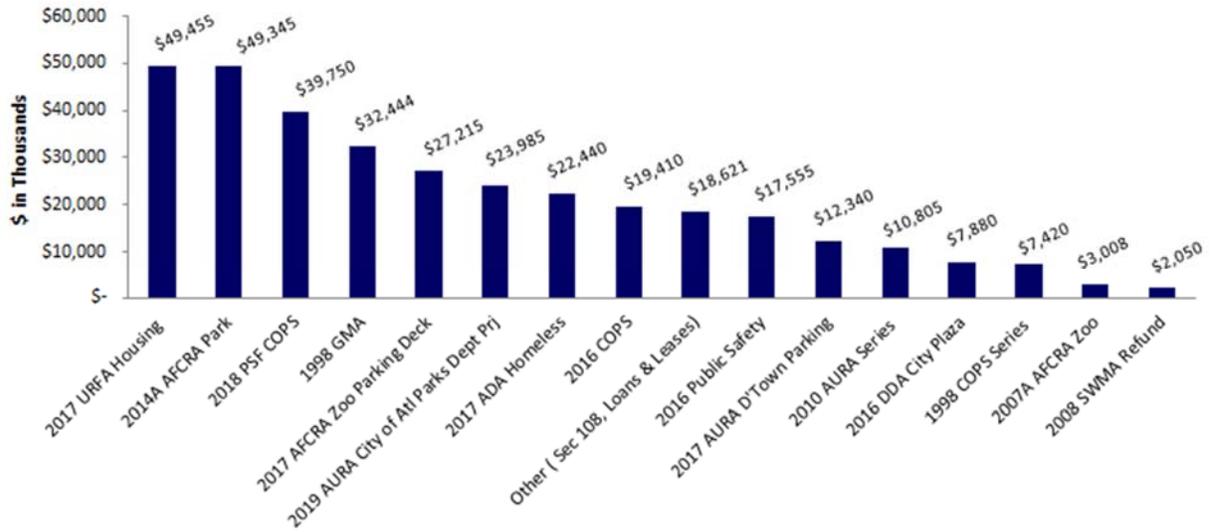
Between Fiscal Year 2018 and Fiscal Year 2022 ending June 30, 2022, the City will have made \$3.2 billion in payments to service its debt obligations. \$1.6 billion of this total will be for principal payments and \$1.6 billion will be for interest payments. During Fiscal Year 2022, the City will make approximately \$566.6 million in debt service payments; \$272.3 million in principal and \$294.3 million in interest payments, respectively.



## GENERAL FUND & OTHER

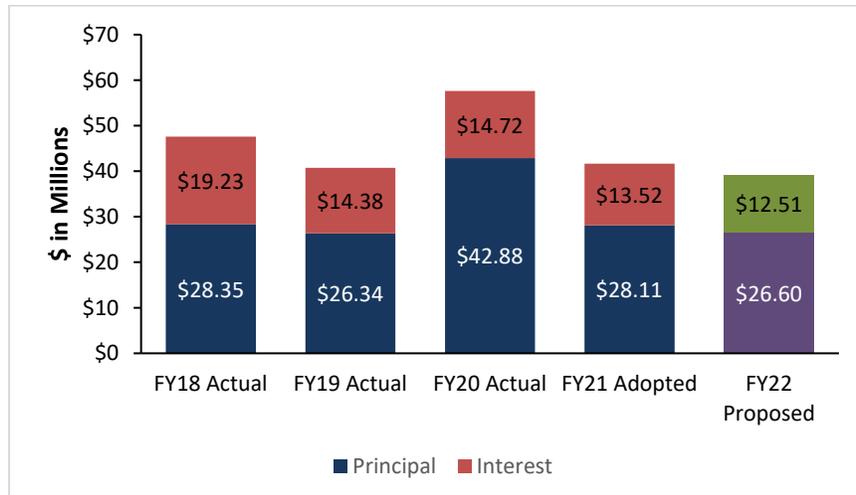
### GENERAL FUND – TOTAL OUTSTANDING DEBT (JULY 1, 2021)

The General Fund debt obligation of the City consists of various bonds issued for various purposes. For Fiscal Year 2022, \$343.7 million will be outstanding.



### PRINCIPAL AND INTEREST PAYMENTS (FY2018 – FY2022)

During Fiscal Year 2022, it is expected that the City will make approximately \$39.1 million in payments to service outstanding General Fund and Other obligations; \$26.6 million will be spent on principal and \$12.5 million on interest payments.



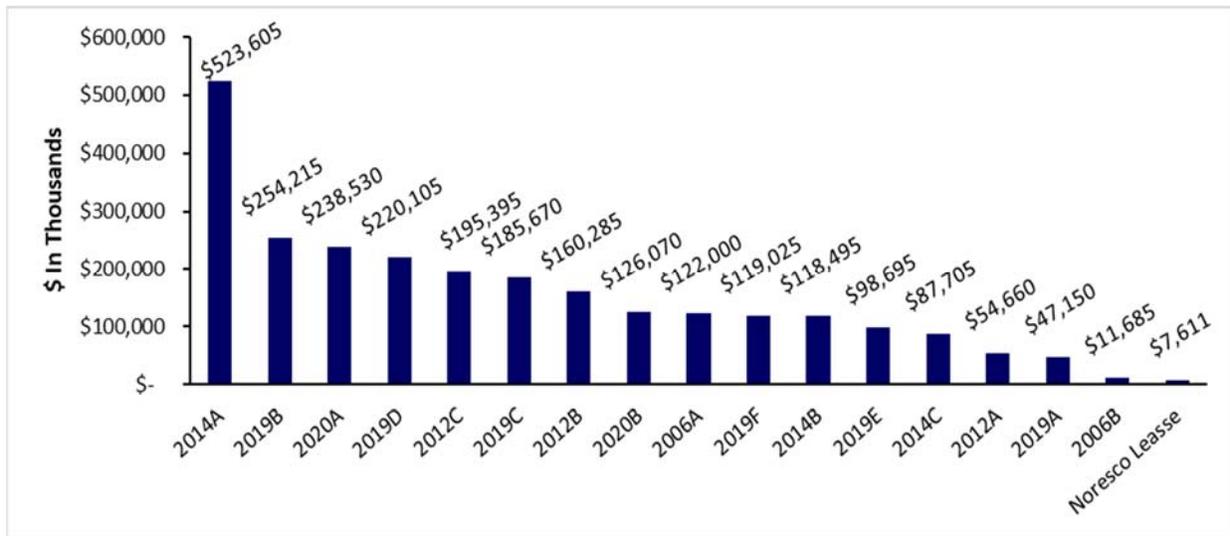
## GENERAL FUND & OTHER DEBT AMORTIZATION SCHEDULE

PERIOD ENDING		PRINCIPAL		INTEREST		DEBT SERVICE
6/30/2022	\$	26,597,600	\$	12,508,740	\$	39,106,340
6/30/2023		25,768,964		11,496,487		37,265,451
6/30/2024		25,248,094		10,484,680		35,732,774
6/30/2025		22,820,561		9,514,828		32,335,389
6/30/2026		23,776,693		8,559,860		32,336,553
6/30/2027		24,801,626		7,539,639		32,341,265
6/30/2028		51,102,900		6,577,660		57,680,560
6/30/2029		15,127,728		5,803,301		20,931,029
6/30/2030		15,811,163		5,173,051		20,984,214
6/30/2031		16,396,210		4,509,314		20,905,525
6/30/2032		15,465,767		3,828,088		19,293,854
6/30/2033		14,315,000		3,193,225		17,508,225
6/30/2034		14,940,000		2,558,036		17,498,036
6/30/2035		15,600,000		1,887,223		17,487,223
6/30/2036		16,305,000		1,182,370		17,487,370
6/30/2037		11,565,000		572,376		12,137,376
6/30/2038		4,900,000		214,484		5,114,484
6/30/2039		1,565,000		79,070		1,644,070
6/30/2040		1,615,000		26,631		1,641,631
	\$	343,722,306	\$	95,709,064	\$	439,431,369

