CITY OF
# ATLANTA



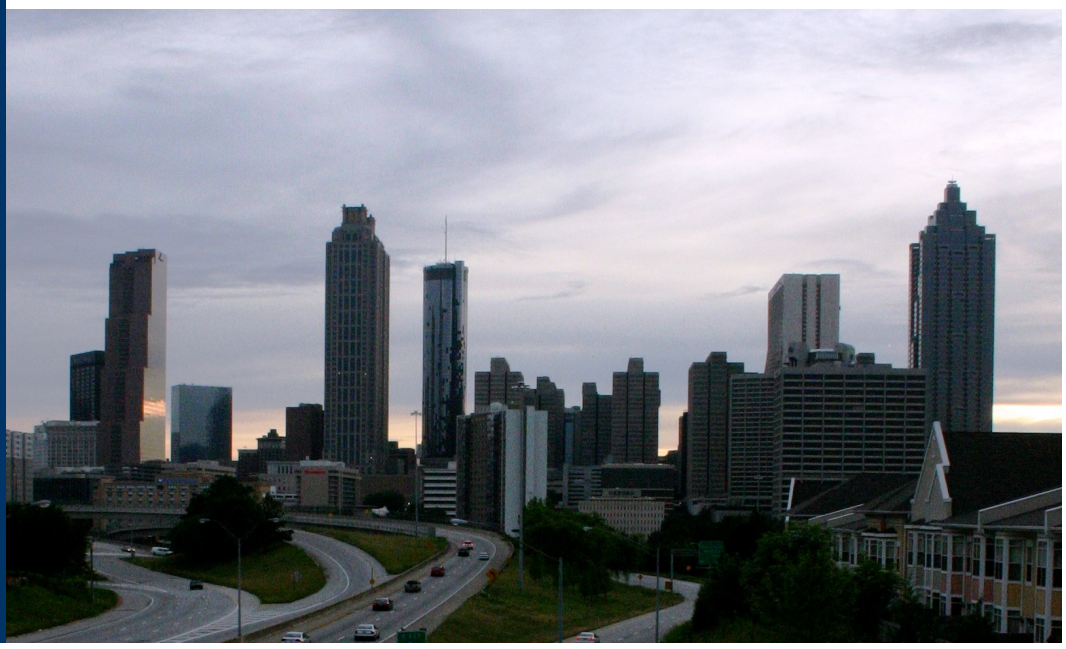




FISCAL YEAR 2014

# ADOPTED BUDGET

KASIM REED
MAYOR



# TABLE OF CONTENTS


## PREFACE

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

## MAYOR & CFO'S MESSAGE

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

## INTRODUCTION

| | |
|---|---|
| BUDGET OVERVIEW | 33 |
| ECONOMIC AND DEMOGRAPHIC INFORMATION | 35 |
| FOR ATLANTA PERFORMANCE HIGHLIGHTS | 43 |

## BUDGET SUMMARIES

| | |
|---|---|
| FUND STRUCTURE | 47 |
| OPERATING FUNDS | 51 |
| SUMMARY OF PERSONNEL CHANGES | 89 |

## REVENUE OVERVIEW


| | |
|---|---|
| ECONOMIC OUTLOOK | 93 |
| REVENUE FORECAST SUMMARY | 105 |
| MAJOR REVENUE SUMMARIES | 107 |


## OPERATIONAL SUMMARIES


| | |
|---|---|
| OPERATIONAL DEPARTMENTAL SUMMARY OVERVIEW | 127 |
| CITY COUNCIL | 129 |
| EXECUTIVE OFFICES | 133 |
| INFORMATION TECHNOLOGY | 151 |
| LAW | 171 |
| CORRECTIONS | 185 |
| FINANCE | 191 |
| PROCUREMENT | 207 |
| PUBLIC WORKS | 219 |
| PARKS, RECREATION AND CULTURAL AFFAIRS | 233 |
| WATERSHED MANAGEMENT | 247 |
| AVIATION | 255 |
| COURT OPERATIONS | 265 |
| NON-DEPARTMENTAL | 269 |
| HUMAN RESOURCES | 297 |
| FIRE RESCUE SERVICES | 315 |
| ATLANTA POLICE DEPARTMENT | 325 |
| PLANNING & COMMUNITY DEVELOPMENT | 337 |
| OFFICE OF THE CITY SOLICITOR | 351 |
| BOARD OF ETHICS | 357 |
| ATLANTA CITIZENS REVIEW BOARD | 363 |
| INTERNAL AUDITOR'S OFFICE | 369 |
| PUBLIC DEFENDER | 381 |

## CAPITAL PROJECT STATUS SUMMARIES


| | |
|---|---|
| CAPITAL PROJECT STATUS OVERVIEW | 389 |
| NON-RECURRING CAPITAL PROJECTS | 395 |
| BOND/RENEWAL & EXTENSION FUNDS | 401 |
| GRANTS AND OTHER SPECIAL REVENUE FUNDS | 507 |
| TRUST FUNDS | 531 |


## DEBT MANAGEMENT


| | |
|---|---|
| DEBT OVERVIEW | 545 |
| MUNICIPAL BOND RATINGS | 546 |
| GENERAL FUND | 551 |
| DEPARTMENT OF AVIATION | 553 |
| DEPARTMENT OF WATERSHED MANAGEMENT | 557 |
| GENERAL OBLIGATION (GO) | 560 |
| TAX ALLOCATION DISTRICTS (TADS) | 562 |
| LEGAL DEBT LIMITS | 564 |


## APPENDIX


| | |
|---|---|
| ADOPTED BUDGET CALENDAR | 567 |
| FINANCIAL POLICIES | 573 |
| FIVE YEAR PLAN SUMMARY | 579 |
| GLOSSARY | 605 |
| ACKNOWLEDGMENTS | 611 |


RESURGENS
1847
1865
ATLANTA GA

# PREFACE

READER'S GUIDE

CERTIFICATE OF ACHIEVEMENT

THE HISTORY OF THE CITY OF ATLANTA

THE HONORABLE MAYOR KASIM REED

ATLANTA CITY COUNCIL MEMBERS

COUNCIL DISTRICTS MAP

HOW THE CITY COUNCIL WORKS

CITY OFFICIALS

CITY ORGANIZATIONAL STRUCTURE

ADOPTED BUDGET
FY 2014


RESURGENS
1847
1865
ATLANTA GA

# 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 FY2014 Adopted Budget Book and outlines its contents. The FY2014 Adopted Budget has overview sections and detail on the overall revenues and expenses of the City of Atlanta. The entire document can be found on the City's website at www.atlantaga.gov .

- ***The Preface*** – provides a brief look into the City's History, the Mayor's Bio, a preview of the Atlanta City Council and how it operates, an overview of City officials, and organizational structure.

- ***Messages –*** provides the Mayor's and Chief Financial Officer's transmittal letters, which presents the framework for the City's operations and services adopted in FY2014.

- ***Introduction*** – provides detailed information on the City's economic and demographic information, and highlights of the City's performance metrics.

- ***Budget Summaries*** – provide an overview of the City's funds, and details information on revenues and expenditures; departmental budgets; fund balance, and full time position status.

- ***Revenue Overview*** – includes revenue projections and methodology as well as historical trends, and account details of major revenue sources.

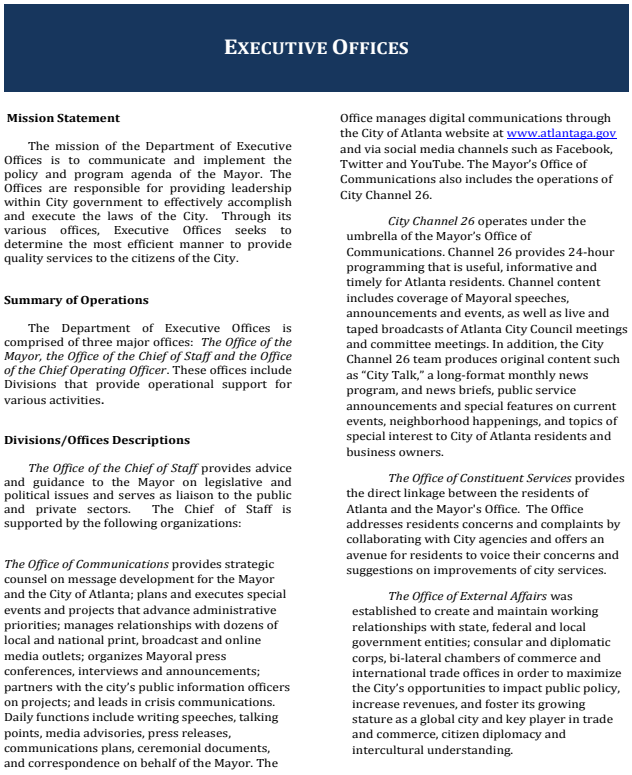
- ***Operational Summaries*** - provides an expense budget summary, personnel information and the key performance measures for each operating department.

- ***Capital Projects Status*** - provides an expense budget summary for capital projects, which are non-recurring in nature. This section includes projected expenditures for FY2014 to FY2018 for bonds, grants, trusts and other capital projects.

- ***Debt Service -*** provides a summary for the City's debt obligations, bond ratings and debt coverage ratios.

- ***Appendix*** – includes the glossary, five-year plan summary and other essential information.

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



## EXECUTIVE OFFICES

**Mission Statement**

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

**Summary of Operations**

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

**Divisions/Offices Descriptions**

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

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

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

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

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

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $6,146,727 | $6,891,616 | $8,704,603 | Salaries, Regular | $9,541,618 | $837,015 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| $0 | - | - | Salaries, Sworn | - | - |
| $356,310 | $436,656 | $435,870 | Salaries, Extra Help | $622,043 | $186,173 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $108 | $10,080 | $110,492 | Overtime | $71,441 | ($39,051) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| $17,023 | - | - | Pen Cont Police Pen Fd | - | - |
| $943,943 | $816,262 | $799,788 | Pen Cont Gen Emp Pen Fd | $1,094,712 | $294,924 |
| $201,085 | $251,027 | $318,036 | Defined Contribution | $334,241 | $16,205 |
| $22,852 | $17,134 | $156,117 | Workers' Compensation | $116,566 | ($39,551) |
| $817,573 | $912,643 | $1,319,912 | Other Personnel Costs | $1,384,228 | $64,316 |
| $8,505,621 | $9,335,417 | $11,844,818 | TOTAL PERSONNEL | $13,164,848 | $1,320,030 |
| | | | OTHER EXPENSES | | |
| $5,102,508 | $6,675,022 | $9,532,393 | Purchased / Contracted Services | $11,241,359 | $1,708,966 |
| $3,601,405 | $3,968,415 | $4,901,752 | Supplies | $5,406,164 | $504,412 |
| $15,577 | $37,683 | $89,300 | Capital Outlays | $553,816 | $464,516 |
| $33,380 | $34,649 | $38,614 | Interfund / Interdepartmental Charges | $67,612 | $28,998 |
| $16,073 | $41,643 | $21,630 | Other Costs | $28,527 | $6,897 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| $125,000 | $74,900 | - | Other Financing Uses | - | - |
| $8,893,943 | $10,832,312 | $14,583,689 | TOTAL OTHER EXPENSES | $17,297,479 | $2,713,790 |
| $17,399,564 | $20,167,729 | $26,428,507 | TOTAL PERSONNEL AND OTHER EXPENSES | $30,462,326 | $4,033,819 |

## ***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 & 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 department



GOVERNMENT FINANCE OFFICERS ASSOCIATION

# *Distinguished Budget Presentation Award*

**PRESENTED TO**

## City of Atlanta

## Georgia

For the Fiscal Year Beginning

**July 1, 2012**

Christopher P. Morrill — President

Executive Director


RESURGENS
1847
1865
ATLANTA GA

# 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 Atlanta International Airport is one of 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 is the world headquarters for 13 Fortune 500 companies.

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

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

In the past two decades, Atlanta has experienced unprecedented growth – the official city population remains steady, at about 420,000, but the metro population has grown in the past decade by nearly 40%, from 2.9 million to 4.1 million people. A good measure of this growth is the ever-changing downtown skyline, along with skyscrapers constructed in the Midtown, Buckhead, and outer perimeter business districts.

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


RESURGENS
1847
1865
ATLANTA GA

# THE HONORABLE KASIM REED



Kasim Reed was inaugurated as the 59th Mayor of the City of Atlanta on January 4, 2010. Since then, he has hired more than 900 police officers, re-opened all of the city's recreation centers as safe havens for young people and improved core city services such as fire-rescue response times and sanitation operations. Working with the Atlanta City Council and the city's employee unions, he successfully initiated a series of sweeping reforms to address the city's $1.5 billion unfunded pension liability. Mayor Reed began his term facing a $48 million budget shortfall; under his leadership, the city has had three years of balanced budgets with no property tax increases, and its cash reserves have grown from $7.4 million to more than $126 million.

Mayor Reed has received numerous accolades since taking office. In September 2012, he was named the 6th most influential African-American in the nation by *The Root*, a publication of the Washington Post Company. He received the Distinguished Leadership Award from the National Forum for Black Public Administrators in July 2012. The Joint Center for Political and Economic Studies in Washington D.C. honored him in May 2012 with the Louis E. Martin Great American Award, saying he "heralds a new and creative approach to leadership." *Governing Magazine* named Mayor Reed as one of the top state and local government officials of the year in November 2011. Thomas Friedman, the Pulitzer-Prize winning New York Times columnist and author of "*That Used to Be Us*," called Reed "inspiring" and labeled him as "one of the best of this new breed of leaders." In his book "*We Can All Do Better*," former U.S. Senator Bill Bradley cited Reed's straightforward approach in successfully reforming the city's pension plan and wrote: "We need more of that kind of candor."

Mayor Reed's civic leadership and service have been nationally recognized on programs such as Meet the Press and on news outlets such as MSNBC, CNN, FOX and CNBC. He has been featured in publications including *The New York Times*, *The Wall Street Journal*, *The Atlanta Journal-Constitution*, *The Washington Post* and *Black Enterprise*. Mayor Reed has been a guest speaker at numerous national and international conferences, including the Aspen Ideas Festival, Chicago Ideas Week, New York Ideas, New Cities Summit, Clinton Global Initiative (CGI) America, and the Gathering of Leaders.

Mayor Reed is Chairman of the Transportation and Communications Committee of the U.S. Conference of Mayors and Chairman of the Regional Transit Committee of the Atlanta Regional Commission. He is a member of the Aspen Institute-Rodel Fellowship Class of 2007, Leadership Georgia Class of 2000 and Leadership Atlanta Class of 1998. He served as a Board Member of both the National Black Arts Festival and Metropolitan Atlanta Arts Fund.

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

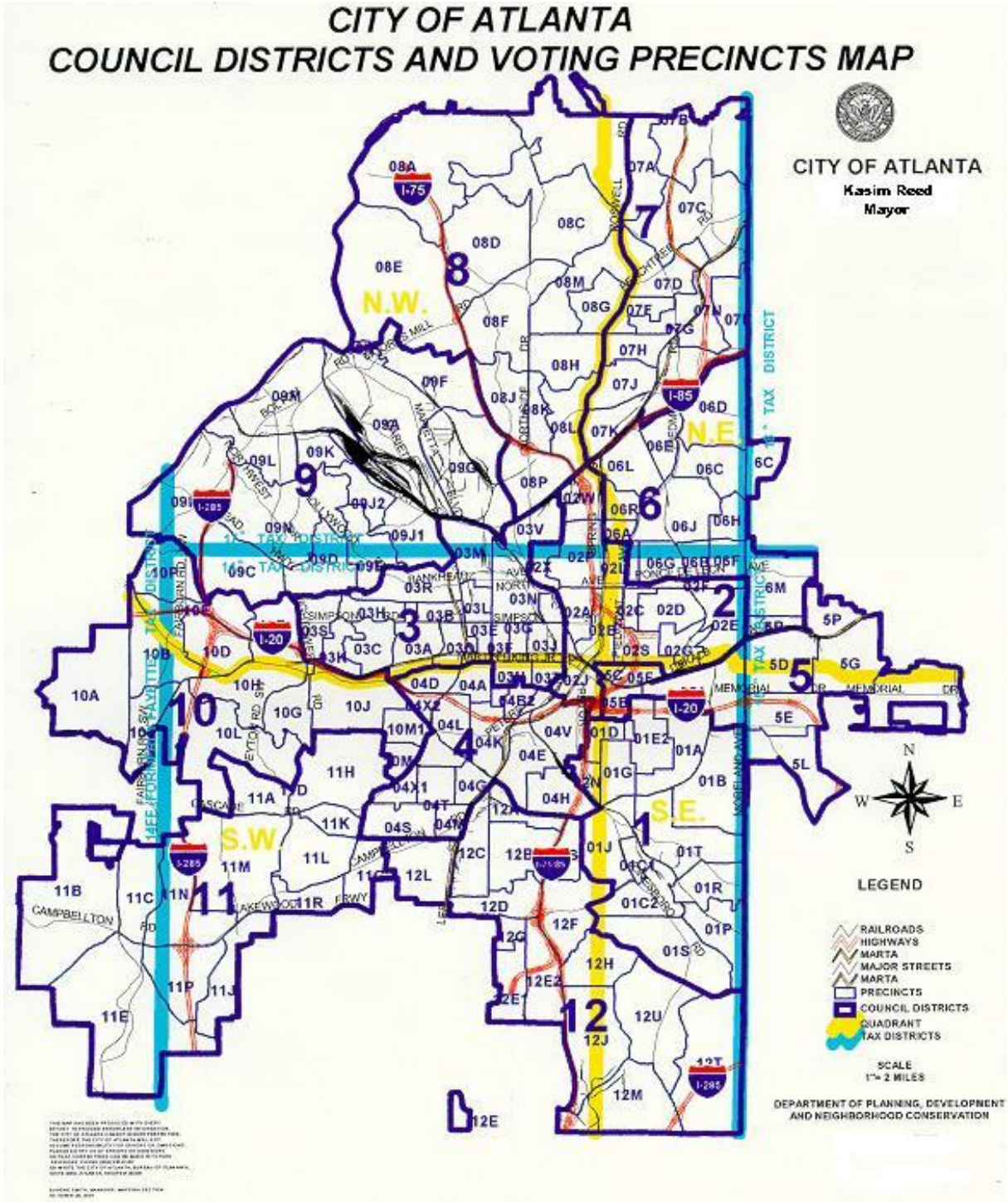
Mayor Reed grew up in the Cascade community of Southwest Atlanta, where he attended Utoy Springs Elementary School and Westwood High School (now Westlake High School). He is a graduate of Howard University in Washington D.C., where he received his Bachelor of Arts and Juris Doctor degrees and an honorary Doctor of Laws. As an undergraduate member of Howard University's Board of Trustees, he created a fundraising program that has contributed more than $10 million to the school's endowment since its inception. Mayor Reed was appointed as Howard University's youngest General Trustee in June 2002 and remains a dedicated member of the Board of Trustees.


RESURGENS
1847
1865
ATLANTA GA

# ATLANTA CITY COUNCIL MEMBERS



# 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-today 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 next Atlanta City Council will take office in January 2014. The members of the Council elect a president pro tempore each year to serve a one-year term beginning with the first meeting in January. The president pro tempore presides over the Council meetings in the president's absence. Atlanta City Council members serve part-time and are paid an annual salary of $46,183. The Council president is paid $47,970 annually. An independent committee of city residents determines salaries.


RESURGENS
1847
1865
ATLANTA GA

# CITY OFFICIALS



Kasim Reed
*Mayor*

Duriya Farooqui
*Chief Operating Officer*

Candace L. Byrd
*Chief of Staff*

J. Anthony Beard
*Chief Financial Officer*

Cathy Hampton
*City Attorney*

---

## MEMBERS OF CITY COUNCIL

Ceasar Mitchell
*Council President*

Carla Smith
*District 1*

Kwanza Hall
*District 2*

Ivory Lee Young Jr.
*District 3*

Cleta Winslow
*District 4*

Natalyn Mosby Archibong
*District 5*

Alex Wan
*District 6*

Howard Shook
*District 7*

Yolanda Adrean
*District 8*

Felicia Moore
*District 9*

C.T. Martin
*District 10*

Keisha Bottoms
*District 11*

Joyce M. Sheperd
*District 12*

Michael Julian Bond
*Post 1, At-Large*

Aaron Watson
*Post 2, At-Large*

H. Lamar Willis
*Post 3, At-Large*

---

Rhonda Dauphin-Johnson
*Municipal Clerk*

## JUDICIAL OFFICERS

| | |
|---|---|
| **COURT OPERATIONS** | Herman L. Sloan<br>*Chief Judge* |
| **PUBLIC DEFENDER** | Rosalie Joy<br>*Interim Public Defender* |
| **SOLICITOR** | Raines F. Carter<br>*City Solicitor* |

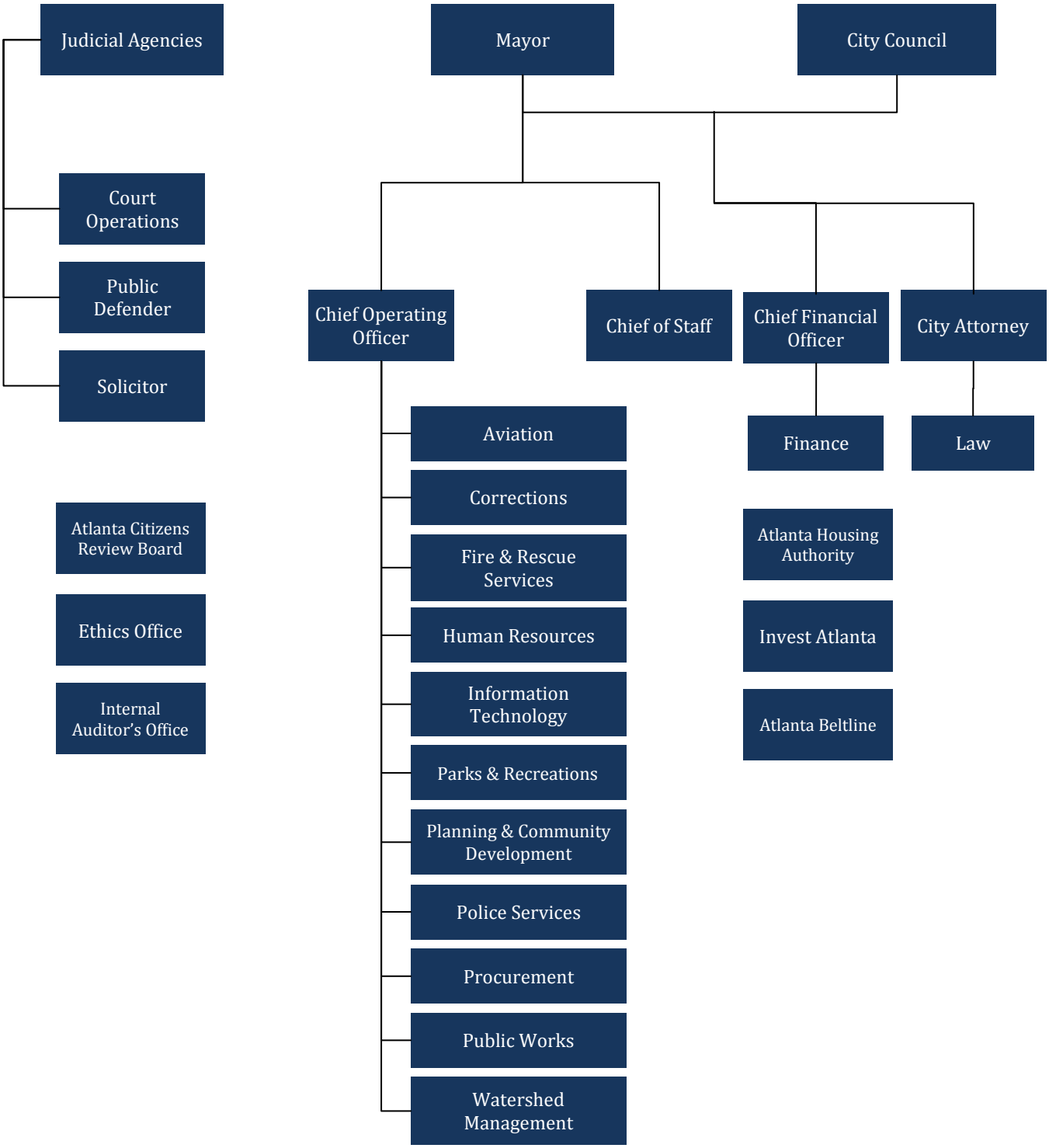
## BOARD OFFICERS

| | |
|---|---|
| **ATLANTA CITIZENS REVIEW DIRECTOR** | Samuel Reid<br>*Executive Director* |
| **ETHICS OFFICER** | Nina Hickson<br>*Ethics Officer* |
| **CITY INTERNAL AUDITOR** | Leslie Ward<br>*City Auditor* |

## DEPARTMENT OFFICERS

| | |
|---|---|
| **AVIATION** | Louis E. Miller<br>*General Manager* |
| **CORRECTIONS** | Patrick Labat<br>*Corrections Chief* |
| **FINANCE** | J. Anthony Beard<br>*Chief Financial Officer* |
| **FIRE & RESCUE SERVICES** | Kelvin J. Cochran<br>*Fire Chief* |
| **HUMAN RESOURCES** | Yvonne Yancy<br>*Commissioner* |
| **INFORMATION TECHNOLOGY** | Michael Dogan<br>*Interim Chief Information Officer* |
| **LAW** | Cathy Hampton<br>*City Attorney* |
| **PARKS, RECREATION** | George Dusenbury<br>*Commissioner* |
| **PLANNING & COMMUNITY DEVELOPMENT** | James E. Shelby<br>*Commissioner* |
| **POLICE SERVICES** | George N. Turner<br>*Police Chief* |
| **PROCUREMENT** | Adam L. Smith<br>*Chief Procurement Officer* |
| **PUBLIC WORKS** | Richard Mendoza<br>*Commissioner* |
| **WATERSHED MANAGEMENT** | Jo Ann J. Macrina<br>*Commissioner* |

# CITY ORGANIZATIONAL STRUCTURE




RESURGENS
1847
1865
ATLANTA GA

# Messages

THE MAYOR'S MESSAGE

THE CHIEF FINANCIAL OFFICER'S MESSAGE

ADOPTED BUDGET
FY 2014


RESURGENS
1847
1865
ATLANTA GA

CITY OF ATLANTA
55 TRINITY AVE, S.W.
ATLANTA, GEORGIA 30335-0300
TEL (404) 330-6100

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

Dear President Mitchell and Members of the Atlanta City Council:

I have the honor to transmit to you the *FY2014 Adopted Budget* for the City of Atlanta.

I am pleased that this spending plan continues my Administration's commitment to investing in public safety and restoring fiscal stability to the City. The FY2014 adopted plan includes maintaining a police force of 2,000 officers and a full Fire engine staffing within the Atlanta Fire & Rescue Department and confirms my continued commitment to Public Safety. This plan also includes a commitment to Fiscal Stability by holding the general fund reserves at or above 20% of operating expenses or $107MM in FY2014. This important milestone will allow the City of Atlanta to move forward with funding the City's Infrastructure needs.

The City will provide continued support of Invest Atlanta for programs and initiatives that foster public-private partnerships to accelerate job creation, economic growth, neighborhood revitalization, and entrepreneurship. I also will continue to invest in Youth Development as well as vital Cultural Arts Programs, and Customer Service & Excellence initiatives. I will also create a Film Office and launch the City's 311 system, dramatically improving the City's ability to respond, track, and resolve constituent requests.

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

Sincerely,

Kasim Reed


RESURGENS
1847
1865
ATLANTA GA




CITY OF ATLANTA
55 TRINITY AVE, S.W.
ATLANTA, GEORGIA 30335-0300
TEL (404) 330-6100

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

Dear President Mitchell and Members of the Atlanta City Council:

The City of Atlanta has made significant progress in the past three years and our financial position is much improved. However, progress will not continue without persistent fiscal discipline, long-term proactive decision-making and deliberate actions over the next few years.

I am pleased to report that the City of Atlanta is meeting its goals surrounding critical financial objectives. For example, the latest annual report issued indicates the City of Atlanta has a fund balance of more than $100 million as of the end of the 2012 fiscal year. This helps to ensure the City can respond to unforeseen events and withstand fluctuations in revenues. It is also a key measure that external bond rating agencies review and a factor in the City's credit worthiness. This will be important as the City considers accessing the capital markets to address its pressing above ground infrastructure needs.

**REVENUES**

The City's Department of Finance continues a solid partnership with the Selig Center for Economic Growth at the University of Georgia. This five-year partnership has enabled City management to gain important independent economic analyses as part of our multi-year revenue forecasting process. The City has also incorporated the Muni Cast Financial modeling tool to enhance our multi-year forecasting capabilities. While the housing market is strengthening, as indicated by gains in the number of single-family home starts in 2013, we continue to face a challenging economic environment. This is because the most recent price gains are not immediately reflected in the property tax digest. Despite citywide cost reductions over the past four years, budgeting for the City remains a challenge in fiscal year 2014 due to constraints on the overall revenue base.

The City's revenue and tax base has stabilized following declines from FY2010 through FY2013. This was attributed primarily to declines in property tax revenues caused by previous residential and commercial tax base loss. The FY2014 millage rate was reduced from 10.24 mills to 10.05 mills due to positive reassessment growth. The property tax revenue anticipation assumes a 98% collection rate consistent

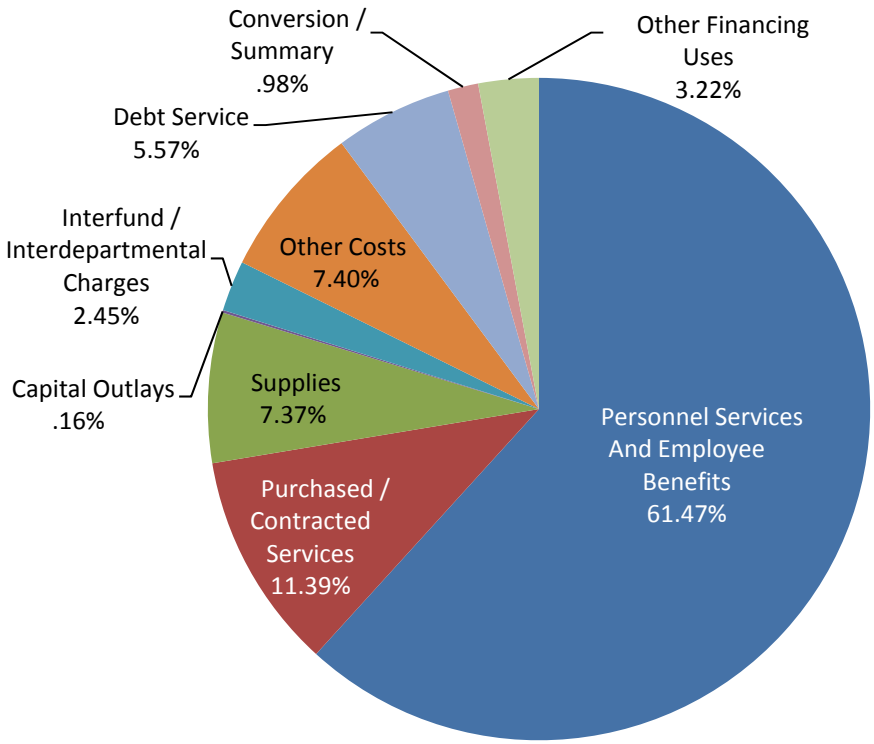
with historical performance. Revenue anticipations are budgeted to increase from $526 million in FY2013 to $533 million in FY2014.

It is important to note that over the past three years the City has relied on an appropriation of prior year fund balance to balance the budget. However, those amounts were not utilized which has resulted in the City taking a more aggressive approach to budgeting. In fact, over the last three years the City has seen its unrestricted fund balance in the general fund increase from 6% to 22% of budgeted expenditures. As a result, the City has now exceeded its 20% target on unrestricted fund balance and has an adequate buffer against unforeseen events. As we move closer to having an unrestricted fund balance (reserves) equal to 25% of expenditures, we should begin to decrease additions to fund balance and deploy capital toward other initiatives.

To stabilize its finances, the City should continue to keep its expenses tightly managed while moving rapidly on new revenue opportunities and disposing of underutilized assets. Additionally, the City is focused on cost recovery efforts for False Alarms, expanding Police Services, via intergovernmental agreement, to Atlanta Public Schools and increasing Revenue Audit and Discovery efforts.

**EXPENSES**

The City's primary operating fund, the general fund, is mostly comprised of Public Safety departments (Police, Fire and Corrections) and has been the Mayor's primary investment. Investments in public safety are approximately 51% of the total general fund budget. When reviewed by major grouping, over 61% of the FY14 adopted general fund budget is comprised of personnel expenses.



Balancing the FY14 budget required a more aggressive approach than prior years. Therefore, the methodology chosen to develop the base budget included analyzing actual spending trends against planned expenditures. Although this is best practice in municipal finance, it significantly curtails a department's ability to shift expenditures during the year, and requires a more disciplined management focus to execute without overspending. This will be the method going forward as the City must continue to demonstrate fiscal responsiblity. We will also continue to have a comprehensive multi-year, financial planning process each year. It promotes a focus on the long-term health of the City, allowing us to better predict financial challenges and persevere through the unexpected.

Finally, the Department of Finance is exploring a Capital Budgeting model that will encompass the preparation, adoption, and implementation of a budget for major capital projects or acquisitions and the funding of those capital projects and acquisitions through a combination of pay-as-you-go and debt financing.

Sincerely,



J. Anthony Beard, Chief Financial Officer


RESURGENS
1847
1865
ATLANTA GA

# INTRODUCTION

BUDGET OVERVIEW

ECONOMIC AND DEMOGRAPHIC INFORMATION

FOR ATLANTA PERFORMANCE HIGHLIGHTS

ADOPTED BUDGET
FY 2014


RESURGENS
1847
1865
ATLANTA GA

# BUDGET OVERVIEW

Public services provided by the City include: police, fire and rescue, 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.

***Budget Responsibilities and Fiscal Policies***

**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 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 proposed budget.

Restricted Reserves balances from the previous year are a part of the fund balance for the upcoming year; five percent of the increased difference of the adopted budget shall be added to the overall Restricted Reserves balance. The FY2014 adopted budget revises the amount of required reserves to an amount up to 2.5%.

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 equal to one percent of the proposed general fund budget which sums shall not be diverted to any other purpose and the total appropriations from any such fund shall not exceed the estimated fund balance, reserves, and revenues constituting the fund availability of such fund. General Fund Restricted Reserves cannot be expended without prior approval of the City Council.

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 with the City Council, for submission to the Mayor, the City's budget revenue anticipations. 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 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 office level by City Council. The City is required to adopt a balanced budget each year and maintain budgetary controls to ensure compliance with legal provisions of the annual appropriated budget approved by the Mayor and City Council. The amounts of anticipated revenues and appropriated expenditures for the annual budget are controlled by the City Charter and various ordinances adopted by the City Council. Appropriations for capital projects are adopted by the City Council principally on an individual basis, when the project is initially approved.

Since the legally adopted budget is on a cash basis, which differs significantly from GAAP, reconciliation from the cash basis to GAAP basis is presented annually in the City's Comprehensive Annual Financial Report.

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 appropriation may be initiated by a department head with the approval of the Chief Operating Officer, the Chair of the City Council Finance Committee, and Chief Financial Officer. Total appropriations for any fund may be increased if, during the year, sources of revenue become available to the City in excess of original anticipations, and these amounts are anticipated by the Budget Commission and subsequently appropriated by City Council.

# ECONOMIC AND DEMOGRAPHIC INFORMATION

## HISTORY

Atlanta was founded in 1837 as the end of the Western & Atlantic railroad line. It was first named Marthasville in honor of the then-governor's daughter, and then changed soon after to Atlanta, the feminine of Atlantic. Atlanta is the capital and most populous city in the U.S. state of Georgia. Its metropolitan area, officially named the Atlanta-Sandy Springs-Marietta, GA MSA (commonly referred to as Metropolitan Atlanta) is the ninth largest metropolitan area in the country, inhabited by approximately 5.5 million people. Atlanta is the county seat of Fulton County and the fifth location for the seat of government of the state of Georgia.

## POPULATION

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

Table 1

CITY, COUNTY AND STATE POPULATION STATISTICS

| | City of Atlanta(1) | Annual Growth Rate | Fulton County(2) | Annual Growth Rate | DeKalb County(2) | Annual Growth Rate | State of Georgia(2) | Annual Growth Rate |
|---|---|---|---|---|---|---|---|---|
| 2012 | 443,775 | 5.6% | 977,773 | 6.2% | 707,089 | 2.2% | 9,919,945 | 2.4% |
| 2011 | | | | | | | 9,815,210 | 1.32% |
| 2010 | 420,003 | (12.01%) | 920,581 | (9.16%) | 691,893 | (6.55%) | 9,687,653 | (0.11%) |
| 2009 | 477,300 | 3.3% | 1,031,813 | 1.9% | 748,454 | 1.0% | 9,813,588 | 1.3% |
| 2008 | 461,956 | 0.1% | 1,012,219 | 2.2% | 741,156 | 1.0% | 9,690,277 | 1.7% |
| 2007 | 461,600 | 2.2% | 990,215 | 2.8% | 734,024 | 0.9% | 9,526,642 | 2.2% |

(1) City of Atlanta 2011 estimates not available.
(2) U.S. Census Bureau conducts a population survey every 10 years (year 2012 is an estimate).

Source: U.S. Census Bureau: State and County QuickFacts via http://www.census.gov.

**INDUSTRY AND EMPLOYMENT**

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

Table 2
ESTIMATED AVERAGE ANNUAL EMPLOYMENT AND
UNEMPLOYMENT OF RESIDENT LABOR FORCE

| **Civilian Labor Force** | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 |
|---|---|---|---|---|---|---|
| City of Atlanta | | | | | | |
| Employed | 2,518,397 | 2,468,133 | 2,379,498 | 2,441,723 | 2,575,531 | 2,596,641 |
| Unemployed | 227,602 | 242,370 | 275,215 | 258,656 | 169,255 | 122,735 |
| Total | 2,745,999 | 2,710,503 | 2,654,713 | 2,700,379 | 2,744,786 | 2,719,376 |
| County of Fulton | | | | | | |
| Employed | 419,127 | 408,858 | 426,277 | 437,425 | 461,396 | 463,073 |
| Unemployed | 44,661 | 44,145 | 52,146 | 47,308 | 31,818 | 23,773 |
| Total | 463,788 | 453,003 | 478,423 | 484,733 | 493,214 | 486,846 |
| County of DeKalb | | | | | | |
| Employed | 334,971 | 333,211 | 337,000 | 345,813 | 364,763 | 373,052 |
| Unemployed | 34,217 | 34,574 | 40,233 | 36,836 | 24,905 | 19,135 |
| Total | 369,188 | 367,785 | 377,233 | 382,649 | 389,668 | 392,187 |
| **Unemployment Rates** | | | | | | |
| City | 8.30% | 9.20% | 10.00% | 10.30% | 5.90% | 4.50% |
| County-Fulton | 9.60% | 9.70% | 10.90% | 9.80% | 6.50% | 4.90% |
| County-DeKalb | 9.30% | 9.40% | 10.70% | 9.60% | 6.40% | 4.90% |
| State | 8.10% | 9.40% | 10.40% | 10.40% | 8.10% | 5.20% |
| United States | 7.60% | 8.50% | 9.60% | 9.70% | 7.60% | 4.60% |

Source: Georgia Employment Development Department, Labor Market Information Division for the State and County; U.S. Bureau of Labor, Department of Labor

**EMPLOYMENT BY INDUSTRY**

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

Table 3
CITY OF ATLANTA
ESTIMATED INDUSTRY EMPLOYMENT AND LABOR FORCE

| | City of Atlanta | | | | State of Georgia | |
|---|---|---|---|---|---|---|
| | 2010 | % of Total | 2011 | % of Total | 2011 | % of Total |
| Agriculture, Forestry, Fishing Hunting | NDP | 0.0 | NDP | 0.0 | NDP | 0.0 |
| Natural Resources and Mining | 1,300 | 0.1 | 1,300 | 0.1 | 9,000 | 0.2 |
| Construction | 92,000 | 4.1 | 90,100 | 3.9 | 145,900 | 3.7 |
| Manufacturing | 142,700 | 6.3 | 146,000 | 6.3 | 350,600 | 9.0 |
| Trade, Transportation and Utilities | 513,200 | 22.6 | 521,900 | 22.6 | 822,000 | 21.1 |
| Information | 78,200 | 3.4 | 80,600 | 3.5 | 98,600 | 2.5 |
| Financial Activities | 148,300 | 6.5 | 150,800 | 6.5 | 223,200 | 5.7 |
| Professional and Business Services | 385,400 | 17.0 | 402,300 | 17.4 | 544,500 | 14.0 |
| Educational Health Services | 262,700 | 11.6 | 272,300 | 11.8 | 484,700 | 12.4 |
| Leisure and Hospitality | 220,800 | 9.7 | 225,800 | 9.8 | 381,900 | 9.8 |
| Other Services | 93,200 | 4.1 | 92,300 | 4.0 | 153,600 | 3.9 |
| Government | 332,700 | 14.7 | 322,700 | 14.0 | 687,400 | 17.6 |
| | 2,270,500 | 100 | 2,306,100 | 100 | 3,901,400 | 100 |

Source: Georgia Department of Labor, Industry Mix Analysis. These data represent jobs that are covered by unemployment insurance laws.

Note: "NDP" means No Data Provided in the Current Employment Statistics (CES) data.
City of Atlanta is defined by Atlanta Regional, as per the Georgia Department of Labor

**MAJOR EMPLOYERS**

*Table 4* contains a list of Atlanta's top ten, non-governmental employers.

Table 4
CITY OF ATLANTA PRINCIPLE EMPLOYERS

| Employer | Product/Service | Employees | % of Total City Employment |
|---|---|---|---|
| Allied Barton Security Services | Security Services | 4,205 | 2.34% |
| International Business Machine Corporation | Technology Services | 3,769 | 2.01% |
| The Coca-Cola Company | Marketing and Manufacturing | 3,608 | 1.92% |
| Turner Broadcasting System, Inc. | Media Entertainment | 2,000 | 1.07% |
| Cable News Network | Media | 1,889 | 1.01% |
| Air Service Corporation | Transportation | 1,665 | .89% |
| Accenture LLP | Consulting | 1,555 | .83% |
| AT&T Services, Inc. | Telecommunication | 1,247 | .67% |
| Georgia-Pacific Corporation | Pulp and Paper Manufacturing | 1,170 | .62% |
| Tenet Health System, Inc. | Healthcare | 1,164 | .62% |

Source: City of Atlanta, 2012 Comprehensive Annual Financial Report; Data provided by City of Atlanta, Office of Revenue, Bureau of License Division

**EFFECTIVE BUYING INCOME**

"Effective Buying Income" ("EBI"), also referred to as "disposable" or "after tax" income, consist of money income less personal tax and certain non-tax payments. *Table 5* summaries the most recent available total effective buying income and median household effective buying income for the City, State and United States for the calendar years 2006 through 2011.

Table 5
CITY, STATE AND U.S.
EFFECTIVE BUYING INCOME
Calendar Years 2006 Through 2011

| Year/Area | Personal Income (thousands of dollars) | Per Capita Personal Income (dollars) |
|---|---|---|
| **2011** | | |
| City | $212,830,075 | $39,713 |
| State | 353,142,249 | 35,979 |
| United States | 12,949,905,000 | 41,560 |
| **2010** | | |
| City | $208,107,000 | $39,360 |
| State | 338,001,435 | 34,800 |
| United States | 12,357,113,000 | 39,945 |
| **2009** | | |
| City | $199,746,764 | $36,482 |
| State | 333,996,035 | 33,980 |
| United States | 12,174,900,000 | 35,888 |
| **2008** | | |
| City | $206,462,750 | $38,336 |
| State | 341,530,406 | 35,217 |
| United States | 12,391,100,000 | 35,931 |
| **2007** | | |
| City | $203,961,494 | $38,721 |
| State | 330,425,932 | 34,659 |
| United States | 11,912,300,000 | 34,512 |
| **2006** | | |
| City | $192,460,168 | $37,593 |
| State | 311,855,316 | 33,425 |
| United States | 11,268,100,000 | 33,157 |

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

**RETAIL SALES**

*Table 6* sets forth a history of taxable sales, which consist of the Local Option Sales Tax (LOST) and the Municipal Option Sales Tax (MOST) in the City of Atlanta for the past five years. Effective October 1, 2004, the City began collecting a 1% MOST for retail sales and use occurring within the incorporated city limits of Atlanta. In addition, the City converted from a calendar year (2006) to a fiscal year (2007), and the data in Table 6 reflects this change.

**Table 6**
**CITY OF ATLANTA**
**TAXABLE SALES**
**(in thousands)**

| | 2012 | 2011 | 2010 | 2009 | 2008 |
|---|---|---|---|---|---|
| Apparel | 16,580,846 | 15,018,633 | 12,439,283 | 13,860,466 | 10,729,012 |
| General | 27,039,064 | 25,998,883 | 25,299,989 | 21,203,763 | 21,511,679 |
| Food | 43,734,850 | 42,915,609 | 41,927,156 | 45,526,111 | 49,133,103 |
| Utilities | 17,896,727 | 15,045,446 | 13,649,898 | 22,966,264 | 20,999,282 |
| Home | 19,491,984 | 18,250,585 | 15,740,145 | 23,892,003 | 26,950,720 |
| Lumber | 1,399,828 | 1,446,422 | 1,719,402 | 9,826,768 | 14,154,504 |
| Automotive | 8,626,631 | 7,802,866 | 6,936,404 | 14,765,126 | 16,371,246 |
| Miscellaneous Services | 71,880,203 | 67,953,109 | 70,243,884 | 57,974,754 | 59,780,542 |
| TOTAL | 206,650,133 | 194,431,553 | 187,956,161 | 210,015,255 | 219,630,088 |
| Manufacturers | 11,840,788 | 12,627,803 | 12,403,848 | 7,825,435 | 8,441,492 |
| TOTAL ALL OUTLETS | 218,490,921 | 207,059,356 | 200,360,009 | 217,840,690 | 228,071,580 |

Source: 2012 City of Atlanta CAFR (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**

| | 2012 | 2011 | 2010 | 2009 | 2008 |
|---|---|---|---|---|---|
| Valuation[1] | | | | | |
| Residential [2] | $280,053,344 | $61,620,910 | $71,586,868 | $67,261,931 | $209,999,127 |
| Total | $280,053,344 | $61,620,910 | $71,586,868 | $67,261,931 | $209,999,127 |
| Number of | | | | | |
| Single [3] | 270 | 136 | 182 | 204 | 741 |
| Multi- [4] | 191 | 90 | 352 | 19 | 48 |
| Subtotal | 461 | 226 | 534 | 223 | 789 |
| Total | 461 | 226 | 534 | 223 | 789 |

[1] In millions of dollars. "Valuation" represents the total valuation of all construction
[2] Valuation permits issued for Single-Family Dwellings and
[3] Number of permits for Single-Family Dwellings, Duplexes and Prefabricated
[4] Number of permits for new Apartment Buildings and Townhomes.

Source: Department of Planning and Community Development internal reporting

**PROPERTY TAX LEVIES AND COLLECTIONS**

**Table 8**
**City of Atlanta, Georgia**
**Property Tax Levies and Collections**
**Last Six Fiscal Periods (amounts expressed in thousands)**

| | | Collected within the Fiscal Year of the Levy | | | Total Collections to Date | |
|---|---|---|---|---|---|---|
| Fiscal Period Ended | Taxes Levies for the Fiscal Year | Amount (1) | Percentage of Levy | Collections in Subsequent Years | Amount | Percentage of Levy |
| June 30, 2007 | $ 179,607 | 164,976 | 91.85% | $ 13,851 | $178,827 | 99.57% |
| June 30, 2008 | 182,021 | 173,030 | 95.06% | 7,844 | 180,874 | 99.37% |
| June 30, 2009 | 198,378 | 190,475 | 96.02% | 5,882 | 196,358 | 98.98% |
| June 30, 2010 | 264,371 | 257,062 | 97.24% | 3,606 | 260,669 | 98.60% |
| June 30, 2011 | 240,586 | 234,895 | 97.63% | - | 234,895 | 97.63% |
| June 30, 2012 | 222,633 | 218,472 | 98.13% | - | 218,472 | 98.13% |

(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: 2012 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 |
|---|---|---|
| 2008 | 1.00% | 7.00% |
| 2009 | 1.00% | 7.00% |
| 2010 | 1.00% | 7.00% |
| 2011 | 1.00% | 7.00% |
| 2012 | 1.00% | 7.00% |

Source: Sales Tax Rates, Georgia Department of Revenue and the 2012 Comprehensive Annual Financial Report


RESURGENS
1847
1865
ATLANTA GA

# FOR ATLANTA PERFORMANCE HIGHLIGHTS

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

**FOR Atlanta's objectives are:**

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

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

**Citywide Strategic Performance Measures**

The following is a summary of the City's performance as of December 2012. A more detailed summary can be found online in the FOR Atlanta 2012 Performance Report.

- **Public Safety** operations improved in 2012, with crime rates reducing in the City to historic lows. Atlanta hired 251 additional **Police Officers** in 2012, bringing the total count of sworn police officers to 1,937. Atlanta is also on track to achieve its longstanding goal of expanding the municipal police force to 2,000 officers. 83% of **Fire** incidents met SORC coverage. In 2012, AFRD responded to 609 residential structure fires. In 83% of these incidents, AFRD met the departmental SORC, representing a significant improvement over 2011's 69% and 2010's 61%.
- **Economic Development** remains a top area of focus. **Invest Atlanta** attracted over $700 million in private sector capital including $329M direct investment for business development, $274M leveraged investment for redevelopment and $124M for housing. Furthermore, the **Office of Buildings** approved 97% of building permits on time in December 2012, up from 60% in January 2012. December's performance is above the Department's goal of 90%, and recent improvements are expected to be sustained in the future.
- Tackling the issue of the City's need for strong, consistent **investment in our youth**, the **Centers of Hope** provide after-school programming in a safe and structured learning environment for many of Atlanta's most at-risk youth. The first two Centers of Hope were launched in Adamsville and Thomasville. As of the end of the 2011-2012 school year, approximately 300 youth participants had enrolled in the programs, with an additional 480+ youth enrolling in the 2012 summer program.
- The **Department of Public Works' Office of Transportation** has made strides in improving response time for reported issues and completing maintenance on schedule. In 2012, over 94% of reported potholes were repaired within a 72 hour window and over 90% of emergency traffic signal repairs were completed within 12 hours of reporting. DPW's Office of **Solid Waste Services** manages public sanitation within the City of Atlanta. In 2012, over 99% of single-family garbage, recycling and yard trimmings were collected on schedule. **Hartsfield-Jackson Atlanta International airport** remained the world's busiest airport by serving 95.5 million passengers in 2012, a 3% increase from 2011.


RESURGENS
1847
ATLANTA GA
1865

# Budget Summaries

Fund Structure

Summary of All Funds

Operating Funds

Summary of Revenues and Expenses

Summary of fund balance

Summary of Personnel Changes

Adopted Budget
FY 2014


RESURGENS
1847
1865
ATLANTA GA

# 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 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 services in connection with a proprietary fund's principal ongoing operations. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses, and depreciation of capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

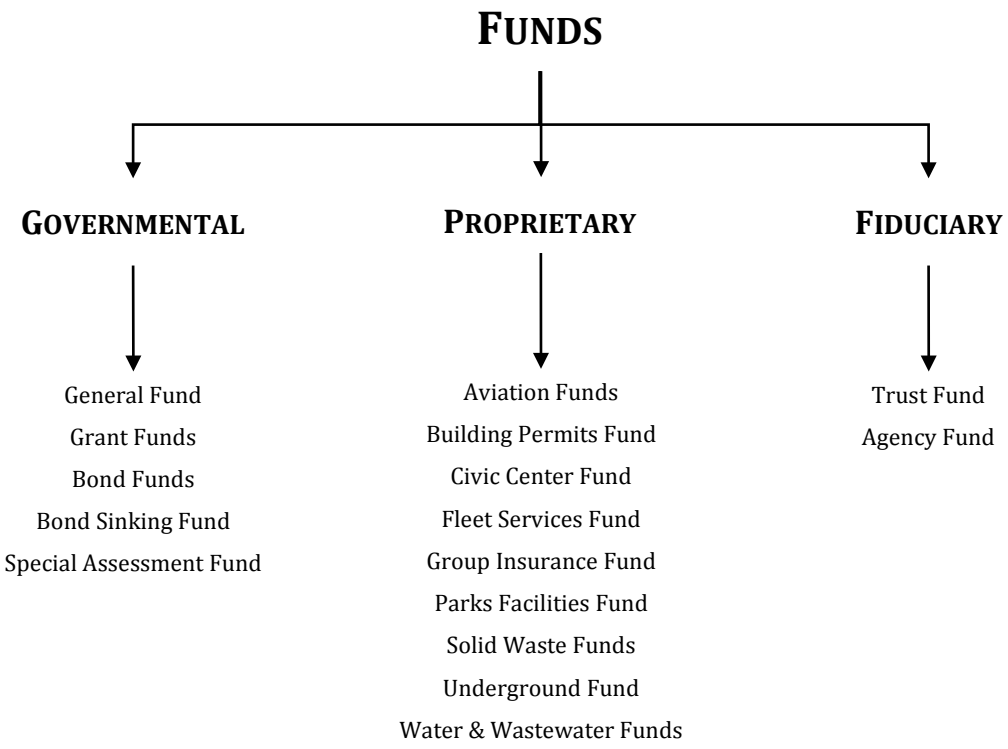
- Enterprise Funds are designed to be self-supporting. The Department of Watershed Management (DWM) Fund accounts for all activities associated with the provision and management of clean water, wastewater and storm water systems, and water pollution control services to individuals, organizations and other governmental units within and around the City. The Department of Aviation (DOA) Fund accounts for the activities of the William B. Hartsfield -Maynard H. Jackson Atlanta International Airport. Other enterprises funds include Parks Facilities Fund (Cyclorama), Underground Atlanta, Solid Waste Services, Civic Center, and the new Building Permits fund.
- The *Internal Service Funds* account for the activities of Motor Transport (Fleet) Services, as well as 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 Trust Fund accounts for activities in which the City acts as trustee for an individual or organization. Additionally, these funds account for pension trust funds, which accumulate resources for pension benefit payments to members of the plans and their beneficiaries.
- The Agency Fund accounts for various taxes and other receipts held in escrow for individuals, outside organizations, other governments and/or other funds.

## CITYWIDE FUND STRUCTURE




RESURGENS
1847
1865
ATLANTA GA

# SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

| Actual FY 2012 | Adopted FY 2013 | GOVERNMENTAL FUNDS | Adopted FY 2014 |
|---|---|---|---|
| 523,295,647 | 542,280,884 | General Fund | 544,777,852 |
| 523,295,647 | 542,280,884 | Sub - Total | 544,777,852 |
| | | **Special Revenue Funds** | |
| 15,323,118 | 15,922,500 | Emergency 911 Fund | 16,503,403 |
| 12,359,107 | 24,579,971 | Community Development Block Grant Fund | 16,209,684 |
| 40,608,563 | 94,031,121 | Intergovernmental Grant Fund | 69,059,856 |
| 985,522 | 667,322 | Empowerment Zone Fund | 390,390 |
| 6,295,519 | 6,173,820 | Job Training Grant Fund | 8,754,087 |
| 3,001,548 | 14,458,221 | Home Investment Partnerships Program Fund | 9,917,448 |
| 133 | - | Rental Rehabilitation Fund | - |
| 12,281,049 | 43,929,439 | Atlantic Station TAD Fund | 33,451,081 |
| 10,104,768 | 112,289,290 | Westside TAD Fund | 102,608,923 |
| 1,104,988 | 14,175,264 | NW Atlanta TAD Fund | 13,008,626 |
| 4,560,987 | 5,565,010 | Princeton Lakes TAD Fund | 3,765,700 |
| 4,890,272 | 61,059,255 | Eastside TAD Fund | 67,997,705 |
| 23,643,382 | 38,559,059 | Atlanta Beltline TAD | 30,753,052 |
| 136,838 | 2,521,911 | Campbellton Road TAD Fund | 1,584,888 |
| 156,729 | 1,938,494 | Hollowell/M.L. King TAD Fund | 2,007,247 |
| 127,860 | 1,296,108 | Metropolitan Parkway TAD Fund | 1,156,800 |
| 47,547 | 171,920 | Stadium Neighborhoods TAD Fund | 4,665 |
| 48,583,260 | 46,618,647 | Hotel/Motel Tax Fund | 49,324,534 |
| 851,551 | 750,000 | Rental/Motor Vehicle Tax | 866,908 |
| 185,062,741 | 484,707,353 | Sub - Total | 427,364,997 |
| | | **Capital Projects Fund** | |
| - | 339,875 | Annual Bond Fund | 337,115 |
| 89,307 | - | 1987 Bond Project Fund | - |
| 2,055 | - | 1989 Bond Project Fund | - |
| 46,042 | - | 1990 Bond Project Fund | - |
| - | - | 1991 Bond Project Fund | - |
| 20,553 | - | 1992 Bond Project Fund | - |
| 2,400 | 18,546 | 1993 School Improvement Bond | 20,921 |
| 88,852 | - | 1993 Bond Project Fund | - |
| 421,752 | 1,333,623 | 1994 Referendum G.O. Bond Fund | 1,311,610 |
| 19,957 | - | 1994 Bond Project Fund | - |
| 239,233 | - | 1995 Bond Project Fund | - |

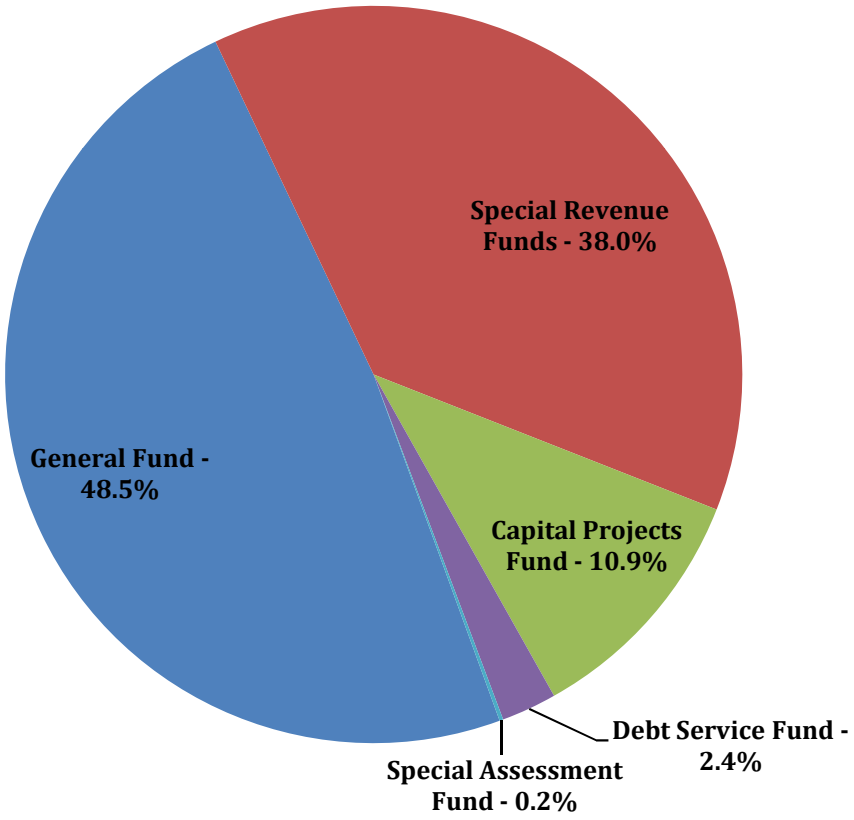
# SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

| Actual FY 2012 | Adopted FY 2013 | GOVERNMENTAL FUNDS | Adopted FY 2014 |
|---|---|---|---|
| | | **Capital Projects Fund** | - |
| 170,496 | - | 1996 Bond Project Fund | - |
| 350 | 855,228 | 1996 G.O. Public Improvement Bond Part B | 287,756 |
| 296,616 | - | 1997 Bond Project Fund | - |
| 1,496 | 600,743 | 1997 G.O. Public Improvement Bond Fund | 587,547 |
| 79,696 | - | 1998 Bond Project Fund | - |
| 15,576 | - | 1999 Bond Project Fund | - |
| 231,935 | - | 2000 Bond Project Fund | - |
| - | 11,824 | 2000 Park Improvement Bond Fund | - |
| 1,602,509 | - | 2001 Bond Project Fund | - |
| 33,913 | 501,028 | 2001 Quality Of Life Fund | 279,606 |
| 559,532 | - | 2002 Bond Project Fund | - |
| 13,169 | - | 2003 Go Bond Project Fund | - |
| 1,632,134 | - | 2004 Bond Project Fund | - |
| 17,228 | 1,172,405 | 2004 Quality Of Life Fund | 1,100,595 |
| 1,636,913 | - | 2005 B Go Project Fund | - |
| 2,052,835 | 12,793,339 | 2005A Park Improvement Bond Fund | 12,029,098 |
| - | - | 2005 A&B AFCRA Bond Fund | - |
| 495,308 | - | Public Safety Facility Fund | - |
| 2,817,239 | - | 2007A Bond Project Fund | - |
| 594,230 | 2,883,761 | 2008A Quality Of Life Improvement | - |
| - | - | 2009 GO Refunding Series | - |
| 9,917,108 | 18,148,189 | Park Improvement Fund | 23,390,683 |
| 3,343,132 | 27,843,468 | General Government Capital Fund | 27,508,088 |
| 1,402,638 | 9,674,661 | Capital Finance Fund | 34,192,367 |
| 7,227,899 | 6,407,120 | Capital Asset - Finance Fund | 10,021,458 |
| - | 12,394,407 | Capital Finance - Recovery | 11,032,263 |
| - | 187,198 | 2002 Traffic Court Facility Bond | 187,464 |
| 35,072,103 | 95,165,416 | Sub - Total | 122,286,572 |
| | | **Debt Service Fund** | |
| 25,635,922 | 25,823,646 | Bond Sinking Fund | 27,229,695 |
| 25,635,922 | 25,823,646 | Sub - Total | 27,229,695 |

# SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

| Actual FY 2012 | Adopted FY 2013 | GOVERNMENTAL FUNDS | Adopted FY 2014 |
|---|---|---|---|
| | | **Special Assessment Fund** | |
| - | 1,822,521 | Special Assessment Fund | 1,822,521 |
| - | 1,822,521 | Sub - Total | 1,822,521 |
| 769,066,413 | 1,149,799,820 | **GRAND TOTAL - GOVERNMENTAL FUNDS** | 1,123,481,637 |

## FY 2014 GOVERNMENTAL FUNDS



# SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

| Actual FY 2012 | Adopted FY 2013 | PROPRIETARY FUNDS | Adopted FY 2014 |
|---|---|---|---|
| | | **Airport Funds** | |
| 411,715,378 | 483,507,357 | Airport Revenue Fund | 497,694,024 |
| 225,124,296 | 624,938,013 | Airport Renewal & Extension Fund | 636,425,535 |
| - | - | 1990 Airport Facility Revenue Bond Construction Fun | - |
| - | - | 1994B Airport Facility Revenue Bond Construction Fu | - |
| 149,545,425 | 705,670,340 | Airport Passenger Facility Charge Fund | 660,685,535 |
| 5,509,263 | 8,082,216 | 2000 Airport Revenue Bond Fund | 5,437,301 |
| 777,456 | 2,509,035 | 2004 Airport Revenue Bond Fund | 3,044,120 |
| 3,686,221 | 43,583,437 | 2004 Airport PFC Bond Fund | 1,119,777 |
| 8,606,255 | 9,771,314 | 2004 Airport Revenue Bond Fund F-K | 7,444,706 |
| 61,145,491 | 16,864,371 | 2004 Airport PFC Bond Fund F-K | 197,422 |
| 21,012,897 | 77,232,783 | Conrac Customer Service Facility Ch | 76,860,953 |
| 243,134,565 | 544,052,291 | Airport Facility Revenue Bond Sinking Fund | 728,172,055 |
| 26,842,650 | - | 2006 Airport Conrac Bond Fund | - |
| 116,117,088 | 32,429,567 | 2010A Bond General Airport Revenue | 2,798,037 |
| 162,675,256 | 62,391,151 | 2010B Bond PFC & Sub Lien General Revenue | 2,617,735 |
| 292,903 | - | 2010B Refunding Bond | - |
| - | 91,489,875 | 2010A/B Airport Commercial Paper Series | 343,713,588 |
| 250,276,402 | - | 2011A Refunding Bond | - |
| 220,340,657 | - | 2011B Refunding Bond | - |
| 33,691,911 | 69,668,100 | 2012A Bond General Airport | 32,338,355 |
| 192,107,467 | 205,564,993 | 2012B Bond General Airport | 3,545,511 |
| 91,604,468 | 241,940,781 | 2012C Bond General Airport | 136,691,866 |
| 2,224,206,049 | 3,219,695,627 | Sub Total | 3,138,786,520 |
| | | **Water and Wastewater Funds** | |
| 581,369,818 | 537,684,870 | Water and Wastewater Revenue Fund | 536,612,950 |
| 66,769,236 | 253,465,591 | Water & Wastewater Renewal & Extension | 412,351,068 |
| - | 393,036 | 1993 Water & Wastewater Bond Fund | 393,056 |
| - | 704,023 | 1997 Water & Wastewater Bond Fund | 706,060 |
| - | 2,898,812 | 1999 Water And Wastewater Bond Fund | 3,138,457 |
| 23,826,008 | 31,072,074 | 2001 Water & Wastewater Bond Fund | 28,981,244 |
| 64,946,324 | 62,001,035 | 2004 Water & Wastewater Bond Fund | 48,856,757 |
| 115,135,819 | 113,000,000 | Special 1% Sales And Use Tax Fund | 113,084,913 |
| 234,359,037 | 485,850,387 | Water & Wastewater Sinking Fund | 484,678,859 |
| 1,100 | 32 | 2008 Water & Wastewater Bond Fund | - |
| 124,377,700 | 186,167,980 | Series 2009A Water & Wastewater Revenue Bond Fur | 149,534,238 |
| 15,306,627 | 15,000 | Series 2009B Water & Wastewater | - |

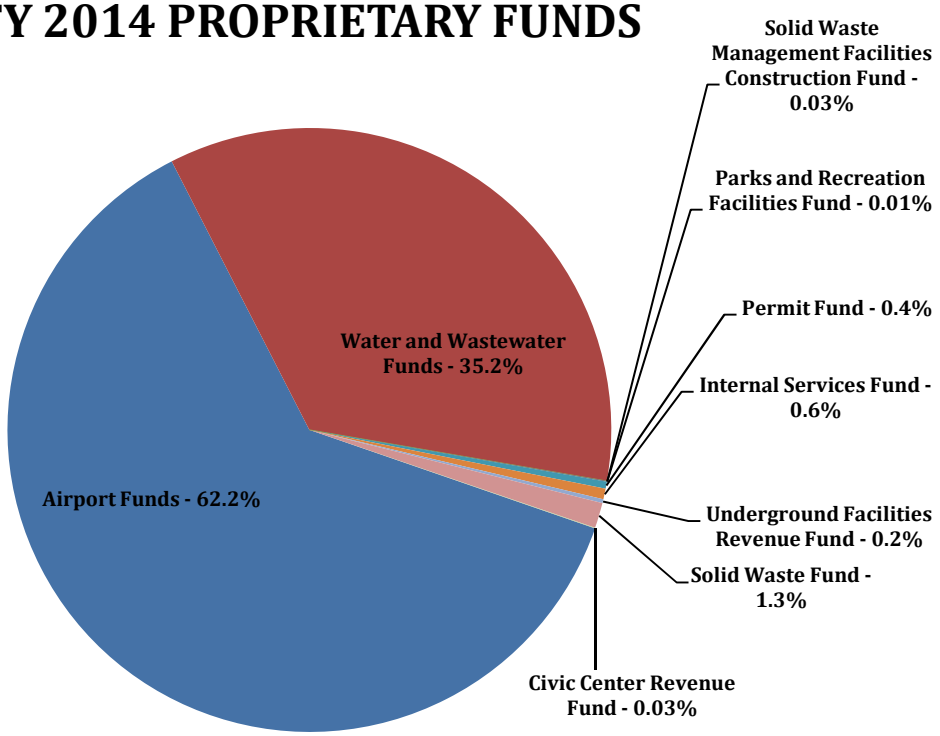
# SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

| Actual FY 2012 | Adopted FY 2013 | PROPRIETARY FUNDS | Adopted FY 2014 |
|---|---|---|---|
| 1,226,091,669 | 1,673,252,840 | Sub Total | 1,778,337,602 |
| | | **Parks and Recreation Facilities Fund** | |
| 448,173 | 476,953 | Parks Facilities Revenue Fund | 500,977 |
| 306 | - | Parks Facilities Renewal & Extension Fund | - |
| 448,479 | 476,953 | Sub Total | 500,977 |
| | | **Solid Waste Management Facilities Construction Fund** | |
| 237,967 | 2,170,632 | Solid Waste Management Facility Construction Fund | 1,512,836 |
| 237,967 | 2,170,632 | Sub Total | 1,512,836 |
| | | **Permit Fund** | |
| 5,354,140 | 7,501,420 | Permit Fund | 14,037,018 |
| - | - | Permit Fund Renewal & Extension Fund | 5,378,423 |
| 5,354,140 | 7,501,420 | Sub Total | 19,415,441 |
| | | **Internal Services Fund** | |
| 35,152,387 | 32,368,886 | Internal Services Fund | 28,073,061 |
| 35,152,387 | 32,368,886 | Sub Total | 28,073,061 |
| | | **Underground Facilities Revenue Fund** | |
| 10,868,065 | 11,223,117 | Underground Atlanta Revenue Fund | 11,229,722 |
| 10,868,065 | 11,223,117 | Sub Total | 11,229,722 |
| | | **2006 A&B Downtown Parking Project Fund** | |
| 1,623,761 | - | 2006 A&B Downtown Parking Project Fund | - |
| 1,623,761 | - | Sub Total | - |
| | | **Downtown Dev Auth Refunding Fund** | |
| 14,363 | - | Downtown Development Authority Refunding Fı | - |
| 14,363 | - | Sub Total | - |

# SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

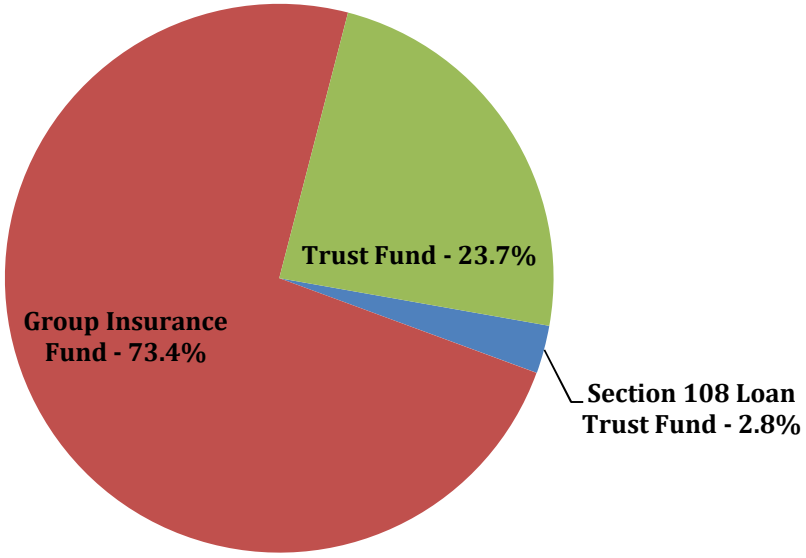
| Actual FY 2012 | Adopted FY 2013 | PROPRIETARY FUNDS | Adopted FY 2014 |
|---|---|---|---|
| | | **Solid Waste Fund** | |
| 48,961,897 | 47,992,189 | Solid Waste Services Revenue Fund | 50,156,365 |
| 2,641,772 | 6,077,071 | Solid Waste Renewal & Extension Fund | 17,648,212 |
| 51,603,669 | 54,069,260 | Sub Total | 67,804,577 |
| | | **Civic Center Revenue Fund** | |
| 1,710,124 | 1,770,884 | Civic Center Revenue Fund | 1,697,611 |
| - | - | Civic Center Renewal & Extension Fund | |
| 1,710,124 | 1,770,884 | Sub Total | 1,697,611 |
| 3,557,310,673 | 5,002,529,619 | **GRAND TOTAL - PROPRIETARY FUNDS** | 5,047,358,347 |

## FY 2014 PROPRIETARY FUNDS



# SUMMARY OF ALL FUNDS - FIDUCIARY FUNDS

| Actual FY 2012 | Adopted FY 2013 | FIDUCIARY FUNDS | Adopted FY 2014 |
|---|---|---|---|
| 618,659 | 5,342,128 | Section 108 Loan Trust Fund | 5,004,541 |
| 122,249,589 | 121,977,062 | Group Insurance Fund | 130,175,075 |
| 21,677,735 | 42,744,532 | Trust Fund | 42,081,232 |
| 144,545,983 | 170,063,722 | **GRAND TOTAL - FIDUCIARY FUNDS** | 177,260,848 |




RESURGENS
1847
1865
ATLANTA GA

# OPERATING 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, Civic Center, Parks and Recreational Facilities (Cyclorama), 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 *Building Permits fund* accounts for the collection of income and disbursement of funds associated with the operation of the building permitting function.

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

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

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

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

- *Water and Wastewater fund* were 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 *E-911 fund* is to support the E-911 call center and dispatching operation.

- The activities of the Internal Service funds are charged to internal departments to recoup its cost. The *Fleet Services fund* is established for maintaining the City of Atlanta's fleet of vehicles and motorized equipment. The *Group Insurance fund* is established through employer and employee contributions and

used for the sole purpose of paying active and retired employees and their dependents medical, dental, vision, life and voluntary insurance premiums and expenses.

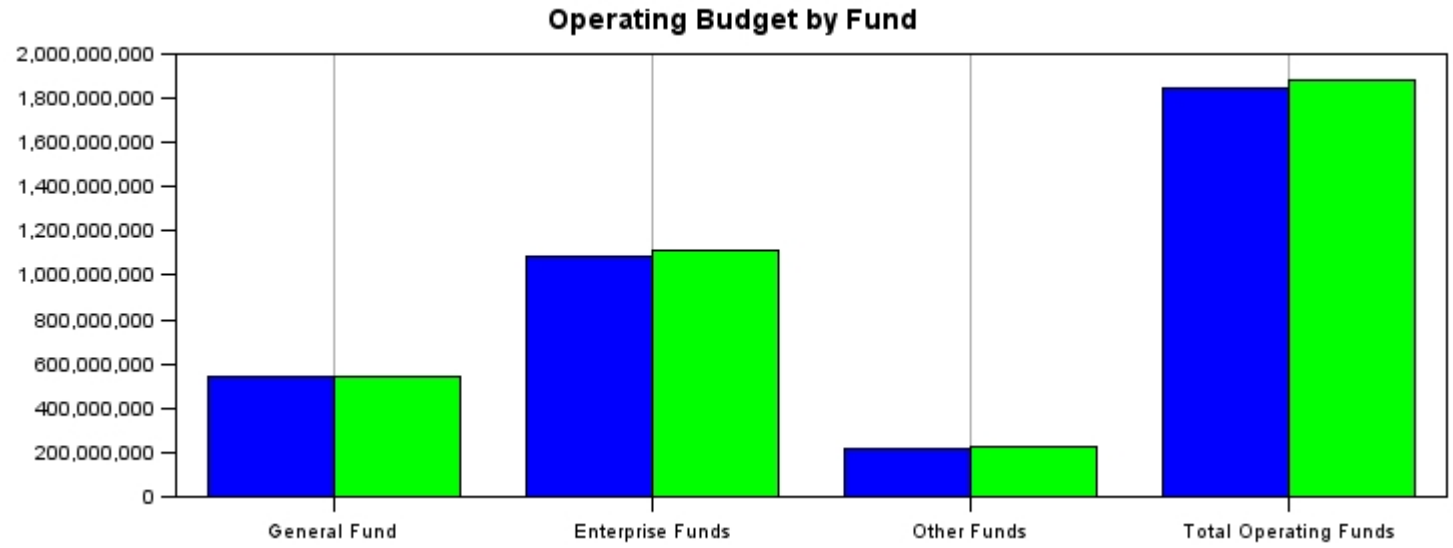
**CAPITAL FUND STRUCTURE**

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

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

# SUMMARY OF OPERATING BUDGET BY FUNDS

| | FY12 Actual | FY13 Adopted Budget | FY14 Budget | $ Incr/Decr | % Incr/Decr |
|---|---|---|---|---|---|
| General Fund | $523,295,647 | $542,280,884 | $544,777,838 | $2,496,954 | 0.46% |
| Enterprise Funds | | | | | |
| Airport Revenue Fund | $411,715,378 | $483,507,358 | $497,694,024 | $14,186,666 | 2.85% |
| Building Permits Fund | $5,354,140 | $7,501,421 | $14,037,018 | $6,535,597 | 46.56% |
| Civic Center Revenue Fund | $1,710,124 | $1,770,884 | $1,697,611 | ($73,272) | (4.32%) |
| Parks Facilities Revenue Fund | $448,173 | $476,954 | $500,977 | $24,024 | 4.80% |
| Solid Waste Services Revenue Fund | $48,961,897 | $47,992,189 | $50,156,365 | $2,164,177 | 4.31% |
| Underground Atl Facil Revenue Fund | $10,868,065 | $11,223,117 | $11,229,722 | $6,606 | 0.06% |
| Water & Wastewater Revenue Fund | $581,369,818 | $537,684,875 | $536,612,951 | ($1,071,924) | (0.20%) |
| Total Enterprise Funds | $1,060,427,596 | $1,090,156,797 | $1,111,928,670 | $21,771,873 | 1.96% |
| Other Funds | | | | | |
| Emergency 911 Telephone Fund | $15,323,118 | $15,922,497 | $16,503,404 | $580,907 | 3.52% |
| Fleet Service Fund | $35,152,387 | $32,368,887 | $28,073,061 | ($4,295,826) | (15.30%) |
| Group Insurance Fund | $122,249,589 | $121,977,062 | $130,175,075 | $8,198,014 | 6.30% |
| Hotel/Motel Tax Fund | $48,583,260 | $46,618,647 | $49,324,534 | $2,705,887 | 5.49% |
| Rental/Motor Vehicle Tax Fund | $851,551 | $750,000 | $866,908 | $116,908 | 13.49% |
| Total Other Funds | $222,159,905 | $217,637,093 | $224,942,982 | $7,305,889 | 3.25% |
| Total Operating Funds | $1,805,883,148 | $1,850,074,774 | $1,881,649,490 | $31,574,716 | 1.68% |




| | | | | |
|---|---|---|---|---|
| FY13 | $542,280,884 | $1,090,156,797 | $217,637,093 | $1,850,074,774 |
| FY14 | $544,777,838 | $1,111,928,670 | $224,942,982 | $1,881,649,490 |

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

# SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT
## Adopted

| Fund/Department | FY12 Actual | FY13 Adopted Budget | FY14 Budget | $ Incr/Decr | % Incr/Decr |
|---|---|---|---|---|---|
| **General Fund** | | | | | |
| City Council | $5,949,712 | $7,624,377 | $8,453,477 | $829,100 | 9.81% |
| Executive Offices | $20,167,729 | $26,428,507 | $30,462,326 | $4,033,819 | 13.24% |
| Department Of Information Technology | $22,312,969 | $28,089,783 | $27,271,056 | ($818,727) | (3.00%) |
| Department Of Law | $4,846,679 | $5,674,062 | $5,761,038 | $86,976 | 1.51% |
| Department Of Corrections | $27,495,373 | $25,605,509 | $28,521,324 | $2,915,815 | 10.22% |
| Department Of Finance | $11,212,885 | $12,242,767 | $12,077,098 | ($165,669) | (1.37%) |
| Department Of Procurement | $768,079 | $872,234 | $890,607 | $18,373 | 2.06% |
| Department Of Public Works | $27,209,660 | $24,963,924 | $24,390,447 | ($573,477) | (2.35%) |
| Dept Of Parks & Recreation | $27,333,046 | $31,650,922 | $26,853,981 | ($4,796,941) | (17.86%) |
| Judicial Agencies | $7,860,847 | $8,885,215 | $8,917,407 | $32,192 | 0.36% |
| Non-Departmental | $118,629,812 | $111,236,240 | $109,934,629 | ($1,301,611) | (1.18%) |
| Department Of Human Resources | $4,887,023 | $4,845,689 | $4,806,404 | ($39,285) | (0.82%) |
| Department Of Fire Services | $72,119,456 | $76,810,408 | $79,200,013 | $2,389,605 | 3.02% |
| Department Of Police Services | $164,257,407 | $168,651,464 | $167,957,894 | ($693,570) | (0.41%) |
| Dept Of Planning & Community Development | $2,233,543 | $2,098,371 | $2,131,008 | $32,637 | 1.53% |
| Department Of The Solicitor | $2,641,757 | $2,932,943 | $3,271,862 | $338,919 | 10.36% |
| Department Of Ethics | $311,966 | $351,741 | $403,561 | $51,820 | 12.84% |
| Atlanta Citizens Review Board | $292,582 | $371,490 | $452,356 | $80,866 | 17.88% |
| Department Of Audit | $1,354,807 | $1,399,541 | $1,413,940 | $14,399 | 1.02% |
| Department Of Public Defender | $1,410,315 | $1,545,697 | $1,607,409 | $61,712 | 3.84% |
| Total General Fund | $523,295,647 | $542,280,884 | $544,777,838 | $2,496,954 | 0.46% |
| **Enterprise Funds** | | | | | |
| Airport Revenue Fund | | | | | |
| Executive Offices | $400,764 | $481,448 | $688,203 | $206,754 | 30.04% |
| Department Of Information Technology | $42,394 | $467,494 | $633,871 | $166,377 | 26.25% |
| Department Of Law | $4,178,458 | $7,071,366 | $5,915,178 | ($1,156,189) | (19.55%) |
| Department Of Finance | $242,827 | $305,443 | $516,266 | $210,823 | 40.84% |
| Department Of Procurement | $631,328 | $806,807 | $783,437 | ($23,370) | (2.98%) |
| Department Of Aviation | $125,966,659 | $154,878,502 | $172,201,857 | $17,323,355 | 10.06% |
| Non-Departmental | $241,027,929 | $274,533,474 | $272,169,309 | ($2,364,165) | (0.87%) |
| Department Of Human Resources | $1,437,074 | $1,663,648 | $1,591,120 | ($72,529) | (4.56%) |
| Department Of Fire Services | $22,582,772 | $24,059,481 | $23,778,927 | ($280,554) | (1.18%) |
| Department Of Police Services | $14,535,080 | $18,569,584 | $18,499,278 | ($70,306) | (0.38%) |
| Department Of Audit | $670,093 | $670,110 | $916,578 | $246,468 | 26.89% |
| Total Airport Revenue Fund | $411,715,378 | $483,507,358 | $497,694,024 | $14,186,666 | 2.85% |
| Building Permits Fund | | | | | |
| Executive Offices | - | - | $89,191 | $89,191 | 100.00% |
| Department Of Information Technology | - | $574,500 | $896,887 | $322,387 | 35.95% |
| Non-Departmental | $1,363,386 | - | $1,597,816 | $1,597,816 | 100.00% |
| Dept Of Planning & Community Development | $3,990,754 | $6,926,921 | $11,453,123 | $4,526,202 | 39.52% |
| Total Building Permits Fund | $5,354,140 | $7,501,421 | $14,037,018 | $6,535,597 | 46.56% |
| Civic Center Revenue Fund | | | | | |
| Dept Of Parks & Recreation | $1,677,438 | $1,770,884 | $1,647,112 | ($123,772) | (7.51%) |
| Non-Departmental | $32,687 | - | $50,499 | $50,499 | 100.00% |
| Total Civic Center Revenue Fund | $1,710,124 | $1,770,884 | $1,697,611 | ($73,272) | (4.32%) |
| Parks Facilities Revenue Fund | | | | | |
| Dept Of Parks & Recreation | $432,786 | $476,954 | $480,102 | $3,148 | 0.66% |
| Non-Departmental | $15,387 | - | $20,876 | $20,876 | 100.00% |
| Total Parks Facilities Revenue Fund | $448,173 | $476,954 | $500,977 | $24,024 | 4.80% |

# SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT
## Adopted

| Fund/Department | FY12 Actual | FY13 Adopted Budget | FY14 Budget | $ Incr/Decr | % Incr/Decr |
|---|---|---|---|---|---|
| Solid Waste Services Revenue Fund | | | | | |
| Executive Offices | - | $0 | $87,029 | $87,029 | 100.00% |
| Department Of Information Technology | - | $574,500 | $787,932 | $213,432 | 27.09% |
| Department Of Finance | $615,485 | $634,083 | $636,900 | $2,817 | 0.44% |
| Department Of Public Works | $35,092,690 | $42,151,707 | $43,227,639 | $1,075,933 | 2.49% |
| Non-Departmental | $12,992,967 | $4,264,791 | $4,984,731 | $719,940 | 14.44% |
| Department Of Human Resources | $260,755 | $367,108 | $432,135 | $65,027 | 15.05% |
| Total Solid Waste Services Revenue Fund | $48,961,897 | $47,992,189 | $50,156,365 | $2,164,177 | 4.31% |
| Underground Atl Facil Revenue Fund | | | | | |
| Non-Departmental | $10,868,065 | $11,223,117 | $11,229,722 | $6,606 | 0.06% |
| Water & Wastewater Revenue Fund | | | | | |
| Executive Offices | $550,308 | $1,990,000 | $4,011,281 | $2,021,281 | 50.39% |
| Department Of Information Technology | $1,827,283 | $3,791,694 | $5,035,214 | $1,243,520 | 24.70% |
| Department Of Law | $4,008,814 | $7,487,282 | $7,283,970 | ($203,312) | (2.79%) |
| Department Of Finance | $816,196 | $995,385 | $1,185,291 | $189,906 | 16.02% |
| Department Of Procurement | $856,988 | $1,304,099 | $1,283,696 | ($20,403) | (1.59%) |
| Department Of Public Works | $789,561 | $716,184 | $808,387 | $92,203 | 11.41% |
| Department Of Watershed Management | $132,388,705 | $160,565,586 | $155,921,614 | ($4,643,972) | (2.98%) |
| Department Of Aviation | $47 | - | - | | |
| Non-Departmental | $436,147,182 | $357,522,982 | $358,099,653 | $576,671 | 0.16% |
| Department Of Human Resources | $3,315,307 | $2,637,958 | $2,087,298 | ($550,659) | (26.38%) |
| Department Of Audit | $669,427 | $673,706 | $896,547 | $222,841 | 24.86% |
| Total Water & Wastewater Revenue Fund | $581,369,818 | $537,684,875 | $536,612,951 | ($1,071,924) | (0.20%) |
| Other Funds | | | | | |
| Emergency Telephone System | | | | | |
| Department Of Information Technology | $49,577 | $421,773 | $421,888 | $116 | 0.03% |
| Department Of Police Services | $15,273,541 | $15,500,724 | $16,081,515 | $580,791 | 3.61% |
| Total Emergency Telephone System | $15,323,118 | $15,922,497 | $16,503,404 | $580,907 | 3.52% |
| Fleet Service Fund | | | | | |
| Executive Offices | $2,811,777 | $0 | $0 | $0 | |
| Department Of Information Technology | $3,790 | - | $0 | $0 | 100.00% |
| Department Of Public Works | $32,128,327 | $28,312,627 | $27,798,966 | ($513,661) | (1.85%) |
| Non-Departmental | $74,003 | $3,881,803 | $90,005 | ($3,791,798) | (4,212.86%) |
| Department Of Human Resources | $134,490 | $174,458 | $184,090 | $9,632 | 5.23% |
| Total Fleet Service Fund | $35,152,387 | $32,368,887 | $28,073,061 | ($4,295,826) | (15.30%) |
| Group Insurance Fund | | | | | |
| Department Of Finance | - | $236,236 | $236,236 | $0 | 0.00% |
| Non-Departmental | $120,986,388 | $120,159,755 | $128,610,934 | $8,451,179 | 6.57% |
| Department Of Human Resources | $1,263,201 | $1,581,071 | $1,327,905 | ($253,166) | (19.07%) |
| Total Group Insurance Fund | $122,249,589 | $121,977,062 | $130,175,075 | $8,198,014 | 6.30% |
| Hotel/Motel Tax Fund | | | | | |
| Non-Departmental | $48,583,260 | $46,618,647 | $49,324,534 | $2,705,887 | 5.49% |
| Total Hotel/Motel Tax Fund | $48,583,260 | $46,618,647 | $49,324,534 | $2,705,887 | 5.49% |
| Rental/Motor Vehicle Tax Fund | | | | | |
| Non-Departmental | $851,551 | $750,000 | $866,908 | $116,908 | 13.49% |
| Total Rental/Motor Vehicle Tax Fund | $851,551 | $750,000 | $866,908 | $116,908 | 13.49% |
| Total Operating Funds | $1,805,883,148 | $1,850,074,774 | $1,881,649,490 | $31,574,716 | 1.68% |

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

General Fund

| FY2012 Actual | FY2013 Adopted | DESCRIPTION | FY2014 Budget |
|---|---|---|---|
| $63,084,321 | $74,362,698 | Salaries, Regular | $76,274,760 |
| $2,205,264 | $2,762,000 | Salaries, Perm Part-Time | $2,869,447 |
| $123,025,247 | $131,335,763 | Salaries, Sworn | $134,711,184 |
| $4,727,444 | $3,437,413 | Salaries, Extra Help | $6,577,901 |
| $1,533,477 | $1,319,972 | Salaries, Extra Help-Sworn | $1,264,481 |
| $11,271,523 | $6,530,873 | Overtime | $6,745,196 |
| $14,894,700 | $17,268,560 | Pen Cont Fire Pen Fd | $15,684,071 |
| $30,331,907 | $29,529,693 | Pen Cont Police Pen Fd | $27,047,830 |
| $12,961,966 | $12,760,904 | Pen Cont Gen Emp Pen Fd | $14,866,155 |
| $1,928,683 | $1,883,766 | Defined Contribution | $3,064,022 |
| $9,423,662 | $10,924,854 | Workers' Compensation | $9,067,357 |
| $32,682,159 | $40,793,671 | Other Personnel Costs | $36,692,520 |
| $308,070,351 | $332,910,167 | Sub Total | $334,864,926 |
| $63,542,951 | $61,891,474 | Purchased / Contracted Services | $62,041,158 |
| $38,453,613 | $40,402,437 | Supplies | $40,159,616 |
| $585,697 | $1,081,222 | Capital Outlays | $884,907 |
| $14,659,665 | $12,524,851 | Interfund / Interdepartmental Charges | $13,344,943 |
| $34,478,706 | $33,329,944 | Other Costs | $40,288,311 |
| $31,300,974 | $35,967,927 | Debt Service | $30,323,976 |
| - | $14,976,120 | Conversion / Summary | $5,331,273 |
| $32,203,691 | $9,196,742 | Other Financing Uses | $17,538,730 |
| $215,225,296 | $209,370,717 | Sub Total | $209,912,913 |
| $523,295,647 | $542,280,884 | Total | $544,777,838 |

ENTERPRISE FUNDS

Airport Revenue Fund

| FY2012 Actual | FY2013 Adopted | DESCRIPTION | FY2014 Budget |
|---|---|---|---|
| $29,019,050 | $33,826,362 | Salaries, Regular | $36,369,436 |
| - | - | Salaries, Perm Part-Time | $31,589 |
| $18,067,850 | $19,461,265 | Salaries, Sworn | $20,547,715 |
| $533,718 | $688,623 | Salaries, Extra Help | $814,023 |
| ($12,020) | - | Salaries, Extra Help-Sworn | $0 |
| $3,990,668 | $5,265,371 | Overtime | $5,726,934 |
| $5,123,795 | $5,541,883 | Pen Cont Fire Pen Fd | $4,624,202 |
| $2,666,082 | $2,762,813 | Pen Cont Police Pen Fd | $2,785,273 |
| $3,960,795 | $3,975,028 | Pen Cont Gen Emp Pen Fd | $4,493,129 |
| $926,854 | $1,049,303 | Defined Contribution | $1,026,279 |
| $700,834 | $234,850 | Workers' Compensation | $279,915 |
| $7,872,151 | $9,785,787 | Other Personnel Costs | $7,911,089 |
| $72,849,777 | $82,591,285 | Sub Total | $84,609,584 |
| $79,992,031 | $102,800,138 | Purchased / Contracted Services | $116,412,303 |
| $12,495,318 | $16,853,949 | Supplies | $16,228,946 |
| $184,626 | $623,734 | Capital Outlays | $622,700 |
| $14,711,020 | $11,833,350 | Interfund / Interdepartmental Charges | $12,898,479 |
| $8,004,138 | $7,487,578 | Other Costs | $9,309,043 |
| - | - | Debt Service | - |
| - | $107,857,909 | Conversion / Summary | $98,053,631 |
| $223,478,468 | $153,459,415 | Other Financing Uses | $159,559,339 |
| $338,865,601 | $400,916,073 | Sub Total | $413,084,440 |
| $411,715,378 | $483,507,358 | Total | $497,694,024 |

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Building Permits Fund

| FY2012 Actual | FY2013 Adopted | DESCRIPTION | FY2014 Budget |
|---|---|---|---|
| $2,520,298 | $3,913,241 | Salaries, Regular | $6,271,821 |
| - | - | Salaries, Perm Part-Time | - |
| - | $0 | Salaries, Sworn | - |
| $46,700 | $1,629 | Salaries, Extra Help | $141,875 |
| - | - | Salaries, Extra Help-Sworn | - |
| $35 | $0 | Overtime | $179 |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| $591,993 | $531,454 | Pen Cont Gen Emp Pen Fd | $656,177 |
| $52,979 | $103,733 | Defined Contribution | $221,780 |
| $7,147 | - | Workers' Compensation | - |
| $473,014 | $758,030 | Other Personnel Costs | $979,480 |
| $3,692,165 | $5,308,087 | Sub Total | $8,271,312 |
| $143,573 | $120,825 | Purchased / Contracted Services | $3,179,768 |
| $46,924 | $51,804 | Supplies | $33,684 |
| - | $579,654 | Capital Outlays | $835,125 |
| $1,053,011 | $944,919 | Interfund / Interdepartmental Charges | $1,093,532 |
| $418,467 | $496,132 | Other Costs | $275,500 |
| - | - | Debt Service | - |
| - | - | Conversion / Summary | $348,098 |
| - | - | Other Financing Uses | - |
| $1,661,975 | $2,193,334 | Sub Total | $5,765,707 |
| $5,354,140 | $7,501,421 | Total | $14,037,018 |

Civic Center Revenue Fund

| FY2012 Actual | FY2013 Adopted | DESCRIPTION | FY2014 Budget |
|---|---|---|---|
| $442,086 | $474,571 | Salaries, Regular | $556,489 |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| $31,980 | $0 | Salaries, Extra Help | $7,078 |
| - | - | Salaries, Extra Help-Sworn | - |
| $8,160 | $10,000 | Overtime | $7,771 |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| $105,459 | $98,403 | Pen Cont Gen Emp Pen Fd | $106,344 |
| $4,199 | $4,207 | Defined Contribution | $8,382 |
| - | - | Workers' Compensation | - |
| $92,317 | $103,538 | Other Personnel Costs | $100,621 |
| $684,201 | $690,719 | Sub Total | $786,686 |
| $388,731 | $501,640 | Purchased / Contracted Services | $294,364 |
| $583,133 | $564,802 | Supplies | $552,636 |
| - | - | Capital Outlays | - |
| $20,771 | $7,423 | Interfund / Interdepartmental Charges | $7,771 |
| $31,036 | $6,299 | Other Costs | $53,612 |
| $2,253 | - | Debt Service | $2,542 |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| $1,025,923 | $1,080,164 | Sub Total | $910,926 |
| $1,710,124 | $1,770,884 | Total | $1,697,611 |

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Parks Facilities Revenue Fund

| FY2012 Actual | FY2013 Adopted | DESCRIPTION | FY2014 Budget |
|---|---|---|---|
| $159,453 | $181,214 | Salaries, Regular | $179,953 |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| - | - | Salaries, Extra Help | - |
| - | - | Salaries, Extra Help-Sworn | - |
| $93 | - | Overtime | - |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| $17,873 | $28,040 | Pen Cont Gen Emp Pen Fd | $31,980 |
| $4,508 | $3,958 | Defined Contribution | $4,879 |
| $12,054 | - | Workers' Compensation | - |
| $35,352 | $41,284 | Other Personnel Costs | $41,488 |
| $229,334 | $254,496 | Sub Total | $258,300 |
| $143,588 | $152,172 | Purchased / Contracted Services | $126,137 |
| $51,427 | $70,286 | Supplies | $69,785 |
| - | - | Capital Outlays | - |
| - | - | Interfund / Interdepartmental Charges | $20,000 |
| $23,653 | - | Other Costs | $26,689 |
| $170 | - | Debt Service | $67 |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| $218,839 | $222,458 | Sub Total | $242,678 |
| $448,173 | $476,954 | Total | $500,977 |