# DEPARTMENT OF AVIATION

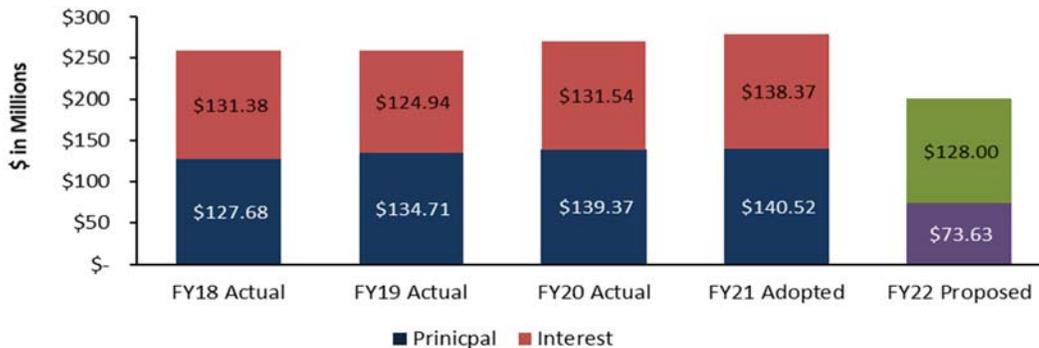
## DEPARTMENT OF AVIATION – TOTAL OUTSTANDING DEBT (JULY 1, 2021)

For Fiscal Year 2022, the Department of Aviation is expected to have \$2.6 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 \$950 million as of July 1, 2021.



## PRINCIPAL AND INTEREST PAYMENTS (FY2018 – FY2022)

During Fiscal Year 2022 it is expected that \$201.6 million in GARB, PFC, and CFC revenues will be used to service the outstanding long-term debt of \$73.6 million for principal and \$128.0 million in interest.



## DEPARTMENT OF AVIATION DEBT AMORTIZATION SCHEDULE

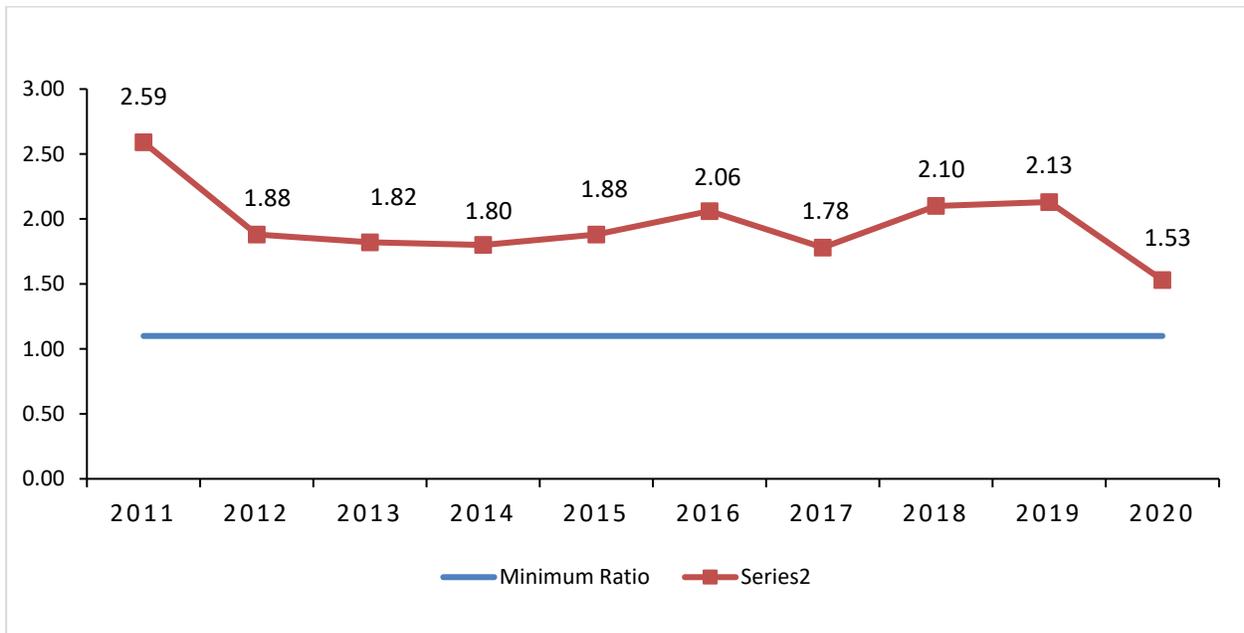
PERIOD ENDING	PRINCIPAL	INTEREST	DEBT SERVICE
6/30/2022	\$ 73,627,646.43	\$ 128,001,867.26	\$ 201,629,514
6/30/2023	77,398,863.11	120,047,884.64	197,446,748
6/30/2024	96,271,390.86	116,066,074.39	212,337,465
6/30/2025	121,885,274.54	110,863,959.21	232,749,234
6/30/2026	141,240,564.09	104,292,069.41	245,532,634
6/30/2027	163,442,310.60	97,303,242.15	260,745,553
6/30/2028	171,750,565.39	88,962,349.11	260,712,915
6/30/2029	179,905,381.97	80,191,114.28	260,096,496
6/30/2030	182,581,814.12	71,001,541.63	253,583,356
6/30/2031	189,809,921.88	61,835,633.87	251,645,556
6/30/2032	114,669,762.70	53,865,192.30	168,534,955
6/30/2033	120,967,896.03	48,243,879.60	169,211,776
6/30/2034	70,450,000.00	42,507,025.00	112,957,025
6/30/2035	58,000,000.00	38,650,100.00	96,650,100
6/30/2036	96,375,000.00	35,202,975.00	131,577,975
6/30/2037	100,775,000.00	30,758,600.00	131,533,600
6/30/2038	105,390,000.00	26,116,275.00	131,506,275
6/30/2039	110,195,000.00	21,253,000.00	131,448,000
6/30/2040	115,230,000.00	16,165,150.00	131,395,150
6/30/2041	112,695,000.00	10,947,375.00	123,642,375
6/30/2042	43,385,000.00	7,265,700.00	50,650,700
6/30/2043	13,250,000.00	5,080,700.00	18,330,700
6/30/2044	13,915,000.00	4,401,575.00	18,316,575
6/30/2045	14,610,000.00	3,688,450.00	18,298,450
6/30/2046	15,340,000.00	3,016,400.00	18,356,400
6/30/2047	15,955,000.00	2,390,500.00	18,345,500
6/30/2048	16,590,000.00	1,739,600.00	18,329,600
6/30/2049	17,250,000.00	1,062,800.00	18,312,800
6/30/2050	17,945,000.00	358,900.00	18,303,900
	<b>\$ 2,570,901,392</b>	<b>\$ 1,331,279,933</b>	<b>\$ 3,902,181,325</b>