Solid Waste Services Revenue Fund

| FY2012 Actual | FY2013 Adopted | DESCRIPTION | FY2014 Budget |
|---|---|---|---|
| $10,591,761 | $12,596,818 | Salaries, Regular | $13,911,714 |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| $1,521,317 | $902,387 | Salaries, Extra Help | $975,786 |
| - | - | Salaries, Extra Help-Sworn | - |
| $2,178,522 | $1,082,168 | Overtime | $1,702,895 |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | $7,796 |
| $2,392,637 | $2,842,455 | Pen Cont Gen Emp Pen Fd | $3,641,916 |
| $57,272 | $55,143 | Defined Contribution | $149,930 |
| $1,394,863 | $1,517,840 | Workers' Compensation | $1,527,341 |
| $2,384,565 | $3,027,358 | Other Personnel Costs | $3,148,176 |
| $20,520,935 | $22,024,169 | Sub Total | $25,065,554 |
| $6,850,536 | $10,411,317 | Purchased / Contracted Services | $9,969,862 |
| $1,906,646 | $3,484,101 | Supplies | $2,669,744 |
| $30,323 | $574,500 | Capital Outlays | $1,053,224 |
| $10,358,558 | $10,482,094 | Interfund / Interdepartmental Charges | $9,782,764 |
| $832,039 | $716,045 | Other Costs | $1,440,239 |
| $0 | $299,963 | Debt Service | $174,978 |
| - | - | Conversion / Summary | $0 |
| $8,462,860 | $0 | Other Financing Uses | $0 |
| $28,440,962 | $25,968,019 | Sub Total | $25,090,811 |
| $48,961,897 | $47,992,189 | Total | $50,156,365 |

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Underground Atl Facil Revenue Fund

| FY2012 Actual | FY2013 Adopted | DESCRIPTION | FY2014 Budget |
|---|---|---|---|
| - | - | Salaries, Regular | - |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| - | - | Salaries, Extra Help | - |
| - | - | Salaries, Extra Help-Sworn | - |
| - | - | Overtime | - |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| - | - | Pen Cont Gen Emp Pen Fd | - |
| - | - | Defined Contribution | - |
| - | - | Workers' Compensation | - |
| | | Other Personnel Costs | |
| - | - | Sub Total | - |
| $2,542,833 | $3,060,186 | Purchased / Contracted Services | $3,024,602 |
| - | $3,751 | Supplies | - |
| - | - | Capital Outlays | - |
| - | - | Interfund / Interdepartmental Charges | $10,893 |
| $38,555 | $28,925 | Other Costs | $38,925 |
| $8,286,677 | $8,130,255 | Debt Service | $8,155,303 |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| $10,868,065 | $11,223,117 | Sub Total | $11,229,722 |
| $10,868,065 | $11,223,117 | Total | $11,229,722 |

Water & Wastewater Revenue Fund

| FY2012 Actual | FY2013 Adopted | DESCRIPTION | FY2014 Budget |
|---|---|---|---|
| $49,246,472 | $56,921,896 | Salaries, Regular | $56,836,563 |
| - | - | Salaries, Perm Part-Time | $22,550 |
| - | - | Salaries, Sworn | - |
| $1,475,672 | $550,764 | Salaries, Extra Help | $992,325 |
| - | - | Salaries, Extra Help-Sworn | - |
| $3,014,992 | $2,377,099 | Overtime | $1,798,293 |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| $8,870,007 | $8,847,762 | Pen Cont Gen Emp Pen Fd | $10,589,146 |
| $931,448 | $1,229,286 | Defined Contribution | $1,224,804 |
| $1,045,479 | $1,027,285 | Workers' Compensation | $1,116,472 |
| $8,825,461 | $10,093,544 | Other Personnel Costs | $9,428,389 |
| $73,409,530 | $81,047,636 | Sub Total | $82,008,542 |
| $28,412,670 | $44,599,901 | Purchased / Contracted Services | $47,891,427 |
| $36,553,221 | $39,405,812 | Supplies | $34,551,643 |
| $17,131 | $1,969,000 | Capital Outlays | $2,573,070 |
| $16,059,201 | $20,321,811 | Interfund / Interdepartmental Charges | $17,952,884 |
| $24,349,835 | $53,508,219 | Other Costs | $39,058,183 |
| $9,188,432 | $8,850,812 | Debt Service | $21,351,922 |
| - | $52,462,758 | Conversion / Summary | $69,021,031 |
| $393,379,798 | $235,518,926 | Other Financing Uses | $222,204,248 |
| $507,960,288 | $456,637,239 | Sub Total | $454,604,409 |
| $581,369,818 | $537,684,875 | Total | $536,612,951 |

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

OTHER FUNDS

Emergency Telephone System

| FY2012 Actual | FY2013 Adopted | DESCRIPTION | FY2014 Budget |
|---|---|---|---|
| $5,873,504 | $6,844,575 | Salaries, Regular | $6,991,627 |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| $454 | $118,573 | Salaries, Extra Help | $69,167 |
| - | - | Salaries, Extra Help-Sworn | - |
| $1,074,470 | $327,851 | Overtime | $694,041 |
| - | - | Pen Cont Fire Pen Fd | - |
| $8,299 | - | Pen Cont Police Pen Fd | $95,125 |
| $1,381,554 | $1,381,804 | Pen Cont Gen Emp Pen Fd | $1,516,854 |
| $40,421 | $59,890 | Defined Contribution | $84,203 |
| $252 | $448 | Workers' Compensation | $4,963 |
| $1,101,094 | $1,382,415 | Other Personnel Costs | $1,211,440 |
| $9,480,048 | $10,115,555 | Sub Total | $10,667,420 |
| $5,795,955 | $5,510,402 | Purchased / Contracted Services | $5,804,826 |
| $47,114 | $99,058 | Supplies | $31,157 |
| - | $197,482 | Capital Outlays | $0 |
| - | - | Interfund / Interdepartmental Charges | - |
| - | - | Other Costs | - |
| - | - | Debt Service | - |
| - | - | Conversion / Summary | - |
| - | - | Other Financing Uses | - |
| $5,843,069 | $5,806,942 | Sub Total | $5,835,984 |
| $15,323,118 | $15,922,497 | Total | $16,503,404 |

Fleet Service Fund

| FY2012 Actual | FY2013 Adopted | DESCRIPTION | FY2014 Budget |
|---|---|---|---|
| $5,693,352 | $6,633,226 | Salaries, Regular | $6,681,278 |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| $236,466 | - | Salaries, Extra Help | $143,463 |
| - | - | Salaries, Extra Help-Sworn | - |
| $493,104 | $220,200 | Overtime | $181,781 |
| $558 | - | Pen Cont Fire Pen Fd | $18,458 |
| $226 | - | Pen Cont Police Pen Fd | - |
| $1,394,155 | $1,318,449 | Pen Cont Gen Emp Pen Fd | $1,676,964 |
| $38,388 | $71,304 | Defined Contribution | $93,050 |
| $295,271 | $22,926 | Workers' Compensation | $220,047 |
| $1,070,065 | $1,329,540 | Other Personnel Costs | $1,170,033 |
| $9,221,585 | $9,595,644 | Sub Total | $10,185,073 |
| $4,293,303 | $3,689,590 | Purchased / Contracted Services | $1,796,333 |
| $19,023,206 | $15,201,850 | Supplies | $16,003,722 |
| $11,987 | - | Capital Outlays | - |
| $2,125,400 | $3,881,803 | Interfund / Interdepartmental Charges | $0 |
| $402,903 | - | Other Costs | - |
| $74,003 | - | Debt Service | $87,933 |
| - | - | Conversion / Summary | $0 |
| - | - | Other Financing Uses | - |
| $25,930,802 | $22,773,243 | Sub Total | $17,887,989 |
| $35,152,387 | $32,368,887 | Total | $28,073,061 |

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Group Insurance Fund

| FY2012 Actual | FY2013 Adopted | DESCRIPTION | FY2014 Budget |
|---|---|---|---|
| $615,329 | $753,911 | Salaries, Regular | $739,725 |
| - | - | Salaries, Perm Part-Time | - |
| - | - | Salaries, Sworn | - |
| $91,992 | $38,472 | Salaries, Extra Help | $31,087 |
| - | - | Salaries, Extra Help-Sworn | - |
| - | - | Overtime | - |
| - | - | Pen Cont Fire Pen Fd | - |
| - | - | Pen Cont Police Pen Fd | - |
| $57,641 | $66,963 | Pen Cont Gen Emp Pen Fd | $89,367 |
| $23,733 | $27,226 | Defined Contribution | $29,542 |
| $4,726 | - | Workers' Compensation | $2,384 |
| $831,510 | $111,816 | Other Personnel Costs | $104,299 |
| $1,624,930 | $998,388 | Sub Total | $996,403 |
| $279,106 | $734,865 | Purchased / Contracted Services | $555,156 |
| $71,787 | $73,920 | Supplies | $3,692 |
| - | - | Capital Outlays | - |
| $1,178,820 | $791,762 | Interfund / Interdepartmental Charges | $473,507 |
| $119,094,946 | $117,917,615 | Other Costs | $93,702,614 |
| $0 | $200,000 | Debt Service | $0 |
| - | $1,260,512 | Conversion / Summary | $34,443,703 |
| - | - | Other Financing Uses | - |
| $120,624,659 | $120,978,673 | Sub Total | $129,178,672 |
| $122,249,589 | $121,977,062 | Total | $130,175,075 |
| $1,756,448,337 | $1,802,706,127 | Grand Total | $1,831,458,048 |

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


RESURGENS
1847
1865
ATLANTA GA

# SUMMARY OF REVENUES AND EXPENSES

General Fund

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Property Tax Revenue | $175,753,660 | $161,999,999 | $169,474,226 |
| Local Option Sales Tax Revenue | $97,399,863 | $107,000,000 | $102,981,779 |
| Hotel/Motel Tax Revenue | $12,686,137 | $11,650,000 | $12,506,122 |
| Public Utility Franchise Revenue | $63,327,346 | $63,400,000 | $64,052,051 |
| Indirect Costs | $32,052,668 | $32,096,735 | $28,863,900 |
| Business License Revenue | $41,755,682 | $37,000,000 | $40,441,291 |
| Insurance Premium Revenue | $19,699,905 | $19,700,000 | $21,442,504 |
| Other License/Permits Revenue | $17,811,319 | $18,300,002 | $16,663,187 |
| Alcohol Revenue | $15,325,631 | $16,100,000 | $16,780,238 |
| Fines/Forfeitures Revenue | $22,090,730 | $22,300,002 | $24,209,570 |
| Land and Building Rentals Revenue | $6,687,711 | $8,700,000 | $4,352,118 |
| Intangible Recording Revenue | $3,620,015 | $3,400,000 | $3,332,377 |
| Real Estate Transfer Revenue | $1,317,399 | $1,500,000 | $1,215,749 |
| Other Revenue | $46,136,070 | $39,134,146 | $38,462,741 |
| Total Revenues | $555,664,135 | $542,280,884 | $544,777,853 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Personnel Services And Employee Benefits | $308,070,351 | $332,910,167 | $334,864,926 |
| Purchased / Contracted Services | $63,542,951 | $61,891,474 | $62,041,158 |
| Supplies | $38,453,613 | $40,402,437 | $40,159,616 |
| Capital Outlays | $585,697 | $1,081,222 | $884,907 |
| Interfund / Interdepartmental Charges | $14,659,665 | $12,524,851 | $13,344,943 |
| Other Costs | $34,478,706 | $33,329,944 | $40,288,311 |
| Debt Service | $31,300,974 | $35,967,927 | $30,323,976 |
| Conversion / Summary | - | $14,976,120 | $5,331,273 |
| Other Financing Uses | $32,203,691 | $9,196,742 | $17,538,730 |
| Total Expenditures | $523,295,647 | $542,280,884 | $544,777,838 |

# SUMMARY OF REVENUES AND EXPENSES

Airport Revenue Fund

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Land and Building Rentals Revenue | $7,980,037 | $7,904,548 | $8,281,815 |
| Other Revenue | $393,990,736 | $475,602,809 | $489,412,209 |
| Total Revenues | $401,970,773 | $483,507,357 | $497,694,024 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Personnel Services And Employee Benefits | $72,849,777 | $82,591,285 | $84,609,584 |
| Purchased / Contracted Services | $79,992,031 | $102,800,138 | $116,412,303 |
| Supplies | $12,495,318 | $16,853,949 | $16,228,946 |
| Capital Outlays | $184,626 | $623,734 | $622,700 |
| Interfund / Interdepartmental Charges | $14,711,020 | $11,833,350 | $12,898,479 |
| Other Costs | $8,004,138 | $7,487,578 | $9,309,043 |
| Conversion / Summary | - | $107,857,909 | $98,053,631 |
| Other Financing Uses | $223,478,468 | $153,459,415 | $159,559,339 |
| Total Expenditures | $411,715,378 | $483,507,358 | $497,694,024 |

# SUMMARY OF REVENUES AND EXPENSES

Building Permits Fund

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Other License/Permits Revenue | $82,391 | $195,397 | $564,773 |
| Other Revenue | $10,650,172 | $7,306,023 | $13,472,245 |
| Total Revenues | $10,732,563 | $7,501,420 | $14,037,018 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Personnel Services And Employee Benefits | $3,692,165 | $5,308,087 | $8,271,312 |
| Purchased / Contracted Services | $143,573 | $120,825 | $3,179,768 |
| Supplies | $46,924 | $51,804 | $33,684 |
| Capital Outlays | - | $579,654 | $835,125 |
| Interfund / Interdepartmental Charges | $1,053,011 | $944,919 | $1,093,532 |
| Other Costs | $418,467 | $496,132 | $275,500 |
| Conversion / Summary | - | - | $348,098 |
| Total Expenditures | $5,354,140 | $7,501,421 | $14,037,018 |

# SUMMARY OF REVENUES AND EXPENSES

Civic Center Revenue Fund

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Land and Building Rentals Revenue | $1,012,415 | $1,403,110 | $1,181,544 |
| Other Revenue | $415,474 | $367,774 | $516,067 |
| Total Revenues | $1,427,889 | $1,770,884 | $1,697,611 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Personnel Services And Employee Benefits | $684,201 | $690,719 | $786,686 |
| Purchased / Contracted Services | $388,731 | $501,640 | $294,364 |
| Supplies | $583,133 | $564,802 | $552,636 |
| Interfund / Interdepartmental Charges | $20,771 | $7,423 | $7,771 |
| Other Costs | $31,036 | $6,299 | $53,612 |
| Debt Service | $2,253 | - | $2,542 |
| Total Expenditures | $1,710,124 | $1,770,884 | $1,697,611 |

# SUMMARY OF REVENUES AND EXPENSES

Parks Facilities Revenue Fund

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Land and Building Rentals Revenue | $2,026 | $9,426 | $5,000 |
| Other Revenue | $509,809 | $467,527 | $495,977 |
| Total Revenues | $511,836 | $476,953 | $500,977 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Personnel Services And Employee Benefits | $229,334 | $254,496 | $258,300 |
| Purchased / Contracted Services | $143,588 | $152,172 | $126,137 |
| Supplies | $51,427 | $70,286 | $69,785 |
| Interfund / Interdepartmental Charges | - | - | $20,000 |
| Other Costs | $23,653 | - | $26,689 |
| Debt Service | $170 | - | $67 |
| Total Expenditures | $448,173 | $476,954 | $500,977 |

# SUMMARY OF REVENUES AND EXPENSES

Solid Waste Services Revenue Fund

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Other Revenue | $53,587,318 | $47,992,189 | $50,156,365 |
| Total Revenues | $53,587,318 | $47,992,189 | $50,156,365 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Personnel Services And Employee Benefits | $20,520,935 | $22,024,169 | $25,065,554 |
| Purchased / Contracted Services | $6,850,536 | $10,411,317 | $9,969,862 |
| Supplies | $1,906,646 | $3,484,101 | $2,669,744 |
| Capital Outlays | $30,323 | $574,500 | $1,053,224 |
| Interfund / Interdepartmental Charges | $10,358,558 | $10,482,094 | $9,782,764 |
| Other Costs | $832,039 | $716,045 | $1,440,239 |
| Debt Service | $0 | $299,963 | $174,978 |
| Other Financing Uses | $8,462,860 | $0 | $0 |
| Total Expenditures | $48,961,897 | $47,992,189 | $50,156,365 |

# SUMMARY OF REVENUES AND EXPENSES

Underground Atl Facil Revenue Fund

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Land and Building Rentals Revenue | $1,898,562 | $2,032,980 | $2,032,980 |
| Other Revenue | $7,381,440 | $9,190,137 | $9,196,742 |
| Total Revenues | $9,280,002 | $11,223,117 | $11,229,722 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Purchased / Contracted Services | $2,542,833 | $3,060,186 | $3,024,602 |
| Supplies | - | $3,751 | - |
| Interfund / Interdepartmental Charges | - | - | $10,893 |
| Other Costs | $38,555 | $28,925 | $38,925 |
| Debt Service | $8,286,677 | $8,130,255 | $8,155,303 |
| Total Expenditures | $10,868,065 | $11,223,117 | $11,229,722 |

# SUMMARY OF REVENUES AND EXPENSES

Water & Wastewater Revenue Fund

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Indirect Costs | $0 | - | $0 |
| Fines/Forfeitures Revenue | - | $79,452 | $79,452 |
| Land and Building Rentals Revenue | $28,400 | - | - |
| Other Revenue | $581,607,841 | $537,605,418 | $536,533,499 |
| Total Revenues | $581,636,241 | $537,684,870 | $536,612,951 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Personnel Services And Employee Benefits | $73,409,530 | $81,047,636 | $82,008,542 |
| Purchased / Contracted Services | $28,412,670 | $44,599,901 | $47,891,427 |
| Supplies | $36,553,221 | $39,405,812 | $34,551,643 |
| Capital Outlays | $17,131 | $1,969,000 | $2,573,070 |
| Interfund / Interdepartmental Charges | $16,059,201 | $20,321,811 | $17,952,884 |
| Other Costs | $24,349,835 | $53,508,219 | $39,058,183 |
| Debt Service | $9,188,432 | $8,850,812 | $21,351,922 |
| Conversion / Summary | - | $52,462,758 | $69,021,031 |
| Other Financing Uses | $393,379,798 | $235,518,926 | $222,204,248 |
| Total Expenditures | $581,369,818 | $537,684,875 | $536,612,951 |

# SUMMARY OF REVENUES AND EXPENSES

Emergency Telephone System

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Other Revenue | $21,535,855 | $15,922,500 | $16,503,403 |
| Total Revenues | $21,535,855 | $15,922,500 | $16,503,403 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Personnel Services And Employee Benefits | $9,480,048 | $10,115,555 | $10,667,420 |
| Purchased / Contracted Services | $5,795,955 | $5,510,402 | $5,804,826 |
| Supplies | $47,114 | $99,058 | $31,157 |
| Capital Outlays | - | $197,482 | $0 |
| Total Expenditures | $15,323,118 | $15,922,497 | $16,503,404 |

# SUMMARY OF REVENUES AND EXPENSES

Fleet Service Fund

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Indirect Costs | - | $3,987,051 | $0 |
| Other Revenue | $28,500,357 | $28,381,835 | $28,073,061 |
| Total Revenues | $28,500,357 | $32,368,886 | $28,073,061 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Personnel Services And Employee Benefits | $9,221,585 | $9,595,644 | $10,185,073 |
| Purchased / Contracted Services | $4,293,303 | $3,689,590 | $1,796,333 |
| Supplies | $19,023,206 | $15,201,850 | $16,003,722 |
| Capital Outlays | $11,987 | - | - |
| Interfund / Interdepartmental Charges | $2,125,400 | $3,881,803 | $0 |
| Other Costs | $402,903 | - | - |
| Debt Service | $74,003 | - | $87,933 |
| Total Expenditures | $35,152,387 | $32,368,887 | $28,073,061 |

# SUMMARY OF REVENUES AND EXPENSES

Group Insurance Fund

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Other Revenue | $129,015,161 | $121,977,062 | $130,175,075 |
| Total Revenues | $129,015,161 | $121,977,062 | $130,175,075 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Personnel Services And Employee Benefits | $1,624,930 | $998,388 | $996,403 |
| Purchased / Contracted Services | $279,106 | $734,865 | $555,156 |
| Supplies | $71,787 | $73,920 | $3,692 |
| Interfund / Interdepartmental Charges | $1,178,820 | $791,762 | $473,507 |
| Other Costs | $119,094,946 | $117,917,615 | $93,702,614 |
| Debt Service | $0 | $200,000 | $0 |
| Conversion / Summary | - | $1,260,512 | $34,443,703 |
| Total Expenditures | $122,249,589 | $121,977,062 | $130,175,075 |

# SUMMARY OF REVENUES AND EXPENSES

Hotel/Motel Tax Fund

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Hotel/Motel Tax Revenue | $48,555,402 | $46,618,647 | $49,324,534 |
| Other License/Permits Revenue | $13,431 | - | - |
| Other Revenue | $9,010 | - | - |
| Total Revenues | $48,577,842 | $46,618,647 | $49,324,534 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Other Costs | $35,897,123 | $34,968,648 | $36,998,333 |
| Other Financing Uses | $12,686,137 | $11,650,000 | $12,326,201 |
| Total Expenditures | $48,583,260 | $46,618,647 | $49,324,534 |

# SUMMARY OF REVENUES AND EXPENSES

Rental/Motor Vehicle Tax Fund

| Revenues | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Other Revenue | $853,256 | $750,000 | $866,908 |
| Total Revenues | $853,256 | $750,000 | $866,908 |

| Expenditures | FY12 Actuals | FY13 Adopted | FY14 Budget |
|---|---|---|---|
| Purchased / Contracted Services | $3,357 | - | - |
| Other Costs | $848,193 | $750,000 | $866,908 |
| Total Expenditures | $851,551 | $750,000 | $866,908 |


RESURGENS
1847
1865
ATLANTA GA

# SUMMARY OF FUND BALANCE

| | Beginning Fund Balance | *Revenues* | *Expenditures* | FY13 Net Change in Fund Balance | Unaudited Ending Fund Balance 2013 | % Change in Fund Balance |
|---|---|---|---|---|---|---|
| General Fund | 126,720,000 | 532,534,851 | (521,023,875) | 11,510,976 | 138,230,976 | 9.08% |
| **Special Revenue Funds** | | | | | | |
| Community Development Block Grant Fund | 2,268,000 | 14,544,121 | (16,431,778) | (1,887,657) | 380,343 | -83.23% |
| Emergency 911 Fund | (22,448,876) | 22,643,031 | (14,671,638) | 7,971,393 | (14,477,482) | -35.51% |
| Intergovernmental Grant Fund | 1,915,402 | 48,485,534 | (47,998,410) | 487,124 | 2,402,526 | 25.43% |
| Empowerment Zone Fund | 230,603 | 208,287 | (388,105) | (179,818) | 50,785 | -77.98% |
| Job Training Grant Fund | (2,085,004) | 7,346,582 | (4,823,820) | 2,522,762 | 437,757 | -121.00% |
| Home Investment Partnerships Program Fund | 499,816 | 4,109,833 | (3,636,123) | 473,710 | 973,526 | 94.78% |
| Rental Rehabilitation Fund | 603 | - | - | - | 603 | 0.00% |
| Sec 108 Loan Trust Fund | 6,988,000 | 2,865 | 193,479 | 196,344 | 7,184,344 | 2.81% |
| Atlantic Station TAD Fund | 37,292,000 | 14,783,341 | (20,927,032) | (6,143,691) | 31,148,309 | -16.47% |
| Westside TAD Fund | 100,065,000 | 13,811,205 | (7,131,615) | 6,679,590 | 106,744,590 | 6.68% |
| NW Atlanta TAD Fund | 13,078,910 | 2,576,711 | (3,267,322) | (690,611) | 12,388,299 | -5.28% |
| Princeton Lakes TAD Fund | 3,849,167 | 1,713,951 | (773,117) | 940,834 | 4,790,001 | 24.44% |
| Eastside TAD Fund | 52,513,000 | 10,873,096 | (4,228,594) | 6,644,503 | 59,157,503 | 12.65% |
| Atlanta Beltline TAD | 24,307,000 | 18,324,085 | (18,928,439) | (604,355) | 23,702,645 | -2.49% |
| Campbellton Road TAD Fund | 2,197,000 | 324,782 | (77,772) | 247,010 | 2,444,010 | 11.24% |
| Hollowell/M.L. King TAD Fund | 1,602,511 | 346,684 | (76,766) | 269,918 | 1,872,429 | 16.84% |
| Metropolitan Parkway TAD Fund | 1,153,557 | 172,327 | (139,087) | 33,240 | 1,186,798 | 2.88% |
| Stadium Neighborhoods TAD Fund | 165,656 | 1,118 | (77,728) | (76,610) | 89,046 | -46.25% |
| Rental/Motor Vehicle Tax | - | 963,628 | (963,628) | - | - | 0.00% |
| Hotel/Motel Tax Fund | - | 54,419,419 | (54,419,419) | - | - | 0.00% |
| Special 1% Sales And Use Tax Fund | - | 118,750,610 | (118,750,610) | - | - | 0.00% |
| Trust Fund | 41,760,000 | 15,337,698 | (20,275,266) | (4,937,569) | 36,822,431 | -11.82% |
| **Special Revenue Total** | 223,592,344 | 215,650,601 | (198,766,915) | 16,883,687 | 240,476,031 | -190.44% |
| **Capital Projects Fund** | - | | | | | |
| Annual Bond Fund | 337,756 | (212) | - | (212) | 337,544 | -0.06% |
| 1993 School Improvement Bond | 20,087 | 31 | - | 31 | 20,118 | 0.16% |
| 1994 Referendum G.O. Bond Fund | 1,672,414 | 2,680 | (15,014) | (12,334) | 1,660,081 | -0.74% |
| 1996 G.O. Public Improvement Bond Part B | 861,785 | 1,334 | (30,942) | (29,608) | 832,177 | -3.44% |
| 1997 G.O. Public Improvement Bond Fund | 610,872 | 955 | 1,496 | 2,451 | 613,323 | 0.40% |
| 2000 Park Improvement Bond Fund | 11,858 | 19 | - | 19 | 11,877 | 0.16% |
| 2001 Quality Of Life Fund | 666,195 | 336 | - | 336 | 666,531 | 0.05% |
| 2004 Quality Of Life Fund | 1,418,958 | 1,211 | 9 | 1,220 | 1,420,179 | 0.09% |
| 2005 B Go Project Fund | - | - | (9,069) | (9,069) | (9,069) | 0.00% |
| 2005A Park Improvement Bond Fund | 12,758,560 | 1,666 | (1,112,375) | (1,110,710) | 11,647,851 | -8.71% |
| Public Safety Facility Fund | (6) | 9 | - | 9 | 2 | -134.53% |
| 2008A Quality Of Life Improvement | 3,010,070 | 810 | (305,990) | (305,180) | 2,704,890 | -10.14% |
| Capital Finance Fund | (4,154,391) | 3,543,946 | (6,071,004) | (2,527,058) | (6,681,449) | 60.83% |
| Special Assessment Fund | 2,634,317 | 90,775 | - | 90,775 | 2,725,092 | 3.45% |
| Solid Waste Management Fac Const Fund | 2,666,849 | 2,113,280 | (2,195,469) | (82,189) | 2,584,661 | -3.08% |
| Capital Asset - Finance Fund | 6,697 | 4,914,295 | (5,762,423) | (848,128) | (841,431) | -12664.02% |
| Capital Finance - Recovery | - | - | (2,824,870) | (2,824,870) | (2,824,870) | 0.00% |
| General Government Capital Fund | 26,323,000 | 3,574,495 | (3,763,663) | (189,168) | 26,133,832 | -0.72% |
| Park Improvement Fund | 9,931,000 | 9,497,552 | (12,539,626) | (3,042,075) | 6,888,925 | -30.63% |
| 2002 Traffic Court Facility Bond | 187,464 | 243 | - | 243 | 187,707 | 0.13% |
| **Sub - Total** | **58,963,486** | **23,743,424** | **(34,628,941)** | **(10,885,517)** | **48,077,969** | **-12790.80%** |
| **Debt Service Fund** | | | | | | |
| Bond Sinking Fund | 59,150,000 | 29,186,662 | (25,841,325) | 3,345,338 | 62,495,338 | 5.66% |

## Explanations for Change in Fund Balance:

**SPECIAL REVENUE FUNDS:**

Community Development Block Grant Fund
Increased expenditures for grant funded projects.

Emergency 911 Fund
Decreased expenditures is due to vacancies and increase in subsidy from General Fund.

Intergovernmental Grant Fund
Reduction in grant expenditures.

Empowerment Zone Fund
Grant funding is ending.

Job Training Grant Fund
Increased grant funding.

Home Investment Partnerships Program Fund
Reduction in grant expenditures.

Atlantic Station TAD Fund
During FY 2013, the net decrease in fund balance of roughly $6 Million is attributable to a decrease in the Fund's primary source of revenue, tax Increment, at approximately $783 Thousand or 5%. Additionally, the City's CFO exercised an option to make a debt service payment on the Series 2006 Bonds for approximately $8.2 Million which contributes to the overall debt service increase of $8.6 Million or 71% over the prior fiscal year.

Princeton Lakes TAD Fund
During FY 213, the net increase in fund balance of roughly $1 Million is directly related to the City's inability to obtain successful bids for the purchase of outstanding bonds. In lieu of the Fund's Series 2006 debt service amortization schedule, the City has the option to solicit bond holders for the advance purchase of Bonds. The solicitation is optional with the first successful bid taking place FY 2011. In the two fiscal years prior to 2013, the City received acceptable bids and purchased bonds. However, in FY2013 the City did not receive any successful bids for the purchase of bonds and thus no advance purchase was made. Therefore, the Fund's debt service expenditure decreased by approximately $3.6 Million from the prior fiscal year and hence the positive change in Fund Balance totaling $3,570,000 and consistent tax increment collections.

Eastside TAD Fund
The net positive change during FY 2013 within the Eastside TAD Fund is directly related to a reduction in the Fund's disbursements related to Redevelopment projects. Each TAD is defined by a set of projects to address needs defined when created by the City of Atlanta. Within the Eastside TAD several projects obtained final funding during FY 2012 and during the current fiscal year new projects had not yet been funded or identified. As a result, project related expenditures decreased by $750,000 or 80% and thus the Fund experienced a net increase in fund balance.

Campbellton Road TAD Fund
The change in fund balance during FY 2013 is mainly attributable to a marked increase in tax Increment between FY 2012 and FY 2013. Tax Increment revenue decrease by approximately $200,000 or 38%.

Hollowell/M.L. King TAD Fund
The change in fund balance during FY 2013 is mainly attributable to a marked increase in tax Increment between FY 2012 and FY 2013. Tax Increment revenue decrease by approximately $189,000 or 36%.

Stadium Neighborhoods TAD Fund
The change in fund balance during FY 2013 is attributable to a marked decrease in Tax Increment between FY 2012 and FY 2013 and an increase in expenditures related to the study of viable options for Redevelopment projects within the TAD. Tax Increment revenue decrease by approximately $15,000 or 94% while total expenditures increased approximately $56,000 or 158%.

Trust Fund
The decrease in Trust Fund is attributed to increase in expenses for Federal-RICO project and Jail Fund Administration and Construction in FY 13.

**CAPITAL PROJECTS FUNDS:**

Public Safety Facility Fund

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

2008A Quality Of Life Improvement

Due to expenses associated with the construction of Quality of Life projects.

Capital Finance Fund

Expenditures related to the unspent bond proceeds.

Capital Asset - Finance Fund

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

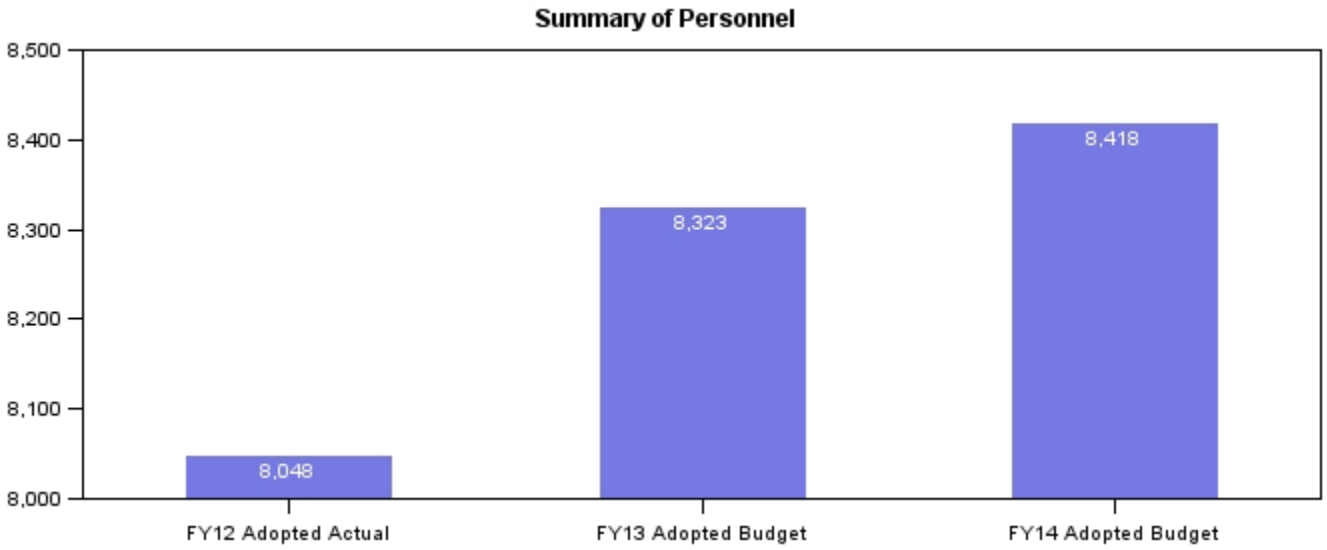
Park Improvement Fund

Park Improvement was used primarily last year for facility repair and maintenance to offset the lack of R&M funding budget in Parks and Recreation. Expenditures included over $700K in electrical repairs due to copper theft, plumbing and HVAC repairs/replacement; roof repair/replacement and sidewalk/curbing repairs/replacements.


RESURGENS
1847
1865
ATLANTA GA

# SUMMARY OF PERSONNEL
## Total Funds

| | FY12 Adopted | FY13 Adopted | FY14 Adopted | FY14 vs. FY13 Variance |
|---|---|---|---|---|
| 030000 City Council | 46.00 | 46.00 | 47.00 | 1.00 |
| 040000 Executive Offices | 178.00 | 192.00 | 240.00 | 48.00 |
| 050000 Department Of Information Technology | 96.00 | 95.50 | 107.00 | 11.50 |
| 080000 Department Of Law | 76.00 | 82.00 | 84.00 | 2.00 |
| 090000 Department Of Corrections | 309.00 | 313.00 | 310.00 | (3.00) |
| 100000 Department Of Finance | 155.00 | 153.90 | 164.00 | 10.10 |
| 110000 Department Of Procurement | 32.99 | 41.00 | 41.00 | 0.00 |
| 130000 Department Of Public Works | 736.01 | 764.01 | 793.00 | 28.99 |
| 140000 Dept Of Parks & Recreation | 335.00 | 361.00 | 359.00 | (2.00) |
| 170000 Department Of Watershed Management | 1,538.00 | 1,471.00 | 1,481.00 | 10.00 |
| 180000 Department Of Aviation | 656.00 | 675.00 | 599.67 | (75.33) |
| 190000 Judicial Agencies | 107.00 | 111.00 | 112.00 | 1.00 |
| 220000 Department Of Human Resources | 57.00 | 148.00 | 143.00 | (5.00) |
| 230000 Department Of Fire Services | 1,030.00 | 1,108.75 | 1,113.00 | 4.25 |
| 240000 Department Of Police Services | 2,403.00 | 2,488.00 | 2,500.00 | 12.00 |
| 250000 Dept Of Planning & Community Development | 223.35 | 203.80 | 248.33 | 44.53 |
| 260000 Department Of The Solicitor | 34.00 | 34.00 | 40.00 | 6.00 |
| 270000 Department Of Ethics | 3.00 | 3.00 | 3.00 | 0.00 |
| 280000 Atlanta Citizens Review Board | 4.00 | 4.00 | 4.00 | 0.00 |
| 290000 Department Of Audit | 11.49 | 11.00 | 11.00 | 0.00 |
| 300000 Department Of Public Defender | 17.00 | 17.00 | 18.00 | 1.00 |
| Total Full-Time Equivalent Employees | 8,047.84 | 8,322.96 | 8,418.00 | 95.04 |




RESURGENS
1847
1865
ATLANTA GA

# Revenue Overview

Economic Outlook

Revenue Forecast Summary

Major Revenue Summaries

Adopted Budget
FY 2014


RESURGENS
1847
1865
ATLANTA GA

# ECONOMIC OUTLOOK

In this section, a detailed review of the U.S., State of Georgia and local economy is discussed in tandem with a projection of overall revenues for each of the next five fiscal years, as well as a discussion of the City's primary revenue sources including property and sales tax revenues. The City continues its partnership with the Terry College of Business, University of Georgia, Selig Center for Economic Growth led by economist Dr. Jeffrey M. Humphreys.

**The National Outlook**

The 2013 baseline US economic forecast indicates that the economic recovery that began in the second half of 2009 will be sustained, but the rate of 2013 GDP growth will be very low – 1.8 percent. The forecast assumes that the worst aspects of the fiscal cliff are avoided. The long-term rate of GDP growth is also likely to remain close to 2 percent. With the year-over-year rate of US GDP growth at or below 2 percent, the economy will be extremely vulnerable to economic shocks and/or policy mistakes for the remainder of the decade. The anemic rate of GDP growth reflects the expectation of tighter federal fiscal policy, reduced spending by many state and local governments, the lagged effects of the property bust, disciplined spending by consumers, and turmoil in the European Union. It also appears that there will be very little momentum exiting from 2012.

Uncertainty regarding the sustainability of the US economic expansion – and the anxiety that goes along with it – will remain high. For example, in 2013, the risk of recession is 40 percent. In order, the three most likely recession triggers are (1) going off the fiscal cliff, (2) a major oil supply interruption due to political events in the Middle East or North Africa, and (3) a financial panic in the EU that precipitates a global financial crisis. The baseline economic forecast assumes that these risks are avoided in 2013.

In 2013, private final domestic demand rather than fiscal stimulus or net exports will be the primary driver of U.S. GDP growth. Indeed, the government sector will subtract from – rather than add – to GDP growth. Since fiscal policy will be quite restrictive through the end of the decade, the Federal Reserve will be unusually supportive of growth in private demand by maintaining a monetary policy stance that is very simulative – characterized by near zero short-term policy interest rates into 2015. In order to reduce the stresses associated with widespread domestic deleveraging, the Federal Reserve will strive to keep inflation-adjusted interest rates negative and inflation expectations positive – albeit not too high. One side effect of massive quantitative easing is that yields on many types of financial assets have been and will remain quite low. The Federal Reserve has kept both deflation and another recession at bay, but the marginal benefits of each additional round of quantitative easing has diminished. That is partially because much of the new money created simply is held as cash (or near cash equivalents) and is not put to work in the economy. Meanwhile, the federal government has yet to effectively address its massive structural budget problems. That is a prerequisite to moving from a sub-par growth trajectory to an average – or above average – growth trajectory.

A fundamental reason US GDP growth will be subdued rather than vibrant is that we are going to see restraint in spending by U.S. consumers. People lack confidence in both the current and the future economic situation and therefore will remain very cautious. Moreover, many households will still be deleveraging, and will be especially reluctant to take on risk. Deleveraging means that money that people might have spent on goods and services will go to paying down debt, which will limit consumers contribution to GDP growth. Housing will make a positive contribution to US GDP growth, however. GDP growth of our major trading partners will be slow in 2013, which will limit the rate of growth of US exports. The pace of import growth also will be moderate. Net exports therefore will not contribute significantly to US GDP growth in 2013. Spending on business structures will be neutral factor in terms of GDP growth. Due to weaker than expected growth of end markets, spending on inventories is expected to subtract slightly from GDP growth.

Despite ample liquidity, the US banking system is not completely fixed. We will continue to feel the aftershocks of the financial panic that seized up the credit markets in September 2008. Europe's banking and sovereign wealth problems are still far from having been resolved, and could precipitate a full-blown financial crisis that would spread quickly to US financial markets. The historical correlation between US GDP growth and EU GDP growth is extremely high, implying that a significant deepening of the ongoing recession in the EU will push the US economy into recession. Meanwhile, due to disappointing revenue collections and depleted reserves, many state and local governments will reduce spending in 2013-15, creating substantial fiscal drag.

On an annual average basis, inflation-adjusted GDP will expand by 1.8 percent in 2013, which is below the 2.0 percent growth estimated for 2012, and far below the long-term trend rate of growth of approximately 2.6 percent. Meanwhile, the labor market is recovering much more slowly than production. It will be 2015 before the US replaces the 8.8 million jobs lost during the period leading up to, during, and in the immediate wake of the recession.

**The Housing Market**

Housing will be a strengthening tailwind for US GDP growth. Nonetheless, the underlying demand for housing remains quite weak despite record low mortgage rates and substantially reduced home prices. In 2013, the number of single-family home starts for new construction will increase by about 15 percent. The gain in single-family housing starts will pale in comparison to the peak-to-trough plunge in activity that occurred.

As predicted, existing home prices stabilized in 2012. The huge inventory of unsold homes will limit home price appreciation for several years and shadow inventory will be a huge problem, especially in foreclosure-ridden markets. Nonetheless, existing home prices will rise by about 5 percent in 2013. Any remaining pockets of home price depreciation will be very spotty, reflected local imbalances rather than overall macroeconomic conditions. In most markets home price depreciation therefore will weigh less heavily on the psyche of the consumer and on their ability to spend.

**Non Residential Construction**

Private spending for new nonresidential construction will increase in 2013, marking the beginning of a new up cycle. Partially due to the large amount of debt that will mature in 2013, credit conditions will remain tight for those looking to build nonresidential structures. This constitutes a primary headwind, especially for markets with high vacancy rates. Employment and population growth gradually will generate gains in net occupancy. Vacancy rates will remain elevated, but should improve due to fewer deliveries of space and less sublease space coming onto the market. Tenants will have the upper hand in lease negotiations, but to a

slightly lesser degree than they did in 2009-2012.

**Consumer Spending**

Consumers' inflation-adjusted contribution GDP growth will be positive, but slightly smaller in 2013 than it was in 2012. Consumers' tightfisted attitudes reflect many factors, including the lagged impact of a broad-based deterioration in household finances, heavy job losses, the housing recession, capital losses in real estate, the credit crunch, high debt levels, and limited household savings. Going forward, the deleveraging process – which already is quite advanced – will continue to be gradual rather than abrupt. Even if the fiscal cliff is avoided, uncertainties regarding federal fiscal and tax policies are likely to diminish the push to GDP growth from consumer spending for several years.

In 2013, modest job creation coupled with a limited amount of wage and salary growth will help to slowly repair household balance sheets. The drag on consumer spending from still tight credit conditions and recent declines in households' net worth will be limiting factors. The gain in inflation-adjusted consumer spending therefore will be about 1.9 percent, which is low from a historical perspective, but is about the same as the 2.0 percent gain estimated for 2012.

In 2013, consumers' inflation-adjusted spending for goods will increase much faster than spending for services, with spending for durable goods growing more than twice as fast as spending for nondurable goods. Among durables, outlays for information processing equipment will increase very rapidly. Outlays for used motor vehicles and recreational goods also will grow quickly. Spending on nondurables such as food, pharmaceuticals, and other medical products will rise moderately, but spending for clothing and shoes will rise only slightly. Consumers will spend less on tobacco. Among services, spending on vehicle leasing will increase the fastest. Providers of public transportation, recreational services, and financial services will see above average growth in spending. In contrast, consumers' outlays for restaurants and utilities will grow relatively slowly.

**The Labor Market**

On an annual average basis, total nonfarm employment will increase by 1.3 percent in 2013, which will be about the same as the 1.2 percent gain estimated for 2012. Companies will hire as domestic demand for goods and services expands, but progress will be limited because domestic demand will increase slowly. Meanwhile, global demand for U.S. exports also will expand, but very slowly. Venture capital – which fuels job creation – will be more available than it was in 2008-12. Additionally, most businesses long ago shed their redundant staff and are very lean relative to their actual staffing needs. Indeed, the rate of job destruction in the private sector will be quite low. Even 1.8 percent GDP growth therefore will generate 1.3 percent job growth. Moreover, GDP growth will substantially outpace productivity growth in 2013, which will push firms to hire additional staff. Low productivity gains coupled with the steady pace of GDP growth will sustain job growth, but job growth will not accelerate.

In 2013, other professional and business services companies will post the fastest rate of employment growth. Transportation and warehousing will see the second fastest rate of job growth. Education, health services, the arts, entertainment, recreation, construction, and information subsectors will see solid employment gains. Government, utilities, and mining jobs will be on the decline rather than on the rise, however. Meanwhile, U.S. manufacturing will continue to hire, largely due to consumers' and businesses' growing demand for durable goods. Durable goods manufacturing sub-sectors with the best immediate prospects for job growth include wood products, primary metals, fabricated metal products, transportation equipment,

computer and electronic products, and machinery. In contrast, manufacturers of nondurable goods will be subtracting from their workforces, but at a very modest rate. Among nondurables subsectors, only food manufacturers will see positive job growth. Jobs will be lost in the leather, textile, printing, paper, apparel, and chemicals industries.

**Business Spending**

After decreasing sharply in 2008-09, nonresidential fixed investment was a major driver of GDP growth in 2011-2012, with expenditures for computers and peripherals and transportation equipment increasing dramatically. Due to slower growth in both corporate profits and end markets, the year-over-year percentage increases in business spending for equipment and software will be smaller in 2013 than in 2012. Such spending will still grow much faster than GDP, reflecting the need to replace equipment, to improve productivity, and to become less labor intensive. Strong cash flows rather than credit will fuel such spending. The main drag on business spending will be the economic situation in the EU.

It helps that corporate discipline with respect to capital outlays over the course of the 2001-2012 was excellent. Lending standards will continue to ease – albeit not very dramatically – in 2013. For many companies cash flows will be adequate relative to the amount of funds they need for investment, lessening the impact of lingering credit constraints. Although after-tax corporate profits will grow much more slowly in 2013 than in 2012, profits are already at relatively high levels. Spending for computers and peripherals will post the largest year-over-year percentage gains. Substantially higher spending also is expected for industrial and communication equipment. As was the case in 2011-12, spending for transportation equipment – with the notable exception of aircraft – will increase substantially in 2013.

**International Trade**

In 2013, both real exports and imports are expected to grow about twice as fast as US GDP, reflecting the ongoing globalization of input and product markets. Since exports will rise only slightly faster than imports, the trade gap will not narrow appreciably in 2013. Hence, net exports will be an essentially neutral factor in terms of its contribution to U.S. GDP growth. In 2013, the main obstacle to faster US export growth will be the economic and political turmoil in the Eurozone, but China and many other emerging market countries also will grow more slowly than in recent years. Two more reasons why imports will not grow strongly in 2013 will be the slow growth of domestic consumer spending and the slow pace of inventory accumulation. These developments imply more moderate growth in imports of raw materials and/or finished goods.

In 2013, U.S. export growth will be broadly based, and increasingly growth will be in emerging-market or commodity-based economies rather than in developed economies. With the exception of foods and beverages, increases are expected for all of the major categories of goods and services. Exports of goods will grow much faster than exports of services, however. Growth will be fastest for capital goods. Emerging-market countries in particular are expected to spend heavily on equipment and infrastructure. Industrial materials, consumer goods, and tourism will see more moderate gains. Exports of food will decline slightly, however. It should be noted that the broad-based quality of U.S. export growth reduces the chances that export growth will stall in 2013.

US dollar depreciation will not boost U.S. exports very much in 2013. That's because from a historical perspective the U.S. dollar's value is already quite low, and slight additional depreciation will not cause our exports to soar. The additional US dollar depreciation will be against emerging-market or commodity-based currencies rather than against major currencies. The amount of US dollar depreciation against emerging market

currencies will be determined primarily by how quickly China allows its currency to appreciate. The US dollar will remain strong against the euro, reflecting the Eurozone's debt problems.

### Inflation

If oil prices remain relatively steady, consumer price inflation will increase by 1.5 percent in 2013, compared to 2 percent in 2012. Of course, inflation will be even lower should energy prices tumble, or should the economy experience a recession. There are no signs that inflation will be a problem in 2013. The usual drivers of inflation will not be more intense in 2013 than in 2012. For example, the pace of 2013 GDP growth will be well below average and slightly lower than in 2012. Consumer spending and employment will both grow very slowly. Additionally, there is still excess capacity in a large number of economic sectors, illustrated by the elevated unemployment rate.

Once U.S. economic growth builds up some steam, the Federal Reserve will take back some of its rate cuts. As long as the Federal Reserve does not keep rates too low for too long, the risk of stagflation remains low. The Federal Reserve will keep rates on hold into 2015. The precise timing and magnitude of the future rate increases will depend on both the magnitude and perceived durability of the expansion. Based on the forecast of lackluster – albeit sustained – US GDP growth and a sluggish global economy, the Federal Reserve will probably begin increasing short-term policy interest rates in the second quarter of 2015.