## DEPARTMENT OF AVIATION REVENUE BOND COVERAGE (IN THOUSANDS)

Ending Period	Operating Revenue	Operating Expenses	Net Revenue	General Revenue Debt	Debt Paid from PFC Revenue	Debt Paid From CARES Grant Funds	Debt Paid From Net Revenue	Coverage Ratio
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	-	168,509	2.06
2017	512,726	264,125	248,601	167,951	28,318	-	167,923	1.78
2018	549,120	248,854	300,266	167,964	25,310	-	142,654	2.10
2019	619,459	316,419	303,040	168,449	26,480	-	141,969	2.13
2020	427,872	273,871	154,001	171,957	25,582	46,045	100,330	1.53

*\*Data Source - City of Atlanta Comprehensive Annual Financial Report FY20 CAFR.*

### Coverage Ratio Performance

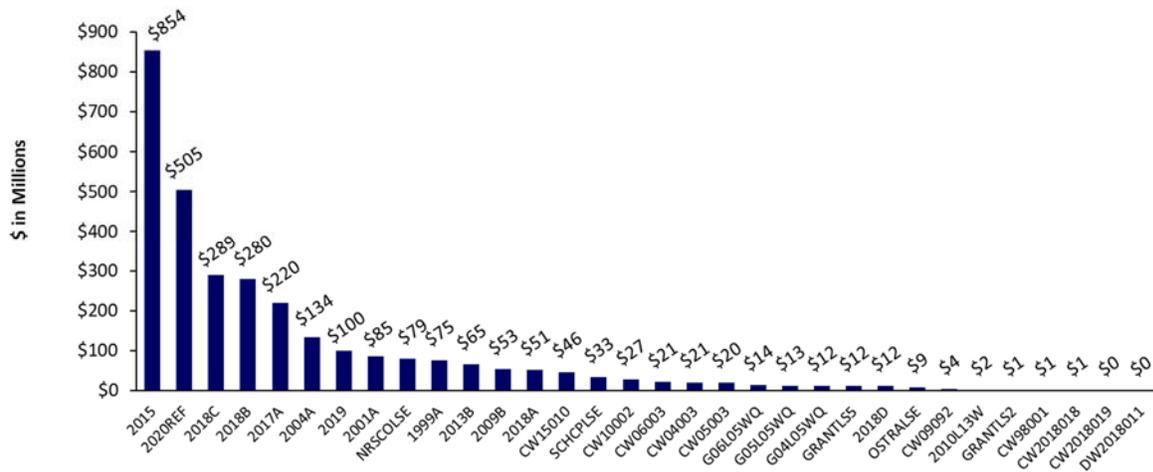


*\*Minimum coverage ratio per DOA Master Bond Ordinance is 1.10*

# DEPARTMENT OF WATERSHED MANAGEMENT

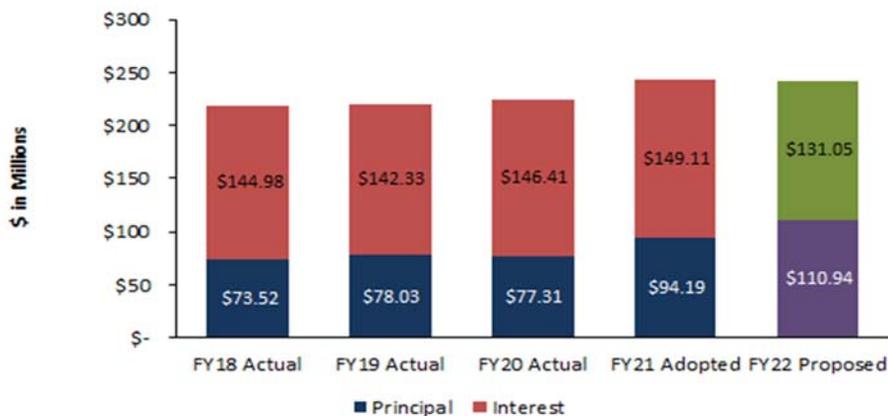
## DEPARTMENT OF WATERSHED MANAGEMENT – TOTAL OUTSTANDING DEBT (JULY 1, 2021)

For Fiscal Year 2022, the Department of Watershed Management’s outstanding long-term debt will be \$3.0 billion which consists of \$2.7 billion of senior lien debt, \$181.1 million of subordinate lien debt (GEFA), and \$133.4 million in lease payments. The Department also has a Commercial Paper Program outstanding in the amount of \$125 million as of July 1, 2021.



## PRINCIPAL AND INTEREST PAYMENTS (FY2018 - FY2022)

During Fiscal Year 2022, it is expected that the City will pay approximately \$242.0 million to service the Department’s current outstanding long-term debt; \$110.9 million will be spent on principal and \$131.1 million on interest payments.



## WATERSHED MANAGEMENT DEBT AMORTIZATION SCHEDULE

<b>PERIOD ENDING</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>DEBT SERVICE</b>
6/30/2022	\$ 108,525,734	\$ 128,504,422	\$ 237,030,156
6/30/2023	113,772,132	123,504,792	237,276,924
6/30/2024	114,616,581	118,390,857	233,007,438
6/30/2025	121,938,575	113,107,779	235,046,355
6/30/2026	128,156,889	107,383,529	235,540,418
6/30/2027	134,437,077	101,243,567	235,680,644
6/30/2028	142,898,928	94,717,236	237,616,164
6/30/2029	144,779,732	88,286,378	233,066,110
6/30/2030	148,738,576	82,090,067	230,828,643
6/30/2031	143,558,571	75,791,555	219,350,126
6/30/2032	145,301,145	69,299,516	214,600,661
6/30/2033	152,268,760	62,414,586	214,683,346
6/30/2034	169,438,424	56,217,034	225,655,458
6/30/2035	158,230,341	50,929,708	209,160,048
6/30/2036	154,859,125	45,739,285	200,598,410
6/30/2037	161,110,779	39,565,894	200,676,673
6/30/2038	165,306,117	32,092,941	197,399,057
6/30/2039	168,269,654	24,336,318	192,605,972
6/30/2040	163,195,000	16,379,947	179,574,947
6/30/2041	62,270,000	10,857,922	73,127,922
6/30/2042	72,080,000	7,931,929	80,011,929
6/30/2043	47,825,000	5,724,218	53,549,218
6/30/2044	49,385,000	4,106,569	53,491,569
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
	<b>\$3,036,642,141</b>	<b>\$ 1,465,389,047</b>	<b>\$4,502,031,187</b>

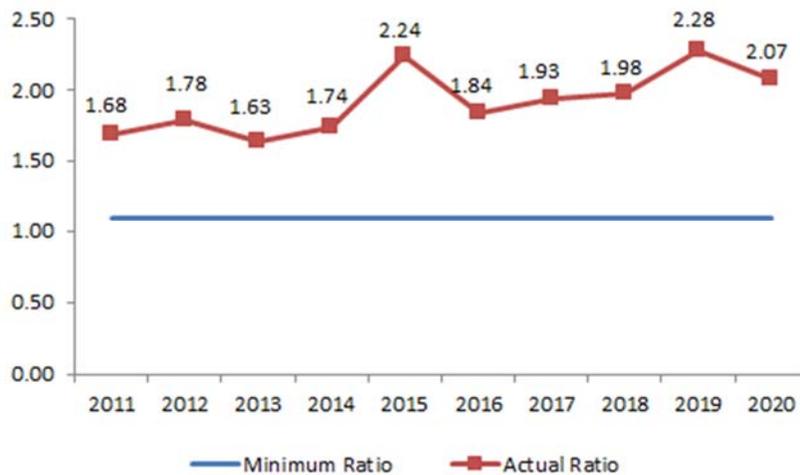
## WATERSHED MANAGEMENT REVENUE BOND COVERAGE\*

Ending Period	Operating Revenue	Operating Expenses	Net Revenue	Principal Payment	Interest Payment	Total Payments	Coverage Ratio
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
2019	687,278	217,392	469,886	66,230	140,114	206,344	2.28
2020	654,505	217,818	436,687	74,985	135,610	210,595	2.07

\*In Thousands

\*\*Data Source - City of Atlanta Comprehensive Annual Financial Report FY20 CAFR

### Coverage Ratio Performance



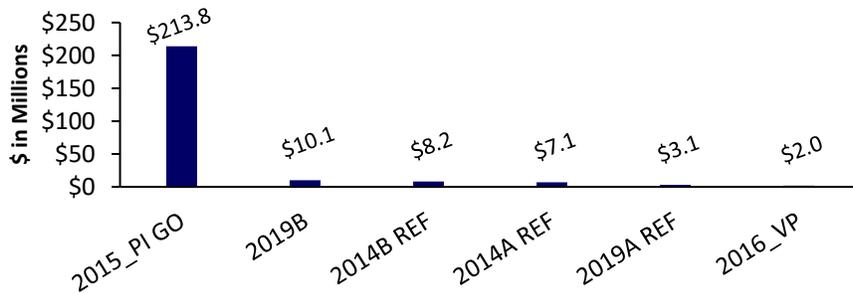
## GENERAL OBLIGATION

### GENERAL OBLIGATION – TOTAL OUTSTANDING DEBT (JULY 1, 2021)

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, streets improvements, and streetscape.

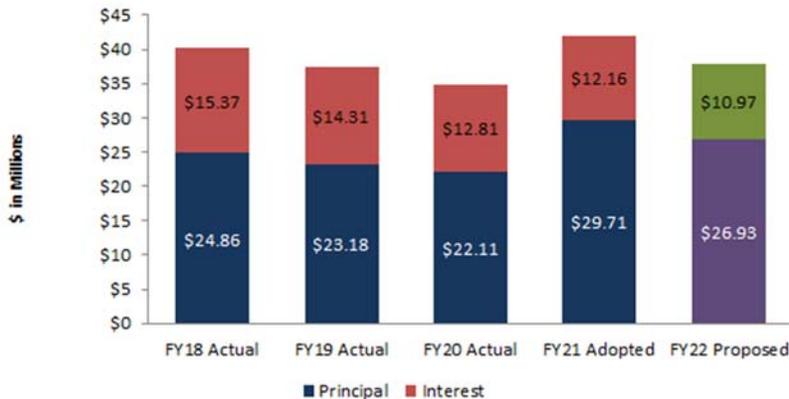
Under State of Georgia Law, the City is permitted to issue \$8.0 million in annual General Obligation bonds without a voter referendum. As a requirement, the proceeds from any annual GO bond issuance are to be evenly distributed between the City and Atlanta Public Schools.

At the beginning of Fiscal Year 2022, the City is budgeted to have six (6) General Obligation bonds outstanding totaling \$244.2 million.



### PRINCIPAL AND INTEREST PAYMENTS (FY2018 – FY2022)

During Fiscal Year 2022, the City will pay approximately \$37.9 million to service outstanding General Obligation debt; \$26.9 million will be spent on principal payments and \$11.0 million will be spent on interest payments.



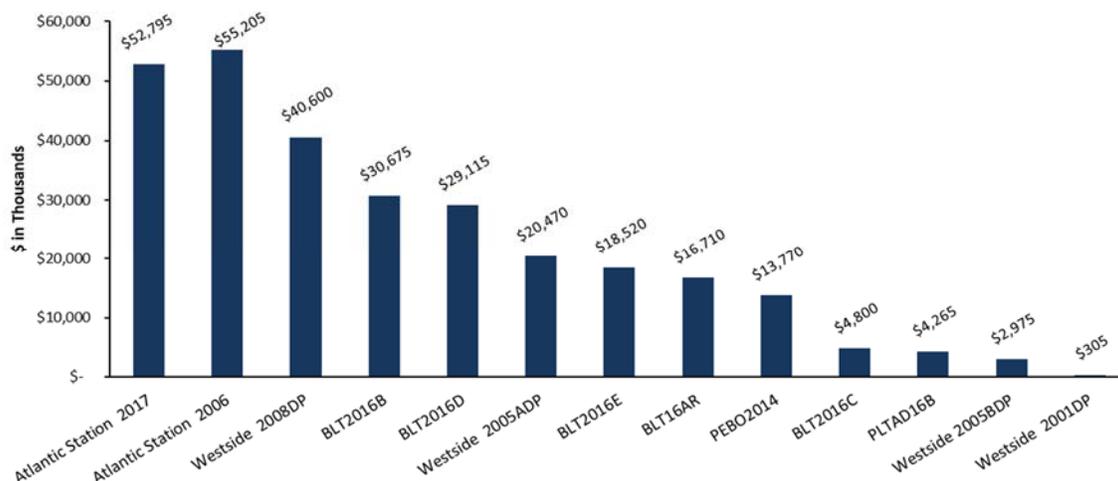
## GENERAL OBLIGATION DEBT AMORTIZATION SCHEDULE

<b>PERIOD ENDING</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>DEBT SERVICE</b>
6/30/2022	\$ 26,925,000	\$ 10,970,168	\$ 37,895,168
6/30/2023	16,405,000	10,000,627	26,405,627
6/30/2024	14,275,000	9,275,314	23,550,314
6/30/2025	15,010,000	8,580,048	23,590,048
6/30/2026	15,480,000	7,859,416	23,339,416
6/30/2027	14,915,000	7,128,022	22,043,022
6/30/2028	14,970,000	6,389,575	21,359,575
6/30/2029	15,740,000	5,660,938	21,400,938
6/30/2030	16,545,000	4,933,250	21,478,250
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
	<b>\$ 244,195,000</b>	<b>\$ 82,732,482</b>	<b>\$ 326,927,482</b>