The outlook for inflation beyond 2014 is considerably less sanguine, however. The magnitude of recent fiscal and monetary stimuli increases the risk of inflation. The federal debt has skyrocketed in absolute terms as well as in terms of its percentage of GDP. That will create pressure to monetize the debt. Also, despite the lack of a good substitute, the U.S. dollar could gradually lose some of its status as a reserve currency or safe haven. China and others with large foreign currency holdings may choose to gradually diversify their portfolios away from U.S. dollar assets. Of course, the mushrooming federal debt does not have to produce more inflation; it may instead simply force interest rates higher to attract the needed capital. Either way, outsized budget deficits cannot be sustained for more than a few years without doing significant damage to the U.S. economy and its prospects for growth. Over the long term, keeping inflation in check means fully embracing sound federal fiscal policy.

### The Economic Outlook for Georgia & Atlanta

Georgia's and Atlanta's economies will continue to recover from the Great Recession, but the pace of growth will be modest. For example, Georgia's GDP will increase by 2.1 percent, which is close to the 2.0 percent increase estimated for 2012. Atlanta's real gross metro product will expand by 2.3 percent in 2013. Because the pace of growth in both Georgia and the Atlanta MSA will be barely above stall speed, both the state's and the Atlanta MSA's economies will be vulnerable to a major domestic policy mistake or a big shock. The most likely shock is going off the fiscal cliff in early 2013. This baseline economic forecast assumes that a recession is avoided.

Considering that Georgia's economy has underperformed the US economy for over a decade, it is encouraging to note that Georgia's 2.1 percent GDP growth rate in 2013 will be slightly higher than the 1.8 percent rate estimated for US GDP. Georgia's nominal personal income will grow by 3.6 percent in 2013, which also is slightly higher than the 3.4 percent gain expected for the US. Georgia's nonfarm employment will rise by 1.4 percent in 2013, which is about the same as the 1.3 percent gain expected for the nation. Atlanta's nonfarm employment will grow by 1.6 percent, outpacing both the state and the nation.

Georgia's and Atlanta's slight edge over the US economy in 2013 reflects several favorable developments: First, the massive restructuring of the private-sector is complete. Second, recent shifts in the economic development strategies make Georgia and Atlanta more competitive with other states when it comes to closing the deal on major projects. Third, housing is recovering. Fourth, for the first time since the technology bust that occurred over a decade ago, the number of jobs in Georgia outsized information industry – which is focused on Atlanta – will be growing.

The main recession risks are the same as those cited for the US: (1) the fiscal cliff, (2) a major oil supply interruption, and (3) a financial panic in the EU. The risk of recession therefore is no higher for Georgia or Atlanta than it is for the nation as a whole. That contrasts with the situation in 2010-12, when there was a heightened risk of recession in Georgia and Atlanta due primarily to our overdependence on housing, real estate development and closely related industries. Fortunately, the housing downturn is over and the next up cycle has begun.

As noted above, one reason for the improving relative performance of Georgia's and the Atlanta MSA's economies is that the massive restructuring of the private-sector has run its course. Additionally, over-priced property type assets have been fully re-priced. As the direct and indirect effects of private-sector restructuring and the real estate bubble fade, Georgia's and Atlanta's sub-par pace of economic recovery caught up and will outpace that of the nation. For example, in 2012, Georgia's rate of GDP growth fell short of the rate of US GDP growth by only 0.1 percentage points. In 2013, Georgia's economy will perform slightly better than the U.S. economy, but the differential in the rates GDP growth will be small – 30 basis points, or 0.3 percentage points.

Aside from restructuring, the most important reason why Georgia and Atlanta are poised to outperform the nation is that many of the large relocation and expansion projects announced by the Georgia Department of Economic Development in 2012 will provide a tailwind to economic growth. Examples, include Caterpillar's plans to create 1,400 jobs in the Athens area, Baxter International's plans to create 1,500 jobs near Covington, State Farm Insurance's plans to create 500 jobs near Perimeter Mall, and Academy Sports plans to created 250 jobs in Jeffersonville.

Due to cost, logistics, and tax advantages, Georgia remains very competitive with other states when it comes to landing many types of major economic development projects, and this advantage began to bear more fruit in 2012. That's partially because Georgia made several strategic shifts in its economic development strategy, including the creation of an over $100 million deal closing fund. The 2012 economic development legislation makes Georgia and Atlanta much more competitive, but our leaders will have to be very aggressive with respect to offering generous discretionary deal closing incentives for major projects that are in play. After all, most mass job relocations are not to other counties, but are from one state to another.

Demographic forces also explain recent shifts in relative economic performance. Population growth and household formation both dropped dramatically in the immediate wake of the Great Recession. In fact, household formation dropped to its lowest levels since the 1940s. The number of Georgia households with heads 44 years old or younger was smaller in 2011 than in 2007. The long, severe recession and the jobless recovery caused many people to delay moving out on their own and caused others to move back in with family or friends. Household sharing was not limited to young adults. According to the US Census Bureau, the number of adults aged 25 to 34 who lived

in someone else's household increased by 18 percent and the number age 35 to 64 increased by 10 percent between 2007 and 2010.

The housing bust also locked many households into their current homes. That in itself does not reduce the overall number of households living in the U.S., but it delays moves to states like Georgia that traditionally benefit from – and have come to depend economically upon – large net inflows of domestic migrants seeking warm weather, low costs of living, and jobs. Net migration to Georgia over 2008-2012 was only about two-fifths what it was over 2004-2007. Thus, one fundamental step towards closing the gap in economic growth between GA and the US are increases in net domestic migration.

Due to both job growth and the beginning of a new up cycle in housing, population growth will be a significantly stronger driver of the state's GDP in 2013 than in 2012, but it will still be much less powerful than in prior decades. In 2013, Georgia's population will grow at a pace that exceeds the national average – 1.3 percent for Georgia versus 0.9 percent for the U.S. So, the differential in the annual rates of the state's and the nation's population growth will be 0.4 percent. The higher rate of population growth reflects a rise in net migration to the state to about 61,000 people in 2013, up from only 29,000 in 2009. Nonetheless, prior to the Great Recession Georgia's annual rate of population growth was about a full percentage point above the national average, which translates into about 150,000 new net migrants each year. The differential will not widen too dramatically unless Georgia begins to generate jobs at a pace that is significantly above the national average. Jobs will attract young adults who will be more mobile than they were prior to the housing bust.

Another force that will help Georgia to match or exceed the pace of US GDP growth in 2013 is the upturn in information jobs that began in mid-2012. Georgia's information industry lost jobs for 11-consecutive years, 2001 through 2011, amounting to a cumulative loss of 34% of GA's information jobs. The shift from headwind to a tailwind reflects our growing dependence on mobile devices, especially households' and businesses' growing purchases of high volume data applications. Demand for smart phones, broadband, pre-paid phones, tablets, e-readers and cloud computing will be the information industry's primary drivers. Spending on information services will grow much faster than GDP in 2013. One potential problem is whether or not the internet's backbone will become overwhelmed with the upsurge in traffic. Its capacity is not infinite. Congestion on the net could lead to deterioration in the quality of service such that users for which reliability is critical (health care or security) will switch back to wired services, or will simply do not make the switch to wireless services. As broadband and network capacities become much more fully utilized the need to invest more will intensify, generating jobs for those who make, install, and service the new capacity.

**The Employment Market**

In 2013, Georgia's employment will grow by 1.4%, up from the 1.0% rate estimated for 2012. That means 53 thousand jobs will be added which will exceed the 37 thousand jobs added in 2012. However, at the 2013 pace of job creation, full recovery of the 341 thousand jobs Georgia lost to the Great Recession will not occur before mid-2016. As of mid-2012, Georgia had replaced only 115 thousand – 34 percent – of the jobs lost to the Great Recession. The nation had replaced 46 percent of the jobs that it lost. In Georgia, the peak-to-trough percentage decline in nonagricultural employment was 8.2 percent compared to 6.4 percent for the US.

The state's unemployment rate for 2013 will average 8.8 percent, or about 0.4 percentage points lower than the 9.2 percent rate estimated for 2012. Nonetheless, the unemployment rate would be about 5 percentage points higher (over 14%) if labor

force participation had remained where it was prior to the Great Recession. The main reason the unemployment will remain high is the slow pace of economic growth, but it's also true that many of the new jobs that businesses need to create do not match the skill sets of the unemployed. Of course, structural unemployment stemming from labor force immobility will diminish as housing markets improve. However, structural unemployment due to a fundamental skills mismatch almost certainly will worsen due to deep cuts in state spending for Technical Colleges and the University System.

In 2013, GA's fastest job growth will occur in professional and business services, followed by leisure and hospitality, and manufacturing. Education and health services will see average gains. Additionally, Georgia's information industry will be hiring for the first time in over a decade. Another new development is that after plunging by 38 percent construction employment will be rising due to the new up cycle in residential construction. Positive, but slow job growth is projected for financial activities. In contrast, job losses will continue in the government sector, which is the only major economic sector expected to lose jobs in 2013.

One underappreciated reason why job growth will continue to be slow is that the large wealth loss that accompanied the Great Recession dramatically reduced the amount of funds available to launch, or expand, small businesses. Furthermore, it is new companies that typically create almost all net new jobs. In contrast, existing companies are typically net job destroyers and, it is personal wealth – mostly in the form of home equity – not credit – that is the primary source of funding for entrepreneurs who start new businesses. Since home price declines were much steeper in Georgia than in the US as a whole, households' recent wealth losses will do more to hold back job growth in GA than in the US.

**Housing**

The prolonged free fall in single-family homebuilding is over and a new up-cycle is underway. This traditional driver of GDP growth finally got traction in Georgia in 2012 and it will gain momentum in 2013. The number of single-family home starts for new construction will increase by about 19 percent.

The performance of GA's housing market will depend primarily on the performance of the labor market. Modest employment and income growth are expected. Those new jobs, and slightly bigger paychecks – plus slowly appreciating home values – will give a more people both the wherewithal and the confidence to buy homes. That will sustain the housing market's recovery. Mortgage rates probably were at their lowest levels in 2012, but will remain very attractive through at least 2015. The stabilization of home values in most markets is causing credit conditions to ease. But, low – and perhaps overly conservative – appraised values will continue to hold back conventional lending as well as housing turnover. In 2013, that will continue to sap some of the vigor from this up-cycle.

Another restraint on housing activity in 2013 is that about 36% of Georgia households with mortgages owe more on their mortgages than their homes are worth. That severely limits the availability of financing, especially for those with lower credit scores. Additionally, another 6% of GA homeowners with mortgages are in near negative equity situations. Thus, 42% of GA households with mortgages will not be able to absorb the transactions costs involved in selling their homes, much less make a significant down payment. These homeowners are essentially stuck in their current homes, unable to trade up or trade down.

The incoming home price data suggest that truly dramatic home price declines have become very rare. In most markets, the price of existing homes stabilized in 2012. Any remaining pockets of home price depreciation will be very spotty, reflected very localized factors. Existing home prices will rise by 5 percent in 2013. As home price depreciation gives way to home price appreciation, potential homebuyers who have been waiting on the sidelines for even lower prices will opt to become homeowners. Rising rents will strongly reinforce this trend. Many investors began to pull the trigger on home purchases in late 2011 and investors were a major force behind home sales in 2012. But, people who buy homes to live in them will be the driving force (market makers) in 2013.

**Government**

The restructuring of Georgia's private sector is complete, but much restructuring lies ahead for the public sector. State, local, and federal government employment will decline for the remainder of the decade. Public sector restructuring constitutes the strongest remaining headwind for Georgia's economy.

Of all levels of government, state government has made the most progress in terms of adjusting its spending and staffing levels to reflect its ability to produce revenue. Although this headwind is weakening, it will continue to slow the pace of economic growth in 2013. The biggest remaining challenge for state government is uncertainty regarding federal funding for mandated programs such Medicaid. Pension liabilities and retiree health care costs will be the second biggest challenge to state government financing, but those problems are unlikely to lead to major spending cuts or layoffs over the next few years. Still, more full-time state government positions will get replaced by part timers. Additionally, changes in benefit and retirement plans will shift costs and risks from taxpayers to employees. The bottom line is that the government restructuring process is fairly advanced at the state level, but it far from complete and fraught with uncertainties regarding future federal funding.

Similar to state government, local governments will struggle with less funding from the federal government, pension liabilities, and retiree health care costs. Plus, state government is likely to provide less funding to local governments, especially if the state receives less funding from the federal government. On top of those challenges, many local governments have yet to truly reconcile their reduced ability to generate revenue with their spending and staffing levels. That's mostly because local governments are extremely dependent on the value of their property tax digests to generate revenue. The property bust decimated both residential and commercial property values. And, assessed property values almost always severely lag market values. Thus, in many jurisdictions, property tax digests will continue to contract for at least two more years. The bottom line is that many local governments will need to make additional cuts in 2013, 2014 and 2015.

Restructuring is only just beginning with respect to federal government. Areas of our state with high proportions of federal government workers will be vulnerable to federal budget cuts. Over the next decade, there will be substantial cuts in both federal spending and federal jobs, and the pattern of those cuts, which has yet to be decided, will be a significant determinate of statewide economic performance.

At the thirty-thousand foot level, Georgia appears slightly better positioned in this regard than are the vast majority of states. For example, Georgia ranks 10th among the states in terms of federal government expenditures received. That's in line with the size of Georgia's economy. Georgia has 3.1% of the US population, but gets only 2.8% of federal government expenditures. Even though these statistics suggest that Georgia is not overly dependent on federal spending, future cuts could do a lot of damage depending upon what federal lawmakers

decide to cut. For example, Georgia could get hit very hard if the federal cuts are skewed towards domestic military bases, or towards the CDC. Georgia ranks 3rd among the states in terms of Department of Defense expenditures received. Georgia ranks 2nd among the states in terms of spending by the Department of Health and Human Services, mostly due to the presence of the CDC in Atlanta.

## Prospects for Service Producing Industries

Service producing businesses led the upturn in Georgia's economy that began in mid-2009, but some major service industry subsectors – financial activities and information – did not participate and continued to cut jobs. The forecast for 2013 indicates that all Georgia's major categories of service-related businesses will expand in 2013, with the broader base of growth reflecting the upturn in housing markets and growing demand for wireless services. Services businesses that either lower costs or provide necessities, such as health services, will do better than those that provide luxuries or are easily deferred. After all, the population of persons with multiple chronic health conditions that require medical care continues to grow rapidly regardless of the ups and downs of the business cycle or the uncertainties created by healthcare reforms.

Some business categories, such as educational services, will benefit from strong secular trends which will be reinforced by the cyclical upswing of Georgia's economy. Recent and continuing increases in spending for new equipment and software will underpin higher demand for computer services for businesses. Because higher than normal proportions of people and organizations will continue to repair rather than replace durable goods, repair services are expected remain busy during the coming year. The economic recovery will bring relief to many consulting firms, but disappointing revenue collections by state and local governments will limit the gains for firms with many public-sector clients.

In general, budgetary problems will lessen demand for business services that are purchased by government, but those very same financial pressures will create opportunities for agile companies that are able to take advantage of outsourcing, or privatization, of activities that are traditionally performed by governments. Additionally, a significant reduction in both the range and the quantity of services provided by state and local governments should create new opportunities for service businesses that move into abandoned niches by providing roughly similar services.

## Prospects for Goods Producing Industries

Since peaking in mid-1999, Georgia has lost 272 thousand jobs in goods producing industries, which includes manufacturing, construction, natural resources, and mining. This amounts to the loss of over one third of the state's goods-producing jobs. Fortunately, the purge is over. The state will add 7,600 good producing jobs in 2013: Manufacturing employment will rise by 1.6 percent, or 6,000 jobs; construction employment will rise by 1.1 percent, or 1,600; and mining and logging will neither add nor lose jobs.

In 2013, the job gains in construction will stem primarily from residential construction rather than non-residential construction. That is a very positive development. Conditions in the nonresidential construction industry will improve slightly in 2013. Activity in virtually all nonresidential construction subsectors will have contracted dramatically as the pipeline of projects in development emptied out and as the number of new projects declined. In many jurisdictions, spending for publicly-funded structures will decrease. Despite low interest rates, the political climate will discourage many state and local governments from taking on additional debt to fund construction

projects. The bottom line is that nonresidential construction will technically no longer be in recession in 2013, but it also will not make a significant contribution to the growth of the state's GDP. In Georgia, industrial production will advance by about 2.5 percent in 2013, and manufacturing employment will rise by 1.7 percent. Production of durable goods will advance more quickly than production of nondurable goods. Furthermore, production of business inputs and capital goods will grow faster than production of consumer goods.

**Comments Specific to Atlanta**

The revival of the housing market will strongly reinforce Atlanta's ongoing economic recovery. On an annual average basis, the 28-county Atlanta MSA will add 37,400 jobs in 2013, a year-over-year increase of 1.6 percent. Atlanta therefore will account for 70 percent of the state's net job growth. The area's high concentration of service producing industries, distribution companies, and institutions of higher education, health care providers, and life sciences companies will keep Atlanta's job machine in forward gear. Atlanta's outsized information industry will benefit from expanding demand for wireless services and will add jobs for the first time in many years. Several of the projects recently announced by the Georgia Department of Economic Development were in the 28-county metropolitan areas. Major improvements at Hartsfield-Jackson International Airport bode well for Atlanta's growth, especially the completion of the new international terminal. Atlanta is becoming more popular as a tourist destination.

One big plus for Atlanta is that it is not overly dependent on federal jobs. Only 4.0 percent of the Atlanta's area's nonfarm earnings come from federal employment versus 7.7 percent for the state as a whole. State and local government accounts for only 8.9 percent of earnings in metro Atlanta versus 11.4 percent for the state. Therefore, public restructuring will be somewhat less problematic for Atlanta's growth than for growth elsewhere in Georgia or for the nation as a whole.

The lagged effects of the massive restructuring of homebuilding and allied industries will restrain Atlanta's overall growth. Atlanta was especially hard hit by the collapse of the housing bubble, and its adverse effects will linger for many years. The home price declines were severe and alot of household wealth was lost and will not be recovered quickly. This lost home equity also will be a major restraint on small business formation and small business expansion. That is because home equity is a primary source of capital that entrepreneurs depend upon to form or expand their businesses.

Atlanta may be less adversely affected than other parts of Georgia by the lower pace of retiree migration because so many of the retirees who move to Atlanta do so to be closer to their children rather than because of natural amenities such as lakes, mountains, or the ocean. Additionally, moving closer to family members may make even more sense in an era of greater self-reliance and less dependency on federal entitlement programs or pensions. Due to its relatively high percentage of foreign-born and non-US citizens, Atlanta's economy will be sensitive to shifts in US immigration policies.


RESURGENS
1847
1865
ATLANTA GA

# REVENUE FORECAST SUMMARY

**FORECAST METHODOLOGY**

The City's Department of Finance continues a solid partnership with the Selig Center for Economic Growth at the University of Georgia. The City began its partnership with the Selig Center at the peak of the Great Recession. This five-year partnership has enabled City management to gain important independent economic analyses as part of our multi-year revenue forecasting. Key metrics include Atlanta Unemployment rate, Manufacturing Shipments, Building Permits, Construction Activity, Case-Shiller Index, Cushman and Wakefield Office Vacancy Rates, PKF Hotel Occupancy Rates and Revenue Per Available Rooms, Georgia Housing Starts for Single Family and Multifamily, Atlanta Personal Income, Wages and Salary, U.S. Consumer Price Index (% Annualized), Georgia Disposable Income, and Georgia State Product by Sector. The City has incorporated Muni Cast Financial modeling tool as further enhancement in the multi-year forecasting.

**CITY CHARTER REQUIREMENT**

The responsibility for revenue anticipations and specified appropriations is fixed by law through the Budget Commission. The Budget Commission may not anticipate in any year an amount in excess of 99% of the normal revenues of the City actually collected during the previous year with the following exceptions for tax rate or fee increases plus any accumulated cash surplus carried forward from the previous year.

**REVENUE ANTICIPATIONS**

The FY 2013 General Fund Revenue forecast is $526 million and remains unchanged from the Anticipation amount adopted by the Budget Commission in June 2012. The FY 2014 General Fund Revenue Anticipation is $544 million and includes $11 million in fund balance appropriation. The FY 2014 General Fund Revenue Anticipations are consistent with the City Charter requirements. As indicated earlier, the FY 2014 General Fund Revenue Anticipations includes a rigorous review and analysis of state, local economic trends, and financial modeling utilizing key input economic variables that affect revenues.

The City's property tax base is a primary component of City General Fund revenues accounting for nearly one-third of General Fund revenues. Property tax revenues have continued to experience declines associated with recent changes in assessment procedures and continued weakness in the housing market. The City has demonstrated a measured response by continuing to budget property tax revenue conservatively. The property tax revenue metric that best captures the dramatic shifts in the City's property tax base is the dollar value of one mill. The dollar value of one mill in FY 2010 was $20.5 million compared to an estimate of $16.1 million in FY 2014.

More discussion on Property Tax revenue assumptions is provided later in this narrative. Sales tax revenue is the next largest share of General Fund revenues accounting for nearly 20% of General Fund anticipations. Sales tax revenue is highly elastic and demonstrates significant peak and troughs in revenues due to changes in economic performance associated with disposable income and unemployment levels. The Local Option Sales Tax (LOST) is based on a previous negotiated percentage of 42.87% per the last U.S. Census (2000). The current LOST negotiation is in progress and this forecast is subject to revision based on the outcome of the City's percent allocation.

LOST revenue has consistently been lower than the Municipal Option Sales Tax (MOST), which is based on point of sales and use transactions within the corporate limits of the City of Atlanta.

The FY2010 Property tax revenue reflects an increase in the millage rate from 7.12 mills in FY2009 to 10.24 mills in FY2010. The subsequent property tax revenue decline from FY2011 through FY2013 reflects decreases in the residential and commercial tax base, negative reassessments and successful tax appeals. The FY2014 millage rate is set at 10.05 mills and assumes a 98% collection rate.

The FY2014 Revenue Anticipations continues to exercise fiscal discipline and a conservative approach in the City's revenue forecasting while including additional financial modeling. The City will monitor the FY2013 anticipations and provide timely monthly revenue report updates to ensure management response as dictated by economic conditions.

The five-year plan includes key legislative changes from HB 386 tax reform legislation, which passed the General Assembly in 2012 most notably the impact on Motor Vehicle ad valorem tax forecast.

# MAJOR REVENUE SUMMARIES

## GENERAL FUND

| | Audited FY 2011 | Audited FY 2012 | FORECAST FY 2013 | Budget FY 2014 |
|---|---|---|---|---|
| **Taxes** | | | | |
| Current Year Property Tax | $189,845,959 | $176,934,294 | $170,000,000 | $169,474,226 |
| Prior Year Property Tax | (3,535,869) | 3,550,018 | | 226,978 |
| Public Utility Tax | 6,732,361 | 7,045,859 | 6,500,000 | 5,889,038 |
| Intangible Recording Tax | 3,127,567 | 3,620,015 | 3,400,000 | 3,332,377 |
| Real Estate Transfer Tax | 924,899 | 1,317,399 | 1,500,000 | 1,215,749 |
| Penalties and Interest | 971,973 | - | - | 1,200,000 |
| Sub-Total Taxes | 198,066,890 | 192,467,585 | 181,400,000 | 181,338,368 |
| **Other Taxes** | | | | |
| Sales Tax | 93,912,214 | 97,399,863 | 101,000,000 | 102,981,779 |
| Public Utility Franchise tax | 72,420,079 | 63,327,346 | 63,400,000 | 64,052,051 |
| Insurance Premium Tax | 22,408,403 | 19,699,905 | 20,924,594 | 21,442,504 |
| Wholesale Alcohol Tax | 10,302,308 | 9,674,274 | 10,617,806 | 10,620,482 |
| Hotel/Motel Tax | 12,260,561 | 12,084,745 | 12,500,000 | 12,506,122 |
| Alcohol Tax-By-The Drink | 5,133,878 | 5,651,357 | 5,482,194 | 5,483,331 |
| Motor Vehicle Tax | 8,153,908 | 10,144,859 | 8,000,000 | 8,000,000 |
| Other taxes | 396,230 | - | - | 680,271 |
| Sub-Total Other Taxes | 224,987,581 | 217,982,349 | 221,924,594 | 225,766,540 |
| **Licenses and Permits** | | | | |
| General Business Licenses | 38,968,264 | 41,755,682 | 39,000,000 | 40,441,291 |
| Building Permits | 4,331,325 | - | - | - |
| Alcohol Licenses | 7,574,382 | 7,707,247 | 7,437,647 | 7,409,662 |
| Other Licenses and Permits | 12,918,400 | 10,106,784 | 10,862,353 | 9,253,525 |
| Sub-Total Licenses and Permits | 63,792,371 | 59,569,713 | 57,300,000 | 57,104,478 |
| **Charges for Services** | | | | |
| Indirect Cost Recovery | 32,154,304 | 32,052,668 | 32,400,000 | 28,865,452 |
| Other Charges for Services | 4,931,321 | 4,713,427 | 4,986,324 | 9,325,539 |
| Sub-Total Charges for Services | 37,085,625 | 36,766,095 | 37,386,324 | 38,190,991 |
| **Fines and Forfeitures** | 20,236,671 | 22,090,730 | 22,300,002 | 24,209,570 |
| **Miscellaneous Revenue** | | | | |
| Land and Building Rentals | 2,457,954 | 3,550,040 | 3,600,000 | 3,424,821 |
| INS Inmate Lease | 3,702,294 | 3,074,851 | 800,000 | 850,000 |
| US Marshall Lease | 115,380 | 62,820 | - | 77,297 |
| Recoveries | 1,131,575 | 1,230,641 | 500,000 | 500,000 |
| Other Miscellaneous Revenue | 377,437 | 630,920 | 164,707 | 11,723,910 |
| Sub-Total Miscellaneous Revenue | 7,784,640 | 8,549,272 | 5,064,707 | 16,576,028 |
| **Other Financing Sources** | | | | |
| Interest Earnings | 2,378,951 | 1,443,879 | 1,516,073 | 1,591,877 |
| Operating Transfers | 4,712,783 | 2,171,392 | - | - |
| City Hall East Proceeds | - | 13,733,114 | - | - |
| Other Financing Sources | 31,098 | 890,347 | - | - |
| Sub-Total Other Financing Sources | 7,122,832 | 18,238,732 | 1,516,073 | 1,591,877 |
| **GRAND TOTAL** | **$559,076,610** | **$555,664,476** | **$526,891,700** | **$544,777,852** |

### Property Tax

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 City's millage rate has remained 10.24 mills from FY201-FY2013 and is now set at 10.05 mills for FY2014 reflecting positive reassessment and assumes a collection rate of 98%.

| Revenues by Major Category | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
|---|---|---|---|---|
| Current Property Tax Revenues | $ 144,134,889 | $ 209,507,639 | $ 189,845,959 | $ 176,934,294 |

*FY 2014 Forecast:*

Property tax revenue is significantly impacted by the housing market. According to the Selig Center Economic Outlook, the housing market is recovering and "the housing downturn is over and the next up cycle has begun." The report forecasts a 5% increase in existing home prices and the number of single-family home starts for new construction will increase by about 15% in 2013, which are strong indicators of a housing market recovery. The Case-Shiller September 2012 Index for Atlanta shows a .27% (non-seasonally adjusted) increase in home values from August 2012, which is the 6th month in a row of positive results. Property tax revenue is forecasted at a modest 1% annual growth rate.

### Local Option Sales Tax (LOST)

Local option sales tax (1%) is imposed on the purchase, sale, rental, storage, use, or consumption on tangible personal property and related services. Proceeds from this tax are collected by the Georgia Department of Revenue and disbursed to the county and municipalities based on a negotiated allocation between Fulton County and the cities within the county. The City of Atlanta's share of the 1% LOST is 42.87%.

| Revenues by Major Category | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
|---|---|---|---|---|
| Local Option Sales Tax | $ 87,789,288 | $ 92,954,728 | $ 93,912,214 | $ 97,399,863 |

*FY 2014 Forecast:*

Sales tax is one of the most economically sensitive revenue sources with a close correlation to employment and personal income. Sales tax revenue as reported by Fulton County Commodity Report has increased from 1% to 6% from FY 2010 to FY 2012. The U.S. Bureau of Labor Statistics reported that, in November 2012, total nonfarm employment for the Atlanta MSA increased by 33,900 jobs or 1.5% from one year ago. Additionally, the Atlanta area has recorded over-the-year employment gains each month for nearly two and a half years. Sales tax revenue is forecasted at 1.5% annual growth rate.

### Hotel/Motel Tax

The hotel/motel tax is shared between the City, Atlanta Conventions Visitors Bureau, Georgia World Congress, and the Georgia Dome. The City's allocated share of the hotel/motel tax is 24.99%, with the remaining 75.01% distributed by the City to the aforementioned entities. This tax is collected on the 20th day of every month by the City. In November 2011, the Hotel Motel Tax rate increased to 8% from 7% on rent for occupancy of a guestroom in a hotel in the City.

| Revenues by Major Category | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
|---|---|---|---|---|
| Hotel/Motel Tax | $ 11,456,838 | $ 11,042,738 | $ 12,260,561 | $ 12,084,745 |

*FY 2014 Forecast:*

PKF Consulting / Hospitality Research (PKF-HR) is the industry leader in hospitality research econometrics. Its data is one of the primary resources used in developing the City's forecast. PFK manages an extensive database of hotel property income statements and sale prices. Occupancy Rates, Average Daily Room Rates, and Rev-Par Index (defined as Revenue Per Available Room) are all key metrics used in developing the forecast. PFK is projecting modest increases in FY 2013 (4% increase in Rev-P, 3.3% Increase in ADR, & .7% increase in Occupancy). Based on this research, hotel/motel revenue is forecasted to grow by 4.0% from FY 2014 to FY 2018 based on an increased demand as the economic recovery begins to impact occupancy levels and business travel. According to the Selig Center Economic Outlook report, major improvements at Hartsfield-Jackson International Airport also bode well for growth, as the City becomes a more popular tourist destination. Hotel/motel tax revenue is forecasted at a 1.7% annual growth rate.

**Public Utility Franchise Fee**

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 their fee is based on 5% of gross receipts. The Telecommunications Act of 2008 (O.C.G.A. 46-5-1) invalidated existing municipal franchise agreements as of December 31, 2012 and streamlined the required compensation for a municipal authority from a percentage of gross receipts to a cap of 3% of actual local service revenues which reduced the City's revenue stream in this category. The Georgia Public Service Commission (PSC) voted to approve a plan that increased Georgia Power's base rates about 10 percent beginning Jan. 1, 2011. Due to population trends and utility rate increases, the impact of this legislation has not adversely affected this category.

| Revenues by Major Category | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
|---|---|---|---|---|
| Public Utility Franchise | $ 52,516,427 | $ 54,311,741 | $ 72,420,079 | $ 63,327,346 |

*FY 2014 Forecast:*

This revenue source has a positive correlation with population**.** As the population grows, the demand for public utilities increases which generates additional revenue. The most recent Econometric Report forecasts a 1.2% increase in new residents from 2012 to 2014. According to the Office of Planning's 2011 CDP, Atlanta will experience a growth rate of 6.1% from 2010 to 2015.

**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.

*FY 2014 Forecast:*

The forecast is predicated on the City's cost allocation plan.

**General Business Tax**

The general business tax statutory referred to as the occupational tax is levied on all entities conducting business in the City. The business 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 tax. The business tax is closely tied to corporate income and employment levels.

| Revenues by Major Category | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
|---|---|---|---|---|
| General Business License | $ 38,018,271 | $ 34,141,843 | $ 38,968,264 | $ 41,755,682 |

*FY 2014 Forecast:*

The Selig Center Economic Outlook report finds that Atlanta was especially hard hit by the collapse of the housing bubble. The home price declines were severe and this lost home equity will continue to be a major restraint on small business formation. Home equity is a primary source of capital that entrepreneurs depend upon to form or expand their businesses. Job creation has a positive correlation with consumer spending and a business' gross receipts. The Selig Center Economic Outlook report forecasts that Atlanta will add 37,400 jobs in 2013 and personal income will increase from 5.0% in 2014 to 6.9% in 2018. Similarly, Georgia State University's Economic Forecasting Center predicts that Atlanta's overall employment in 2013 will increase by 40,900 jobs (1.5% annual growth) and will strengthen in 2014 with Atlanta's total employment expected to rise again at a stronger 2.1% annual growth. Business tax is forecasted to grow 4.06% from FY 2014 to FY 2018.

**Insurance Premium Tax**

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 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.

| Revenues by Major Category | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
|---|---|---|---|---|
| Insurance Premium | $ 23,297,721 | $ 23,079,134 | $ 22,408,403 | $ 19,699,905 |

*FY 2014 Forecast:*

The forecast is stable at a 1.5% annual growth since the insurance premium tax is less susceptible to shifts in the economy than other corporate income derived taxes. This revenue stream has a positive correlation with population. As the population increases, the demand for insurance coverage increases which generates additional revenue. The most recent Econometric Report predicts a 1.2% increase in new residents from 2012 to 2014. According to the Office of Planning's 2011 CDP, Atlanta will experience a growth rate of 6.14% from 2010 to 2015.

**Other Licenses/Permits**

This category is primarily comprised of Alcohol related licenses and permits for Police, Fire and Public Works (right-of-way, sidewalk closure and driveway aprons).

| Revenues by Major Category | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
|---|---|---|---|---|
| Other License/Permits | $ 24,485,126 | $ 23,988,042 | $ 24,824,107 | $ 17,814,031 |

*FY 2014 Forecast:*

The forecast reflects a 0.5% annual growth increase in various licenses / permits fees as the customer base strengthens from the downturn of the economic recession. This revenue type is strongly correlated to infrastructure investments and hospitality related sectors.

**Alcohol Tax**

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.

| Revenues by Major Category | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
|---|---|---|---|---|
| Alcohol | $ 14,591,220 | $ 14,165,201 | $ 15,436,186 | $ 15,325,631 |

*FY 2014 Forecast:*

The forecast reflects an increase in various Alcohol license fees of a 0.5% average annual growth. A recent Gallup Poll indicates that during a recession, consumers may opt for cheaper wines, liquors, and beers. Thus, flat sales could mean higher volume. Gallup finds no major changes in the percentage of consumers who drink alcohol, in how much drinkers consume, or in their preferred drink. Alcohol consumption is typically recession resilient and can be considered a counter-cyclical good.

**Fines & Forfeitures**

Fines and forfeitures are comprised primarily of traffic fines and forfeitures. Fines and forfeitures are administered through the City Municipal Court and the Park Atlanta contract guarantee. Case filing histories and trends is one of the key metrics in developing the City's annual forecast. Case statistics are captured monthly by the corresponding case type (Traffic, DUI, Criminal, Parking, & Red-light).

| Revenues by Major Category | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
|---|---|---|---|---|
| Fines/Forfeitures | $ 12,631,044 | $ 13,020,006 | $ 20,236,671 | $ 22,090,730 |

*FY 2014 Forecast:*

The forecast reflects a 2% annual growth rate that is predicted on a continuation of strong enforcement of traffic violations through increased Police ticketing issuance, DUI Fines and Pre-Trial Intervention Program Fees. Municipal Court data indicates that cases have remained relatively flat when comparing the first half of 2012 to 2013 at 144,284 to 141,334 respectively. The City receives a revenue guarantee from Park Atlanta as part of the outsourcing of the parking enforcement program.

**Intangible Recording Taxes**

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

**Real Estate Transfer Tax**

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

| Revenues by Major Category | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
|---|---|---|---|---|
| Intangible Recording Taxes | $ 3,307,974 | $ 3,129,736 | $ 3,127,567 | $ 3,620,015 |
| Real Estate Transfer | $ 966,753 | $ 794,919 | $ 924,899 | $ 1,317,399 |

*FY 2014 Forecast (Intangible Recording and Real Estate Transfer):*

These revenue categories are impacted by trends in the housing market. According to the Selig Center Economic Outlook, the housing market is recovering and that "the housing downturn is over and the next up cycle has begun." The report forecasts a 5% increase in existing home prices and the number of single-family home starts for new construction will increase by about 15% in 2013, which are strong indicators of a housing market recovery. The Case-Shiller September 2012 Index for Atlanta shows a .27% (non-seasonally adjusted) increase in home values from August 2012, which is the 6th month in a row of positive results. Georgia State University's Economic Forecasting Center predicts the Atlanta's housing recovery will strengthen in 2014 with construction payrolls rising by 3,000 jobs (2.5% annual growth).

**Land and Building Rentals**

Land and Building rentals consist of revenue received from cell towers, various parks and recreations rentals. Additionally, revenue is received for housing inmates from the US Immigration and Customs. Revenue from Nextel is received for rental of the Atlanta Police Department's radio equipment by internal and external agencies.

| Revenues by Major Category | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
|---|---|---|---|---|
| Land and Building Rentals | $ 18,295,299 | $ 8,339,458 | $ 6,275,628 | $ 6,687,711 |

*FY 2014 Forecast:*

Revenue from the category is heavily dependent on disposable income. Based on the Selig Center Economic Report, personal income is estimated to increase from 5.0% in FY14 to 6.9% in 2018. However, a conservative fiscal position is warranted for this category because economists at the Federal Reserve predict that consumers will continue to "deleverage" or lower their debt to income ratios, resulting in consumption growth to expand only modestly. According to the Blue Chip panel, real personal consumption expenditures (PCE) should grow 2% in 2013 (fourth quarter over fourth quarter) and 2.3% in 2014 and 2015.

**Motor Vehicle (HB 386)**

Beginning March 1, 2013, the sales tax and ad valorem tax on automobiles will be replaced with a one-time title tax fee of 6.5% in 2013, 6.75 in 2014, and 7% in 2015 when titling an automobile. The premise of this provision is to eliminate the ad valorem tax on vehicles and capture revenue from the casual sale of automobiles.

*FY 2014 Forecast:*

Analysis performed by the Georgia State University Fiscal Research Center indicated that local governments in the aggregate should realize an increase in revenue statewide in the first 2 years of the title tax fee system. This reform will increase revenue by extending motor vehicle taxes to two types of vehicles not currently subject to Georgia's sales tax: (1) vehicles sold between individuals ("casual sales") and (2) autos purchased out of state.

**OVERALL GENERAL FUND FORECAST**

The Fiscal Year 2014 General Fund revenue forecast (anticipation) is based on continued property tax digest decline. The addition of the Muni Cast financial tool provides an important forecasting model in view of the slower post-recession revenue growth while focusing on key economic drivers for the City. The City has exercised heightened levels of due diligence in selecting the most appropriate input variables to determine an accurate forecast. The overall General Fund revenue forecast mirrors the economic paradigm in other Atlanta metropolitan governments and large U.S. cities with a similar revenue composition as the City.

## WATER AND WASTEWATER FUND

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

### Water and Sewer Service Revenue

This category includes Water and Wastewater Service Charges. Projected revenue of$437.8M for FY 2014 is $4.3M higher than the FY 2013 Budget of $433.5M. The increase is due primarily to an expected 1% growth in customer base, and higher than anticipated consumption. The Department does not plan to increase its water and sewer rates in FY 2014.

### Charges for Services

This category includes Inter-jurisdictional revenue, industrial waste, and other selected revenue accounts. The FY 2014 projection of $28.1M is $671K lower than the FY2013 Budget of $28.8M. The decrease is due primarily to an anticipated reduction in fees collected for sale of sludge and industrial waste.

| *Revenue* | *FY2013 Budget* | *FY2014 Budget* | *$Increase / Decrease* | *%Increase/ Decrease* |
|---|---|---|---|---|
| Water and Sewer Service Revenues | $433,475,832 | $437,810,598 | $4,334,766 | 1.0% |
| Charges for Service | $28,816,320 | $28,145,768 | ($670,552) | -2.3% |
| Intergovernmental Revenues | $71,813,146 | $66,758,400 | ($5,054,746) | -7.0% |
| Investment Income | $1,221,624 | $1,221,624 | $0 | 0.0% |
| Other Financing Sources | $2,237,304 | $2,237,304 | $0 | 0.0% |
| Miscellaneous Revenues | $41,192 | $359,804 | $318,612 | 773.5% |
| Fines & Forfeitures | $79,452 | $79,452 | $0 | 0.0% |
| Total | $537,684,870 | $536,612,950 | ($1,071,920) | -0.2% |

### Intergovernmental Revenues

The FY 2014 anticipated revenues from the Municipal Option Sales Tax is $113M, which is the consistent with the amount anticipated in FY 2013. For FY14 $66.7M of the total will be allocated in the Waste & Wastewater Revenue Fund and $46.3M in the Water & Wastewater Renewal & Extension Fund.

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

### 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 5052 equity in the Investment in Cash Pool equity and as a result of the Cash Pool MOU.

**Other Financing Sources**

This category includes the administrative fee charged to Fulton County for collecting the County's sewer payments. Per Article IX Section 9.0 of the agreement the County agrees to pay the City a monthly fee calculated at 8% of the total County monthly collections. The FY 2014 fee of, $2.2M, is consistent with the amount budgeted for FY 2013.

**Miscellaneous Revenues**

This category includes revenue for recoveries of prior year delinquent accounts/arrearages. For FY14 the convenience fees collected for credit card payments are also included in this category. The FY 2014 Budget of $359.8K, reflects substantial increase of $41.1K over FY 2013 due to expected revenue from convenience fees paid by customers. The Department based its estimate on revenues generated in prior fiscal years.

**Fines & Forfeitures**

This category is primarily for Revenue associated with Erosion and Sedimentary Control fines. The FY 2014 anticipation, $79.5K, is the same as the FY 2013 anticipation. The Department based its estimate on FY 2013 projections.

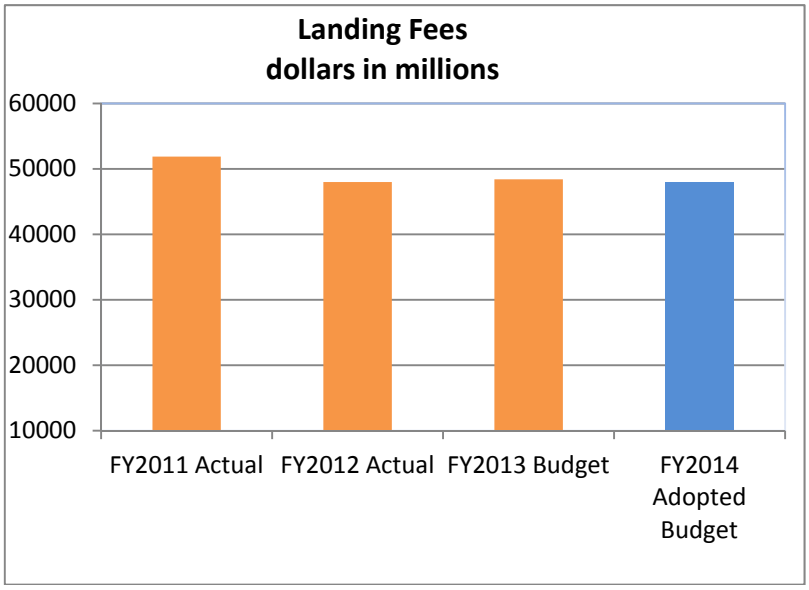
**AVIATION REVENUE FUND**

The Department of Aviation was established to operate and maintain Hartsfield-Jackson Atlanta International Airport. 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 efficiency while exercising fiscal and environmental responsibility. The Department classifies its revenues into two general categories: Aeronautical and Non-Aeronautical.

| Revenues | FY 2013 | FY 2014 | $Increase/ Decrease | %Increase/ Decrease |
|---|---|---|---|---|
| **Aeronautical Revenues:** | | | | |
| Landing Fees | $48,407,807 | $47,976,664 | $(431,143) | -.9% |
| Central Passenger Terminal Complex Rentals | 149,087,997 | 150,162,609 | 1,074,612 | .7% |
| Airside Rentals | 22,433,439 | 23,561,178 | 1,127,739 | 5% |
| Cost Recoveries: Airline | 34,094,538 | 36,424,255 | 2,329,717 | 6.8% |
| **Non-Aeronautical Revenues:** | | | | |
| Landside Rentals | 16,103,263 | 16,864,822 | 761,559 | 4.7% |
| Public Parking | 114,175,764 | 118,476,402 | 4,300,638 | 3.8% |
| Inside Concessions | 44,465,103 | 47,155,254 | 2,690,151 | 6.1% |
| Rental Car | 31,644,826 | 32,922,484 | 1,277,658 | 4% |
| Ground Transportation | 1,876,477 | 1,992,190 | 115,713 | 6.2% |
| Other Commercial Revenues | 4,146,000 | 2,541,000 | (1,605,000) | -38.7% |
| Cost Recoveries: Non-Airlines | 11,830,972 | 12,477,166 | 646,194 | 5.5% |
| Miscellaneous Revenues | 5,241,172 | 7,140,000 | 1,898,828 | 36.2% |
| **Total** | **$483,507,359** | **$497,694,024** | **$14,186,665** | **3%** |

**Landing Fees**

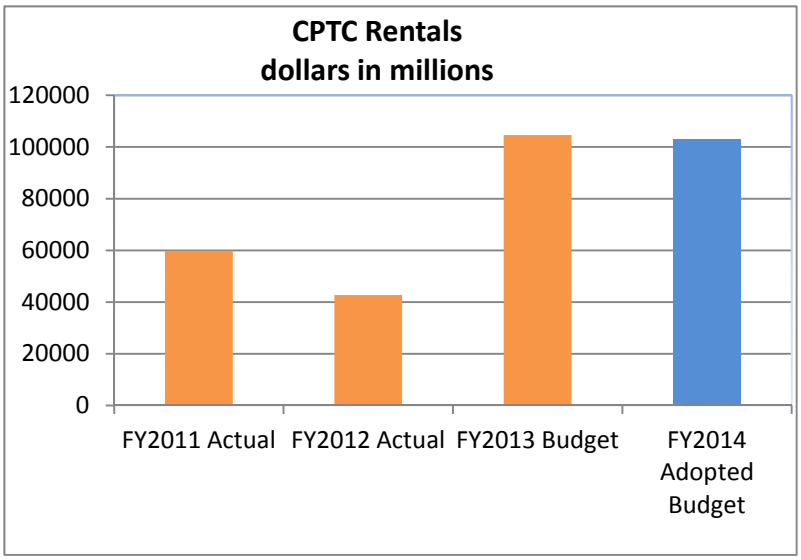
The Department of Aviation collects landing fees from two different sources: 1) basic landing fees and 2) Airfield Improvement Program (AIP) landing fees. The basic landing fee for signatory airlines at Hartsfield-Jackson is $0.16 per 1,000 pounds of landed weight and is intended to recover the cost of operating and maintaining the airfield. AIP landing fees are imposed as cost recovery for certain airfield capital improvements and are collected at a fixed rate and for a fixed duration. The Airport expects to experience a 2% growth in passengers in FY2014; however overall flight operations are expected to remain flat resulting in a nominal change in basic landing fees for FY2014. In fiscal year 2012, amortization of certain AIP revenues ended, most significantly the Fifth Runway, resulting in lower landing fees when compared to fiscal year 2011. Enplaned passenger traffic increased slightly in FY2013; however, actual flight operations may remain flat as airlines better utilize their fleets to transport passengers. This is causing the estimated landing fees in FY2014 to remain flat.




**Central Passenger Terminal Complex (CPTC) Rentals, (net of Concession Credits)**

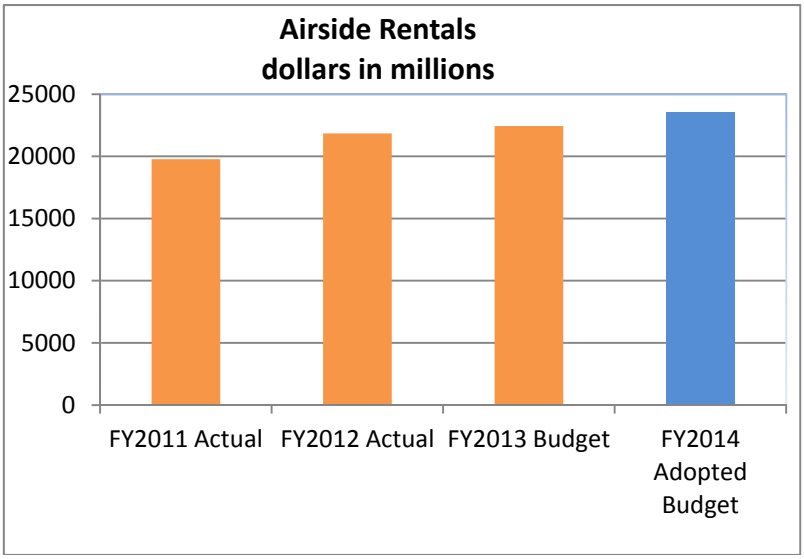
The Department of Aviation charges each of its airline tenants rent for space occupied within the Central Passenger Terminal Complex (CPTC). These rents are for the recovery of capital costs associated with the construction and upgrade of the CPTC's numerous facilities. In September of 2010, the bonds associated with the original construction of Atlanta's airport were fully amortized. In accordance with the original CPTC lease, and the 2010 CPTC lease extension, the rental charges associated with these capital costs ceased. The amount of these charges was $20.1 million per year. This reduction was only realized for 9 months in FY2011, and thus the addition of 3 additional months in FY2012 represents a significant decline. In FY2013 CPTC Rentals increased by $57.0 million; with the opening of the Maynard H. Jackson, Jr. International Terminal. The combination of

new revenue for tenant projects and the reduction of the annual supplemental rent result in an increase for FY2014.