## TAX ALLOCATION DISTRICTS (TADS)

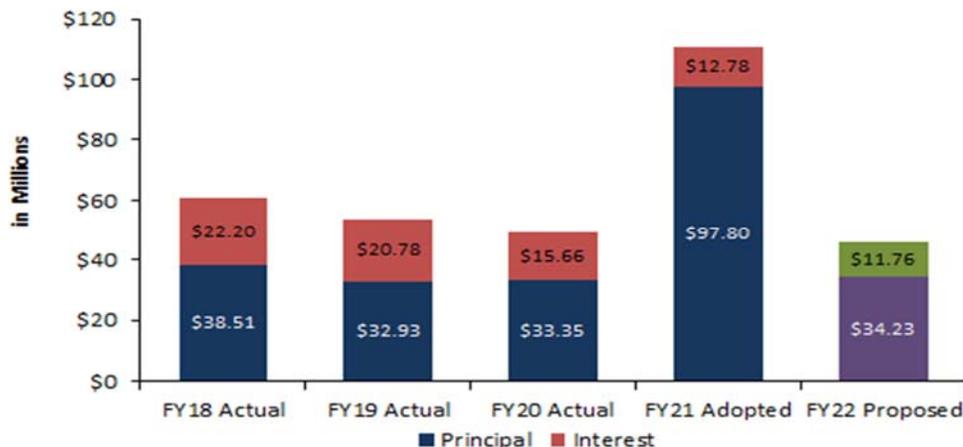
### TADS – TOTAL OUTSTANDING DEBT (JULY 1, 2021)

The City has issued bonds to fund various Capital Improvement Projects (CIP) in specifically designated tax districts. There are ten (10) tax districts and five (5) of the ten (10) districts, which are active, composed of Atlantic Station, BeltLine, 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 2022, the City will have thirteen (13) TAD bonds outstanding with a total value of \$290.2 million.



### PRINCIPAL AND INTEREST PAYMENTS (FY2018 – FY2022)

During Fiscal Year 2022, the City will pay approximately \$46.0 million to service the TAD obligations of the City; \$34.2 million will be spent on principal and \$11.8 million on interest payments.



## TAX ALLOCATION DISTRICTS (TADS) DEBT AMORTIZATION SCHEDULE

PERIOD ENDING	PRINCIPAL	INTEREST	DEBT SERVICE
6/30/2022	\$ 34,232,500	\$ 11,761,408	\$ 45,993,908
6/30/2023	36,882,500	10,431,323	47,313,823
6/30/2024	73,225,000	8,893,391	82,118,391
6/30/2025	81,175,000	5,586,771	86,761,771
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
	<b>\$ 290,205,000</b>	<b>\$ 49,116,087</b>	<b>\$ 339,321,087</b>

## 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, 2021, the City's assessed value is \$33,482,210,280. As of July 1, 2021, the City has a legal debt limit in the amount of **\$3,104,026,028**.

<b>Assessed Value</b>	<b>33,482,210,280</b>
<b><u>Debt Limit Calculation:</u></b>	
<b>Legal limit (10% of Assessed Value)</b>	<b>3,348,221,028</b>
<b>Less Outstanding General Obligation Bonded Debt</b>	<b><u>244,195,000</u></b>
<b>Legal Debt Limit</b>	<b><u><u>3,104,026,028</u></u></b>

*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, 2020.*



# APPENDIX

BUDGET CALENDAR & BUDGET PROCESS

FINANCIAL POLICIES

FIVE YEAR PLAN

GLOSSARY

ACKNOWLEDGMENTS

PROPOSED BUDGET  
FY2022



## FY2022 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.	FY22 Budget Priorities Resolution	Mar 15	Mayor/City Council
2.	OBFP Load FY2022 Baseline Budget into PBCS By Fund & By Department	Mar 3-15	DOF (OBFP)
3.	Load PnG (Capital Project) Balances in PBCS	Mar 17	DOF (OBFP)
4.	Budget Kick-Off, Training/Instructions, Templates and Timeline Provided	Mar 16	All Departments
5.	PBCS Training Sessions (i.e. Operating and Capital Modules)	Mar 22	All Departments
6.	FINANCE/EXECUTIVE REMOTE COMMITTEE MEETING <ul style="list-style-type: none"> <li>• FY2022 Budget Ordinance Introduced as 1<sup>st</sup> Read</li> <li>• FY2022 Personnel Ordinance Introduced as 1<sup>st</sup> Read</li> <li>• Revenue Package Items Legislation Introduced as 1<sup>st</sup> Read</li> </ul>	Apr 28	City Council

7.	Departments Spread FY2022 Baseline Budget Over 12 Month Period By Fund	Mar 29 - Apr 2	All Departments
8.	Key Stakeholder Deliverables Due <i>(i.e. Economic Forecast, Summary of Fund Balance, Debt Management, Mayor &amp; CFO Transmittal Letters, etc.)</i>	Mar 26	DOF (Various)
9.	Departmental Overviews Due <i>(i.e. Accomplishments, Program Highlights, Org Chart, Performance Metrics)</i>	Mar 26	All Departments
10.	Budget Office Staff/Leadership Team Prepares/Reviews Draft Proposed Budget Book	Apr 2 -16	DOF (OBFP)
11.	Draft of Proposed Budget Book to Mayor, CFO and COO for view	Apr 16	DOF (OBFP)
12.	Proposed Budget Advertisement Submitted to City Clerk's Office <i>(Advertisement appears in AJC on April 26<sup>th</sup>)</i>	Apr 16	DOF (OBFP)
13.	OBFP Finalize Proposed Budget Book	Apr 19	DOF (OBFP)
14.	Print Proposed Budget Book	Apr 20	DOF (OBFP)
15.	Proposed Budget Book Finalized/Delivered	May 3	DOF (OBFP)
16.	BUDGET OVERVIEW – REMOTE HEARING <ul style="list-style-type: none"> <li>• Fiscal Condition of the City Presentation</li> <li>• Budget Development Process</li> <li>• Non-Departmental</li> <li>• Capital, Grants, and Trust Funds; Debt Service; Cash Pool; Investments</li> </ul>	May 6	DOF
17.	FINANCE/EXECUTIVE REMOTE COMMITTEE MEETING <ul style="list-style-type: none"> <li>• FY2022 Personnel Ordinance discussion (substituted if needed)</li> <li>• Other HR related legislation if applicable</li> <li>• Property Tax Rate Ordinance discussion (substituted if needed)</li> <li>• Public Hearing for Revenue Fee Legislation (if needed)</li> </ul>	May 12	CITY COUNCIL

18.	DEPARTMENT BUDGET BRIEFING – REMOTE HEARING <ul style="list-style-type: none"> <li>• Atlanta Police Department</li> <li>• Atlanta Fire Rescue Department</li> <li>• Department of Corrections and Community Services</li> <li>• Municipal Court</li> <li>• Office of the Solicitor</li> <li>• Office of the Public Defender</li> </ul>	May 13	Executive Offices/ Commissioners
19.	DEPARTMENT BUDGET BRIEFING – REMOTE HEARING <ul style="list-style-type: none"> <li>• Department of Public Works (Solid Waste &amp; Fleet Services)</li> <li>• Atlanta Department of Transportation</li> <li>• Department of Watershed Management</li> <li>• Department of Customer Service/ATL311</li> </ul>	May 14	Executive Offices/ Commissioners
20.	DEPARTMENT BUDGET BRIEFING – REMOTE HEARING <ul style="list-style-type: none"> <li>• Department of Human Resources</li> <li>• Executive Offices</li> <li>• Department of Procurement</li> <li>• City Council</li> <li>• Remote Public Hearing for Tax Millage Rate- Per Published</li> <li>• Notice (Office of Revenue)</li> <li>• Remote Budget Public Hearing (<i>Interactive Community Budget Session</i>)</li> </ul>	May 18	Executive Offices/ Commissioners
21.	DEPARTMENT BUDGET BRIEFING – REMOTE HEARING <ul style="list-style-type: none"> <li>• Department of City Planning</li> <li>• Department of Finance</li> <li>• Department of Law</li> </ul>	May 19	Executive Offices/ Commissioners
22.	DEPARTMENT BUDGET BRIEFING – REMOTE HEARING <ul style="list-style-type: none"> <li>• Department of Grants and Community Development</li> <li>• Department of Aviation</li> <li>• Atlanta Information Management</li> <li>• Invest Atlanta</li> </ul>	May 20	Executive Offices/ Commissioners

23.	DEPARTMENT BUDGET BRIEFING – REMOTE HEARING <ul style="list-style-type: none"> <li>• Department of Parks and Recreation</li> <li>• Department of Enterprise Assets Management</li> <li>• Personnel Paper Discussion</li> </ul>	May 21	Executive Offices/ Commissioners
24.	Advertisement for Budget Hearing Submitted to City Clerk’s Office <i>(Advertisement appears in AJC on May 31st)</i>	May 24	DOF (OBFP)
25.	FINANCE/EXECUTIVE REMOTE COMMITTEE MEETING <ul style="list-style-type: none"> <li>• FY 2022 Personnel Ordinance discussion (substituted if needed) and forwarded to City Council</li> <li>• Other HR related legislation, if applicable forwarded to City Council</li> <li>• Property Tax Rate Ordinance discussion and forwarded to City Council</li> <li>• FY 2022 Budget Ordinance discussion (substituted if needed) and forwarded to City Council</li> </ul> <b>REMOTE PUBLIC HEARINGS</b> <ul style="list-style-type: none"> <li>• 12:00 p.m. to 12:30 p.m. Second Public Hearing for Tax Millage Rate</li> <li>• 6:00 p.m. to 7:00 p.m. Third Public Hearing for Tax Millage Rate Unions (PACE)</li> </ul>	May 26	DOF (OBFP)
26.	DEPARTMENT BUDGET BRIEFING – REMOTE HEARING <ul style="list-style-type: none"> <li>• Office of the Inspector General</li> <li>• City Auditor’s Office</li> <li>• Atlanta Citizen Review Board</li> <li>• Unions (AFSCME)</li> <li>• Unions (PACE)</li> <li>• Unions (IAFF)</li> <li>• Unions (IBPO)</li> </ul>	May 27	City Council
27.	Budget Commission Meets to Approve FY2022 Anticipations (11:30 am) <b>Remote Full Council Meeting</b> <ul style="list-style-type: none"> <li>• FY2022 Budget Adopted by Council</li> <li>• Adoption of Revenue/Fee/Budget Legislation</li> <li>• Adoption of FY2022 Personnel Ordinance</li> <li>• Adoption of other HR related legislation, if applicable</li> </ul>	Jun 7	Executive Offices/ Commissioners

<b>28.</b>	Mayor Bottoms Approves/Vetoes Adopted Ordinances <ul style="list-style-type: none"> <li>• Property Tax Rate Ordinance</li> <li>• FY2022 Budget Ordinance</li> <li>• Personnel Ordinance</li> <li>• HR-related legislation</li> <li>• Millage Rate Adoption</li> </ul>	Jun 15	Budget Commission/City Council
<b>29.</b>	OBFP Prepares FY2022 Adopted & Funded Budget for Upload to ATL Cloud (Operating and Capital)	Jun 22-29	DOF (OBFP)
<b>30.</b>	FY2022 Adopted & Funded Budget Posted to ATL Cloud (Operating and Capital)	Jun 29	DOF (OBFP)



## 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.





**DEPARTMENT OF FINANCE**  
**FY2022 FIVE-YEAR FINANCIAL PLAN**  
**APRIL 28, 2021**

---

**ROOSEVELT COUNCIL, JR., CFO**

**JOHN GAFFNEY, DCFO**

**TINA WILSON, DCFO**

---

# FY2022 FIVE YEAR FINANCIAL PLAN



## Five Year Financial Plan

### FIVE YEAR FORECAST



The **FY2022 Five Year Plan** covers fiscal years 2022 through 2026.

### 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



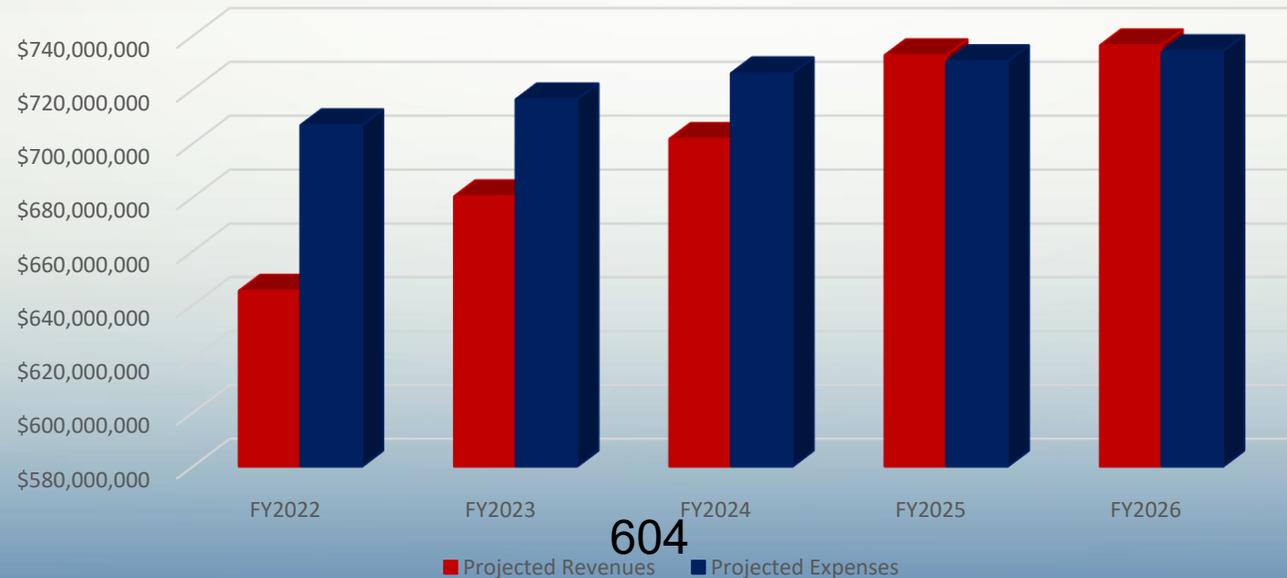
The Five Year Plan was adopted via **legislation** and is **updated annually** through a formalized process.