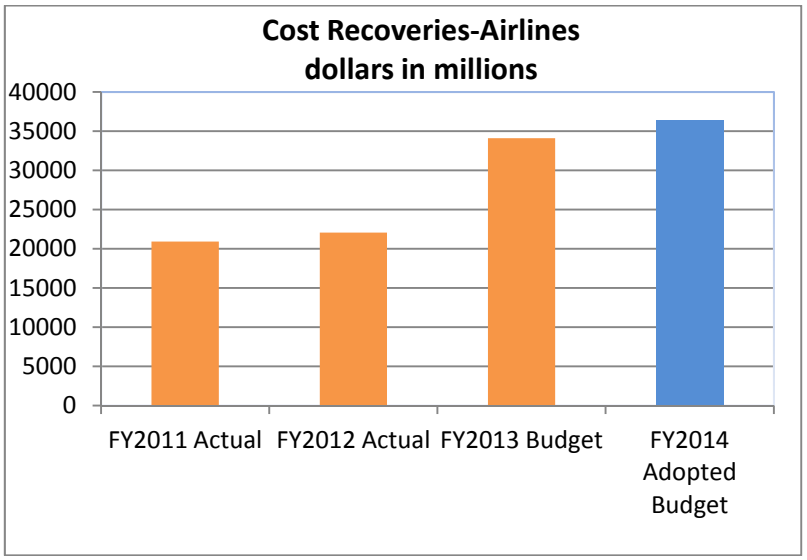

**Airside Rentals**

Airside rentals are rental revenue collected for space occupied by the Airport's numerous airline and airline-support tenants. The Airport experienced, minimal growth in revenue resulting from incremental rate increases for occupied space, and new agreements being finalized in FY2011 and FY2012. The Airlines continue to monitor these costs in an effort to hold down their operating costs. These rentals are expected to increase due to lease escalations that will take effect in January 1, 2014.



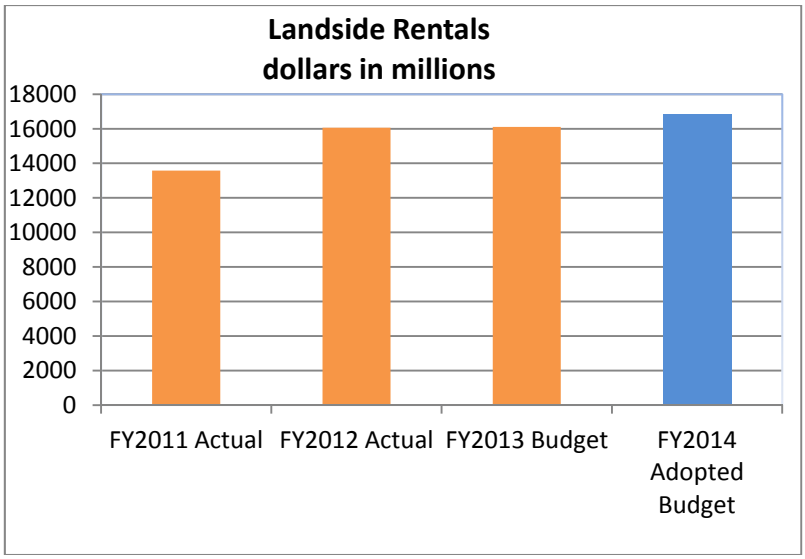
**Cost Recoveries**

The Airport incurs certain costs related to the maintenance and operation of the overall facility that are recovered (in total or in part) from the Airlines. Police, Fire, Security and Maintenance are major components of these recoveries, along with costs to operate the Automatic People Mover (APM) between concourses. For FY 2011 and FY 2012 these recoveries had little change. The new International Terminal opened in May 2012 and added maintenance and operation costs in FY2013 not experienced in previous years, which is the main cause of the change between FY2012 and FY2013. An increase in FY2014 is anticipated as a result of increased APM and Security costs.




**Landside Rentals**

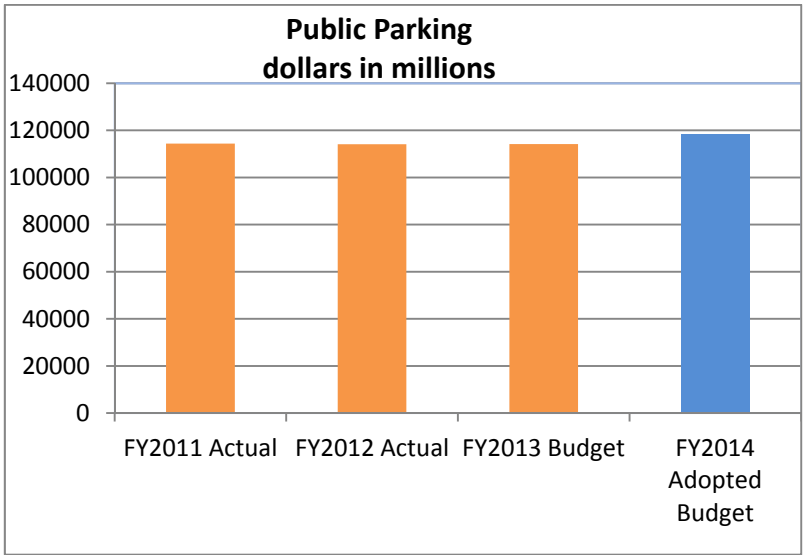
Landside rentals are revenues collected for space occupied in any of the Airport's off-airfield or landside properties. Many of these leases had escalations effective in FY2012, which resulted in an increase over FY2011. Although the airport continues to search for new revenue initiatives, the current projections for FY2013 and FY2014 reflect minimal growth.




**Public Parking**

Revenue was relatively flat for FY2012 due to changes in traffic patterns and individual habits; after the rates increased in FY2011. There was an increase in FY2013 due to increased capacity with the opening of the parking decks at the International Terminal.

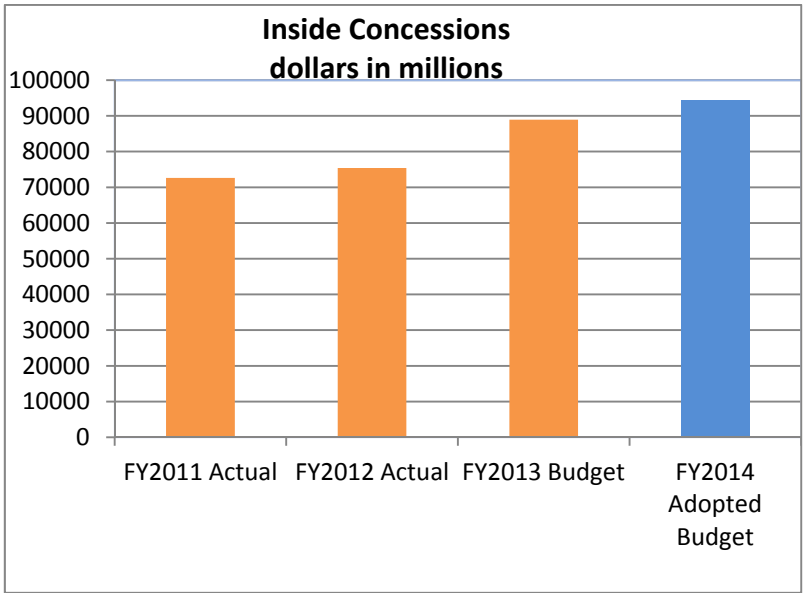
An increase of approximately 3.8% is projected for FY2014 as we anticipate patterns and habits of travelers will be altered as they shift from off-airport parking to Airport parking with the increased capacity.




**Inside Concessions**

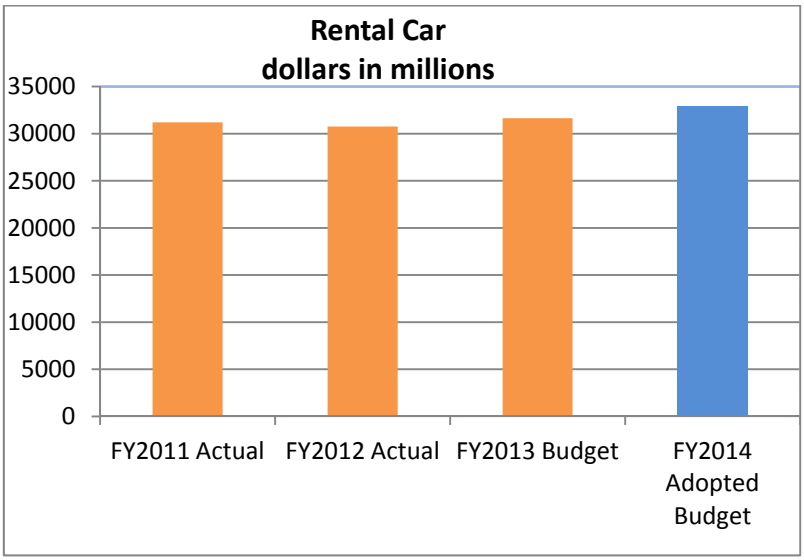
FY2012 saw incremental increases in inside concessions revenues. These revenues are collected from the Airport's various food & beverage, retail, service, duty-free, and advertising outlets. The opening of MHJIT in the spring of 2012 certainly has a positive impact on these revenues as new stores are opened and additional international passengers pass through the airport. FY2013

reflects an increase over FY2012 as the international terminal was in service for the full year. Additionally, new leases signed with concessionaires resulted in an increase due to higher minimum and percentage rent in food and beverage outlets. These outlets account for approximately half of the Airport's inside concessions revenues. FY2014 revenues are expected to increase by approximately 6.1% as concession operations reach full capacity.



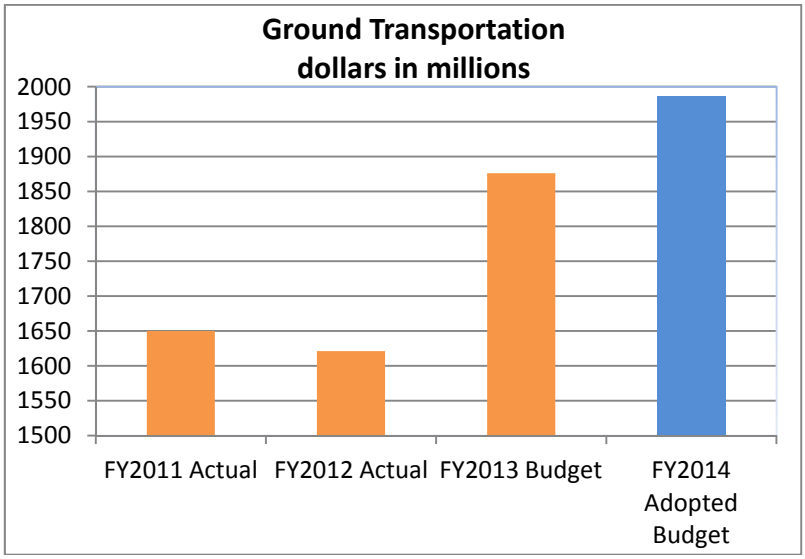

**Rental Car**

For FY2012 and FY2013, the year over year change in revenue is expected to be negligible. The Airport is anticipating growth in destination passengers in FY 2014, which has an impact on rental car activity, and is expecting revenue growth of approximately 4%.



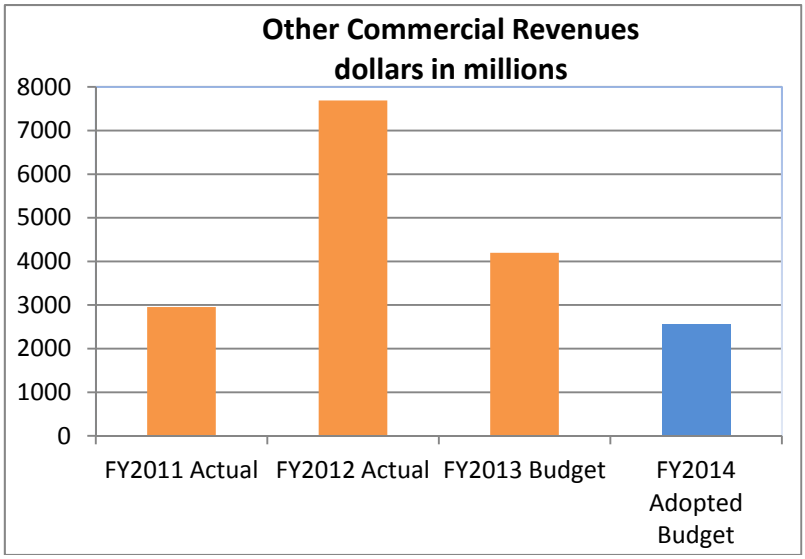
**Ground Transportation**

This category captures revenues related to the Airport's numerous off-airport parking shuttles, limousine services, hotel shuttle services, and other ground transportation venues. Without increases in the rates, the revenues collected from ground transportation services will experience gradual increases over time in line with overall passenger traffic.




**Other Commercial Revenues**

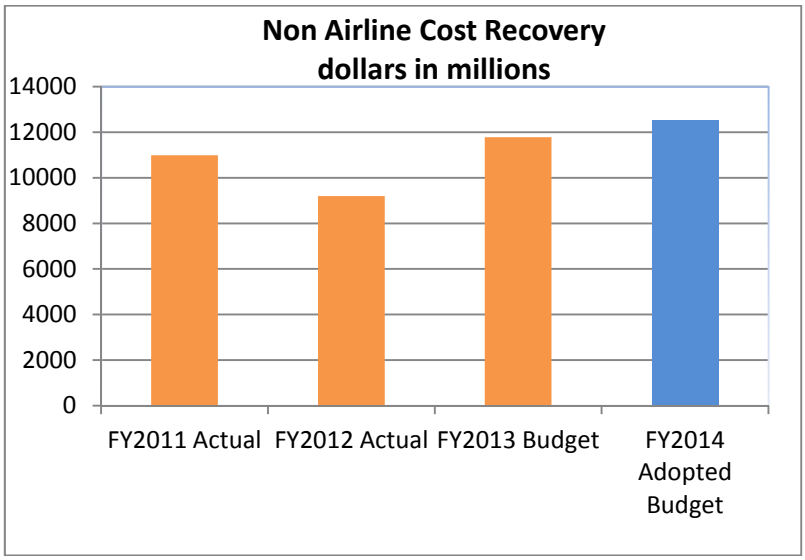
Included in this category are revenues collected from Wi-Fi offerings to customers and vendors, Executive Conference Center (ECC) services and public telephone facilities. The majority of revenues in this category are now coming from Wi-Fi services. The spike in revenue for FY2012 resulted from one-time cost recovery arrangements related to our cellular technology. The Airport will be offering free Wi-Fi during FY 2014, which is causing the drop in revenues.



**Cost Recoveries: Non-Airline**

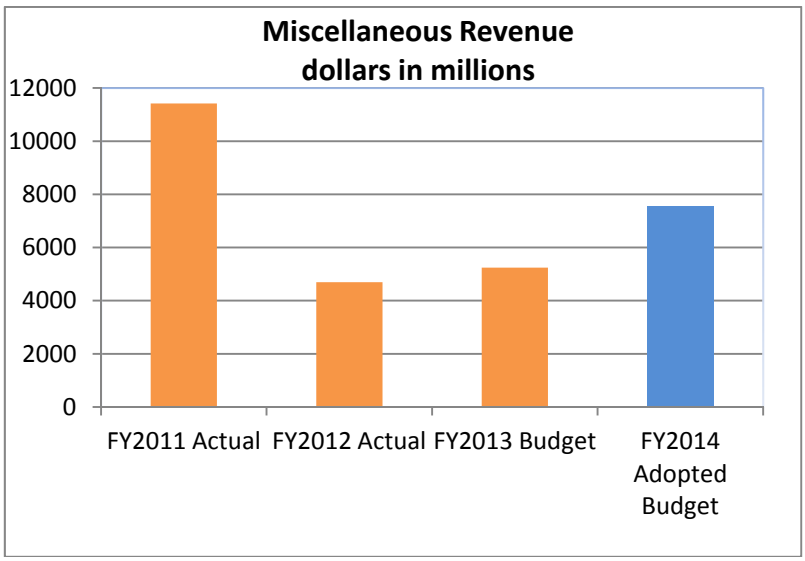
Included in this category are rents collected from the rental car companies and charges to rental car customers in the form of a Customer Facility Charge (CFC). They are collected as reimbursement for the operation and maintenance of the 67.5 acre Rental Car Center (RCC). This facility opened in December of 2009. These payments are set such that the Department is reimbursed for 100% of its RCC operating and maintenance expenses.

A minimal increase of 5% is expected in FY14 due to increase traffic.




**Miscellaneous Revenues**

This category contains revenue streams from a multitude of sources, most of which produce revenue streams of less than $1 million per year. It also contains any one-time collections from disputed billings and legal settlements.




RESURGENS
1847
1865
ATLANTA GA

# Operational Summaries

City Council
Executive Offices
Information Technology
Law
Corrections
Finance
Procurement
Public Works
Parks, Recreation and Cultural Affairs
Watershed Management
Aviation
Judicial Agencies – Court Operations
Non-Departmental
Human Resources
Fire & Rescue Services
Police Services
Planning & Community Development
Judicial Agencies – Solicitor's Office
Board of Ethics
Atlanta Citizens Review Board
Internal Auditor's Office
Judicial Agencies – Public Defender

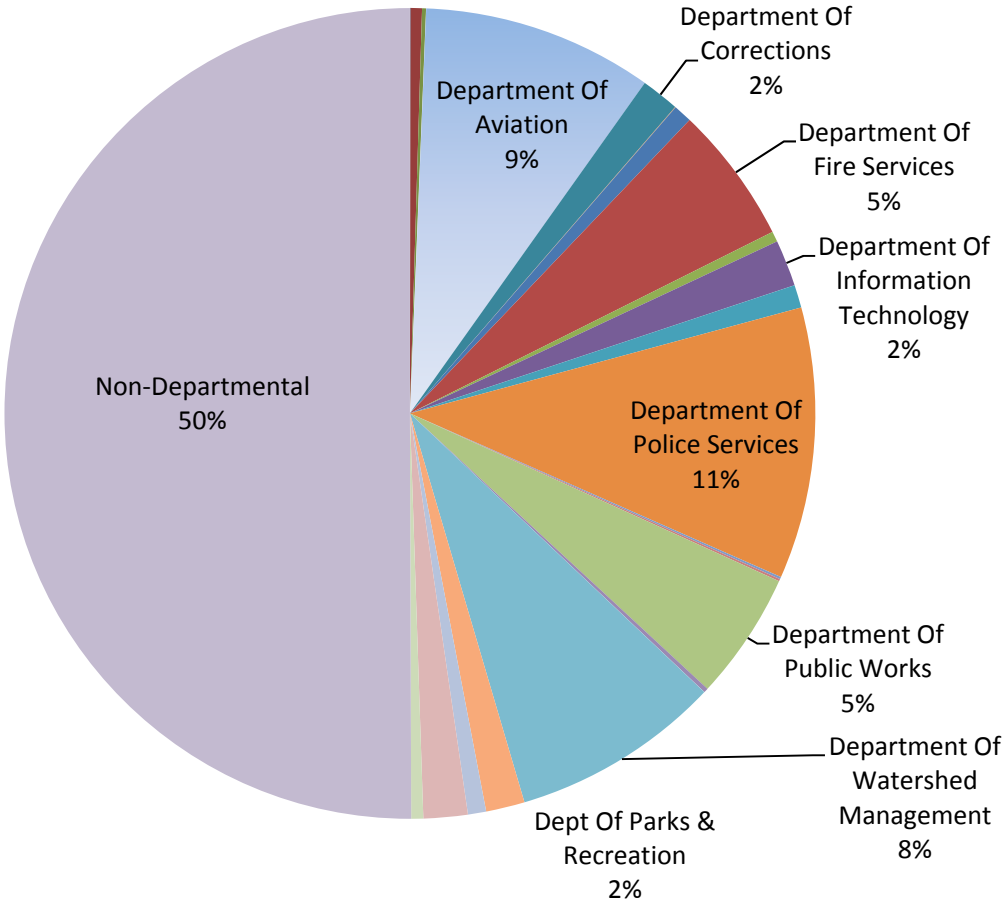
ADOPTED Budget
FY 2014


RESURGENS
1847
1865
ATLANTA GA

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

The operational departmental summaries provide an overview of services along with the financial and position data for fiscal years 2011 to 2014. There is also an explanation of major variances between FY2013 Adopted and the FY2014 Adopted budgets.




As depicted in the preceding chart, the operating budget totals $1.88B, and the largest percent of the total or 50% 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.


RESURGENS
1847
1865
ATLANTA GA

# CITY COUNCIL

**Mission Statement**

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

**Summary of Operations**

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

The members of the Atlanta City Council are as follows:

*District 1:* **Carla Smith**

*District 2:* **Kwanza Hall**

*District 3:* **Ivory Lee Young**

*District 4*: **Cleta Winslow**

*District 5:* **Natalyn M. Archibong**

*District 6:* **Alex Wan**

*District 7:* **Howard Shook**

*District 8:* **Yolanda Adrean**

*District 9:* **Felicia A. Moore**

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

*District 11:* **Keisha Lance Bottoms**

*District 12:* **Joyce M. Sheperd**

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

*Post 2 At-Large:* **Aaron Watson**

*Post 3 At-Large:* **H. Lamar Willis**

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

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

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

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

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

- The *Finance/Executive Committee* recommends on matters pertaining to the budget and to transfers of appropriations; the administration of taxing ordinances and to public revenue; tax officials and collectors; the Department of Finance and to the executive branch of government.

- *The Zoning Committee* recommends on matters relating to zoning and the zoning ordinance of the city; land use in conjunction with the Community Development/Human Resources Committee and the Bureau of Buildings.

- The *Public Safety and Legal Administration Committee* recommends on matters regarding public safety within the city of Atlanta and matters pertaining to litigation.

- The *Community Development/Human Resources Committee* recommends on matters relating to planning functions; comprehensive development and land use plans; housing related programs, housing code enforcement, community development, urban redevelopment and economic development; matters pertaining to parks, recreation and cultural affairs and job and manpower training.

- The *City Utilities* Committee recommends on matters relating to public works, streets, bridges, sanitation and sanitation services, sewage and waste disposals, cable television and pollution control.

- The *Transportation Committee* recommends on matters pertaining to transportation, generally, including the Metropolitan Atlanta Rapid Transit Authority (MARTA) and the Department of Aviation.

# FY14 OPERATING BUDGET HIGHLIGHTS

## City Council

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $1,517,697 | $1,476,236 | $2,543,382 | Salaries, Regular | $2,915,181 | $371,799 |
| $2,199,916 | $2,182,756 | $2,762,000 | Salaries, Perm Part-Time | $2,819,566 | $57,566 |
| - | - | - | Salaries, Sworn | - | - |
| $133,191 | $349,023 | $89,041 | Salaries, Extra Help | $430,363 | $341,322 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $4 | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $614,494 | $475,848 | $333,682 | Pen Cont Gen Emp Pen Fd | $439,089 | $105,407 |
| $85,568 | $99,335 | $65,050 | Defined Contribution | $79,847 | $14,797 |
| $23,451 | $1,455 | $1,461 | Workers' Compensation | $1,924 | $463 |
| $486,325 | $479,399 | $471,543 | Other Personnel Costs | $377,544 | ($93,999) |
| $5,060,646 | $5,064,052 | $6,266,159 | TOTAL PERSONNEL | $7,063,515 | $797,356 |
| | | | OTHER EXPENSES | | |
| $300,196 | $385,528 | $761,540 | Purchased / Contracted Services | $804,751 | $43,211 |
| $50,558 | $56,778 | $112,558 | Supplies | $102,279 | ($10,279) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| $419,862 | $443,354 | $484,120 | Other Costs | $482,933 | ($1,187) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $770,616 | $885,660 | $1,358,218 | TOTAL OTHER EXPENSES | $1,389,963 | $31,745 |
| $5,831,262 | $5,949,712 | $7,624,377 | TOTAL PERSONNEL AND OTHER EXPENSES | $8,453,477 | $829,100 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $5,831,262 | $5,949,712 | $7,624,377 | General Fund | $8,453,477 | $829,100 |
| $5,831,262 | $5,949,712 | $7,624,377 | TOTAL EXPENSES | $8,453,477 | $829,100 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 40.00 | 46.00 | 46.00 | Full Time Equivalent | 47.00 | 1.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## City Council
## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $371,799 | Change in full-time equivalents due to creation of Public Relations Manager.<br>Increases in salary due to new position and City Council salary increases. |
| Salaries, Perm Part-Time | $57,566 | Increase due to Personnel salary adjustments |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $341,322 | Increase due to trending of prior year actuals as well as budget |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $105,407 | Increase due to pension rate adjustment and personnel adjustments. |
| Defined Contribution | $14,797 | Increase due to personnel adjustments. |
| Workers' Compensation | $463 | Increase due to pension rate adjustment. |
| Other Personnel Costs | ($93,999) | |
| TOTAL PERSONNEL | $797,356 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $43,211 | Increase due to trending of prior year actuals. |
| Supplies | ($10,279) | Decrease due to trending of prior year actuals. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | ($1,187) | Decrease due to trending of prior year actuals. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $31,745 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $829,100 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $829,100 |
| TOTAL EXPENSES | $829,100 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 1.00 |

# EXECUTIVE OFFICES

**Mission Statement**

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

**Summary of Operations**

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

**Divisions/Offices Descriptions**

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

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

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

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

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

*The Office of Human Services* improves and enhances the lives of the residents of the City of Atlanta through service coordination, program development, advocacy and resource mobilization.

Utilizing federal and state funding, the Office contracts with a network of agencies to ensure the social service needs of citizens are met.

*The Office of Special Events o*versees 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 insure that event organizers comply with city laws throughout the permitting process of outdoor events on private, public and commercial property.

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

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

The core functions include develop programming (for after school, recreational, cultural, seniors, etc.), maintenance (make parks & facilities safe, clean and inviting) and planning and community engagement

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

*The Office of 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 diversity programs are designed to mitigate the effects of the past and present discrimination against small, minority, female, and disadvantaged businesses by promoting full and equal business opportunity for all persons doing business with the City of Atlanta.

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

*Facilities Management Division* is responsible for preventive and ongoing maintenance and repairs for many of the City's core buildings including City Hall and all public safety facilities. This division also handles the City's space needs by planning, designing, and constructing operationally efficient and sustainable facilities.

*The Real Estate Portfolio Division* is responsible for maintaining the City's inventory of leased and owned properties, excluding those under the purview of the Department of Aviation. In addition, it assists other City departments with the acquisition and management of their real estate needs. This division directly manages the City's three neighborhood centers with their 40 tenants, and various enterprise assets and telecommunication leases.

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

The *Innovation Delivery Team* is responsible for helping the Mayor develop and deliver solutions to major urban problems and to inject a spirit of innovative problem-solving into the city's agencies. The Innovation Delivery Team is currently working on two priorities: 1) reducing

street homelessness and 2) improving customer service at the City of Atlanta.

*Focus on Results (FOR) Atlanta,* previously known as ATLStat, is responsible for enabling tangible and lasting improvements in City operations through departmental collaboration and capacity building, analysis, and project and performance management support. The goal of the FOR Atlanta program is to increase the efficiency and effectiveness of City services and to improve the quality of service delivered to the citizens of Atlanta.

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

**FY2013 Accomplishments**

*Office of Program Management/Performance Delivery Team/ATLStat*

- Launched new Citywide performance management strategy, Focus on Results (FOR) Atlanta.
- Completed audit of 17 departmental scorecards to prioritize and streamline Departmental performance metrics for a greater focus on outcomes.
- Implemented new technology solution for Citywide performance dashboard, saving the City over $100,000 on an annual basis.
- Revamped the existing performance management structure to create FOR Atlanta sessions which use data and analysis to drive cross-functional decision making and solutions.
- Instituted new State of the City Scorecard which track the City's progress against the Mayor's six priority areas using key metrics and indicators.
- Drove a variety of analysis projects to set performance targets and to improve operational processes and performance.
- Built new operational consulting capabilities to kick off operational improvement efforts in several key areas within the City including the launch of the City's eCitation pilot as well as the development of a new False Alarm Reduction strategy.

*Facilities Management Division*

- Complete construction of Fire Station 28
- Bond Fund Projects: 15 completed & 38 in progress.
- Design Services for the 311 Call Center completed.
- Design Services and demolition work for Fire Station 7 is in progress.
- In-House design for Citywide Restacking Plan is in progress.
- The new Crime Lab designs are 95% complete. Project will be advertised for bid.
- Designs of required renovations for Americans with Disabilities Act (ADA) Compliance completed.

*Real Estate Division*

- Executed 10-year lease with DWM at 72 Marietta Street, recovering $895,500 in back rent and providing over $1.2 million in new lease revenue for the General Fund.
- Generated over $2.4 million in other lease revenue.
- Finalized the abandonment of two streets that produced almost $450,000 for the General Fund.
- Coordinated the relocation of a major radio tower that provided a site needed by DWM.
- Closed on a 2-acre site for APD's new Zone 3 Precinct.

*Sustainability*

- Completed the roll out of municipal recycling program.
- Developed a municipal energy strategy.
- Completed the City's first Climate Action Plan in partnership with GA Tech.
- Completed the first Southeast Region EV Readiness Manual.
- Completed a traffic synchronization project in the Midtown district expected to save $9 million in fuel and travel costs annually.
- Paid out over 80 single family rebates through the SHINE (Sustainable Home Initiative in the New Economy) program and launched multi-family rebate program.
- Completed lighting retrofit projects at Hemphill, Chattahoochee, and RM Clayton watershed treatment facilities totaling $1.2 million in high efficiency upgrades.

- Purchased Big Belly Recycling bins for placement along the Atlanta Beltline and Woodruff Park while continuing to promote a robust internal recycling policy.
- Updated and revised list of internal policies designed to encourage sustainable office practices.
- Launch a refreshed Power to Change sustainability plan that addresses 10 impact areas for sustainable growth and management in the City of Atlanta.
- Hosted a variety of educational events designed to promote sustainability in the City of Atlanta including annual Earth Day event.
- Complete a Green House Gas inventory for municipal government.

*Office of the Innovation Delivery Team*

- More than 300 homeless veterans housed through veterans collaborative
- Led Atlanta's first Street Homeless Registry: a national best practice to interview and register street homeless for housing solution development and individual placement
- Launch of a chronic homelessness collaborative for housing chronic homeless and housing of 100 chronic homeless
- Launch of a rapid-rehousing collaborative for housing episodic homeless
- New City of Atlanta Monetary Solicitation (panhandling) ordinance and establishment of supportive services referrals for any homeless encountering public safety agencies
- Customer Service Bill of Rights created and C.A.R.E. (Courtesy and Respect Everyday) training rolled out to over 7,000 city employees
- Process redesign and Service-Level Agreements set for over 200 city customer service delivery processes
- 311 business case and 18-month implementation roadmap developed and approved
- Incubation of the Office of Customer Service

**FY2014 Adopted Program Highlights**

*Office of Program Management/Performance Delivery Team/For Atlanta*

- Redesign Performance Delivery Team website to be more citizen-centric and begin publishing performance data.
- Conduct analytical and performance management skills development workshops for departmental representatives.
- Design more efficient performance data upload options for departments, leveraging automation where possible.
- Collaborate with the Department of Finance to develop strategy for performance based budgeting in future budget cycles.
- Further leverage operational consulting capabilities to enhance operational efficiencies within the City and help drive improvements in performance metrics.
- Continue partnering with Departments to create more outcome oriented performance metrics which align with strategic priorities of the Department and the City as a whole.

*Facilities Management Division*

- Begin new construction of Fire Station 22.
- Complete design of new Zone 3 Police precinct.
- Complete the construction of new Crime Lab.
- Complete move of DWM to 72 Marietta.
- Complete the construction of the 311 Call Center.
- Complete the renovation of Fire Station 7.
- To start and complete 4 major projects under the Citywide Restacking Plan for City Hall.
- Complete the build out for COPS/Code Enforcement at 818 Pollard.
- Complete the design and renovation for upgrades to the Mayor's Suite.
- Complete 50% of the ADA Compliance required renovations citywide.

*Real Estate Division*

- Will close on the acquisition of approximately 35 parcels in 3 projects, including the Atlanta Streetcar Project.
- Passage of the revised Real Estate Code.
- Disposition of 2 surplus AFR properties.
- Disposition of former Production Building at 72 Marietta Street.

*Sustainability*

- Complete a Green House Gas inventory for the City of Atlanta

- Payout up to $150k in multifamily rebates through the SHINE program
- Facilitate the replacement of city-owned and maintained outdoor lighting fixtures with efficient, energy saving infrastructure at all parks.
- Support Department of Planning's re-zoning of public transit stations such that the Livable Centers Initiative projects can continue.
- Complete phase 1 of the Trinity Avenue Farm project.
- Bring local food to City Hall through programs such as Farmers' Markets or CSA's.
- Collaborate citywide with departments to increase municipal recycling volume by 30% and decrease contamination at City facilities.
- Utilizing grant funding, complete energy audits at Recreation Centers and Fire Stations.

*Office of the Innovation Delivery Team*

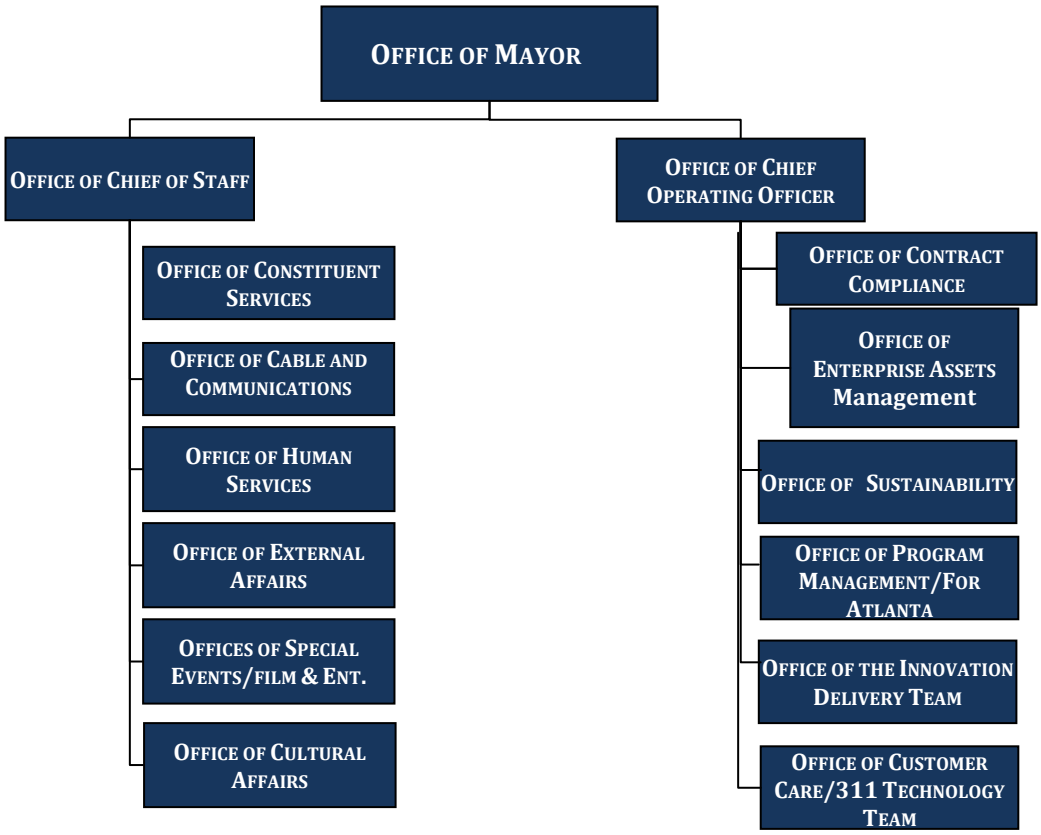
- House another 300 homeless veterans through the veterans initiative collaborative and eliminate chronic veterans homelessness in Atlanta.
- House at least another 100 chronic homeless through the chronic homeless collaborative.
- Support launch of a new community homeless Continuum-of-Care, a public-private partnership for coordinating funding, planning, services and performance management.
- Improve customer experience and streamline processes in Special Events, Licensing and Permitting.
- Redesign city website to be more service-friendly for residents, businesses and visitors.

*Office of the Customer Care/311 Technology Team*

- Launch a "one-stop" phone number for all government non-emergency: information and referral, requests for service, and status requests.
- Launch enhanced self service through a user-friendly web site and Mobile & SmartApps.
- Release a "closed-loop" system to confirm receipt of customer service request as well as confirmation of service completed.
- Reduce call volume and resource requirements for the 9-1-1 emergency response service.
- Reduce multiple and/or redundant, automated information systems.

# ORGANIZATIONAL CHART

*Executive Offices*



# FY14 OPERATING BUDGET HIGHLIGHTS
## Executive Offices

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| $6,194,654 | $7,187,547 | $9,044,269 | Salaries, Regular | $11,537,688 | $2,493,419 |
| - | - | - | Salaries, Perm Part-Time | $9,039 | $9,039 |
| $0 | - | - | Salaries, Sworn | - | |
| $355,644 | $436,656 | $435,870 | Salaries, Extra Help | $622,043 | $186,173 |
| - | - | - | Salaries, Extra Help-Sworn | - | |
| $108 | $10,080 | $110,492 | Overtime | $71,441 | ($39,051) |
| - | - | - | Pen Cont Fire Pen Fd | - | |
| $17,023 | - | - | Pen Cont Police Pen Fd | - | |
| $943,943 | $851,086 | $842,658 | Pen Cont Gen Emp Pen Fd | $1,474,910 | $632,252 |
| $204,009 | $261,028 | $327,844 | Defined Contribution | $403,342 | $75,498 |
| $273,917 | $302,163 | $156,117 | Workers' Compensation | $116,566 | ($39,551) |
| $831,955 | $972,631 | $1,379,017 | Other Personnel Costs | $1,813,688 | $434,671 |
| $8,821,253 | $10,021,190 | $12,296,266 | TOTAL PERSONNEL | $16,048,716 | $3,752,450 |
| | | | OTHER EXPENSES | | |
| $5,102,508 | $7,225,350 | $9,742,393 | Purchased / Contracted Services | $11,448,194 | $1,705,801 |
| $3,599,746 | $3,968,415 | $4,901,752 | Supplies | $5,406,164 | $504,412 |
| $15,577 | $37,683 | $149,300 | Capital Outlays | $588,816 | $439,516 |
| $3,826,603 | $2,160,049 | $38,614 | Interfund / Interdepartmental Charges | $67,612 | $28,998 |
| $464,369 | $442,991 | $1,771,630 | Other Costs | $1,778,527 | $6,897 |
| - | - | - | Debt Service | - | |
| - | - | - | Conversion / Summary | - | |
| $125,000 | $74,900 | - | Other Financing Uses | - | |
| $13,133,804 | $13,909,388 | $16,603,689 | TOTAL OTHER EXPENSES | $19,289,314 | $2,685,625 |
| $21,955,056 | $23,930,578 | $28,899,955 | TOTAL PERSONNEL AND OTHER EXPENSES | $35,338,030 | $6,438,075 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| $67,340 | $400,764 | $481,448 | Airport Revenue Fund | $688,203 | $206,754 |
| - | - | - | Building Permits Fund | $89,191 | $89,191 |
| $4,490,925 | $2,811,777 | $0 | Fleet Service Fund | $0 | $0 |
| $17,399,564 | $20,167,729 | $26,428,507 | General Fund | $30,462,326 | $4,033,819 |
| - | - | - | Parks Facilities Revenue Fund | $0 | $0 |
| ($731) | - | $0 | Solid Waste Services Revenue Fund | $87,029 | $87,029 |
| ($2,042) | $550,308 | $1,990,000 | Water & Wastewater Revenue Fund | $4,011,281 | $2,021,281 |
| $21,955,056 | $23,930,578 | $28,899,955 | TOTAL EXPENSES | $35,338,030 | $6,438,075 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 133.00 | 153.00 | 169.00 | Full Time Equivalent | 221.00 | 52.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Executive Offices

## Airport Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $49,799 | $295,930 | $339,666 | Salaries, Regular | $510,856 | $171,190 |
| - | - | - | Salaries, Perm Part-Time | $9,039 | $9,039 |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | $34,824 | $42,870 | Pen Cont Gen Emp Pen Fd | $54,240 | $11,371 |
| $2,988 | $10,002 | $9,808 | Defined Contribution | $16,719 | $6,911 |
| - | - | - | Workers' Compensation | - | - |
| $14,552 | $59,988 | $59,105 | Other Personnel Costs | $79,848 | $20,743 |
| $67,340 | $400,744 | $451,448 | TOTAL PERSONNEL | $670,703 | $219,254 |
| | | | OTHER EXPENSES | | |
| - | $20 | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | $30,000 | Capital Outlays | $17,500 | ($12,500) |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | $20 | $30,000 | TOTAL OTHER EXPENSES | $17,500 | ($12,500) |
| $67,340 | $400,764 | $481,448 | TOTAL PERSONNEL AND OTHER EXPENSES | $688,203 | $206,754 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $67,340 | $400,764 | $481,448 | Airport Revenue Fund | $688,203 | $206,754 |
| $67,340 | $400,764 | $481,448 | TOTAL EXPENSES | $688,203 | $206,754 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 1.00 | 7.00 | 7.00 | Full Time Equivalent | 9.30 | 2.30 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Executive Offices

## Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $171,190 | Increase in Full-Time equivalents and salaries due to new offices (Entertainment and Film Office and 311 Call Center) and Office of Cultural Affairs transfer to Executive Offices. |
| Salaries, Perm Part-Time | $9,039 | Increase due to additional personnel being brought in during the course of the prior year. |
| 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 | $11,371 | Increase due to pension rate adjustment and personnel adjustments. |
| Defined Contribution | $6,911 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | $20,743 | |
| TOTAL PERSONNEL | $219,254 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | ($12,500) | Decrease due to trending of prior year actuals. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($12,500) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $206,754 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Airport Revenue Fund | $206,754 |
| TOTAL EXPENSES | $206,754 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 2.30 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Executive Offices

## Building Permits Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | $64,764 | $64,764 |
| - | - | - | 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 | $7,195 | $7,195 |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | $17,233 | $17,233 |
| - | - | - | TOTAL PERSONNEL | $89,191 | $89,191 |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| - | - | - | TOTAL PERSONNEL AND OTHER EXPENSES | $89,191 | $89,191 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Building Permits Fund | $89,191 | $89,191 |
| - | - | - | TOTAL EXPENSES | $89,191 | $89,191 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Full Time Equivalent | 1.95 | 1.95 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Executive Offices

## Building Permits Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $64,764 | Increase due to the creation of the new 311 Call Center. Salaries and benefits were split funded among several funds. |
| 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 | $7,195 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | $17,233 | |
| TOTAL PERSONNEL | $89,191 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $89,191 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Building Permits Fund | $89,191 |
| TOTAL EXPENSES | $89,191 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 1.95 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Executive Offices

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $6,146,727 | $6,891,616 | $8,704,603 | Salaries, Regular | $9,541,618 | $837,015 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| $0 | - | - | Salaries, Sworn | - | - |
| $356,310 | $436,656 | $435,870 | Salaries, Extra Help | $622,043 | $186,173 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $108 | $10,080 | $110,492 | Overtime | $71,441 | ($39,051) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| $17,023 | - | - | Pen Cont Police Pen Fd | - | - |
| $943,943 | $816,262 | $799,788 | Pen Cont Gen Emp Pen Fd | $1,094,712 | $294,924 |
| $201,085 | $251,027 | $318,036 | Defined Contribution | $334,241 | $16,205 |
| $22,852 | $17,134 | $156,117 | Workers' Compensation | $116,566 | ($39,551) |
| $817,573 | $912,643 | $1,319,912 | Other Personnel Costs | $1,384,228 | $64,316 |
| $8,505,621 | $9,335,417 | $11,844,818 | TOTAL PERSONNEL | $13,164,848 | $1,320,030 |
| | | | OTHER EXPENSES | | |
| $5,102,508 | $6,675,022 | $9,532,393 | Purchased / Contracted Services | $11,241,359 | $1,708,966 |
| $3,601,405 | $3,968,415 | $4,901,752 | Supplies | $5,406,164 | $504,412 |
| $15,577 | $37,683 | $89,300 | Capital Outlays | $553,816 | $464,516 |
| $33,380 | $34,649 | $38,614 | Interfund / Interdepartmental Charges | $67,612 | $28,998 |
| $16,073 | $41,643 | $21,630 | Other Costs | $28,527 | $6,897 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| $125,000 | $74,900 | - | Other Financing Uses | - | - |
| $8,893,943 | $10,832,312 | $14,583,689 | TOTAL OTHER EXPENSES | $17,297,479 | $2,713,790 |
| $17,399,564 | $20,167,729 | $26,428,507 | TOTAL PERSONNEL AND OTHER EXPENSES | $30,462,326 | $4,033,819 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $17,399,564 | $20,167,729 | $26,428,507 | General Fund | $30,462,326 | $4,033,819 |
| $17,399,564 | $20,167,729 | $26,428,507 | TOTAL EXPENSES | $30,462,326 | $4,033,819 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 132.00 | 146.00 | 162.00 | Full Time Equivalent | 168.80 | 6.80 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Executive Offices

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $837,015 | Increase in Full-Time equivalents and salaries due to new offices (Entertainment and Film Office and 311 Call Center) and Office of Cultural Affairs transfer to Executive Offices. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $186,173 | Increase due to additional personnel being brought in during the course of the prior year. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | ($39,051) | Decrease due to reduction in projected Overtime hours. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $294,924 | Increase due to pension rate adjustment and personnel adjustments. |
| Defined Contribution | $16,205 | Increase due to personnel adjustments. |
| Workers' Compensation | ($39,551) | Decrease due to trending of prior year actuals. |
| Other Personnel Costs | $64,316 | |
| TOTAL PERSONNEL | $1,320,030 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $1,708,966 | Increase due to creation of new departments and transfers. |
| Supplies | $504,412 | Increase due to creation of new departments and transfers. |
| Capital Outlays | $464,516 | Increase due to creation of new departments and transfers. |
| Interfund / Interdepartmental Charges | $28,998 | Increase due to the addition of vehicles to current fleet. |
| Other Costs | $6,897 | Increase due to creation of new departments and transfers. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $2,713,790 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $4,033,819 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $4,033,819 |
| TOTAL EXPENSES | $4,033,819 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 6.80 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Executive Offices

## Solid Waste Services Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $0 | - | - | Salaries, Regular | $62,602 | $62,602 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| ($666) | - | $0 | Salaries, Extra Help | $0 | $0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $0 | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | $7,195 | $7,195 |
| - | - | - | Workers' Compensation | - | - |
| ($65) | - | $0 | Other Personnel Costs | $17,233 | $17,233 |
| ($731) | - | $0 | TOTAL PERSONNEL | $87,029 | $87,029 |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| ($731) | - | $0 | TOTAL PERSONNEL AND OTHER EXPENSES | $87,029 | $87,029 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| ($731) | - | $0 | Solid Waste Services Revenue Fund | $87,029 | $87,029 |
| ($731) | - | $0 | TOTAL EXPENSES | $87,029 | $87,029 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | 0.00 | Full Time Equivalent | 1.95 | 1.95 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Executive Offices

## Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $62,602 | Increase in Full-Time equivalents and salaries due to new offices (Entertainment and Film Office and 311 Call Center) and Office of Cultural Affairs transfer to Executive Offices. |
| 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 | - | |
| Defined Contribution | $7,195 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | $17,233 | |
| TOTAL PERSONNEL | $87,029 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $87,029 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Solid Waste Services Revenue Fund | $87,029 |
| TOTAL EXPENSES | $87,029 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 1.95 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Executive Offices

## Water & Wastewater Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| ($1,872) | - | - | Salaries, Regular | $1,357,849 | $1,357,849 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $0 | - | - | Pen Cont Gen Emp Pen Fd | $325,957 | $325,957 |
| ($63) | - | - | Defined Contribution | $37,993 | $37,993 |
| - | - | - | Workers' Compensation | - | - |
| ($106) | - | - | Other Personnel Costs | $315,147 | $315,147 |
| ($2,042) | - | - | TOTAL PERSONNEL | $2,036,946 | $2,036,946 |
| | | | OTHER EXPENSES | | |
| - | $550,308 | $210,000 | Purchased / Contracted Services | $206,835 | ($3,165) |
| - | - | - | Supplies | - | - |
| - | - | $30,000 | Capital Outlays | $17,500 | ($12,500) |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | $1,750,000 | Other Costs | $1,750,000 | $0 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | $550,308 | $1,990,000 | TOTAL OTHER EXPENSES | $1,974,335 | ($15,665) |
| ($2,042) | $550,308 | $1,990,000 | TOTAL PERSONNEL AND OTHER EXPENSES | $4,011,281 | $2,021,281 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| ($2,042) | $550,308 | $1,990,000 | Water & Wastewater Revenue Fund | $4,011,281 | $2,021,281 |
| ($2,042) | $550,308 | $1,990,000 | TOTAL EXPENSES | $4,011,281 | $2,021,281 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 0.00 | 0.00 | 0.00 | Full Time Equivalent | 39.00 | 39.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Executive Offices

## Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $1,357,849 | Increase in Full-Time equivalents and salaries due to new offices (Entertainment and Film Office and 311 Call Center) and Office of Cultural Affairs transfer to Executive Offices. |
| 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 | $325,957 | Increase due to pension rate adjustment and personnel adjustments. |
| Defined Contribution | $37,993 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | $315,147 | |
| TOTAL PERSONNEL | $2,036,946 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($3,165) | Decrease due to reduction in spending during the prior year. |
| Supplies | - | |
| Capital Outlays | ($12,500) | Decrease due to reduction in spending during the prior year. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | $0 | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($15,665) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $2,021,281 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Water & Wastewater Revenue Fund | $2,021,281 |
| TOTAL EXPENSES | $2,021,281 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 39.00 |


RESURGENS
1847
1865
ATLANTA GA

# INFORMATION TECHNOLOGY

**Mission Statement**

Our mission is to provide business value, through collaboration and participation with our business partners (customers), by leveraging the right technology to enable timely, cost-effective and high-quality delivery of City of Atlanta ("City") services.