# EXECUTIVE SUMMARY



## Summary of General Fund – Five Year Forecast

	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Projected Revenues	\$645.3	\$680.4	\$701.7	\$732.8	\$736.5
Projected Expenses	\$706.8	\$716.4	\$726.1	\$730.6	\$734.3
<b>Net General Fund Impact</b>	<b>(\$61.5)</b>	<b>(\$36.0)</b>	<b>(\$24.4)</b>	<b>\$2.2</b>	<b>\$2.2</b>



# GENERAL FUND REVENUE COMPARISON BY MAJOR CATEGORY FIVE YEAR FORECAST



	FY21 ADOPTED	FY22 PROJECTED	FY23 PROJECTED	FY24 PROJECTED	FY25 PROJECTED	FY26 PROJECTED
PROPERTY TAXES	\$232.11	\$227.94	\$226.60	\$211.20	\$232.00	\$233.16
PUBLIC UTILITY, ALCOHOLIC BEVERAGE & OTHER	\$100.63	\$100.26	\$106.50	\$111.40	\$113.20	\$113.76
LOCAL OPTION SALES TAX	\$102.15	\$112.89	\$115.00	\$118.10	\$121.49	\$122.11
LICENSES AND PERMITS	\$105.38	\$106.14	\$117.60	\$130.40	\$131.20	\$131.86
OTHER REVENUE	\$5.49	\$13.85	\$15.07	\$16.27	\$16.79	\$16.87
CHARGES FOR CURRENT SERVICES	\$3.38	\$4.07	\$4.43	\$4.78	\$4.93	\$4.96
FINES, FORFEITURES & PENALTIES	\$14.43	\$6.13	\$14.70	\$22.60	\$23.50	\$23.62
BUILDING RENTAL & CONCESSIONS	\$4.29	\$5.37	\$5.84	\$6.31	\$6.51	\$6.54
INDIRECT COSTS	\$34.88	\$35.78	\$35.03	\$40.05	\$41.37	\$41.58
HOTEL/MOTEL	\$15.99	\$12.02	\$18.98	\$20.12	\$21.57	\$21.64
PILOT & FRANCHISE	\$20.68	\$20.82	\$20.65	\$20.47	\$20.24	\$20.36
<b>GRAND TOTAL</b>	<b><u>\$639.41</u></b>	<b><u>\$645.27</u></b>	<b><u>\$680.40</u></b>	<b><u>\$701.70</u></b>	<b><u>\$732.80</u></b>	<b><u>\$736.46</u></b>
<b>% Change</b>		<b>0.9%</b>	<b>5.4%</b>	<b>3.1%</b>	<b>4.4%</b>	<b>0.5%</b>

# GENERAL FUND EXPENSE COMPARISON BY MAJOR CATEGORY FIVE YEAR FORECAST



	FY21 ADOPTED	FY22 PROJECTED	FY23 PROJECTED	FY24 PROJECTED	FY25 PROJECTED	FY26 PROJECTED
PERSONNEL SERVICES & EMPLOYEE BENEFITS	439.78	\$465.95	\$462.61	\$461.84	\$461.84	\$461.84
PURCHASED/CONTRACTED SERVICES	91.51	\$91.74	\$94.03	\$96.38	\$98.79	\$101.26
SUPPLIES	37.56	\$38.55	\$39.51	\$40.50	\$41.51	\$42.55
CAPITAL OUTLAYS	6.36	\$6.67	\$6.84	\$7.01	\$7.18	\$7.36
INTERFUND/INTERDEPARTMENTAL CHARGES	14.77	\$20.01	\$20.51	\$21.02	\$21.55	\$22.09
OTHER COSTS	38.85	\$42.50	\$43.53	\$44.61	\$45.75	\$46.74
DEBT SERVICE	31.49	\$28.87	\$31.00	\$36.19	\$32.83	\$32.87
CONVERSION/SUMMARY	3.19	\$2.00	\$6.80	\$7.02	\$7.33	\$7.36
OTHER FINANCING USES	9.88	\$10.49	\$11.61	\$11.55	\$13.83	\$12.26
<b>GRAND TOTAL</b>	<b><u>\$673.41</u></b>	<b><u>\$706.78</u></b>	<b><u>\$716.44</u></b>	<b><u>\$726.13</u></b>	<b><u>\$730.62</u></b>	<b><u>\$734.34</u></b>
<b>% Change</b>		4.96%	1.37%	1.35%	0.62%	0.51%



# QUESTIONS/ANSWERS SESSION

## GLOSSARY

AATC	Atlanta Airport Terminal Corporation
ABA	Atlanta Bar Association
A/C	Air Conditioning
ACA	American Correctional Association
ACDC	Atlanta City Detention Center
ACRB	Atlanta Citizen Review Board
ACTIVITY	An action or set of actions directed at a specific purpose or purposes.
ACRC	Atlanta Crime Research Center
ADID	Atlanta Downtown Improvement District
ADA	Americans with Disabilities Act
ADP	Automatic Data Processing
ADU	Accessory Dwelling Units
A/E	Architecture and Engineering Services
AEDs	Automated External Defibrillators
AEPI	Atlanta Emergency Preparedness Institute
AFR	Department of Fire & Rescue Services
AHA	Atlanta Housing Authority
AIM	Department of Atlanta Information Management
AMI	Area Media Income
AMT	Alternative Minimum Tax
AMWA	Association of Metropolitan Water Agencies
ANNUAL BUDGET	A budget developed and enacted to apply to a single fiscal year.
ANTICIPATION	See “Estimated Receipts”
AOC	Airport Operations Center
APD	Atlanta Police Department
APEX	Atlanta Proactive Enforcement Interdiction

APIN	Atlanta Police Intelligence Network
APLI	Atlanta Police Leadership Institute
APM	Airport People Mover
APPROPRIATION	The legal authorization given by the City Council to make expenditures and incur obligations using city funds.
APS	Atlanta Public Schools
APSPD	Atlanta Public School System's Police Department
ARC	Atlanta Regional Commission
ARFF	Aircraft Rescue Fire Fighting
ARPR	Atlanta Retired Police Reserve
ART	Arterial Rapid Transit
ASIS	American Society for Industrial Security
ASQ	Airport Service Quality
ATLDOT	Atlanta Department of Transportation
ATM	Automatic Teller Machine
ATS	Automatic Transfer Switches
AUDIT	Department of Audit
AVS	Aviation Services
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.
BLPTI	Business License Pretrial Intervention Cases
BOMA	Building Owner and Managers Association
BORN	Breach of Rule Notice
BRT	Bus Rapid Transit
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.
BZA	Board of Zoning Adjustment

C4	Centralized Command & Control Center
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CAP	Central Atlanta Progress
CAPRA	Commission of Accreditation for Parks and Recreation Agencies
CCN	City Council
CDBG	Community Development Block Grant
CDC	Center for Disease Control
CDP	Comprehensive Development Plan
CDL	Commercial Driver License
CFC	Customer Facility Charges
CFO	Chief Financial Officer
CHT	City Hall Tower
CID	Community Improvement District
CIP	Capital Improvement Program
CIT	Criminal Investigation Division
CMAR	Construction Manager At Risk
CMMS	Computerized Maintenance Management System
CMO	Collateralized Mortgage Obligations
CNCS	Corporation for National and Community Service
COA	City of Atlanta
COD	Contingency Operations Division
COO	Chief Operating Officer
COOP	Continuity of Operations Plan
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.
CPP	Certified Protection Professional
CPTC	Central Passenger Terminal Complex
CPTIT	Criminal Pretrial Intervention Cases

CRC	Concept Review Committee
CSB	Civil Service Board
CSD	Community Services Division
CSO	Combined Sewer Overflow
CSU	Crime Suppression Unit
CY	Calendar Year
DB	Defined Benefit
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.
DGCD	Department of Grants and Community
DHR	Department of Human Resources
DOA	Department of Aviation
DOF	Department of Finance
DOJ	Department of Justice
DOP	Department of Procurement
DOT	Department of Transportation
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
EAP	Employee Assistance Program
EBI	Effective Buying Income
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).
EGIS	Enterprise Geographical Information Systems
EMS	Emergency Management System
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.
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EPD	Environmental Protection Division (State Agency)
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ESG	Emergency Solutions Grant
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".
EVOC	Emergency Vehicle Operations Course
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.
FOD	Field Operations Division
FOG	Fats, Oils, and Grease
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
GARB	General Airport Revenue Bonds
GASB	Governmental Accounting Standards Board