**Core Functions**

- End User and Systems Support
- Program Management
- Communications

**Summary of Operations**

The Department of Information Technology ("'IT") oversees and guides all technology-related activities associated with the delivery of products and services managed by every department of the City. The Office provides a strategic framework and direction for leveraging technology to create business value.

**Divisions/Offices Descriptions**

*The Office of the CIO* includes various support organizations, and a business administration group, which provide support for internal and external customers of the City of Atlanta.

*The Office of Business Administration* provides business and administrative services to the IT department. It encompasses several areas of responsibilities which include the front desk services, administrative services, finance and budget administration, human resources, contract and legislation administration, employee training and development, and other general office administrative functions.

*The End User Support Team* provides desktop, help desk and network support for the City, and selected City agencies. We are responsible for distributing and maintaining desktop hardware and software. Our technical expertise is enhanced through forming close relationships with key partners and vendors to provide our customers with superior service. Our services focus on three main goals - increasing your productivity, reducing your costs through the use of standards, and improving end-user satisfaction. The goal is to provide leadership in supporting and facilitating the effective use of technology as an everyday tool.

*Mainframe Operations* maintains the City's mainframe computer system and provides physical security for the City's data.

*Network/Server Operations* ensures that the City's assets are maintained responsibly and work with project teams to help implement internal systems. The network/server team oversees the consolidation and migration of all server storage and equipment.

*Systems and Programming* is a division of IT professionals consisting of systems analysts, database administrators, web developers, mainframe programmers and IT consultants responsible for enhancing, supporting and maintaining the City's systems and applications. The mission critical applications include Oracle E-Business Suite (ERP), Criminal Justice Information Systems (CJIS/Courtview), E-911 Related Systems, Enquesta (Watershed Billing), Accela Permitting System and numerous web applications developed in house.

*Office of Security* is responsible for protecting the City's [Information] assets by managing risks appropriately and implementing necessary controls to defend against attacks to ensure that confidentiality, integrity and availability of the City's information and information systems are sustained. We develop,

implement and enforce security policies (web connections and the associated firewall, virus, and filtering controls), standards and procedures; and ensure that applicable regulatory compliances are met. We focus on the operational, tactical and strategic security needs of the City, utilizing industry standards best practices.

*Telecommunications ("Telecom")* role is to facilitate voice, data and video communications for employees to perform their job and provide City services. Telecom is the underlining infrastructure that enables most technology operations.

*Business Strategic Services* aim is to spearhead business transformation through people, processes and enabling technology. This division focuses on process improvement and best practices project management.

*Enterprise Resource Planning Project (ERP)* is a component within the IT Department which provides overall program/project management to the ERP/Oracle project, as well as technical support, education and training, change management administration and enhancement of Oracle system.

**Goal**

- To be recognized as the IT vendor of choice using *"Best of Breed"* solutions to deliver reliable IT products and services

**Objectives**

- Implementation of mission critical customer initiatives which yield a significant Return On Investment
- To provide quality customer service, within agreed service delivery dates
- To provide highly available systems

**FY2013 Accomplishments**

Public Safety

- New Accela Code Compliance iPad
- Ad App
- 680+ VIC Cameras

City Infrastructure

- Launch of new Internal Website (City Web)
- Channel 26 Live Streaming
- ReadSpeaker – Online Text to Speech systems for external website

Fiscal Stability

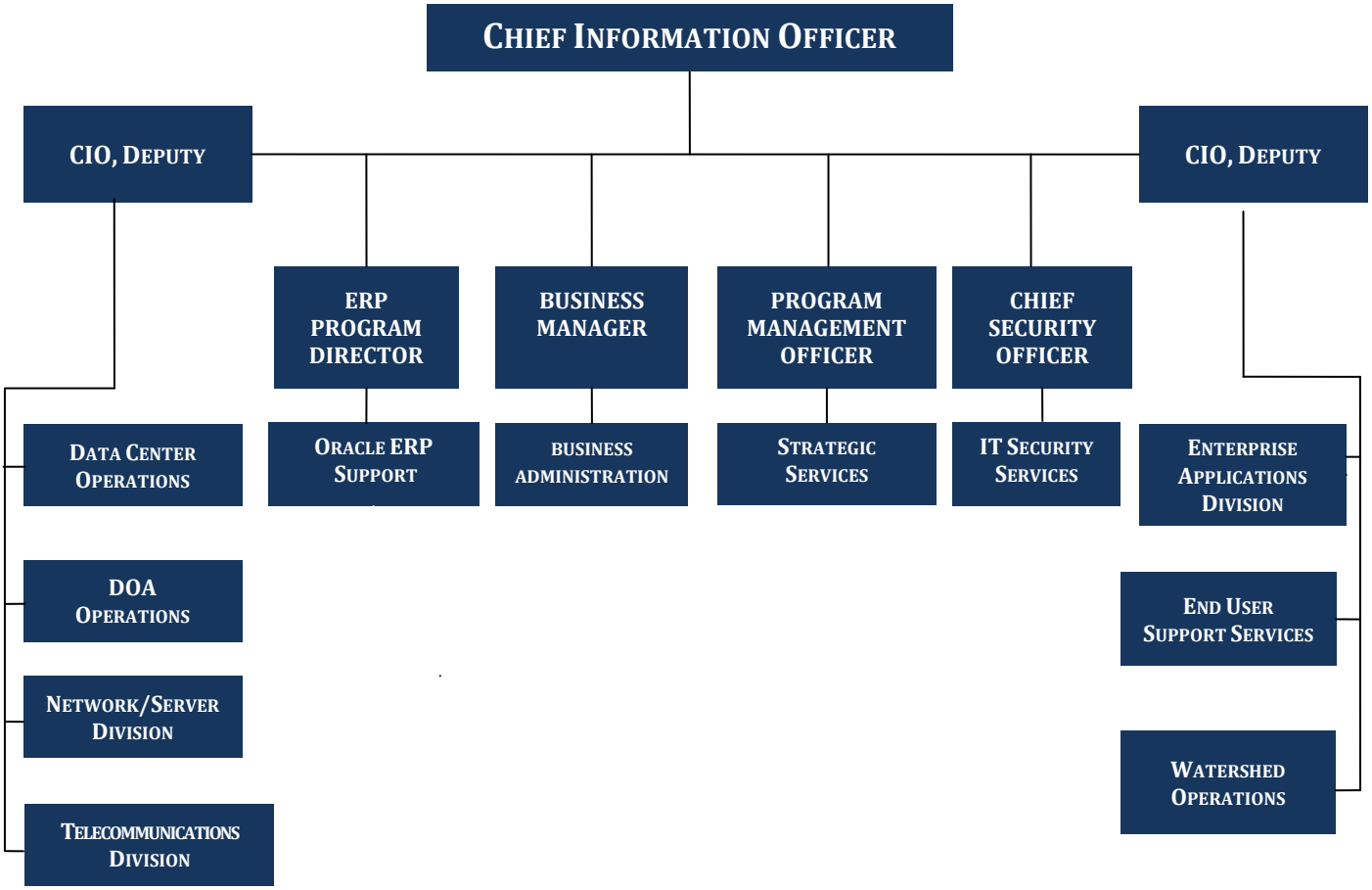
- Launch of Hyperion Budget Tool

**FY2014 Adopted Program Highlights**

- DIT Consolidation
- Domain consolidation of ATLwater.gov and Atlantaga.gov
- 311 Rollout
  - New 311 Hosted Application/Website
  - New Telephony System
  - Work Order Consolidation
- E-Discovery
- Security – Identity Services Engine
- Employee Retention
- Centers of Hope rollout
- Continued rollout of VIC Cameras and functionalities
- WiFi in the Park
- Broadening CoA support of iPads and Smart devices

# ORGANIZATIONAL CHART

*Information Technology*




# PERFORMANCE METRICS

*Information Technology*

| PERFORMANCE MEASURE | FY 2011 ACTUAL | FY 2012 ACTUAL | FY2013 TARGET | FY2014 TARGET |
|---|---|---|---|---|
| ***Merit and Excellence*** | | | | |
| Network Availability | 99.59% | 99.81% | 99.79% | 99.99% |
| Server Availability | 99.95% | 99.76% | 99.78% | 99.99% |
| Median number of days to resolve customer service requests | 3 | 3 | 3 | 3 |


RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS
## Department Of Information Technology

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| $5,033,758 | $5,184,070 | $6,360,325 | Salaries, Regular | $6,712,203 | $351,878 |
| - | - | - | Salaries, Perm Part-Time | - | |
| - | - | - | Salaries, Sworn | - | |
| $54,127 | $139,774 | $14,576 | Salaries, Extra Help | $176,806 | $162,230 |
| - | - | - | Salaries, Extra Help-Sworn | - | |
| $492 | $32 | - | Overtime | $441 | $441 |
| - | - | - | Pen Cont Fire Pen Fd | - | |
| - | - | - | Pen Cont Police Pen Fd | - | |
| $607,242 | $491,942 | $499,580 | Pen Cont Gen Emp Pen Fd | $562,392 | $62,812 |
| $186,109 | $199,806 | $256,602 | Defined Contribution | $257,190 | $588 |
| $21 | $742 | $2,268 | Workers' Compensation | $1,324 | ($944) |
| $601,270 | $637,512 | $832,141 | Other Personnel Costs | $837,012 | $4,871 |
| $6,483,020 | $6,653,878 | $7,965,493 | TOTAL PERSONNEL | $8,547,370 | $581,877 |
| | | | OTHER EXPENSES | | |
| $17,415,805 | $16,316,232 | $21,363,445 | Purchased / Contracted Services | $22,024,797 | $661,352 |
| $862,957 | $1,182,578 | $426,705 | Supplies | $432,647 | $5,942 |
| $259,551 | $56,787 | $4,143,224 | Capital Outlays | $4,014,576 | ($128,648) |
| $6,502 | $14,178 | $8,877 | Interfund / Interdepartmental Charges | $14,178 | $5,301 |
| $118,679 | $12,358 | $12,000 | Other Costs | $13,280 | $1,280 |
| - | - | - | Debt Service | - | |
| - | - | - | Conversion / Summary | - | |
| - | - | - | Other Financing Uses | - | |
| $18,663,494 | $17,582,134 | $25,954,251 | TOTAL OTHER EXPENSES | $26,499,479 | $545,228 |
| $25,146,515 | $24,236,012 | $33,919,744 | TOTAL PERSONNEL AND OTHER EXPENSES | $35,046,848 | $1,127,105 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| $19,989 | $42,394 | $467,494 | Airport Revenue Fund | $633,871 | $166,377 |
| - | - | $574,500 | Building Permits Fund | $896,887 | $322,387 |
| - | $49,577 | $421,773 | Emergency Telephone System | $421,888 | $116 |
| $4 | $3,790 | - | Fleet Service Fund | $0 | $0 |
| $23,385,842 | $22,312,969 | $28,089,783 | General Fund | $27,271,056 | ($818,727) |
| - | - | $574,500 | Solid Waste Services Revenue Fund | $787,932 | $213,432 |
| $1,740,679 | $1,827,283 | $3,791,694 | Water & Wastewater Revenue Fund | $5,035,214 | $1,243,520 |
| $25,146,515 | $24,236,012 | $33,919,744 | TOTAL EXPENSES | $35,046,848 | $1,127,105 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 89.00 | 96.00 | 95.50 | Full Time Equivalent | 107.00 | 11.50 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## Airport Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $18,173 | $37,644 | $75,001 | Salaries, Regular | $127,253 | $52,252 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | $14,967 | $14,967 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | $0 | Pen Cont Gen Emp Pen Fd | - | $0 |
| $1,090 | $2,259 | $4,500 | Defined Contribution | $6,561 | $2,061 |
| - | - | - | Workers' Compensation | - | - |
| $726 | $2,491 | $4,993 | Other Personnel Costs | $13,940 | $8,947 |
| $19,989 | $42,394 | $84,494 | TOTAL PERSONNEL | $162,720 | $78,226 |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | $383,000 | Capital Outlays | $471,151 | $88,151 |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | $383,000 | TOTAL OTHER EXPENSES | $471,151 | $88,151 |
| $19,989 | $42,394 | $467,494 | TOTAL PERSONNEL AND OTHER EXPENSES | $633,871 | $166,377 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $19,989 | $42,394 | $467,494 | Airport Revenue Fund | $633,871 | $166,377 |
| $19,989 | $42,394 | $467,494 | TOTAL EXPENSES | $633,871 | $166,377 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | 0.50 | 0.50 | Full Time Equivalent | 1.50 | 1.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $52,252 | Increase due to new split funded 311 Call Center and GIS positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $14,967 | Increase due to funding needed for critical extra help. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $0 | |
| Defined Contribution | $2,061 | Increase due to new split funded 311 Call Center and GIS positions. |
| Workers' Compensation | - | |
| Other Personnel Costs | $8,947 | |
| TOTAL PERSONNEL | $78,226 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | $88,151 | Increase due to FY14 311 Call Center start up costs. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $88,151 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $166,377 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Airport Revenue Fund | $166,377 |
| TOTAL EXPENSES | $166,377 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 1.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## Building Permits Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | $156,532 | $156,532 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | $8,294 | $8,294 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | $8,202 | $8,202 |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | $17,133 | $17,133 |
| - | - | - | TOTAL PERSONNEL | $190,161 | $190,161 |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | $371,601 | $371,601 |
| - | - | - | Supplies | - | - |
| - | - | $574,500 | Capital Outlays | $335,125 | ($239,375) |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | $574,500 | TOTAL OTHER EXPENSES | $706,726 | $132,226 |
| - | - | $574,500 | TOTAL PERSONNEL AND OTHER EXPENSES | $896,887 | $322,387 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | $574,500 | Building Permits Fund | $896,887 | $322,387 |
| - | - | $574,500 | TOTAL EXPENSES | $896,887 | $322,387 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | 0.00 | Full Time Equivalent | 1.80 | 1.80 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## Building Permits Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $156,532 | Increase due to new split funded 311 Call Center and GIS positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $8,294 | Increase due to funding needed for critical 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 | $8,202 | Increase due to new split funded 311 Call Center and GIS positions. |
| Workers' Compensation | - | |
| Other Personnel Costs | $17,133 | |
| TOTAL PERSONNEL | $190,161 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $371,601 | Increase due to FY14 311 Call Center start up costs. |
| Supplies | - | |
| Capital Outlays | ($239,375) | Decrease due to change in funding designation for 311 Call Center costs. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $132,226 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $322,387 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Building Permits Fund | $322,387 |
| TOTAL EXPENSES | $322,387 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 1.80 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## Emergency Telephone System

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | $40,143 | $356,438 | Salaries, Regular | $358,798 | $2,360 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | $0 | $0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | $0 | Pen Cont Gen Emp Pen Fd | - | $0 |
| - | $2,409 | $21,386 | Defined Contribution | $18,801 | ($2,585) |
| - | - | - | Workers' Compensation | - | - |
| - | $7,025 | $43,948 | Other Personnel Costs | $44,289 | $341 |
| - | $49,577 | $421,773 | TOTAL PERSONNEL | $421,888 | $116 |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| - | $49,577 | $421,773 | TOTAL PERSONNEL AND OTHER EXPENSES | $421,888 | $116 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | $49,577 | $421,773 | Emergency Telephone System | $421,888 | $116 |
| - | $49,577 | $421,773 | TOTAL EXPENSES | $421,888 | $116 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 5.00 | 5.00 | 5.00 | Full Time Equivalent | 5.00 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## Emergency Telephone System

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $2,360 | Increase due to approved position reclasses. |
| 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 | $0 | |
| Defined Contribution | ($2,585) | Decrease due to change in pension rate. |
| Workers' Compensation | - | |
| Other Personnel Costs | $341 | |
| TOTAL PERSONNEL | $116 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $116 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Emergency Telephone System | $116 |
| TOTAL EXPENSES | $116 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## Fleet Service Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | 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 | - | - |
| - | $155 | - | Workers' Compensation | $0 | $0 |
| - | $0 | - | Other Personnel Costs | $0 | $0 |
| - | $155 | - | TOTAL PERSONNEL | $0 | $0 |
| | | | OTHER EXPENSES | | |
| $4 | $3,635 | - | Purchased / Contracted Services | $0 | $0 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $4 | $3,635 | - | TOTAL OTHER EXPENSES | $0 | $0 |
| $4 | $3,790 | - | TOTAL PERSONNEL AND OTHER EXPENSES | $0 | $0 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $4 | $3,790 | - | Fleet Service Fund | $0 | $0 |
| $4 | $3,790 | - | TOTAL EXPENSES | $0 | $0 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Full Time Equivalent | - | - |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## Fleet Service Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| 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 | |
| Other Personnel Costs | $0 | |
| TOTAL PERSONNEL | $0 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $0 | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $0 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $0 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Fleet Service Fund | $0 |
| TOTAL EXPENSES | $0 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | - |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $4,997,411 | $5,068,636 | $5,853,885 | Salaries, Regular | $5,686,887 | ($166,998) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $54,127 | $139,774 | $14,576 | Salaries, Extra Help | $75,289 | $60,713 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $492 | $32 | - | Overtime | $441 | $441 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $607,242 | $491,942 | $499,580 | Pen Cont Gen Emp Pen Fd | $562,392 | $62,812 |
| $183,928 | $192,880 | $226,216 | Defined Contribution | $203,571 | ($22,645) |
| $21 | $587 | $2,268 | Workers' Compensation | $1,324 | ($944) |
| $599,818 | $625,504 | $778,207 | Other Personnel Costs | $721,662 | ($56,545) |
| $6,443,040 | $6,519,356 | $7,374,732 | TOTAL PERSONNEL | $7,251,567 | ($123,165) |
| | | | OTHER EXPENSES | | |
| $15,695,113 | $14,527,711 | $19,571,245 | Purchased / Contracted Services | $19,413,718 | ($157,527) |
| $862,957 | $1,182,578 | $426,705 | Supplies | $432,495 | $5,790 |
| $259,551 | $56,787 | $696,224 | Capital Outlays | $145,819 | ($550,405) |
| $6,502 | $14,178 | $8,877 | Interfund / Interdepartmental Charges | $14,178 | $5,301 |
| $118,679 | $12,358 | $12,000 | Other Costs | $13,280 | $1,280 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $16,942,802 | $15,793,613 | $20,715,051 | TOTAL OTHER EXPENSES | $20,019,489 | ($695,562) |
| $23,385,842 | $22,312,969 | $28,089,783 | TOTAL PERSONNEL AND OTHER EXPENSES | $27,271,056 | ($818,727) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $23,385,842 | $22,312,969 | $28,089,783 | General Fund | $27,271,056 | ($818,727) |
| $23,385,842 | $22,312,969 | $28,089,783 | TOTAL EXPENSES | $27,271,056 | ($818,727) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 84.00 | 90.00 | 89.50 | Full Time Equivalent | 94.40 | 4.90 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($166,998) | Decrease due to defunding vacant positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $60,713 | Increase due to funding needed for critical extra help. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $441 | Increase due to funding needed for critical overtime. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $62,812 | Increase due to pension rate adjustment |
| Defined Contribution | ($22,645) | Decrease due to defunding vacant positions. |
| Workers' Compensation | ($944) | Decrease due to worker's comp less than anticipated from previous year |
| Other Personnel Costs | ($56,545) | |
| TOTAL PERSONNEL | ($123,165) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($157,527) | Decrease due to change in funding for Department of Planning software. |
| Supplies | $5,790 | Increase due to funding needed for critical supply purchases. |
| Capital Outlays | ($550,405) | Decrease due to change in funding for Court Maintenance software and 311 Call Center costs. |
| Interfund / Interdepartmental Charges | $5,301 | Increase due to funding needed for motor fuel and repairs. |
| Other Costs | $1,280 | Increase due to funding needed for meeting costs. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($695,562) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($818,727) | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | ($818,727) |
| TOTAL EXPENSES | ($818,727) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 4.90 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## Solid Waste Services Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | $56,610 | $56,610 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | $16,109 | $16,109 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | $2,966 | $2,966 |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | $5,521 | $5,521 |
| - | - | - | TOTAL PERSONNEL | $81,206 | $81,206 |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | $574,500 | Capital Outlays | $706,726 | $132,226 |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | $574,500 | TOTAL OTHER EXPENSES | $706,726 | $132,226 |
| - | - | $574,500 | TOTAL PERSONNEL AND OTHER EXPENSES | $787,932 | $213,432 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | $574,500 | Solid Waste Services Revenue Fund | $787,932 | $213,432 |
| - | - | $574,500 | TOTAL EXPENSES | $787,932 | $213,432 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | 0.00 | Full Time Equivalent | 0.60 | 0.60 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $56,610 | Increase due to new split funded 311 Call Center positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $16,109 | Increase due to funding needed for critical extra help. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | $2,966 | Increase due to new split funded 311 Call Center positions. |
| Workers' Compensation | - | |
| Other Personnel Costs | $5,521 | |
| TOTAL PERSONNEL | $81,206 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | $132,226 | Increase due to FY14 311 Call Center Costs. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $132,226 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $213,432 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Solid Waste Services Revenue Fund | $213,432 |
| TOTAL EXPENSES | $213,432 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.60 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## Water & Wastewater Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $18,174 | $37,647 | $75,001 | Salaries, Regular | $326,123 | $251,122 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | $62,147 | $62,147 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | $0 | Pen Cont Gen Emp Pen Fd | - | $0 |
| $1,090 | $2,259 | $4,500 | Defined Contribution | $17,089 | $12,589 |
| - | - | - | Workers' Compensation | - | - |
| $726 | $2,491 | $4,993 | Other Personnel Costs | $34,468 | $29,475 |
| $19,991 | $42,397 | $84,494 | TOTAL PERSONNEL | $439,827 | $355,333 |
| | | | OTHER EXPENSES | | |
| $1,720,688 | $1,784,886 | $1,792,200 | Purchased / Contracted Services | $2,239,479 | $447,279 |
| - | - | - | Supplies | $153 | $153 |
| - | - | $1,915,000 | Capital Outlays | $2,355,755 | $440,755 |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $1,720,688 | $1,784,886 | $3,707,200 | TOTAL OTHER EXPENSES | $4,595,387 | $888,187 |
| $1,740,679 | $1,827,283 | $3,791,694 | TOTAL PERSONNEL AND OTHER EXPENSES | $5,035,214 | $1,243,520 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $1,740,679 | $1,827,283 | $3,791,694 | Water & Wastewater Revenue Fund | $5,035,214 | $1,243,520 |
| $1,740,679 | $1,827,283 | $3,791,694 | TOTAL EXPENSES | $5,035,214 | $1,243,520 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 0.00 | 0.50 | 0.50 | Full Time Equivalent | 3.70 | 3.20 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Information Technology

## Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $251,122 | Increase due to new split funded 311 Call Center and GIS positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $62,147 | Increase due to funding needed for critical extra help. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $0 | |
| Defined Contribution | $12,589 | Increase due to new split funded 311 Call Center and GIS positions. |
| Workers' Compensation | - | |
| Other Personnel Costs | $29,475 | |
| TOTAL PERSONNEL | $355,333 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $447,279 | Increase due to anticipated FY14 telecomm costs. |
| Supplies | $153 | Increase due to funding needed for supplies. |
| Capital Outlays | $440,755 | Increase due to FY14 311 Call Center start up costs. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $888,187 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $1,243,520 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Water & Wastewater Revenue Fund | $1,243,520 |
| TOTAL EXPENSES | $1,243,520 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 3.20 |


RESURGENS
1847
1865
ATLANTA GA

# LAW

**Mission Statement**

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

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

**Core Functions**

- Legal Counseling
- Litigation
- Transactions
- Compliance

**Summary of Operations**

The City Attorney is the chief legal advisor for the City of Atlanta and is the commissioner of the Department of Law. As chief legal advisor for the City of Atlanta, the City Attorney provides legal counsel to the Mayor and to the Atlanta City Council. The Department of Law is vested with exclusive authority and jurisdiction in all matters of law relating to the executive branch of city government and every department, bureau, office, institution, commission, committee, board and other agency thereof. The Department of Law represents the City of Atlanta in a wide range of commercial transactions; litigates all matters on behalf of the City of Atlanta; defends city officers and employees in civil litigation arising from the performance of official duties of the officer or employee; provides written legal opinions on questions of law connected with the interest of the City of Atlanta to the Mayor, any department head, and president or member of the Atlanta City Council; attends all meetings of the Atlanta City Council and meetings of the committees of the council as requested; supervises, administers and performs all claims work under O.C.G.A.§ 34-9-1, et seq., and performs any other services as are consistent with the usual and customary duties of municipal corporation counsel. The Department of Law does not provide legal advice to members of the public. The Department of Law is limited to providing legal advice, counsel, and representation to the Mayor, City Council members, City officials and departments in all civil matters regarding the City of Atlanta, Georgia.

**Divisions/Offices Descriptions**

The Department is comprised of seven major units:

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

*The Finance Practice Group* provide legal counsel to the Mayor, City Council, Departments of Parks, Recreation, and Cultural Affairs, Department of Planning and Economic Development, Bureau of Planning, Bureau of Buildings, Bureau of Code Enforcement, Urban Design Commission, Bureau of Housing, Department of Finance, including all of its offices, Department of Enterprise Assets Management, Department of Information Technology, Department of Procurement, and the In-Rem Board. This Group also provides in-house legal

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

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

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

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

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

*The Administrative Unit* is responsible for managing the day-to-day administrative functions of the Department. This Unit's work includes management and oversight of the Department of Law's financial and budget processes, office operations, human resources, and technology.

**Goals**

- To deliver best-in-class legal services by retaining in-house attorneys who provide exemplary legal representation and by recruiting additional attorneys of same caliber.
- Maximize Law Department's effectiveness by offering high quality training and other career development opportunities to all Department staff.
- Reduce settlements and other litigation payouts by tracking payment trends, allocating costs among departments and recommending remedial actions.
- Proactively contribute to liability reduction efforts by identifying, preparing and delivering relevant law-related training to City employees and elected officials.
- Facilitate City-wide efforts to provide excellent customer service by identifying legal solutions to public concerns.

**FY2013 Accomplishments**

- *Airport Procurement Litigation:* Resolved legal challenges to airport food and beverage concessions procurement. The actual gross revenue for the International Terminal (for May through October) included concessions and rental revenue of approximately $25,400,000. Over 1,700 permanent jobs have been created thus far at the International Terminal. Additional jobs and revenue will be created as concession locations complete construction and open for business.

- *Hollingsworth v. City of Atlanta:* Won a jury trial in a $1,000,000 claim arising from an alleged fall into a water meter hole.
- *Watershed Billing Litigation:* Resolved lawsuit involving large, overdue water/sewer bills of an apartment complex resulting in approximately $500,000 payment to the City and repair of infrastructure.
- *Monetary Solicitation Ordinance:* Drafted the new Monetary Solicitation ("Panhandling") Ordinance.
- *Immigration Compliance Training:* Trained approximately 100 City employees regarding compliance with new Georgia immigration laws.
- *Health Care Insurance Contracts:* Negotiated and drafted nine new contracts between the City and each of its insurance providers.
- *Mims Park***:** Negotiated an agreement with the National Monuments Foundation for the creation of a $55,000,000 park in Vine City.
- *NCAA Final Four:* Negotiated Atlanta's host-city legal responsibilities for the April 2013 Final Four event.
- *Randolph Lucas House:* Saved the Randolph Lucas House from destruction by negotiating agreement between property owners and the Buckhead Heritage Society.
- *Noise Ordinance:* Drafted recently adopted updated Noise Ordinance. Provided related training to police enforcement officers.
- *Billboard Litigation:* Prevailed in Board of Zoning Adjustment appeal and constitutional challenge to Sign Ordinance in Superior Court.
- *Beltline/Perry-Bolton TAD Litigation:* Secured partial dismissal and stay of challenge in Superior Court to use of APS tax fund for redevelopment purposes.
- *ParkAtlanta Contract Amendment:* Drafted ParkAtlanta amendments incorporating improved processes and customer service standards.
- *Rewrite of Article X of Chapter 74 of the City of Atlanta Code of Ordinances (Post Development Stormwater Management)*: Completed a major rewrite of the City's Post Development Stormwater Management ordinance to, amongst other things, encourage the use of green infrastructure to improve water quality in the City's streams and adopt runoff reduction practices to reduce the magnitude and frequency of flooding and combined sewer overflow events.
- *City of Atlanta Local Government Law Seminar:* Developed and sponsored, along with the City of Atlanta Ethics Office, a seminar on Local Government Law for council members, attorneys and other city staff. Presenters from the Law Department educated attendees on subjects including open records, open meetings, contract compliance and immigration law enforcement in public contracting. The seminar was approved by the State Bar of Georgia for Continuing Legal Education credit.
- *Consent Decree Amendment:* Obtained amendment to the 1999 federal wastewater consent decree that allows City to spread $446 million of required sewer repairs and improvements over an additional and unprecedented 13-year period. Allows City flexibility to improve long-term financial health of water/sewer system, relieve ratepayer burden, and prioritize infrastructure improvements.
- *Film Location Agreements:* Negotiated and handled film and television location agreements at Department of Watershed Management facilities including: Hunger Games 2; Anthony Bourdain television show about Atlanta; Vampire Diaries; and a television pilot called "the Returned".
- *Contract Administration Training: P*rovided comprehensive contract administration training for Department of Watershed Management staff.
- *Beasley v. City of Atlanta:* Won federal lawsuit filed by Occupy Atlanta and six individual plaintiffs. The suit was based on the October 2011 arrests of Occupy Atlanta demonstrators who remained in Woodruff Park after the park closure time of 11:00 p.m. The Court dismissed plaintiffs' claims in their entirety.
- *New Stadium:* Negotiated multiple agreements to develop and fund a successor facility to the Georgia Dome including a Funding Agreement, Bond Proceeds Agreement and Memorandum of Understanding. The agreements between multiple parties including the Falcons, Georgia World Congress Center

Authority and Invest Atlanta provides for neighborhood funding and infrastructure improvements without using general fund dollars.

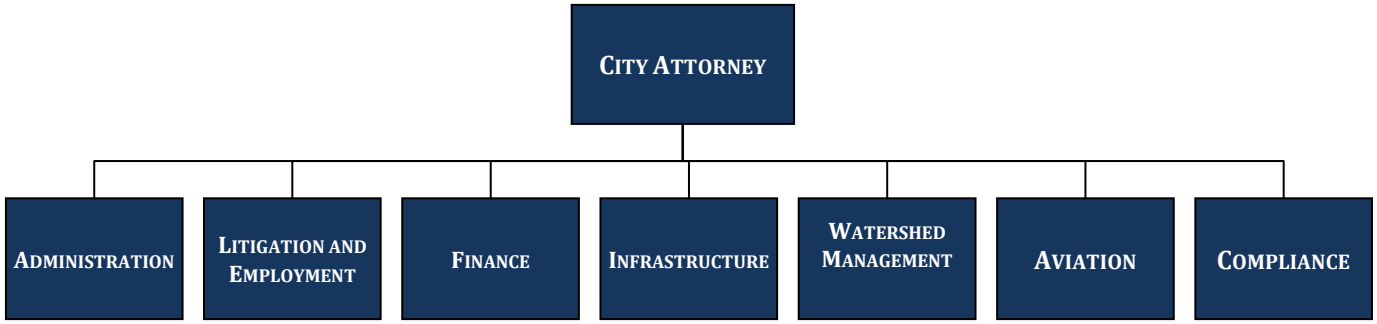
**FY2014 Adopted Program Highlights**

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

- Allocating certain legal costs across Departments
- Shifting certain City functions to and from the Department of Law
- Refining and revising the City of Atlanta Charter

# ORGANIZATIONAL CHART

*Law*




# PERFORMANCE METRICS

*Law*

| PERFORMANCE MEASURE | FY2011 ACTUAL | FY 2012 ACTUAL | FY2013 TARGET | FY 2014 TARGET |
|---|---|---|---|---|
| ***Fiscal Stability*** | | | | |
| Resolved litigation settlements approved by City Council or judgments | 118 | 206 | N/A | N/A |
| Total amount of claim settlements | $1,407,091 | $1,651,898 | N/A | N/A |
| Number of claims settled | 417 | 302 | N/A | N/A |
| Pending claims | 531 | 1014 | N/A | N/A |
| Pending lawsuits | 492 | 619 | N/A | N/A |


RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS
## Department Of Law

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| $4,339,314 | $4,780,005 | $5,785,821 | Salaries, Regular | $6,488,466 | $702,645 |
| - | - | - | Salaries, Perm Part-Time | - | |
| - | - | - | Salaries, Sworn | - | |
| $79,130 | $96,340 | $245,678 | Salaries, Extra Help | $537 | ($245,141) |
| - | - | - | Salaries, Extra Help-Sworn | - | |
| $3,255 | $319 | $50,000 | Overtime | $19,715 | ($30,285) |
| - | - | - | Pen Cont Fire Pen Fd | - | |
| - | - | - | Pen Cont Police Pen Fd | - | |
| $519,427 | $418,072 | $328,201 | Pen Cont Gen Emp Pen Fd | $530,536 | $202,335 |
| $163,991 | $194,643 | $266,212 | Defined Contribution | $251,295 | ($14,917) |
| $9,960 | - | $502 | Workers' Compensation | $334 | ($168) |
| $478,332 | $572,352 | $689,012 | Other Personnel Costs | $735,197 | $46,185 |
| $5,593,409 | $6,061,732 | $7,365,426 | TOTAL PERSONNEL | $8,026,081 | $660,655 |
| | | | OTHER EXPENSES | | |
| $5,769,882 | $6,860,949 | $12,764,024 | Purchased / Contracted Services | $10,862,078 | ($1,901,946) |
| $48,064 | $67,891 | $98,700 | Supplies | $62,468 | ($36,232) |
| - | $8,195 | - | Capital Outlays | - | |
| - | - | - | Interfund / Interdepartmental Charges | - | |
| $2,312 | $35,183 | $4,560 | Other Costs | $9,560 | $5,000 |
| - | - | - | Debt Service | - | |
| - | - | - | Conversion / Summary | - | |
| - | - | - | Other Financing Uses | - | |
| $5,820,257 | $6,972,219 | $12,867,284 | TOTAL OTHER EXPENSES | $10,934,105 | ($1,933,179) |
| $11,413,667 | $13,033,951 | $20,232,710 | TOTAL PERSONNEL AND OTHER EXPENSES | $18,960,186 | ($1,272,525) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| $3,350,546 | $4,178,458 | $7,071,366 | Airport Revenue Fund | $5,915,178 | ($1,156,189) |
| $4,459,091 | $4,846,679 | $5,674,062 | General Fund | $5,761,038 | $86,976 |
| $3,604,030 | $4,008,814 | $7,487,282 | Water & Wastewater Revenue Fund | $7,283,970 | ($203,312) |
| $11,413,667 | $13,033,951 | $20,232,710 | TOTAL EXPENSES | $18,960,186 | ($1,272,525) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 64.00 | 75.00 | 81.00 | Full Time Equivalent | 83.00 | 2.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Law

## Airport Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $693,555 | $892,476 | $1,237,898 | Salaries, Regular | $1,429,674 | $191,776 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $4,226 | $10,524 | $33,669 | Salaries, Extra Help | - | ($33,669) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $782 | $96 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $69,835 | $76,705 | $72,142 | Pen Cont Gen Emp Pen Fd | $89,799 | $17,657 |
| $29,068 | $36,075 | $56,483 | Defined Contribution | $58,774 | $2,291 |
| - | - | - | Workers' Compensation | - | - |
| $80,893 | $152,150 | $140,725 | Other Personnel Costs | $147,607 | $6,882 |
| $878,359 | $1,168,026 | $1,540,917 | TOTAL PERSONNEL | $1,725,854 | $184,937 |
| | | | OTHER EXPENSES | | |
| $2,462,289 | $2,959,288 | $5,459,450 | Purchased / Contracted Services | $4,167,258 | ($1,292,192) |
| $9,898 | $18,781 | $68,500 | Supplies | $19,566 | ($48,934) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | $32,363 | $2,500 | Other Costs | $2,500 | $0 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $2,472,187 | $3,010,431 | $5,530,450 | TOTAL OTHER EXPENSES | $4,189,324 | ($1,341,126) |
| $3,350,546 | $4,178,458 | $7,071,366 | TOTAL PERSONNEL AND OTHER EXPENSES | $5,915,178 | ($1,156,189) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $3,350,546 | $4,178,458 | $7,071,366 | Airport Revenue Fund | $5,915,178 | ($1,156,189) |
| $3,350,546 | $4,178,458 | $7,071,366 | TOTAL EXPENSES | $5,915,178 | ($1,156,189) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 11.00 | 14.50 | 16.82 | Full Time Equivalent | 17.22 | 0.40 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Law
## Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $191,776 | Increase due to 1/3 Administrative Assistant, Sr. position and personnel salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($33,669) | Decrease due to trending of prior year actuals as well as budget. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $17,657 | Increase due to personnel salary adjustments. |
| Defined Contribution | $2,291 | Increase due to personnel salary adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | $6,882 | |
| TOTAL PERSONNEL | $184,937 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($1,292,192) | Decrease due to trending of prior year actuals; amount budgeted in FY13 for disparity reduced. |
| Supplies | ($48,934) | Decrease due to trending of prior year actuals as well as budget. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | $0 | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($1,341,126) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($1,156,189) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Airport Revenue Fund | ($1,156,189) |
| TOTAL EXPENSES | ($1,156,189) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.40 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Law
## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $2,804,847 | $2,847,616 | $3,292,825 | Salaries, Regular | $3,583,974 | $291,149 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $58,931 | $75,347 | $172,041 | Salaries, Extra Help | $537 | ($171,504) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $1,623 | $148 | $50,000 | Overtime | $19,715 | ($30,285) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $360,493 | $255,550 | $205,073 | Pen Cont Gen Emp Pen Fd | $326,153 | $121,080 |
| $100,408 | $116,038 | $146,997 | Defined Contribution | $135,930 | ($11,067) |
| $9,960 | - | $502 | Workers' Compensation | $334 | ($168) |
| $282,800 | $285,293 | $391,889 | Other Personnel Costs | $408,214 | $16,325 |
| $3,619,062 | $3,579,992 | $4,259,327 | TOTAL PERSONNEL | $4,474,858 | $215,531 |
| | | | OTHER EXPENSES | | |
| $803,499 | $1,219,884 | $1,384,075 | Purchased / Contracted Services | $1,258,269 | ($125,806) |
| $34,218 | $36,807 | $28,600 | Supplies | $23,352 | ($5,248) |
| - | $8,195 | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| $2,312 | $1,801 | $2,060 | Other Costs | $4,560 | $2,500 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $840,029 | $1,266,687 | $1,414,735 | TOTAL OTHER EXPENSES | $1,286,181 | ($128,554) |
| $4,459,091 | $4,846,679 | $5,674,062 | TOTAL PERSONNEL AND OTHER EXPENSES | $5,761,038 | $86,976 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $4,459,091 | $4,846,679 | $5,674,062 | General Fund | $5,761,038 | $86,976 |
| $4,459,091 | $4,846,679 | $5,674,062 | TOTAL EXPENSES | $5,761,038 | $86,976 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 40.00 | 44.00 | 45.36 | Full Time Equivalent | 45.56 | 0.20 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Law
## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $291,149 | Increase due to 1/3 Admin asst, Sr. position and personnel salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($171,504) | Decrease due to trending of prior year actuals. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | ($30,285) | Decrease due to trending of prior year actuals as well as budget. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $121,080 | Increase due to personnel salary adjustments. |
| Defined Contribution | ($11,067) | Decrease due to personnel salary adjustments. |
| Workers' Compensation | ($168) | Decrease due to worker's comp less than anticipated from previous year. |
| Other Personnel Costs | $16,325 | |
| TOTAL PERSONNEL | $215,531 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($125,806) | Decrease due to trending of prior year actuals; amount budgeted in FY13 for disparity reduced. |
| Supplies | ($5,248) | Decrease due to trending of prior year actuals as well as budget. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | $2,500 | Increase due to trending of prior year actuals as well as budget |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($128,554) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $86,976 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $86,976 |
| TOTAL EXPENSES | $86,976 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.20 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Law

## Water & Wastewater Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $840,912 | $1,039,913 | $1,255,098 | Salaries, Regular | $1,474,818 | $219,720 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $15,973 | $10,469 | $39,968 | Salaries, Extra Help | $0 | ($39,968) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $850 | $75 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $89,099 | $85,817 | $50,986 | Pen Cont Gen Emp Pen Fd | $114,584 | $63,598 |
| $34,515 | $42,530 | $62,732 | Defined Contribution | $56,591 | ($6,141) |
| - | - | - | Workers' Compensation | - | - |
| $114,639 | $134,909 | $156,398 | Other Personnel Costs | $179,376 | $22,978 |
| $1,095,989 | $1,313,714 | $1,565,183 | TOTAL PERSONNEL | $1,825,369 | $260,186 |
| | | | OTHER EXPENSES | | |
| $2,504,093 | $2,681,778 | $5,920,499 | Purchased / Contracted Services | $5,436,550 | ($483,949) |
| $3,948 | $12,303 | $1,600 | Supplies | $19,550 | $17,950 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | $1,020 | - | Other Costs | $2,500 | $2,500 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $2,508,041 | $2,695,101 | $5,922,099 | TOTAL OTHER EXPENSES | $5,458,601 | ($463,499) |
| $3,604,030 | $4,008,814 | $7,487,282 | TOTAL PERSONNEL AND OTHER EXPENSES | $7,283,970 | ($203,312) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $3,604,030 | $4,008,814 | $7,487,282 | Water & Wastewater Revenue Fund | $7,283,970 | ($203,312) |
| $3,604,030 | $4,008,814 | $7,487,282 | TOTAL EXPENSES | $7,283,970 | ($203,312) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 13.00 | 16.50 | 18.82 | Full Time Equivalent | 20.22 | 1.40 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Law

## Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $219,720 | Increase due to personnel salary adjustments and creation of 1/3 Admin Asst, one (1) Contract Administrator. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($39,968) | Decrease due to personnel salary adjustments. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $63,598 | Increase due to personnel salary adjustments. |
| Defined Contribution | ($6,141) | Decrease due to personnel salary adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | $22,978 | |
| TOTAL PERSONNEL | $260,186 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($483,949) | Decrease due to trending of prior year actuals; amount budgeted in FY13 for disparity reduced. |
| Supplies | $17,950 | Increase due to trending of prior year actuals as well as budget. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | $2,500 | Increase due to trending of prior year actuals as well as budget. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($463,499) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($203,312) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Water & Wastewater Revenue Fund | ($203,312) |
| TOTAL EXPENSES | ($203,312) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 1.40 |


RESURGENS
1847
1865
ATLANTA GA

# CORRECTIONS

**Mission Statement**

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

**Vision Statement**

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

**Core Values**

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

**Summary of Operations**

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

**Divisions/Offices Descriptions**

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

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

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

**Goals and Objectives**

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

**FY2013 Accomplishments**

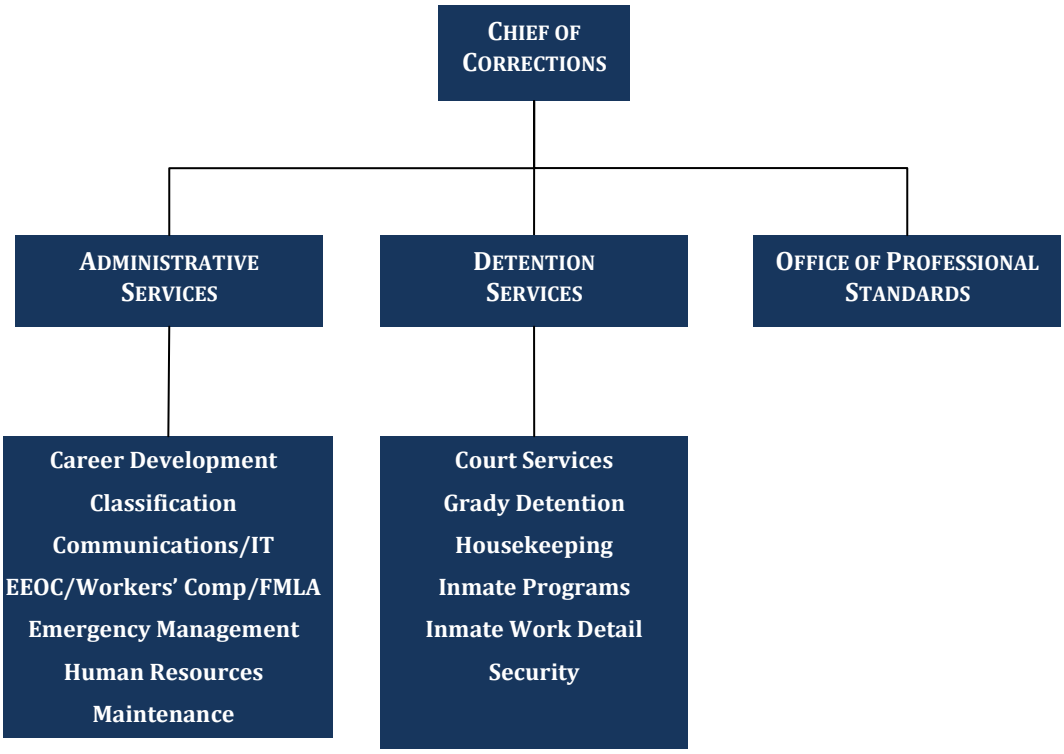
- Inmate Work Detail in partnership with the Mayor's Office, Community Court and the Atlanta Police Department's H.O.P.E. and C.O.P.'s units and The Clayton County Transitional Center is ensuring that Atlanta remains clean, safe and beautiful
- The expansion of the detail to include the Graffiti Strike Team has also helped to change the perception of Atlanta by eradicating public spaces of tags and graffiti
- Volunteering at elementary schools where employees work with students to emphasize the importance of reading through the "Real Mean Read" and "Everybody Wins" mentor-styled reading programs
- Adoption of Bethune Elementary, partnering with them on various projects including recycling and water conservation through the rain barrel project, as well as a much needed anti-bullying program referred to as the MALE (Mentor and Life Education) Coach Program
- Jr. Corrections Officer Program implemented to give at risk students in the Atlanta Public School System the opportunity to learn the Criminal Justice System by exploring the three branches of public safety
- Youth Development/ Operation Re-direct Re-start jail tours for youth (13 and older)
- Team with existing APS pathways in education to include (Public Policy, Mayor's youth programs, and mentorships, etc.)
- Deployment of the special response team, known as the VIPER team, has allowed Corrections to be instrumental in special operations such as Occupy Atlanta and assisting Fulton County with facility searches
- Creation of 6 Sergeant positions will close a void between the line staff and managers (Lieutenants) as recommended by the Comprehensive Compensation and Organizational Assessment by providing front line supervision
- Increased departmental presence by receiving feedback from involvement with NPU meetings, Council Town Hall Meetings and participation in National Night Out

**FY2014 Adopted Program Highlights**

- Re-accreditation by American Correctional Association (ACA)
- Integrate all law enforcement city software programs to enhance and help create positive identification for all those that come in contact with the City of Atlanta Jail, Court, APD, etc.
- Implement $20 per charge bond processing fee (amend current State Law) possible revenue
- Implement $10-$50 booking fee (Create State Law) Possible revenue.
- Development of departmental website to improve the customer service experience for residents and visitors to the city, allowing online access to information regarding detainees
- Partner with Elementary Impact, a division of Zero Waste Zone, as the first jail to participate in ZWZ
- Identification, research and application of alternate funding sources and assistance

# ORGANIZATIONAL CHART

*Corrections*




# PERFORMANCE METRICS

*Corrections*

| PERFORMANCE MEASURE | FY2011 ACTUAL | FY2012 ACTUAL | FY 2013 TARGET | FY 2014 TARGET |
|---|---|---|---|---|
| ***Public Safety*** | | | | |
| Total Number of bookings in the Jail | 34,975 | 36,320 | 36,000 | 36,000 |
| Average Daily Population of the Jail | 505 | 488 | 600 | 600 |


RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Corrections

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $2,161,118 | $2,013,306 | $2,317,565 | Salaries, Regular | $2,288,317 | ($29,248) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| $9,717,210 | $9,559,270 | $9,930,855 | Salaries, Sworn | $10,063,301 | $132,446 |
| $19,892 | $67,052 | $13,565 | Salaries, Extra Help | $13,499 | ($66) |
| - | - | - | Salaries, Extra Help-Sworn | $19,177 | $19,177 |
| $604,603 | $747,002 | $391,902 | Overtime | $641,159 | $249,257 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| $6,681 | $6,863 | - | Pen Cont Police Pen Fd | $14,904 | $14,904 |
| $3,500,613 | $2,809,100 | $2,777,826 | Pen Cont Gen Emp Pen Fd | $3,327,339 | $549,513 |
| $39,705 | $70,799 | $49,868 | Defined Contribution | $122,984 | $73,116 |
| $603,271 | $604,697 | $385,329 | Workers' Compensation | $429,150 | $43,821 |
| $2,090,516 | $2,092,060 | $2,459,448 | Other Personnel Costs | $2,264,292 | ($195,156) |
| $18,743,610 | $17,970,149 | $18,326,358 | TOTAL PERSONNEL | $19,184,120 | $857,762 |
| | | | OTHER EXPENSES | | |
| $388,879 | $1,580,846 | $443,157 | Purchased / Contracted Services | $438,442 | ($4,715) |
| $1,748,569 | $7,883,818 | $6,770,883 | Supplies | $8,838,201 | $2,067,318 |
| - | - | - | Capital Outlays | - | - |
| $51,573 | $60,560 | $65,111 | Interfund / Interdepartmental Charges | $60,560 | ($4,551) |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $2,189,021 | $9,525,224 | $7,279,151 | TOTAL OTHER EXPENSES | $9,337,203 | $2,058,052 |
| $20,932,631 | $27,495,373 | $25,605,509 | TOTAL PERSONNEL AND OTHER EXPENSES | $28,521,324 | $2,915,815 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $20,932,631 | $27,495,373 | $25,605,509 | General Fund | $28,521,324 | $2,915,815 |
| $20,932,631 | $27,495,373 | $25,605,509 | TOTAL EXPENSES | $28,521,324 | $2,915,815 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 309.00 | 309.00 | 313.00 | Full Time Equivalent | 310.00 | (3.00) |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Corrections

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($29,248) | Decrease due to trending of prior year actuals as well as budget offset by 3% salary increase. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | $132,446 | Increase due to 3% salary increase. |
| Salaries, Extra Help | ($66) | Decrease due to trending of prior year actuals as well as budget. |
| Salaries, Extra Help-Sworn | $19,177 | Increase due to trending of prior year actuals as well as budget. |
| Overtime | $249,257 | Increase due to trending of prior year actuals as well as budget. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | $14,904 | |
| Pen Cont Gen Emp Pen Fd | $549,513 | Increase due to pension rate adjustment. |
| Defined Contribution | $73,116 | Increase due to trending of prior year actuals as well as budget. |
| Workers' Compensation | $43,821 | Increase due to worker's comp more than anticipated from previous year. |
| Other Personnel Costs | ($195,156) | |
| TOTAL PERSONNEL | $857,762 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($4,715) | Decrease due to trending of prior year actuals as well as budget. |
| Supplies | $2,067,318 | Increase due to Water/Sewer trending more than anticipated. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | ($4,551) | Decrease due to trending of prior year actuals as well as budget. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $2,058,052 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $2,915,815 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $2,915,815 |
| TOTAL EXPENSES | $2,915,815 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | (3.00) |

# DEPARTMENT OF FINANCE

**Mission Statement**

To provide leading practice financial management services and leadership to achieve City of Atlanta goals and objectives.