GAWL	Georgia of Association of Women’s Lawyers
GAWP	Georgia Association of Water Professionals
GDOT	Georgia Department Of Transportation
GDP	Gross Domestic Product
GEFA	Georgia Environmental Facilities Authority
GESPC	Guaranteed Energy Savings Performance Contracting
GFOA	Government Finance Officers Association
GICC	Georgia International Convention Center
GMA	Georgia Municipal Association
GO BOND	General Obligation Bond
GT	Ground Transportation
HAP	Housing Assistance Payments
HCM	Human Capital Management
HELP	Homeless Experiencing Legal Protection
HHS	Health and Human Services
HIDTA	High Intensity Drug Trafficking Area
HJAIA	Hartsfield-Jackson Atlanta International Airport
HOME	Home Investment Partnership program
HOPWA	Housing Opportunities for Persons with AIDS
HUD	Housing and Urban Development
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.
IGA	Intergovernmental Agreement
ISO	Insurance Service Office
IT	Information Technology
IVR	Interactive Voice Response
JDA	Judicial Agencies
KPI	Key Performance Indicator
LAW	Department of Law

LBS	Landmark Building/Site
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design
LGBTQ	Lesbian Gay Bisexual Transgender Queer
LIFTS	Lawyers Initiative for Transforming Society
LMIG	Local Maintenance Improvement Grant
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.
LPR	License Plate Readers
LUCA	Local Update of Census Address
MAD	Master Address Repository
MAG	Minimum Annual Guarantee
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.
MEP	Mechanical, Electrical and Plumbing
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).
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
MS4	Municipal Separate Storm Sewer System
MSA	Metropolitan Statistical Area
MSO	Management Services Office
NDP	Non-Departmental
NLADA	The National Legal Aid & Defender Association

NPU	Neighborhood Planning Unit
OBFP	Office of Budget and Fiscal Policy
OBJECTIVE	Specific, measurable thing to be accomplished.
OCC	Office of Contract Compliance
OCIP	Owner Controlled Insurance Program
OFS	Office of Fleet Services
OLIO	Office of Linear Infrastructure Operations
OIG	Office of Inspector General
OMC	Office of Municipal Clerk
OOB	Office Of Buildings
OOC	Office of Commissioner
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.
ORP	Office of Research and Policy
OSHA	Occupational Safety and Health Administration
OZD	Office of Zoning Development
PAD	Pre-Arrest Diversion
PAFR	Popular Annual Financial Report
PAL	Police Athletic League
PAT3	Preparing Adult Offenders to Transition through Training and Therapy
PBCS	Planning and Budgeting Cloud Services
PFC	Passenger Facility Charges
PHA	Public Housing Authority
PILOT	Payment In Lieu Of Taxes
PIU	Power Induction Unit
PSJ	Public Safety & Justice
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.
PS	Psychological Services
PSA	Public Service Announcement
PSA	Public Safety Annex
PSHQ	Public Safety Headquarters
PSP	Physical Security Professional
PTIT	Pre-Trial Intervention Program for Traffic Offenses
QIC	Quick Intervention Crews
QUASI-CRIMINAL	Civil proceeding that may result in a penalty akin to a criminal penalty.
RA	Retirement Account
RCC	Rental Car Center
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
RMS	Report Management System
ROI	Return on Investment
ROW	Right-of-Way
SBA	Small Business Administration
SBO	Small Business Opportunity
SEC	Securities and Exchange Commission
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.
SORBA	Southern Off -Road Bike Association
SORC	Standard of Response Coverage
SRTA	State Road and Toll-way Authority

SSD	Support Services Division
SSP	Strategy and Special Projects Division
STEAM	Science, Technology, Engineering, Arts, Math
SVU	Special Victims Unit
SWAT	Southwest Atlanta Too Strong
SWAT	Special Weapons And Tactics
SWS	Office of Solid Waste Services
TAD	Tax Allocation District
TAN	Tax Allocation Notes
TNC	Transportation Network Companies
TOD	Transportation Oriented Development
TPL	Trust of Public Land
TPO	Tree Protection Ordinance
TSA	Transportation Security Administration
TSPLOST	Transportation Special Purpose Local Option Sales Tax
TTY	TeleTYpe
UDC	Urban Design Commission
UEF	Urban Ecology Framework
UPS	Uninterruptible Power Supply
URFA	Urban Residential Finance Authority
USER FEES	The payment of a fee for direct receipt of a public service by the person benefiting from the service.
VAV	Variable Air Volume
VDI	Virtual Desktop Infrastructure
VIC	Video Integration Center
VISTA	Volunteer in Service to America
VPN	Virtual Private Network
VRF	Variable Refrangent Flow
WC	Worker's Compensation
WMS	Watershed Management Services

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

## STEERING COMMITTEE

Roosevelt Council, Jr.  
*Chief Financial Officer*

Charles Bell  
*Budget Chief*

Jon Keen  
*Chief Operating Officer*

John Gaffney, CPA  
*Deputy Chief Financial Officer*

Felicia Daniel  
*Revenue Chief*

Jestin Johnson  
*Deputy Chief Operating Officer*

Tina Wilson, CPA  
*Deputy Chief Financial Officer*

Matthew Bartleet  
*Director, Innovation & Performance*

Mohamed Balla  
*Deputy Commissioner Finance, Watershed*

### EXECUTIVE COMMITTEE

Matthew Bartleet  
Charles Bell  
LaChandra Burks  
Carmen Chubb  
Roosevelt Council, Jr.  
Felicia Daniel  
John Gaffney, CPA  
Nina Hickson  
Jestin Johnson  
Jon Keen  
Jeffrey Norman  
Jackie Robinson  
Tina Wilson, CPA

### INFORMATION TECHNOLOGY/ FINANCIAL SYSTEMS SUPPORT

Bertha Davis  
Alfonso Pinan

### HUMAN RESOURCES

Carlene Coggins  
Elaine Gooden  
Danielle Jones  
Paula McGee  
Danielle Nichols  
Jeffrey Norman  
Taci Perkins  
Liane Taylor  
April Weekes  
Tai Winters

### GRANTS/ACCOUNTING/ REVENUE

Ola Akaose  
Felicia Allen-Chambers  
Youlanda Carr, CPA  
Felicia Daniel  
Fumnanya Johnson  
Jermaine McClain  
Karen Sutton  
Beryl Taylor

## OFFICE OF BUDGET & FISCAL POLICY

Charles Bell, Budget Chief

Shawn Gabriel, Director

Vanessa Malcolm, Director

David Oberender  
Budget & Policy Manager

Melita Kelly  
Budget & Policy Manager

Deepti Singh  
Financial Analyst, Sr.

Stacia Waters  
Financial Analyst, Sr.

Jelani Willis  
Financial Analyst, Sr.

Tawanna Conley  
Financial Analyst

Pamela Holmes  
Database Administrator

*Commissioners and Department Budget Managers/Analysts*