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

- Promote actions to achieve the City's priorities
- Provide excellent service to internal and external customers
- 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

**Core Functions**

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

**Summary of Operations**

The Department of Finance manages and accounts for the City's financial resources. This department prepares and monitors the annual budget, invests city funds to protect assets, maintains fiscal liquidity and maximizes income in compliance with all governing financial and accounting laws.

In addition, the Department of Finance provides legislative support to the Finance/Executive Committee of the Mayor's Office, City Council, and Departments.

**Divisions/Offices Descriptions**

*The Office of Administrative Services* manages functions associated with responses to open records requests, human resource administration, staff recruitment and training, background investigations, conducts internal staff investigations, procurement, organization design, space management, and it includes the Office of Records Management which manages the physical maintenance of records for City Departments being transferred to and from an outsourced contractor.

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

*The Office of the Controller* functions and duties include but are not limited to: financial statement reporting, coordination of external audits, coordination of Department of Finance responses to compliance issues and development of financial policy and procedures; and the Office of Accounts Payable and Payroll.

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

*The Office of Grant Services* manages money allocated to the City of Atlanta from the U.S. Department of Housing and Urban Development (HUD). These funds are Community Development

Block Grants (CDBG), Emergency Shelter Grants (ESG), Home Investment Partnership Program (HOME) and Housing Opportunities for Persons with AIDS (HOPWA). It also manages grants from state government, foundations, and private entities. Grant Services is the fiscal agent for all grant funds received by the City of Atlanta. The unit's overall fiscal administrative responsibility is to use fiscal controls and fund accounting procedures to ensure the proper disbursement of and accounting for federal and state funds.

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

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

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

*The Office of Enterprise Risk Management* has responsibility for evaluating, indentifying, and analyzing potential risk exposures of the City and for recommending the most appropriate combination of risk control and risk financing techniques. This office also has responsibility for the administration of the Workers' Compensation Self-Insurance Program, which includes oversight and implementation of policies and procedures which promote a safe workplace via the Safety Program. We ensure compliance with occupational safety requirements and have responsibility for overseeing and administering the Owner Controller Insurance Program (OICP); directing the purchase and placement of all insurance coverage under the OICP consisting of: general liability, workers' compensation, excess liability, professional liability, pollution liability, and builder's risk insurance.

**FY2013 Accomplishments**

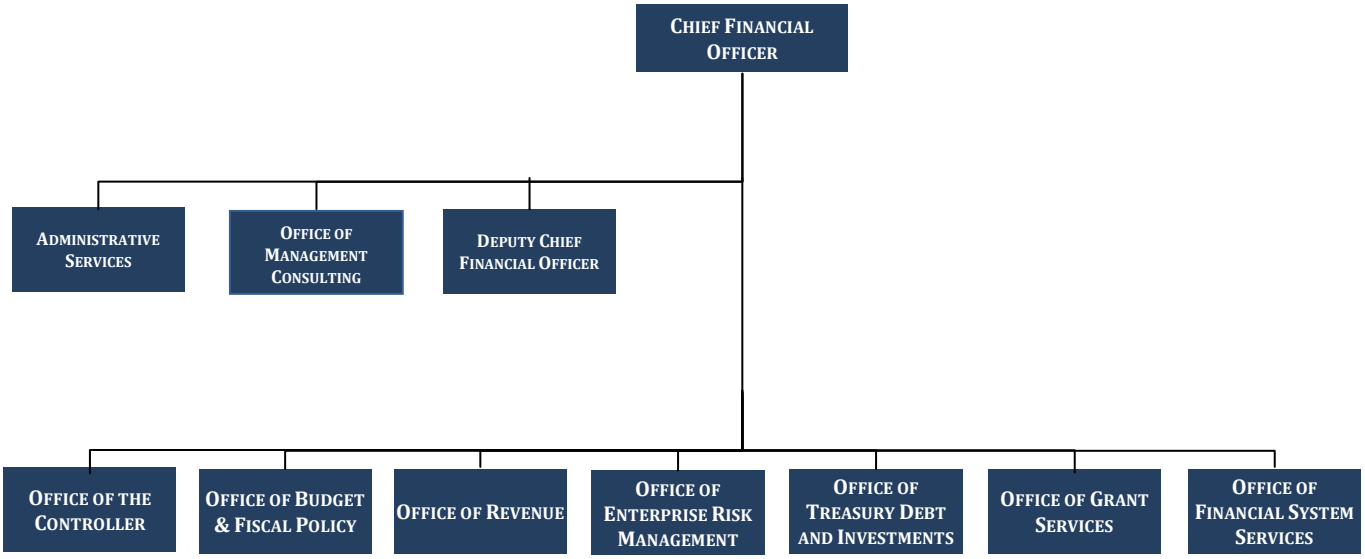
- Implemented Online Alcohol Renewal and Payment Processing
- Collected $2.8M in Revenue Audit and Tax Compliance Revenues
- Launched Citywide Business Tax Amnesty Program
- Completed major revision of Owner Controlled Insurance Program (OCIP) Safety Program
- Implemented eCivis, a grants application locator software to assist City departments in locating grants
- Implemented Hyperion Planning & Budget tool to complete Operating and Human Capital roll out
- Utilized Hyperion to develop FY14 five year plan and FY14 proposed budget book

- Received GFOA Award for Distinguished Budget Presentation of the FY13 Adopted Budget Book
- Developed a fund balance policy for the City, providing a legal requirement for maintaining and replenishing a minimum fund balance in the General Fund
- Created a central Disbursements unit for the payroll and accounts payable functions; synergies have resulted in a 26% decrease in budgeted payroll costs for FY14
- Received an unqualified opinion on the City's federal awards compliance audit which is referred to as the A-133 Single Audit
- Received GFOA's Award for Outstanding Achievement in Financial Reporting on the City's first Popular Annual Financial Report (PAFR), a citizen friendly financial overview of the City
- Rollout of Six Sigma training and projects with an expected impact of $5-10M in City-wide process improvements
- Fleet purchasing analysis expected to yield $10M in cost adjustments and cost avoidance
- Implemented Oracle Treasury and Business Intelligence
- Established a Citywide Investor Relations Unit
- Completed ERP systems improvements

**FY2014 Adopted Program Highlights**

- Streamline and expand the Online Business Tax Renewals
- Manage 3rd party Revenue Audit and Revenue Recovery Programs
- Continual rollout and support of the Hyperion Financial Management tool
- Create Monthly and Quarterly management reports in Hyperion
- Execute debt refunding opportunities generating positive cash flow savings to City
- Enhance the HUD grant application evaluation and funding recommendation processes
- Initiate Return to Work program for light duty employees Citywide
- Implement driver safety program to reduce collision-related costs and fuel consumption
- Launch of Data Atlanta Open Data Portal

# ORGANIZATIONAL CHART




# PERFORMANCE METRICS

| PERFORMANCE MEASURE | FY2011 ACTUAL | FY2012 ACTUAL | FY2013 TARGET | FY2014 TARGET |
|---|---|---|---|---|
| ***Merit & Excellence*** | | | | |
| Overall Revenue Collection Rate for Business Licenses | 95% | 98% | 99% | 99% |
| ***Fiscal Stability*** | | | | |
| Percentage of Invoices Paid Within 30 Days | 48% | 68% | 70% | 90% |
| General Fund Reserves | $94,350 | $126,720 | $132,372 | $132,372 |

# FY14 OPERATING BUDGET HIGHLIGHTS
## Department Of Finance

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| $7,401,269 | $7,208,292 | $8,341,484 | Salaries, Regular | $8,236,333 | ($105,151) |
| - | - | - | Salaries, Perm Part-Time | - | |
| - | - | - | Salaries, Sworn | - | |
| $312,865 | $423,819 | $220,820 | Salaries, Extra Help | $55,063 | ($165,757) |
| - | - | - | Salaries, Extra Help-Sworn | - | |
| $7,327 | $6,430 | $4,000 | Overtime | $2,163 | ($1,837) |
| - | - | - | Pen Cont Fire Pen Fd | - | |
| - | - | - | Pen Cont Police Pen Fd | - | |
| $1,113,795 | $797,930 | $762,844 | Pen Cont Gen Emp Pen Fd | $910,332 | $147,489 |
| $248,752 | $270,078 | $308,319 | Defined Contribution | $278,082 | ($30,237) |
| $2,713 | $1,861 | $33,934 | Workers' Compensation | $23,521 | ($10,413) |
| $1,047,765 | $1,032,667 | $1,184,733 | Other Personnel Costs | $1,121,917 | ($62,816) |
| $10,134,487 | $9,741,076 | $10,856,133 | TOTAL PERSONNEL | $10,627,412 | ($228,721) |
| | | | OTHER EXPENSES | | |
| $983,994 | $2,046,397 | $1,778,563 | Purchased / Contracted Services | $2,265,959 | $487,396 |
| $248,708 | $217,405 | $243,719 | Supplies | $340,798 | $97,079 |
| - | - | - | Capital Outlays | - | |
| $663 | $622 | $671 | Interfund / Interdepartmental Charges | $622 | ($49) |
| $2,015 | $881,892 | $1,534,827 | Other Costs | $1,417,000 | ($117,827) |
| - | - | - | Debt Service | - | |
| - | - | - | Conversion / Summary | - | |
| - | $0 | - | Other Financing Uses | - | |
| $1,235,379 | $3,146,316 | $3,557,781 | TOTAL OTHER EXPENSES | $4,024,379 | $466,598 |
| $11,369,866 | $12,887,392 | $14,413,914 | TOTAL PERSONNEL AND OTHER EXPENSES | $14,651,791 | $237,877 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| $303,041 | $242,827 | $305,443 | Airport Revenue Fund | $516,266 | $210,823 |
| $9,462,127 | $11,212,885 | $12,242,767 | General Fund | $12,077,098 | ($165,669) |
| - | - | $236,236 | Group Insurance Fund | $236,236 | $0 |
| - | $0 | - | Rental/Motor Vehicle Tax Fund | - | |
| $681,253 | $615,485 | $634,083 | Solid Waste Services Revenue Fund | $636,900 | $2,817 |
| $923,444 | $816,196 | $995,385 | Water & Wastewater Revenue Fund | $1,185,291 | $189,906 |
| $11,369,866 | $12,887,392 | $14,413,914 | TOTAL EXPENSES | $14,651,791 | $237,877 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 142.37 | 138.37 | 139.37 | Full Time Equivalent | 145.34 | 5.97 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Finance

## Airport Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $207,808 | $134,410 | $206,780 | Salaries, Regular | $216,029 | $9,249 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | $45,135 | - | Salaries, Extra Help | $0 | $0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $19,154 | $10,663 | $0 | Pen Cont Gen Emp Pen Fd | $23,458 | $23,458 |
| $8,371 | $8,065 | $12,407 | Defined Contribution | $7,147 | ($5,259) |
| - | - | - | Workers' Compensation | - | - |
| $23,177 | $21,713 | $26,261 | Other Personnel Costs | $25,911 | ($350) |
| $258,509 | $219,986 | $245,448 | TOTAL PERSONNEL | $272,546 | $27,098 |
| | | | OTHER EXPENSES | | |
| $36,660 | $20,322 | $26,589 | Purchased / Contracted Services | $110,430 | $83,841 |
| $7,872 | $2,520 | $33,406 | Supplies | $8,290 | ($25,116) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | $125,000 | $125,000 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $44,532 | $22,842 | $59,995 | TOTAL OTHER EXPENSES | $243,721 | $183,726 |
| $303,041 | $242,827 | $305,443 | TOTAL PERSONNEL AND OTHER EXPENSES | $516,266 | $210,823 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $303,041 | $242,827 | $305,443 | Airport Revenue Fund | $516,266 | $210,823 |
| $303,041 | $242,827 | $305,443 | TOTAL EXPENSES | $516,266 | $210,823 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 3.00 | 3.00 | 3.00 | Full Time Equivalent | 3.33 | 0.33 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Finance

## Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $9,249 | Full Time Equivalent increased due to creation of split funded position. Salaries increased due to creation of a split-funded position. |
| 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 | $23,458 | Increase due to pension rate adjustment. |
| Defined Contribution | ($5,259) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | ($350) | |
| TOTAL PERSONNEL | $27,098 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $83,841 | Increase due to fund portion of the Hyperion Purchase in FY14. |
| Supplies | ($25,116) | Decrease due to departmental cost containment initiative aimed at reducing redundancy in purchasing of supplies. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | $125,000 | Increase due to trending of prior year actuals as well as budget |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $183,726 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $210,823 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Airport Revenue Fund | $210,823 |
| TOTAL EXPENSES | $210,823 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.33 |

# FY14 OPERATING BUDGET HIGHLIGHTS

**Department Of Finance**
**General Fund**

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $6,223,549 | $6,129,791 | $7,142,844 | Salaries, Regular | $6,991,189 | ($151,655) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $312,865 | $368,447 | $216,739 | Salaries, Extra Help | $44,736 | ($172,003) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $4,240 | $1,612 | $4,000 | Overtime | $265 | ($3,735) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $868,078 | $621,310 | $601,021 | Pen Cont Gen Emp Pen Fd | $675,584 | $74,563 |
| $223,841 | $245,132 | $276,307 | Defined Contribution | $251,402 | ($24,905) |
| $2,713 | $749 | $33,934 | Workers' Compensation | $23,521 | ($10,413) |
| $849,445 | $842,643 | $973,863 | Other Personnel Costs | $910,101 | ($63,762) |
| $8,484,732 | $8,209,683 | $9,248,708 | TOTAL PERSONNEL | $8,896,799 | ($351,909) |
| | | | OTHER EXPENSES | | |
| $770,231 | $1,916,941 | $1,312,371 | Purchased / Contracted Services | $1,705,402 | $393,031 |
| $204,487 | $203,745 | $146,190 | Supplies | $307,275 | $161,085 |
| - | - | - | Capital Outlays | - | - |
| $663 | $622 | $671 | Interfund / Interdepartmental Charges | $622 | ($49) |
| $2,015 | $881,892 | $1,534,827 | Other Costs | $1,167,000 | ($367,827) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | $0 | - | Other Financing Uses | - | - |
| $977,396 | $3,003,201 | $2,994,059 | TOTAL OTHER EXPENSES | $3,180,299 | $186,240 |
| $9,462,127 | $11,212,885 | $12,242,767 | TOTAL PERSONNEL AND OTHER EXPENSES | $12,077,098 | ($165,669) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $9,462,127 | $11,212,885 | $12,242,767 | General Fund | $12,077,098 | ($165,669) |
| $9,462,127 | $11,212,885 | $12,242,767 | TOTAL EXPENSES | $12,077,098 | ($165,669) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 117.37 | 113.37 | 114.37 | Full Time Equivalent | 119.68 | 5.31 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Finance

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($151,655) | Full Time Equivalent increased due to creation of positions in Grants Office, CFO's Office, &Treasury Services. Salaries decrease due to pay in class study and unfunded positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($172,003) | Decrease due to position created utilizing extra help funds. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | ($3,735) | Decrease due to previous year expenses less than anticipated. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $74,563 | Increase due to Personnel salary adjustments |
| Defined Contribution | ($24,905) | Decrease due to personnel adjustments. |
| Workers' Compensation | ($10,413) | Decrease due to trending of prior year actuals. |
| Other Personnel Costs | ($63,762) | |
| TOTAL PERSONNEL | ($351,909) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $393,031 | Increase due to Hyperion Enhancements, Transparency Software and Citizen Serve Projects |
| Supplies | $161,085 | Increase due to additional staffing needs and cost associated with reorganizational project. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | ($49) | Decrease due to reduced cost associated with fleet services. |
| Other Costs | ($367,827) | Decrease due to higher fees associated with bank charges and refunds. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $186,240 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($165,669) | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | ($165,669) |
| TOTAL EXPENSES | ($165,669) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 5.31 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Finance

## Group Insurance Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | TOTAL PERSONNEL | - | - |
| | | | OTHER EXPENSES | | |
| - | - | $236,216 | Purchased / Contracted Services | $236,216 | $0 |
| - | - | $20 | Supplies | $20 | $0 |
| - | - | - | Capital Outlays | - | - |
| - | - | $0 | Interfund / Interdepartmental Charges | $0 | $0 |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | $236,236 | TOTAL OTHER EXPENSES | $236,236 | $0 |
| - | - | $236,236 | TOTAL PERSONNEL AND OTHER EXPENSES | $236,236 | $0 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | $236,236 | Group Insurance Fund | $236,236 | $0 |
| - | - | $236,236 | TOTAL EXPENSES | $236,236 | $0 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 0.00 | - | 0.00 | Full Time Equivalent | - | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

**Department Of Finance**
**Group Insurance Fund**

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $0 | |
| Supplies | $0 | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | $0 | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $0 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $0 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Group Insurance Fund | $0 |
| TOTAL EXPENSES | $0 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Finance

## Solid Waste Services Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $369,872 | $370,475 | $374,141 | Salaries, Regular | $368,947 | ($5,194) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | $11,245 | $11,245 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $833 | $616 | $0 | Overtime | $677 | $677 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $97,490 | $71,590 | $61,656 | Pen Cont Gen Emp Pen Fd | $90,873 | $29,217 |
| $4,220 | $4,206 | $7,243 | Defined Contribution | $2,645 | ($4,598) |
| - | - | $0 | Workers' Compensation | $0 | $0 |
| $78,029 | $78,170 | $75,041 | Other Personnel Costs | $74,645 | ($396) |
| $550,445 | $525,057 | $518,082 | TOTAL PERSONNEL | $549,032 | $30,951 |
| | | | OTHER EXPENSES | | |
| $113,242 | $85,184 | $101,579 | Purchased / Contracted Services | $76,517 | ($25,063) |
| $17,567 | $5,244 | $14,422 | Supplies | $11,351 | ($3,071) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $130,809 | $90,428 | $116,001 | TOTAL OTHER EXPENSES | $87,868 | ($28,134) |
| $681,253 | $615,485 | $634,083 | TOTAL PERSONNEL AND OTHER EXPENSES | $636,900 | $2,817 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $681,253 | $615,485 | $634,083 | Solid Waste Services Revenue Fund | $636,900 | $2,817 |
| $681,253 | $615,485 | $634,083 | TOTAL EXPENSES | $636,900 | $2,817 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 9.00 | 9.00 | 9.00 | Full Time Equivalent | 9.00 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Finance

## Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($5,194) | Decrease due to position elimination and/or defunding of positions. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $11,245 | Increased due to short term staffing needs. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $677 | Increase due to short term Extra-Help need. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $29,217 | Increase due to personnel adjustments. |
| Defined Contribution | ($4,598) | Decrease due to personnel adjustments. |
| Workers' Compensation | $0 | |
| Other Personnel Costs | ($396) | |
| TOTAL PERSONNEL | $30,951 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($25,063) | Decrease due to efficiencies within the current work processes; and fewer needs for contracted services. |
| Supplies | ($3,071) | Decrease due to departmental cost containment initiative aimed at reducing redundancy in purchasing of supplies. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($28,134) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $2,817 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Solid Waste Services Revenue Fund | $2,817 |
| TOTAL EXPENSES | $2,817 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Finance

## Water & Wastewater Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $600,040 | $573,617 | $617,720 | Salaries, Regular | $660,169 | $42,449 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | $10,237 | $4,081 | Salaries, Extra Help | ($918) | ($4,999) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $2,254 | $4,202 | - | Overtime | $1,221 | $1,221 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $129,073 | $94,367 | $100,166 | Pen Cont Gen Emp Pen Fd | $120,417 | $20,251 |
| $12,319 | $12,675 | $12,361 | Defined Contribution | $16,887 | $4,526 |
| - | $1,112 | - | Workers' Compensation | - | - |
| $97,115 | $90,141 | $109,567 | Other Personnel Costs | $111,259 | $1,692 |
| $840,801 | $786,351 | $843,896 | TOTAL PERSONNEL | $909,035 | $65,139 |
| | | | OTHER EXPENSES | | |
| $63,861 | $23,950 | $101,808 | Purchased / Contracted Services | $137,394 | $35,586 |
| $18,782 | $5,895 | $49,681 | Supplies | $13,862 | ($35,820) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | $125,000 | $125,000 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $82,643 | $29,845 | $151,489 | TOTAL OTHER EXPENSES | $276,256 | $124,767 |
| $923,444 | $816,196 | $995,385 | TOTAL PERSONNEL AND OTHER EXPENSES | $1,185,291 | $189,906 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $923,444 | $816,196 | $995,385 | Water & Wastewater Revenue Fund | $1,185,291 | $189,906 |
| $923,444 | $816,196 | $995,385 | TOTAL EXPENSES | $1,185,291 | $189,906 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 13.00 | 13.00 | 13.00 | Full Time Equivalent | 13.33 | 0.33 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Finance

## Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $42,449 | Full Time Equivalent increased due to creation of split funded position. Salaries increased due to creation of a split-funded position. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($4,999) | Decrease due to created position utilizing extra help funds. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $1,221 | Overtime increased due to created position. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $20,251 | Increase due to pension rate adjustment. |
| Defined Contribution | $4,526 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | $1,692 | |
| TOTAL PERSONNEL | $65,139 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $35,586 | Increase due to fund portion of the Hyperion Purchase in FY14. |
| Supplies | ($35,820) | Decrease due to departmental cost containment initiative aimed at reducing redundancy in purchasing of supplies. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | $125,000 | Increase due to trending of prior year actuals as well as budget |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $124,767 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $189,906 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Water & Wastewater Revenue Fund | $189,906 |
| TOTAL EXPENSES | $189,906 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.33 |


RESURGENS
1847
1865
ATLANTA GA

# PROCUREMENT

**Mission Statement**

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

**Core Functions**

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

**Summary of Operations**

The Department of Procurement (the "DOP") is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The DOP is directly responsible for the purchasing of goods and services for all departments/agencies greater than $20,000.00.

**Divisions/Offices Descriptions**

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

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

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

Information Systems/ERP is responsible for the management of the Procurement modules in the Oracle system. Services include system maintenance, report production and training.

**Goals**

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

**Objectives**

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

**FY2013 Accomplishments**

- Successfully procured and awarded two hundred and thirty-one (231) annual supply contracts for thirteen (13) departments for an expansive variety of commodities totaling approximately $450,826,198
- Successfully procured one hundred and fifty six (156) solicitations, renewals, and amendments totaling approximately $518,084,894
- Successfully begun the city's first online auction for surplus property on March 1, 2013, resulting 4 (four) items being sold totaling $19,450 in revenue
- Procured construction services for Concourse C Midpoint Expansion with a budget of $39,000,000
- Procured services to develop the Airport Master Plan that included the development of geometric concepts for

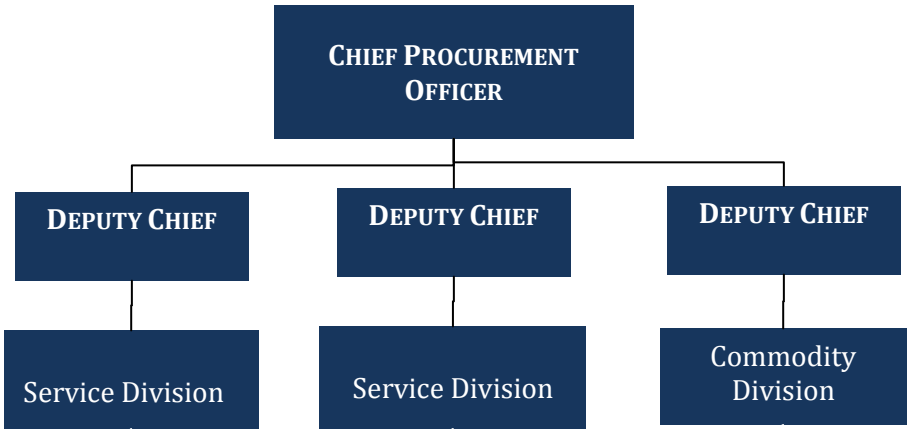
new taxiways, vehicular facilities and provide other planning services
- Procured Airport Inbound Roadway project for $47,000,000
- Procured construction services for a design/build North Deicing Facility for $27,000,000
- Procured Airfield/Runway/Taxiway upgrade projects for $25,796,000
- Procured FC-6260, Peachtree Creek for a total of $35,600,000 - realizing a $6,400,000 savings and 45% reduction in the procurement timeline.
- Procured A & E services totaling $18,232,139
- Successfully procured nine (9) separate contracts for Employee Benefits resulting in lower premiums
- Successfully procured the Dan Forth Road Sidewalk project with 60 days using an accelerated schedule and realized a cost savings of $9,407
- Successfully procured the Ralph David Abernathy project under budget, affording a cost savings of $627,605
- Generated $12,582 in revenue savings as a result of the use of cooperative purchase agreements
- Generated $58,057 in revenue from the scrap metal, recycling and the sale of solicitation documents
- Completed over seventy (70) Open Records Requests resulting in approximately $4,854 in generated revenue
- Certified twenty-six (26) companies under the Local Bidder Preference Program as set forth in the Procurement Code
- Registered one thousand three hundred and forty-eight (1348) suppliers in the Oracle iSupplier database
- Conducted thirty-one (31) training classes for employees for the Procurement modules within the Oracle System
- Released $2.5 million dollars in encumbrances within various departments, making funds available to spend
- Re-organized the structure of the department for services/formal contracting needs to better serve the needs of the user agencies
- Prevailed on all protests/lawsuits filed related to the largest concessions solicitation in North America (estimated at over $3 Billion, with estimated annual sales of over $400 Million among the concessionaires)

**FY2014 Adopted Program Highlights**

- The Department of Procurement plans to upgrade the Oracle ERP system to version 12; and roll out new processes for the modules within the system that will enhance the overall procurement functionality. Training will be provided for all current and new users.
- Plans to review contracts, both commodities and services, to identify cost savings opportunities for the city.
- Plans to consolidate Oracle responsibilities to gain better control over certain procurement related functions within the Oracle system, which will help to monitor spending across departments.

# ORGANIZATIONAL CHART

*Department of Procurement*




# PERFORMANCE METRICS

*Department of Procurement*

| PERFORMANCE MEASURE | FY2011 ACTUAL | FY2012 ACTUAL | FY2013 TARGET | FY2014 TARGET |
|---|---|---|---|---|
| ***Fiscal Stability*** | | | | |
| Average Number of Days from Advertisement to Contract Execution - RFP | 260 | 220 | 183 | 183 |
| Average Number of Days from Advertisement to Contract Execution – BID | 199 | 208 | 128 | 128 |
| Average Number of days from legislation to execution for Renewals and Amendments | 110 | 125 | 75 | 75 |


RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS
## Department Of Procurement

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| $1,552,576 | $1,615,631 | $2,205,188 | Salaries, Regular | $2,161,665 | ($43,524) |
| - | - | - | Salaries, Perm Part-Time | - | |
| - | - | - | Salaries, Sworn | - | |
| - | $11,271 | $2,680 | Salaries, Extra Help | $5,224 | $2,544 |
| - | - | - | Salaries, Extra Help-Sworn | - | |
| $1,610 | $4,453 | - | Overtime | $106 | $106 |
| - | - | - | Pen Cont Fire Pen Fd | - | |
| - | - | - | Pen Cont Police Pen Fd | - | |
| $247,103 | $196,552 | $226,779 | Pen Cont Gen Emp Pen Fd | $249,297 | $22,518 |
| $45,534 | $51,397 | $76,385 | Defined Contribution | $69,605 | ($6,780) |
| $8,296 | $11,129 | $555 | Workers' Compensation | $21,958 | $21,403 |
| $188,189 | $239,869 | $349,466 | Other Personnel Costs | $286,283 | ($63,183) |
| $2,043,309 | $2,130,301 | $2,861,053 | TOTAL PERSONNEL | $2,794,138 | ($66,916) |
| | | | OTHER EXPENSES | | |
| $54,078 | $55,290 | $79,883 | Purchased / Contracted Services | $60,751 | ($19,132) |
| $25,324 | $64,110 | $38,158 | Supplies | $95,573 | $57,415 |
| - | $6,000 | - | Capital Outlays | $5,819 | $5,819 |
| - | - | - | Interfund / Interdepartmental Charges | - | |
| $290 | $694 | $4,045 | Other Costs | $1,459 | ($2,586) |
| - | - | - | Debt Service | - | |
| - | - | - | Conversion / Summary | - | |
| - | - | - | Other Financing Uses | - | |
| $79,692 | $126,093 | $122,086 | TOTAL OTHER EXPENSES | $163,602 | $41,516 |
| $2,123,001 | $2,256,395 | $2,983,140 | TOTAL PERSONNEL AND OTHER EXPENSES | $2,957,740 | ($25,400) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| $468,874 | $631,328 | $806,807 | Airport Revenue Fund | $783,437 | ($23,370) |
| $813,733 | $768,079 | $872,234 | General Fund | $890,607 | $18,373 |
| $840,393 | $856,988 | $1,304,099 | Water & Wastewater Revenue Fund | $1,283,696 | ($20,403) |
| $2,123,001 | $2,256,395 | $2,983,140 | TOTAL EXPENSES | $2,957,740 | ($25,400) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 30.00 | 32.99 | 41.00 | Full Time Equivalent | 41.00 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Procurement

## Airport Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $340,233 | $452,711 | $611,331 | Salaries, Regular | $600,891 | ($10,440) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | $1,087 | $1,087 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $2 | $1,709 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $58,916 | $48,091 | $51,690 | Pen Cont Gen Emp Pen Fd | $53,111 | $1,421 |
| $9,640 | $16,561 | $23,933 | Defined Contribution | $22,868 | ($1,065) |
| - | $3,845 | - | Workers' Compensation | $9,705 | $9,705 |
| $51,094 | $71,551 | $96,678 | Other Personnel Costs | $80,533 | ($16,145) |
| $459,885 | $594,468 | $783,632 | TOTAL PERSONNEL | $768,195 | ($15,437) |
| | | | OTHER EXPENSES | | |
| $4,796 | $12,089 | $15,965 | Purchased / Contracted Services | $9,275 | ($6,690) |
| $4,193 | $18,771 | $7,210 | Supplies | $5,967 | ($1,243) |
| - | $6,000 | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $8,989 | $36,860 | $23,175 | TOTAL OTHER EXPENSES | $15,242 | ($7,933) |
| $468,874 | $631,328 | $806,807 | TOTAL PERSONNEL AND OTHER EXPENSES | $783,437 | ($23,370) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $468,874 | $631,328 | $806,807 | Airport Revenue Fund | $783,437 | ($23,370) |
| $468,874 | $631,328 | $806,807 | TOTAL EXPENSES | $783,437 | ($23,370) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 6.00 | 8.33 | 11.34 | Full Time Equivalent | 11.34 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Procurement

## Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($10,440) | Decrease due to trending of prior year actuals as well as budget. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $1,087 | Increase due to personnel salary adjustments. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $1,421 | Increase due to pension rate adjustment. |
| Defined Contribution | ($1,065) | Decrease due to personnel salary adjustment. |
| Workers' Compensation | $9,705 | Increase due to worker's comp more than anticipated from previous year. |
| Other Personnel Costs | ($16,145) | |
| TOTAL PERSONNEL | ($15,437) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($6,690) | Decrease due to reduce spend for copier maintenance. |
| Supplies | ($1,243) | Decrease due to trending of prior year actuals as well as budget. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($7,933) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($23,370) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Airport Revenue Fund | ($23,370) |
| TOTAL EXPENSES | ($23,370) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Procurement

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $607,541 | $564,527 | $647,494 | Salaries, Regular | $663,653 | $16,159 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | $9,278 | $2,680 | Salaries, Extra Help | $1,563 | ($1,117) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $303 | $687 | - | Overtime | $95 | $95 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $53,745 | $34,638 | $34,314 | Pen Cont Gen Emp Pen Fd | $40,635 | $6,321 |
| $26,184 | $25,906 | $30,387 | Defined Contribution | $28,745 | ($1,642) |
| $8,296 | $7,276 | $555 | Workers' Compensation | $12,253 | $11,698 |
| $64,830 | $78,970 | $93,299 | Other Personnel Costs | $86,303 | ($6,996) |
| $760,898 | $721,282 | $808,729 | TOTAL PERSONNEL | $833,247 | $24,518 |
| | | | OTHER EXPENSES | | |
| $36,745 | $26,123 | $42,417 | Purchased / Contracted Services | $37,880 | ($4,537) |
| $15,800 | $20,080 | $18,588 | Supplies | $18,022 | ($566) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| $290 | $593 | $2,500 | Other Costs | $1,459 | ($1,041) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $52,835 | $46,797 | $63,505 | TOTAL OTHER EXPENSES | $57,361 | ($6,144) |
| $813,733 | $768,079 | $872,234 | TOTAL PERSONNEL AND OTHER EXPENSES | $890,607 | $18,373 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $813,733 | $768,079 | $872,234 | General Fund | $890,607 | $18,373 |
| $813,733 | $768,079 | $872,234 | TOTAL EXPENSES | $890,607 | $18,373 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 9.00 | 8.83 | 10.83 | Full Time Equivalent | 10.83 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Procurement

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $16,159 | Increase due to personnel salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($1,117) | Decrease due to trending of prior year actuals as well as budget. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $95 | Increase due to trending of prior year actuals as well as budget. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $6,321 | Increase due to pension rate adjustment. |
| Defined Contribution | ($1,642) | Decrease due to personnel salary adjustment. |
| Workers' Compensation | $11,698 | Increase due to worker's comp more than anticipated from previous year. |
| Other Personnel Costs | ($6,996) | |
| TOTAL PERSONNEL | $24,518 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($4,537) | Decrease due to reduce spend for copier maintenance. |
| Supplies | ($566) | Decrease due to trending of prior year actuals as well as budget. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | ($1,041) | Decrease due to trending of prior year actuals as well as budget. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($6,144) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $18,373 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $18,373 |
| TOTAL EXPENSES | $18,373 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Procurement

## Water & Wastewater Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $604,802 | $598,393 | $946,364 | Salaries, Regular | $897,121 | ($49,243) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | $1,993 | - | Salaries, Extra Help | $2,574 | $2,574 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $1,305 | $2,057 | - | Overtime | $11 | $11 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $134,443 | $113,823 | $140,775 | Pen Cont Gen Emp Pen Fd | $155,551 | $14,776 |
| $9,710 | $8,929 | $22,066 | Defined Contribution | $17,992 | ($4,074) |
| - | $8 | - | Workers' Compensation | - | - |
| $72,266 | $89,348 | $159,489 | Other Personnel Costs | $119,447 | ($40,042) |
| $822,525 | $814,551 | $1,268,693 | TOTAL PERSONNEL | $1,192,696 | ($75,997) |
| | | | OTHER EXPENSES | | |
| $12,537 | $17,078 | $21,501 | Purchased / Contracted Services | $13,596 | ($7,905) |
| $5,331 | $25,258 | $12,360 | Supplies | $71,585 | $59,225 |
| - | - | - | Capital Outlays | $5,819 | $5,819 |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | $101 | $1,545 | Other Costs | $0 | ($1,545) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $17,868 | $42,437 | $35,406 | TOTAL OTHER EXPENSES | $91,000 | $55,593 |
| $840,393 | $856,988 | $1,304,099 | TOTAL PERSONNEL AND OTHER EXPENSES | $1,283,696 | ($20,403) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $840,393 | $856,988 | $1,304,099 | Water & Wastewater Revenue Fund | $1,283,696 | ($20,403) |
| $840,393 | $856,988 | $1,304,099 | TOTAL EXPENSES | $1,283,696 | ($20,403) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 15.00 | 15.83 | 18.83 | Full Time Equivalent | 18.83 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Procurement

## Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($49,243) | Decrease due to trending of prior year actuals as well as budget. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $2,574 | Increase due to trending of prior year's actual as well as budget. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $11 | Increase due to trending of prior year's actuals as well as budget. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $14,776 | Increase due to pension rate adjustment. |
| Defined Contribution | ($4,074) | Decrease due to trending of prior year actuals as well as budget. |
| Workers' Compensation | - | |
| Other Personnel Costs | ($40,042) | |
| TOTAL PERSONNEL | ($75,997) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($7,905) | Decrease due to trending of prior year actuals as well as budget. |
| Supplies | $59,225 | Increase due to prior year actual for remodel. |
| Capital Outlays | $5,819 | Increase due to trending of prior year actuals as well as budget. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | ($1,545) | Decrease due to trending of prior year actuals as well as budget. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $55,593 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($20,403) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Water & Wastewater Revenue Fund | ($20,403) |
| TOTAL EXPENSES | ($20,403) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |


RESURGENS
1847
1865
ATLANTA GA

# PUBLIC WORKS

**Mission Statement**

The Department of Public Works touches the lives of the residents and visitors in the City of Atlanta as directly and as frequently as any other city department.

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.

Public Works has a continued commitment to serve beyond expectations.

**Core Functions**

- City Infrastructure
- Public Safety & Cleanliness
- Fleet Management

**Summary of Operations**

The Department of Public Works is comprised of four Offices: Commissioner, Solid Waste Services, Fleet Services, and Transportation Services. We manage the city's public right of way and handle some of the most commonly reported issues such as traffic signals, street signs, street striping, potholes, household garbage pick-up and recycling. Public Works also provides transportation engineering and planning services to the City, public parking, and fleet management.

The Department engages in consistent communications outreach and educational initiatives with community groups, organizations, and businesses to ensure an ongoing line of communication to ensure we are meeting citizen expectations with regard to the public right of way.

**Divisions/Offices Descriptions**

*Office of Commissioner (OOC)* The Office of the Commissioner provides leadership and direction for the overall management and operation of the Department of Public Works. It provides support services for the management of departmental operations. These support services include human resource and labor relations; public relations & community outreach; budget administration and management; monitoring of contracts, grants, and assessments; analysis of operations for improving effectiveness and efficiency; and coordination of legislative affairs for the department.

*Office of Transportation (OOT)* is responsible for overseeing and maintaining the City's infrastructure. It provides a variety of services to the citizens of Atlanta, internal operating departments, and governmental agencies. This office is comprised of Transportation Engineering, Transportation Operations, Transportation Planning, and Capital Improvements.

*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; 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 services.

**Goals and Objectives**

The Department of Public Works will seek to exceed industry standards in merit and excellence by implementing mandatory safety compliance, offering advanced training opportunities, and professional development for our workforce.

In an effort to develop sustainable strategies that effectively meet the needs of our internal and external customers we will develop an infrastructure renewal plan, while increasing collaboration with citywide agencies.

We will strengthen community partnerships continuously by implementing best practice initiatives and programs that allow the public to engage in the care and maintenance of the public right of way.

**FY2013 Accomplishments**

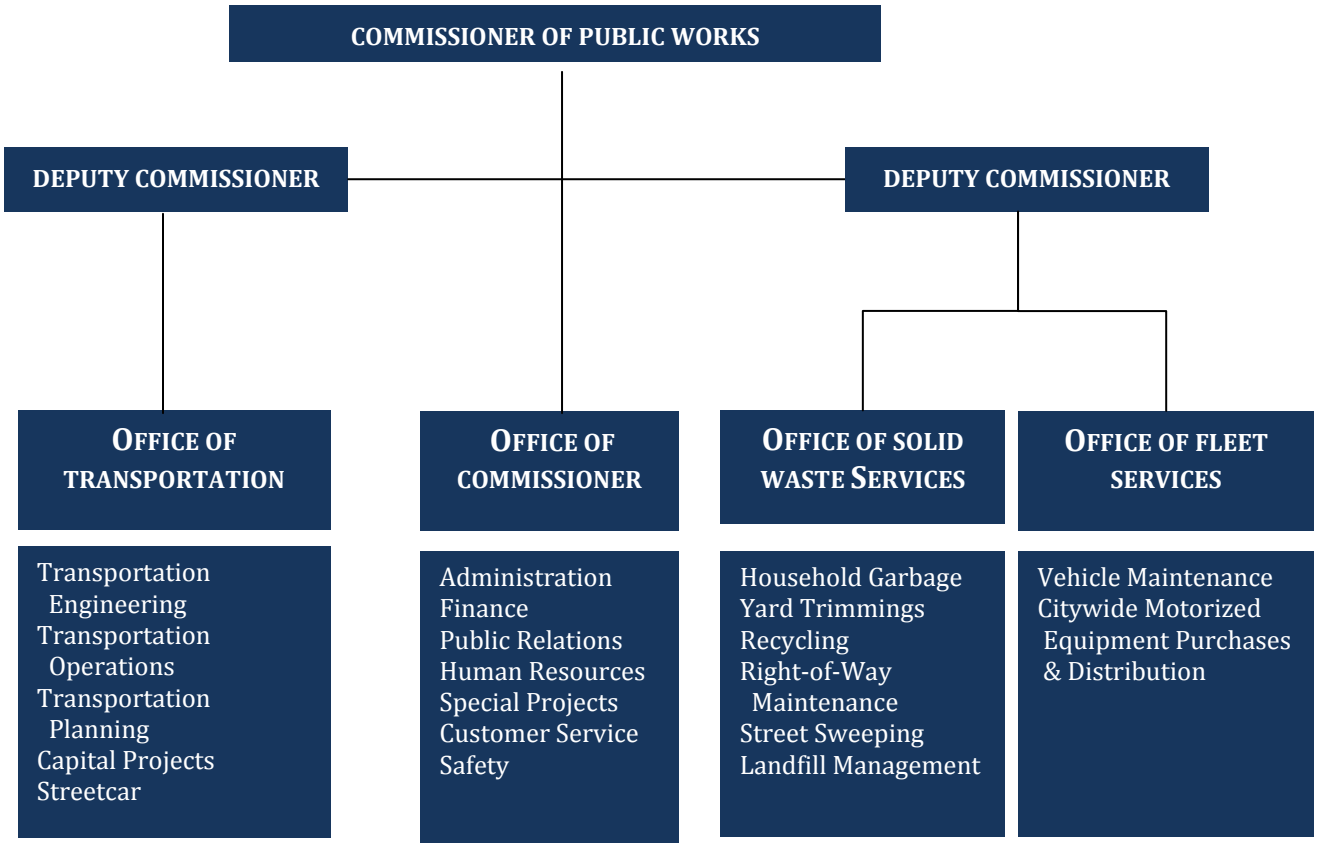
- Expanded citywide recycling program, Cartlanta improving recycling tonnage by 55%
- Recognized as a Green City Award Finalist for Cartlanta program
- Continued LED Signal Replacement Program.
- Established communication to nearly 450 traffic signals
- Continued Citywide Street Sign Replacement Program per Federal Guidelines
- Improved Fuel Operation Efficiency with City Fleet Purchase
- Implemented Sidewalk Maintenance & Repair Program
- First City Department to Participate in Online Auction Process for Sale of Surplus Fleet
- Completed online Standard Details for Construction in the Right-of-Way
- Reduced number of incidents and accidents by increased safety training; reduced number of Workers Comp claims by 20 percent

**FY2014 Adopted Program Highlights**

- Implementation of the Atlanta Streetcar
- Continue Graffiti Removal Program
- Continue Adopt a Spot Anti-Litter Program
- Continue to engage in Public Participation and Public Education Processes
- Improve Safety Training and Compliance
- Implement Departmental Training and Professional Enhancement Initiatives to Retain and Reward Human Resources within the Department
- Develop Infrastructure Capital Improvement Plan in anticipation of future funding
- Update Construction Design Standards
- Implement Preventive Maintenance Program
- Resume street sweeping outside of Central Business District
- Enhanced gravel road maintenance using recycled asphalt
- Beautify key city entranceways
- Implement Signal and Street light Efficiency Program to reduce energy costs
- Continue replacement of copper communication wire with fiber optic and/or wireless communication technology
- Upgrade Atlanta Traffic Control Center
- Establish/re-establish communication to 100 school flasher locations
- Continue to Improve Fuel Efficiency with Life Cycle Reduction of Equipment

# ORGANIZATIONAL CHART

*Public Works*



# PERFORMANCE METRICS

*Public Works Services*

| PERFORMANCE MEASURE | FY 2011 ACTUAL | FY 2012 ACTUAL | FY 2013 ACTUAL | FY 2014 TARGET |
|---|---|---|---|---|
| ***Transportation*** | | | | |
| ***City Infrastructure*** | | | | |
| % of reactive bridge inspections completed within 10 days of report or request | 100% | 100% | 100% | 90% |
| % of bridge repairs completed within 30 days of work order creation | 83% | 81% | 67% | 90% |
| % pothole repairs completed within 72 Hours | 75% | 95% | 88% | 90% |
| % of asphalt point repairs completed within 30 calendar days of work order creation | 88% | 80% | 75% | 90% |
| % of concrete repairs completed within 30 days of work order creation | 34% | 32% | 35% | 90% |
| % emergency traffic signal repairs completed within 12 hours of receipt/report | 98% | 96% | 89% | 90% |

| PERFORMANCE MEASURE | FY 2011 ACTUAL | FY 2012 ACTUAL | FY 2013 ACTUAL | FY 2014 TARGET |
|---|---|---|---|---|
| ***Solid Waste Services*** | | | | |
| ***Merit and Excellence*** | | | | |
| % of single family garbage pickups on scheduled day | 98% | 99.8% | 99.9% | 99.9% |
| % of yard trimmings pickups collected On scheduled day | 90% | 99.5% | 98.7% | 99.9% |
| % recycling pickups collected on scheduled day | 95% | 99.2% | 99.4% | 99.9% |

| PERFORMANCE MEASURE | FY 2011 ACTUAL | FY 2012 ACTUAL | FY 2013 ACTUAL | FY 2014 TARGET |
|---|---|---|---|---|
| ***Fleet Services*** | | | | |
| ***Public Safety*** | | | | |
| Average vehicle availability - Patrol Cars | 98% | 97% | 100% | 100% |
| Average vehicle availability - Motorcycles | 100% | 97% | 100% | 100% |
| Average vehicle availability - Aerial Buckets | 96% | 72% | 79% | 100% |
| Average vehicle availability - Ladders | 100% | 100% | 100% | 100% |
| Average vehicle availability - Pumpers | 100% | 100% | 100% | 100% |
| ***Merit and Excellence*** | | | | |
| Average vehicle availability - Rear Loaders | 92% | 98% | 100% | 100% |
| ***City Infrastructure*** | | | | |
| Average vehicle availability - Pothole Trucks | 100% | 100% | 100% | 100% |

# FY14 OPERATING BUDGET HIGHLIGHTS
## Department Of Public Works

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| $23,240,376 | $22,911,162 | $26,089,732 | Salaries, Regular | $27,591,282 | $1,501,550 |
| - | - | - | Salaries, Perm Part-Time | - | |
| - | - | - | Salaries, Sworn | - | |
| $637,253 | $1,953,463 | $948,754 | Salaries, Extra Help | $1,122,669 | $173,915 |
| - | - | - | Salaries, Extra Help-Sworn | - | |
| $2,459,086 | $3,021,005 | $1,362,368 | Overtime | $2,191,994 | $829,626 |
| - | $558 | - | Pen Cont Fire Pen Fd | $18,458 | $18,458 |
| - | $226 | - | Pen Cont Police Pen Fd | $7,796 | $7,796 |
| $7,122,518 | $5,129,895 | $5,382,600 | Pen Cont Gen Emp Pen Fd | $6,697,586 | $1,314,987 |
| $148,941 | $207,045 | $236,745 | Defined Contribution | $386,692 | $149,947 |
| $1,629,508 | $1,774,309 | $1,884,399 | Workers' Compensation | $2,084,470 | $200,071 |
| $5,025,154 | $4,705,664 | $6,049,447 | Other Personnel Costs | $5,732,498 | ($316,949) |
| $40,262,837 | $39,703,329 | $41,954,046 | TOTAL PERSONNEL | $45,833,445 | $3,879,399 |
| | | | OTHER EXPENSES | | |
| $10,578,600 | $14,812,580 | $15,537,131 | Purchased / Contracted Services | $13,252,053 | ($2,285,078) |
| $28,628,224 | $31,562,590 | $29,492,081 | Supplies | $28,430,142 | ($1,061,939) |
| $22,156 | $53,136 | $33,784 | Capital Outlays | $366,206 | $332,422 |
| $7,952,237 | $8,187,147 | $8,825,377 | Interfund / Interdepartmental Charges | $7,728,435 | ($1,096,942) |
| $1,732 | $2,110 | $2,060 | Other Costs | $1,579 | ($481) |
| - | - | $299,963 | Debt Service | $174,978 | ($124,985) |
| - | - | - | Conversion / Summary | - | |
| - | $899,347 | - | Other Financing Uses | $438,602 | $438,602 |
| $47,182,948 | $55,516,910 | $54,190,395 | TOTAL OTHER EXPENSES | $50,391,994 | ($3,798,401) |
| $87,445,786 | $95,220,239 | $96,144,441 | TOTAL PERSONNEL AND OTHER EXPENSES | $96,225,439 | $80,998 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| $26,785,393 | $32,128,327 | $28,312,627 | Fleet Service Fund | $27,798,966 | ($513,661) |
| $27,516,745 | $27,209,660 | $24,963,924 | General Fund | $24,390,447 | ($573,477) |
| $32,313,889 | $35,092,690 | $42,151,707 | Solid Waste Services Revenue Fund | $43,227,639 | $1,075,933 |
| $829,759 | $789,561 | $716,184 | Water & Wastewater Revenue Fund | $808,387 | $92,203 |
| $87,445,786 | $95,220,239 | $96,144,441 | TOTAL EXPENSES | $96,225,439 | $80,998 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 725.00 | 730.01 | 756.01 | Full Time Equivalent | 785.00 | 28.99 |

# FY14 OPERATING BUDGET HIGHLIGHTS
## Department Of Public Works
## Fleet Service Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $5,954,452 | $5,598,950 | $6,512,972 | Salaries, Regular | $6,590,771 | $77,799 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | $236,466 | - | Salaries, Extra Help | $80,356 | $80,356 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $424,833 | $493,034 | $220,200 | Overtime | $181,638 | ($38,562) |
| - | $558 | - | Pen Cont Fire Pen Fd | $18,458 | $18,458 |
| - | $226 | - | Pen Cont Police Pen Fd | - | - |
| $1,832,418 | $1,370,254 | $1,289,192 | Pen Cont Gen Emp Pen Fd | $1,666,404 | $377,212 |
| $13,425 | $38,388 | $71,304 | Defined Contribution | $90,186 | $18,882 |
| $9,475 | $10,088 | $22,926 | Workers' Compensation | $220,047 | $197,121 |
| $1,163,471 | $1,053,949 | $1,304,594 | Other Personnel Costs | $1,153,123 | ($151,471) |
| $9,398,074 | $8,801,912 | $9,421,187 | TOTAL PERSONNEL | $10,000,983 | $579,796 |
| | | | OTHER EXPENSES | | |
| $2,598,930 | $4,289,668 | $3,689,590 | Purchased / Contracted Services | $1,794,261 | ($1,895,329) |
| $14,788,389 | $19,023,206 | $15,201,850 | Supplies | $16,003,722 | $801,872 |
| - | $11,987 | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | $1,554 | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $17,387,319 | $23,326,416 | $18,891,440 | TOTAL OTHER EXPENSES | $17,797,983 | ($1,093,457) |
| $26,785,393 | $32,128,327 | $28,312,627 | TOTAL PERSONNEL AND OTHER EXPENSES | $27,798,966 | ($513,661) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $26,785,393 | $32,128,327 | $28,312,627 | Fleet Service Fund | $27,798,966 | ($513,661) |
| $26,785,393 | $32,128,327 | $28,312,627 | TOTAL EXPENSES | $27,798,966 | ($513,661) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 161.00 | 161.50 | 162.50 | Full Time Equivalent | 163.98 | 1.48 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Public Works

## Fleet Service Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $77,799 | Increase due to Personnel salary adjustments |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $80,356 | Increase due to Personnel salary adjustments |
| Salaries, Extra Help-Sworn | - | |
| Overtime | ($38,562) | Decrease due to trending of prior year actual as well as budget |
| Pen Cont Fire Pen Fd | $18,458 | Increase due to pension rate adjustment |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $377,212 | Increase due to pension rate adjustment |
| Defined Contribution | $18,882 | Increase due to Personnel salary adjustments |
| Workers' Compensation | $197,121 | Increase due to trending of prior year actual as well as budget |
| Other Personnel Costs | ($151,471) | |
| TOTAL PERSONNEL | $579,796 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($1,895,329) | Decrease due to outsourcing: guaranteed maintenance contract |
| Supplies | $801,872 | Increase due to trending of prior year actual as well as budget |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($1,093,457) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($513,661) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Fleet Service Fund | ($513,661) |
| TOTAL EXPENSES | ($513,661) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 1.48 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Public Works

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $6,539,465 | $6,809,435 | $7,137,614 | Salaries, Regular | $7,391,702 | $254,088 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $283,671 | $195,681 | $46,367 | Salaries, Extra Help | $93,882 | $47,515 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $309,408 | $272,998 | $60,000 | Overtime | $265,158 | $205,158 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $1,962,446 | $1,371,033 | $1,252,304 | Pen Cont Gen Emp Pen Fd | $1,401,778 | $149,474 |
| $94,116 | $114,091 | $119,426 | Defined Contribution | $163,786 | $44,360 |
| $352,939 | $333,359 | $343,634 | Workers' Compensation | $328,491 | ($15,143) |
| $1,471,908 | $1,280,137 | $1,718,351 | Other Personnel Costs | $1,463,126 | ($255,225) |
| $11,013,952 | $10,376,733 | $10,677,696 | TOTAL PERSONNEL | $11,107,924 | $430,228 |
| | | | OTHER EXPENSES | | |
| $2,007,566 | $3,757,560 | $1,537,803 | Purchased / Contracted Services | $1,564,446 | $26,643 |
| $12,728,632 | $10,637,981 | $10,820,552 | Supplies | $9,768,026 | ($1,052,526) |
| $22,156 | $10,826 | $33,784 | Capital Outlays | $19,707 | ($14,077) |
| $1,742,923 | $1,526,879 | $1,892,029 | Interfund / Interdepartmental Charges | $1,490,511 | ($401,518) |
| $1,517 | $334 | $2,060 | Other Costs | $1,230 | ($830) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | $899,347 | - | Other Financing Uses | $438,602 | $438,602 |
| $16,502,793 | $16,832,927 | $14,286,228 | TOTAL OTHER EXPENSES | $13,282,523 | ($1,003,705) |
| $27,516,745 | $27,209,660 | $24,963,924 | TOTAL PERSONNEL AND OTHER EXPENSES | $24,390,447 | ($573,477) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $27,516,745 | $27,209,660 | $24,963,924 | General Fund | $24,390,447 | ($573,477) |
| $27,516,745 | $27,209,660 | $24,963,924 | TOTAL EXPENSES | $24,390,447 | ($573,477) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 221.50 | 216.51 | 216.51 | Full Time Equivalent | 222.68 | 6.17 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Public Works

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $254,088 | Increase due to Personnel salary adjustments |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $47,515 | Increase due to trending of prior year actual as well as budget |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $205,158 | Increase due to trending of prior year actual as well as budget |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $149,474 | Increase due to pension rate adjustment |
| Defined Contribution | $44,360 | Increase due to pension rate adjustment |
| Workers' Compensation | ($15,143) | Decrease due to worker's comp less than anticipated from previous year |
| Other Personnel Costs | ($255,225) | |
| TOTAL PERSONNEL | $430,228 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $26,643 | Increase due to trending of prior year actual as well as budget |
| Supplies | ($1,052,526) | Decrease due to trending of prior year actual as well as budget |
| Capital Outlays | ($14,077) | Decrease due to trending of prior year actual as well as budget |
| Interfund / Interdepartmental Charges | ($401,518) | Decrease due to less motor and fuel costs for repair &maintenance |
| Other Costs | ($830) | Decrease due to trending of prior year actual as well as budget |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | $438,602 | Increase due to stormwater transfer to 5051 fund. |
| TOTAL OTHER EXPENSES | ($1,003,705) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($573,477) | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | ($573,477) |
| TOTAL EXPENSES | ($573,477) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 6.17 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Public Works

## Solid Waste Services Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $10,261,430 | $10,043,800 | $11,958,287 | Salaries, Regular | $13,113,867 | $1,155,580 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $353,582 | $1,521,317 | $902,387 | Salaries, Extra Help | $948,431 | $46,044 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $1,670,819 | $2,166,389 | $1,082,168 | Overtime | $1,691,806 | $609,638 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | $7,796 | $7,796 |
| $3,182,263 | $2,280,008 | $2,730,175 | Pen Cont Gen Emp Pen Fd | $3,495,667 | $765,492 |
| $39,900 | $53,066 | $44,520 | Defined Contribution | $130,108 | $85,588 |
| $1,221,705 | $1,394,863 | $1,517,840 | Workers' Compensation | $1,527,341 | $9,502 |
| $2,291,353 | $2,275,681 | $2,903,603 | Other Personnel Costs | $3,001,136 | $97,533 |
| $19,021,053 | $19,735,123 | $21,138,980 | TOTAL PERSONNEL | $23,916,152 | $2,777,172 |
| | | | OTHER EXPENSES | | |
| $5,972,104 | $6,765,352 | $10,309,737 | Purchased / Contracted Services | $9,893,345 | ($416,392) |
| $1,111,203 | $1,901,402 | $3,469,679 | Supplies | $2,658,393 | ($811,286) |
| $0 | $30,323 | $0 | Capital Outlays | $346,498 | $346,498 |
| $6,209,314 | $6,660,268 | $6,933,348 | Interfund / Interdepartmental Charges | $6,237,923 | ($695,424) |
| $215 | $222 | $0 | Other Costs | $349 | $349 |
| - | - | $299,963 | Debt Service | $174,978 | ($124,985) |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $13,292,836 | $15,357,567 | $21,012,727 | TOTAL OTHER EXPENSES | $19,311,487 | ($1,701,240) |
| $32,313,889 | $35,092,690 | $42,151,707 | TOTAL PERSONNEL AND OTHER EXPENSES | $43,227,639 | $1,075,933 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $32,313,889 | $35,092,690 | $42,151,707 | Solid Waste Services Revenue Fund | $43,227,639 | $1,075,933 |
| $32,313,889 | $35,092,690 | $42,151,707 | TOTAL EXPENSES | $43,227,639 | $1,075,933 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 327.50 | 337.00 | 362.00 | Full Time Equivalent | 383.34 | 21.34 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Public Works

## Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $1,155,580 | Increase due to Personnel salary adjustments |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $46,044 | Increase due to trending of prior year actual as well as budget |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $609,638 | Increase due to trending of prior year actual as well as budget |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | $7,796 | Increase due to pension rate adjustment |
| Pen Cont Gen Emp Pen Fd | $765,492 | Increase due to pension rate adjustment |
| Defined Contribution | $85,588 | Increase due to pension rate adjustment |
| Workers' Compensation | $9,502 | Increase due to worker's comp more than anticipated from previous year |
| Other Personnel Costs | $97,533 | |
| TOTAL PERSONNEL | $2,777,172 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($416,392) | Decrease due to trending of prior year actual as well as budget |
| Supplies | ($811,286) | Decrease due to trending of prior year actual as well as budget |
| Capital Outlays | $346,498 | Increase due to trending of prior year actual as well as budget |
| Interfund / Interdepartmental Charges | ($695,424) | Decrease due to less motor and fuel costs for repair &maintenance |
| Other Costs | $349 | Increase due to trending of prior year actual as well as budget |
| Debt Service | ($124,985) | Decrease due to trending of prior year actual as well as budget |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($1,701,240) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $1,075,933 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Solid Waste Services Revenue Fund | $1,075,933 |
| TOTAL EXPENSES | $1,075,933 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 21.34 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Public Works

## Water & Wastewater Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $485,029 | $458,978 | $480,859 | Salaries, Regular | $494,942 | $14,083 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $54,027 | $88,585 | - | Overtime | $53,392 | $53,392 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $145,392 | $108,601 | $110,930 | Pen Cont Gen Emp Pen Fd | $133,737 | $22,807 |
| $1,501 | $1,501 | $1,495 | Defined Contribution | $2,612 | $1,117 |
| $45,389 | $35,999 | - | Workers' Compensation | $8,591 | $8,591 |
| $98,421 | $95,897 | $122,899 | Other Personnel Costs | $115,113 | ($7,786) |
| $829,759 | $789,561 | $716,184 | TOTAL PERSONNEL | $808,387 | $92,203 |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | $0 | - | Interfund / Interdepartmental Charges | $0 | $0 |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | $0 | - | TOTAL OTHER EXPENSES | $0 | $0 |
| $829,759 | $789,561 | $716,184 | TOTAL PERSONNEL AND OTHER EXPENSES | $808,387 | $92,203 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $829,759 | $789,561 | $716,184 | Water & Wastewater Revenue Fund | $808,387 | $92,203 |
| $829,759 | $789,561 | $716,184 | TOTAL EXPENSES | $808,387 | $92,203 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 15.00 | 15.00 | 15.00 | Full Time Equivalent | 15.00 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Public Works

## Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $14,083 | Increase due to Personnel salary adjustments |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $53,392 | Increase due to trending of prior year actual as well as budget |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $22,807 | Increase due to pension rate adjustment |
| Defined Contribution | $1,117 | Increase due to trending of prior year actual as well as budget |
| Workers' Compensation | $8,591 | Increase due to worker's comp more than anticipated from previous year |
| Other Personnel Costs | ($7,786) | |
| TOTAL PERSONNEL | $92,203 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | $0 | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $0 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $92,203 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Water & Wastewater Revenue Fund | $92,203 |
| TOTAL EXPENSES | $92,203 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |


RESURGENS
1847
1865
ATLANTA GA

# DEPARTMENT OF PARKS AND RECREATION

**Mission Statement**

DPR 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 (After school, recreational, cultural, seniors, etc.)
- Maintenance (make parks & facilities safe, clean and inviting)
- Planning and Community Engagement

**Summary of Operations**

The parks and facilities system of the City of Atlanta's Department of Parks and Recreation (DPR) consists of more than 100 facilities and approximately 3,881 acres (4.6% of the City's land) inside the city limits, and 209 acres at Lake Allatoona.

The recreational and cultural facilities vary from small recreation centers to large cultural complexes, such as the Atlanta Civic Center and the Chastain Park Amphitheater. Having reopened all closed recreation centers, we are working to transform these facilities into Centers of Hope. The facility inventory currently includes 33 recreation centers, 4 indoor and 13 outdoor pools, 4 spray grounds, 182 tennis courts, 75 basketball courts, 110 ball fields, 107 playgrounds and 5 tennis centers. Special recreational facilities include four 18-hole golf courses and one 9-hole golf course, Southside Sports Complex, Lake Allatoona Resident Camp, the Outdoor Activity Center, and John A. White Junior Training Golf Course.

Our parks vary from nature preserves to active city-wide parks. DPR's inventory includes 354 parks, 11 are City-Wide Parks, 34 are community parks, 68 are neighborhood parks. The remaining parks are small preserves, block parks, circles, triangles and beauty spots many maintained with the help of Park Pride and numerous community partners.

**Divisions/Offices Descriptions**

*The Office of Parks* provides 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* provides quality recreational services and programs through implementation of balanced, enjoyable and affordable activities.

*The Office Park Design* is responsible for Project Management, Design and Construction of Departmental Capital Projects, Park & Facility Planning; Grants Management, GIS and Liaison with the Atlanta Beltline Inc.

*The Boisfeuillet Jones Atlanta Civic Center* continues to maintain its position as one of the premiere arts and entertainment venues in the Metro Atlanta Area providing unparalleled service to our clients and patrons. The Civic Center increasingly has hosted high-profile films and television shows in its Exhibit Hall.

**Goals**

- **Deliver exceptional spaces and diverse experiences**. We will provide parks, facilities and programs that are accessible, attractive, and exceed the expectations of our customers.
- **Create a culture of innovation**. We will foster a work environment that engages and motivates both employees and our stakeholders to help develop innovative solutions.
- **Enhance safety and security in all operations**. We will ensure that system-wide safety and security are driving factors in all departmental actions and activities.
- **Expand our impact through collaboration**. We will merge our strengths with the strengths of others to enhance our programs and facilities.
- **Enhance our organizational capacity**. We will support and invest in an effective, efficient workforce through training,

broadened recruitment and proficient business practices.
- **Plan and build a marketing support system**. We will develop and implement a marketing strategy that enhances our image, improves our positioning and promotes our offerings.
- **Communicate effectively**. We will foster an environment of effective communication that leads to increased understanding, awareness and trust.

**Objectives**

- Develop and cultivate recreational activities and cultural enrichment for the Centers of Hope pilot programs.
- Continue to cultivate public and private partnerships, as well as friends of various parks groups and conservancies to maximize the available resources, enabling us to provide consistent services in the parks.
- Perform repairs, replacement, preventative maintenance and minor installations at DPR parks, buildings, structures, pools and outdoor facilities.

**FY2013 Accomplishments**

- Applied lessons learned from Centers of Hope pilot projects and DPR after school programming to develop a comprehensive youth development strategy for the department.
- Successfully launched iPARCS, an on-line registration and reservation system for all DPR programs and facilities.
- Partnered with Atlanta BeltLine, Inc. to open the Northeast Atlanta BeltLine Trail.
- Expanded park system by 46.22 acres, providing land for 7 future parks and expanding 4 existing parks.
- Completed comprehensive renovations of Thomasville, Dunbar and Pittman Recreation Centers.
- Completed transition of Parks Operations, Arborists, Forestry and Skilled Services to the Hansen Asset Management System.
- Deployed Big Belly Smart Compactors in five Atlanta parks
- Partnered with Central Atlanta Progress to develop a long-term strategy for the Atlanta Civic Center.
- Provided exposure to an arts presentation or cultural venue for 28,862 Atlanta Public School students (Pre-K through 12th Grade) through the Cultural Experience Project with program support from outside funding sources in the amount of $217,182.
- Provided creative arts education programming for youth residing in Atlanta through ARTSCooL, the Chastain Arts Center/City Gallery at Chastain, and The Culture Club: An After School Experience.

**FY2014 Adopted Program Highlights**

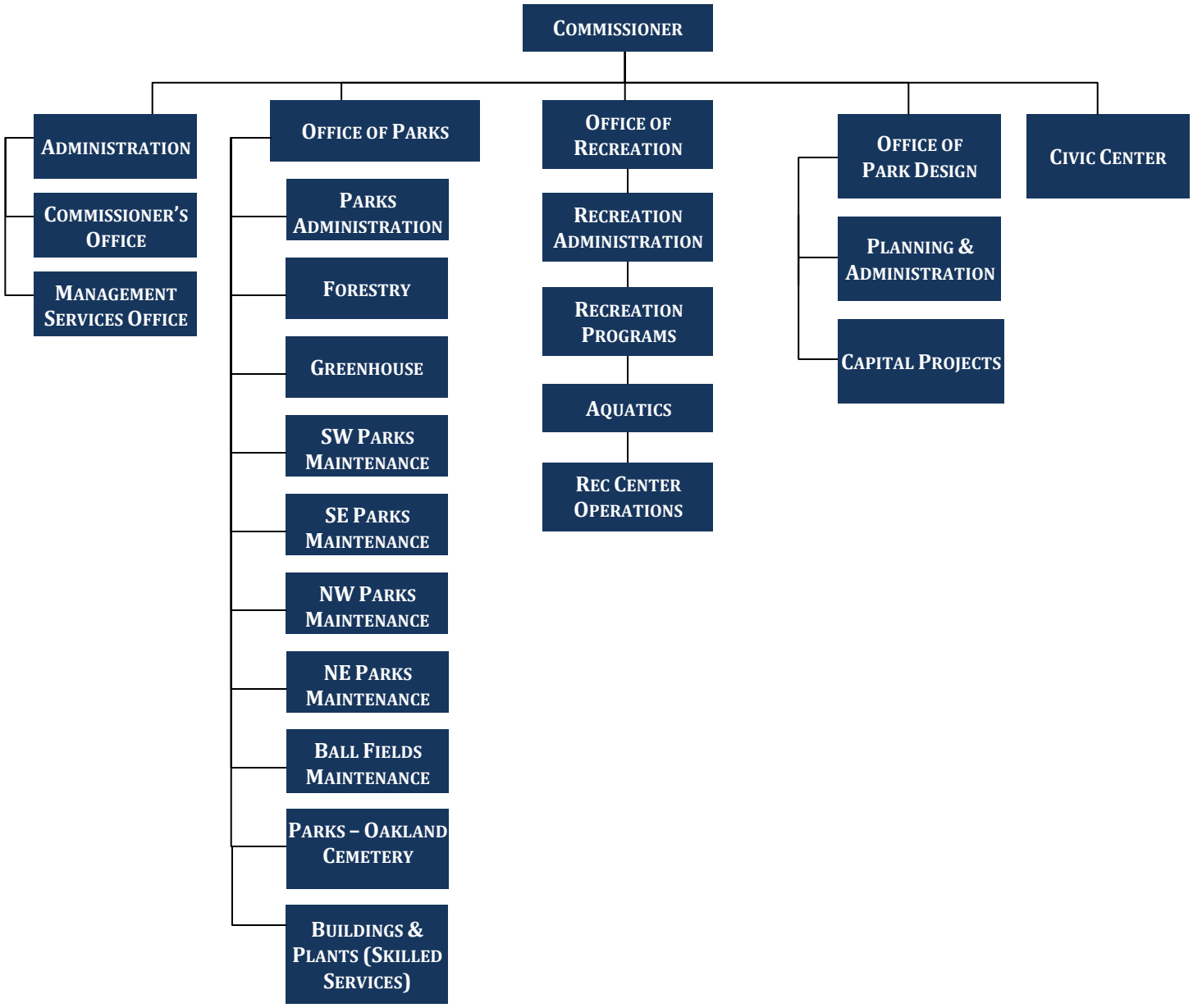
- Begin to scale Centers of Hope Pilot Projects by partnering with a single programmer to provide after school and summer programming at four sites.
- Consolidate after school programming at an additional six sites by expanding partnerships for academic and other enrichment activities.
- Launch a facility needs assessment with the goal of developing a parks and recreation master plan for the City of Atlanta.
- Complete Southwest Atlanta BeltLine Connector trail linking Beecher Elementary School to the Atlanta BeltLine.
- Develop and implement a training program for all program-related staff, with an emphasis on child safety and customer service.
- Complete renovation of computer labs at 11 centers and roll out new computers to all sites.
- Continue investments and facility improvements to comply with Americans with Disabilities Act requirements.
- Reduce operational costs and promote sustainability by transition traditional trash cans to computerized, solar-powered trash compactors.
- Develop an enhanced revenue strategy for the department by effectively leveraging our assets.
- Continue to work with The Mayor's Office to implement enhanced customer service and asset management through the 3-1-1 initiative.
- Work with the Mayor's Office and other stakeholders to finalize a long-term strategy for the Atlanta Cyclorama.
- Partner with Invest Atlanta to solicit and implement a request for proposals for

operation and possible ownership of the Atlanta Civic Center.

- Transition leadership of the Graffiti Task Force to the Department of Public Works.

# ORGANIZATIONAL CHART

*Department of Parks and Recreation*



# PERFORMANCE METRICS

*Department of Parks and Recreation*

| PERFORMANCE MEASURE | FY 2011 Actual | FY 2012 Actual | FY 2013 Target | FY 2014 Target |
|---|---|---|---|---|
| ***Youth Development*** | | | | |
| Total Number of program enrollees | N/A | 2,590 | 2,784 | 2,993 |
| Total Number of non-enrolled participants | N/A | 1,992 | 2,141 | 2,302 |
| ***Merit & Excellence*** | | | | |
| Percentage of mulching / mowing completed on schedule | 88% | 80% | 95% | 95% |
| Percentage of litter/limb removal completed on schedule | 94% | 95% | 95% | 95% |
| Percentage of Arborist Inspections completed within schedule | 95% | 93% | 85% | 85% |
| ***Public Safety*** | | | | |
| Percentage of tree removals completed within schedule | 72% | 58% | 90% | 90% |
| ***City Infrastructure*** | | | | |
| % of active capital projects on/ahead of schedule | N/A | N/A | 90% | 90% |
| % of capital projects closed on/ahead of schedule | N/A | 67% | 90% | 90% |
| Total $ value of ADA citations addressed (cumulative) | $1,028,559 | $220, 316 | $1,700,000 | $1,700,000 |
| ***Fiscal Stability*** | | | | |
| Total Recreation revenue collected | 1,246,760 | 1,156,536 | 1,243,276 | 1,336,522 |
| % of active capital projects on/under budget | N/A | N/A | 95% | 95% |
| % of capital projects closed on/under budget | N/A | 89% | 95% | 95% |

| PERFORMANCE MEASURE *Office of Cultural Affairs (Transitioned FY 2014)* | FY 2011 Actual | FY 2012 Actual | FY 2013 Target | FY 2014 Target |
|---|---|---|---|---|
| Number of Art Services Contracts awarded | 70 | 69 | 110 | |
| Cultural Experience Project enrollment against attendance target | 29,410 | 28,862 | 32,612 | |
| Number of Culture Club/ ArtsCool Program enrollees | 46 | 68/42 | 70/42 | |
| Number of Chastain Arts Center Class enrollees | 1850 | 2032 | 1820 | |


RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS
## Dept Of Parks & Recreation

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| $9,798,467 | $9,913,861 | $11,740,039 | Salaries, Regular | $11,304,930 | ($435,109) |
| $798 | - | - | Salaries, Perm Part-Time | - | |
| - | - | - | Salaries, Sworn | - | |
| $1,368,311 | $1,943,422 | $2,106,091 | Salaries, Extra Help | $2,144,518 | $38,427 |
| - | - | - | Salaries, Extra Help-Sworn | - | |
| $218,989 | $471,827 | $103,187 | Overtime | $317,858 | $214,671 |
| - | - | - | Pen Cont Fire Pen Fd | - | |
| - | - | - | Pen Cont Police Pen Fd | - | |
| $2,679,422 | $2,188,310 | $2,266,668 | Pen Cont Gen Emp Pen Fd | $2,431,780 | $165,112 |
| $93,806 | $131,963 | $145,420 | Defined Contribution | $197,468 | $52,048 |
| $784,170 | $359,520 | $744,301 | Workers' Compensation | $577,248 | ($167,053) |
| $1,755,322 | $1,869,821 | $2,714,135 | Other Personnel Costs | $2,198,432 | ($515,703) |
| $16,699,284 | $16,878,725 | $19,819,841 | TOTAL PERSONNEL | $19,172,235 | ($647,606) |
| | | | OTHER EXPENSES | | |
| $5,188,259 | $5,408,288 | $4,628,710 | Purchased / Contracted Services | $1,685,595 | ($2,943,115) |
| $3,978,515 | $5,498,718 | $8,158,406 | Supplies | $6,550,605 | ($1,607,801) |
| $377,273 | $88,051 | $5,562 | Capital Outlays | $0 | ($5,562) |
| $1,305,337 | $1,559,886 | $1,279,940 | Interfund / Interdepartmental Charges | $1,559,731 | $279,791 |
| $10,970 | $9,602 | $6,299 | Other Costs | $13,029 | $6,730 |
| - | - | - | Debt Service | - | |
| - | - | - | Conversion / Summary | $0 | $0 |
| - | - | - | Other Financing Uses | - | |
| $10,860,355 | $12,564,545 | $14,078,918 | TOTAL OTHER EXPENSES | $9,808,960 | ($4,269,958) |
| $27,559,638 | $29,443,269 | $33,898,759 | TOTAL PERSONNEL AND OTHER EXPENSES | $28,981,195 | ($4,917,564) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| $1,752,129 | $1,677,438 | $1,770,884 | Civic Center Revenue Fund | $1,647,112 | ($123,772) |
| $25,341,490 | $27,333,046 | $31,650,922 | General Fund | $26,853,981 | ($4,796,941) |
| $466,019 | $432,786 | $476,954 | Parks Facilities Revenue Fund | $480,102 | $3,148 |
| $27,559,638 | $29,443,269 | $33,898,759 | TOTAL EXPENSES | $28,981,195 | ($4,917,564) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 331.00 | 317.00 | 339.00 | Full Time Equivalent | 333.00 | (6.00) |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Dept Of Parks & Recreation

## Civic Center Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $495,231 | $442,086 | $474,571 | Salaries, Regular | $556,489 | $81,918 |
| $798 | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $17,528 | $31,980 | $0 | Salaries, Extra Help | $7,078 | $7,078 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $7,022 | $8,160 | $10,000 | Overtime | $7,771 | ($2,229) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $147,550 | $105,459 | $98,403 | Pen Cont Gen Emp Pen Fd | $106,344 | $7,941 |
| $2,477 | $4,199 | $4,207 | Defined Contribution | $8,382 | $4,175 |
| - | - | - | Workers' Compensation | - | - |
| $92,218 | $92,317 | $103,538 | Other Personnel Costs | $100,621 | ($2,918) |
| $762,824 | $684,201 | $690,719 | TOTAL PERSONNEL | $786,686 | $95,966 |
| | | | OTHER EXPENSES | | |
| $365,201 | $388,731 | $501,640 | Purchased / Contracted Services | $294,251 | ($207,389) |
| $603,146 | $583,133 | $564,802 | Supplies | $552,636 | ($12,166) |
| - | - | - | Capital Outlays | - | - |
| $19,595 | $20,771 | $7,423 | Interfund / Interdepartmental Charges | $7,771 | $347 |
| $1,363 | $602 | $6,299 | Other Costs | $5,768 | ($531) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $989,305 | $993,237 | $1,080,164 | TOTAL OTHER EXPENSES | $860,427 | ($219,738) |
| $1,752,129 | $1,677,438 | $1,770,884 | TOTAL PERSONNEL AND OTHER EXPENSES | $1,647,112 | ($123,772) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $1,752,129 | $1,677,438 | $1,770,884 | Civic Center Revenue Fund | $1,647,112 | ($123,772) |
| $1,752,129 | $1,677,438 | $1,770,884 | TOTAL EXPENSES | $1,647,112 | ($123,772) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 12.00 | 11.50 | 12.50 | Full Time Equivalent | 13.00 | 0.50 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Dept Of Parks & Recreation

## Civic Center Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $81,918 | Increase due to 50% of Civic Center Director salary transferred from the General Fund. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $7,078 | Increase due to trending of prior year actuals as well as budget. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | ($2,229) | Decrease due to trending of prior year actuals as well as budget. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $7,941 | Increase due to pension rate adjustment. |
| Defined Contribution | $4,175 | Increase due to personnel salary adjustment. |
| Workers' Compensation | - | |
| Other Personnel Costs | ($2,918) | |
| TOTAL PERSONNEL | $95,966 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($207,389) | Decrease due to reduction in purchased and contract services. |
| Supplies | ($12,166) | Decrease due to lower utility costs. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | $347 | Slight increase due to relocation of offices. |
| Other Costs | ($531) | Decrease due to trending of prior year actuals as well as budget. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($219,738) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($123,772) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Civic Center Revenue Fund | ($123,772) |
| TOTAL EXPENSES | ($123,772) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.50 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Dept Of Parks & Recreation

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $9,143,160 | $9,312,322 | $11,084,255 | Salaries, Regular | $10,568,489 | ($515,766) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $1,350,783 | $1,911,443 | $2,106,091 | Salaries, Extra Help | $2,137,440 | $31,349 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $211,906 | $463,574 | $93,187 | Overtime | $310,087 | $216,900 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $2,513,538 | $2,064,978 | $2,140,225 | Pen Cont Gen Emp Pen Fd | $2,293,456 | $153,231 |
| $85,624 | $123,256 | $137,255 | Defined Contribution | $184,207 | $46,952 |
| $781,535 | $347,466 | $744,301 | Workers' Compensation | $577,248 | ($167,053) |
| $1,621,088 | $1,742,151 | $2,569,312 | Other Personnel Costs | $2,056,323 | ($512,989) |
| $15,707,633 | $15,965,189 | $18,874,626 | TOTAL PERSONNEL | $18,127,250 | ($747,376) |
| | | | OTHER EXPENSES | | |
| $4,647,047 | $4,875,968 | $3,974,899 | Purchased / Contracted Services | $1,265,327 | ($2,709,572) |
| $3,321,757 | $4,864,158 | $7,523,318 | Supplies | $5,928,184 | ($1,595,134) |
| $377,273 | $88,051 | $5,562 | Capital Outlays | $0 | ($5,562) |
| $1,285,742 | $1,539,115 | $1,272,517 | Interfund / Interdepartmental Charges | $1,531,960 | $259,443 |
| $2,037 | $563 | - | Other Costs | $1,261 | $1,261 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | $0 | $0 |
| - | - | - | Other Financing Uses | - | - |
| $9,633,857 | $11,367,856 | $12,776,296 | TOTAL OTHER EXPENSES | $8,726,732 | ($4,049,564) |
| $25,341,490 | $27,333,046 | $31,650,922 | TOTAL PERSONNEL AND OTHER EXPENSES | $26,853,981 | ($4,796,941) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $25,341,490 | $27,333,046 | $31,650,922 | General Fund | $26,853,981 | ($4,796,941) |
| $25,341,490 | $27,333,046 | $31,650,922 | TOTAL EXPENSES | $26,853,981 | ($4,796,941) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 314.00 | 300.50 | 321.50 | Full Time Equivalent | 315.00 | (6.50) |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Dept Of Parks & Recreation

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($515,766) | Office Cultural Affairs moved to the Mayor's Office; 3 salaries moved to trust fund; Increase salaries for employees grade 18 and below. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $31,349 | 7 ROAs de-funded to 14 Part-Time extra help ROAs; DPR inadequately funded for new $10/hour minimum wage. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $216,900 | Increase due to trending of prior year actuals as well as budget. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $153,231 | Increase due to pension rate adjustment. |
| Defined Contribution | $46,952 | Increase due to personnel salary adjusment. |
| Workers' Compensation | ($167,053) | Decrease due to worker's comp less than anticipated from previous year. |
| Other Personnel Costs | ($512,989) | |
| TOTAL PERSONNEL | ($747,376) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($2,709,572) | Grant for Arts $1 million moved with Office Cultural Affairs; $500K Recreation Center programming shifted to the re-purpose bond fund; $1,050,000 shifted to Trust fund for other operations. |
| Supplies | ($1,595,134) | $580,000 reduction to Parks' supplies; $610,000 transferred to trust fund; $300,000 Utility savings. |
| Capital Outlays | ($5,562) | |
| Interfund / Interdepartmental Charges | $259,443 | Increase due to motor and fuel cost rising for repairs and maintenance. |
| Other Costs | $1,261 | |
| Debt Service | - | |
| Conversion / Summary | $0 | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($4,049,564) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($4,796,941) | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | ($4,796,941) |
| TOTAL EXPENSES | ($4,796,941) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | (6.50) |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Dept Of Parks & Recreation

## Parks Facilities Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $160,075 | $159,453 | $181,214 | Salaries, Regular | $179,953 | ($1,261) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $61 | $93 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $18,334 | $17,873 | $28,040 | Pen Cont Gen Emp Pen Fd | $31,980 | $3,940 |
| $5,705 | $4,508 | $3,958 | Defined Contribution | $4,879 | $921 |
| $2,635 | $12,054 | - | Workers' Compensation | - | - |
| $42,016 | $35,352 | $41,284 | Other Personnel Costs | $41,488 | $204 |
| $228,827 | $229,334 | $254,496 | TOTAL PERSONNEL | $258,300 | $3,804 |
| | | | OTHER EXPENSES | | |
| $176,011 | $143,588 | $152,172 | Purchased / Contracted Services | $126,017 | ($26,154) |
| $53,612 | $51,427 | $70,286 | Supplies | $69,785 | ($501) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | $20,000 | $20,000 |
| $7,569 | $8,436 | - | Other Costs | $6,000 | $6,000 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $237,192 | $203,452 | $222,458 | TOTAL OTHER EXPENSES | $221,802 | ($655) |
| $466,019 | $432,786 | $476,954 | TOTAL PERSONNEL AND OTHER EXPENSES | $480,102 | $3,148 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $466,019 | $432,786 | $476,954 | Parks Facilities Revenue Fund | $480,102 | $3,148 |
| $466,019 | $432,786 | $476,954 | TOTAL EXPENSES | $480,102 | $3,148 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 5.00 | 5.00 | 5.00 | Full Time Equivalent | 5.00 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Dept Of Parks & Recreation

## Parks Facilities Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($1,261) | Decrease due to trending of prior year actuals as wll as budget. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $3,940 | Increase due to pension rate adjustment. |
| Defined Contribution | $921 | Increase due to trending of prior year actuals as well as budget. |
| Workers' Compensation | - | |
| Other Personnel Costs | $204 | |
| TOTAL PERSONNEL | $3,804 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($26,154) | Decrease due to trending of prior year actuals as wll as budget. |
| Supplies | ($501) | Decrease due to trending of prior year actuals as wll as budget. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | $20,000 | Increase due to allocation for indirect cost allocation, no FY13 allocation. |
| Other Costs | $6,000 | Increase due to allocation for credit card charges, no FY13 allocation. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($655) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $3,148 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Parks Facilities Revenue Fund | $3,148 |
| TOTAL EXPENSES | $3,148 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |


RESURGENS
1847
1865
ATLANTA GA

# WATERSHED MANAGEMENT

**Mission Statement**

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

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

**Summary of Operations**

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

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

**Offices/Division Descriptions**

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

*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 plants[1], and drinking water storage and pumping stations. Wastewater treatment includes the operation and maintenance of four wastewater treatment (reclamation) facilities, and six combined sewer facilities, plus sixteen sewage pumping stations.

*The Office of Linear Infrastructure Operations* is responsible for operating, maintaining, and repairing the City's water distribution systems, wastewater collection systems, and system appurtenances, including maintaining system reliability and compliance, and in the event of asset failure providing rapid response to minimize impacts to the community and the environment.

*The Office of Watershed Protection* is responsible for regional planning coordination and implementation of programs targeted to protect and enhance water quality. The office conducts an environmental compliance and inspection program including flow and water quality monitoring; planning. It also coordinates design, construction, operations, and maintenance of stormwater management facilities and systems including "green infrastructure" measures oriented toward employing natural systems to affect pollution control in concert with provision of community amenities.

*The Office of Engineering Services* is responsible for planning and managing operational, maintenance, and capital improvement projects related to the City's drinking water system, wastewater system, watershed protection system, and other related assets and environmental programs. This office oversees the delivery of projects through the design, procurement, and construction phases as well as controlling project construction cost, quality and safety. This Office is also responsible for development of an asset management program and management of the Department's geographical information systems.

*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 central document management.

*The Office of Customer & Business Services* is responsible for customer relations, meter and billing accuracy assurance, centralized procurement and legislation, management of the central

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

warehouse and fleet services, and management and maintenance of buildings and grounds.

**Goals**

In addition to providing safe and sustainable drinking water, wastewater, and stormwater services to the community, the Department has established the following priority goals for FY 2014:

- Improve customer service
- Provide a safe and engaging workplace
- Assure full compliance with all environmental regulations
- Improve operational efficiencies

**Objectives**

The Department has developed the following initiatives to achieve its goals and priorities:

**Customer Service & Stakeholder Engagement** - *The Department is undertaking an initiative to proactively work with customers and other stakeholders to identify and resolve the root causes of customer issues. A key objective is to ensure that customer interactions "close the loop," such that DWM may confirm that identified issues have been resolved with the customer. This initiative will contribute toward the goals of improving customer service, providing an engaging workplace, and improving operational efficiencies by resolving (or preventing) customer issues more quickly and effectively. This effort will:*

- Transition customer services from reactive to proactive modes of operation
- Engage external stakeholders
- Transform customer services through advanced identification, analysis, and resolution of root causes of customer service issues
- Engage external stakeholders through prompt, transparent, and complete communications and proactive inquiry into stakeholder concerns

**Workforce Development** – *The Department is undertaking an initiative to ensure appropriate staffing, skill levels, and responsibility assignments are deployed across all levels of the Department. The Department will develop its workforce through strategic training, succession planning and a renewed focus on accountability. This initiative will contribute to the goals of improving customer service, improving operational efficiencies, and providing a safe and engaging workplace. This effort will:*

- Enhance workforce levels, efficiency, and accountability
- Develop and act on strategic staffing plans and performance measurement
- Develop the workforce through training, accountability, and engagement measures
- Evolve the workforce by leveraging of natural attrition rates and internal employee development opportunities

**Sustainable Water Management** – *The Department is undertaking this initiative to assure a long-term sustainable supply of water through 2035 and beyond, provide adequate capacity to manage wastewater and stormwater flows and pollutant loads and employ natural systems to protect and enhance regional water quality. This effort will prioritize water conservation and energy reduction efforts, evaluate water supply alternatives, and support green infrastructure efforts by institutionalizing triple-bottom-line evaluation methodologies to evaluate and prioritize projects. This initiative will contribute toward the goals of improving operational efficiencies and achieving full environmental compliance. This effort will:*

- Employ "triple bottom line" evaluation processes to refine and diversify operational and project investments
- Use holistic water resource management principles to identify, prioritize, and implement resource recovery and green infrastructure development opportunities
- Improve compliance with the Clean Water Act for water resource facilities and projects
- Incorporate climate variability factors in water resources management planning.

**Asset Management and Risk-Based Planning** – *The Department is undertaking this initiative to better align its capital expenditures and to shift toward proactive maintenance activities based on asset criticality and condition. Historically, a majority of the Department's capital resources were committed to Consent Decree projects. The recent time extension provides an opportunity to better prioritize future expenditures using a risk-based asset management framework that will assure that future expenditures maintain expected asset service levels. This initiative will contribute toward the goals of improving customer service, improving operational efficiencies, full environmental compliance, and providing a safe and engaging workplace. This effort will:*

- Inventory and evaluate asset condition and value
- Assess probability and consequence of asset failures
- Prioritize and implement critical capital and maintenance projects

- Schedule and track maintenance, repair, and replacement of assets

**Strategic Financial Resource Allocation** – *The Department is undertaking this initiative to assure that resources (financial, physical, and human) are responsibly and cost-effectively allocated to fulfill the mission of the Department. This will include use of best management practices for budgeting, reporting, project planning, and resource allocations to improve operational efficiencies while providing a safe and engaging workplace. This effort will:*

- Integrate and enhance financial management processes to facilitate evaluation, prioritization, and scheduling of expenditures within prevailing resource constraints
- Improve forecasting, monitoring, and reporting of operating budget and CIP expenditures
- Use cost-of-service analysis to develop options for improving equity of service rates and potential revisions to IJ agreements
- Efficiently manage the Department's receivable portfolio to expedite cash flow, support Departmental cash requirements, and determine collectability of delinquent accounts.

**Data and Systems Enablement** – *The Department is undertaking this initiative to ensure that critical customer, operational, and financial data are more readily available to support decision-making and activity planning. The Department maintains state-of-the-art systems, and this initiative will assure that the right data are being routinely collected in the right systems, are centrally stored and analyzed, and are easily accessible to key decision makers. This initiative will contribute toward the goals of improving customer service, improving operational efficiencies, providing a safe and engaging workplace, and assuring full environmental compliance. This effort will:*

- Enhance tools used to collect and store data and records and to train staff to employ such tools
- Develop and enhance data management systems and processes to facilitate access to and management of critical data and systems
- Implement data warehousing functions to facilitate compilation, storage and consistent reporting of basic performance statistics, making data more readily available to support key decisions

**FY2013 Accomplishments**

- Received 13-year time extension to First Amended Consent Decree
- Restructured the Department to improve customer service and efficiency, and commenced the reorganization process
- Completed the South River tunnel project to alleviate overflows and increase sewer capacity in southeast Atlanta
- Replaced 33,000 linear feet of water mains in the southeast region
- Received platinum awards from Georgia Association of Water Professionals for five-straight years of 100% compliance at Hemphill Water Treatment Plant and Chattahoochee Water Plant
- Received Atlanta Regional Commission's "Development of Excellence" award for the Old Fourth Ward Park project which both reduces flooding and provides a water amenity for the community
- Redesigned water/sewer bill to a more informative format per customer requests
- Installed new bill payment drop boxes at more convenient locations
- Improved safety at stormwater outfalls by building sampling platforms and safety rails
- Improved customer communications by initiating new protocols and neighborhood outreach at RM Clayton to address odor concerns
- Began continuous operation of the RM Clayton co-generation facility, reusing digester gas to reduce power purchases
- Installed early warning sewer system overflow hot spot monitors
- Planted 1,328 trees
- Received $50,000 for EPA Green Infrastructure Technical Assistance Grant
- Began construction of the consent decree-required Peachtree Basin Storage & Pump Station project
- Used FEMA's Hazard Mitigation Grant Program buyout program's $4.6 million to assist flooded homeowners along Peachtree Creek/South River area
- $2 million collected from delinquent commercial accounts

- $3.9 million annual savings by decommissioning of Hemphill Steam Pump Station
- Savings through self-performance or value engineering:
  1. $65 million savings on Peachtree Capacity Relief Project on Liddell St.
  2. $300,000 annual savings on stream assessment
  3. $200,000 average savings with in-house monitoring per quarter
  4. HazMat Team saves approx. $20-$40 thousand per spill
  5. Changed operating mode at Utoy WRC from chemical to biological phosphorus removal with anticipated annual savings of $300,000
- Completed projects fulfilling sustainability and energy reduction goals:
  1. Installed LED lighting at Clayton WRC and at Hemphill and Chattahoochee WTPs
  2. Improved outdoor lighting at South River WRC to reduce energy demand and improve safety
  3. Replaced motors with more efficient models and installed variable frequency drives on some large WRC pumps to reduce purchased power

**FY2014 Adopted Program Highlights**

Department-wide:
- Complete Department reorganization
- Create and implement new staff assessment and staff development plan
- Initiate Loss Prevention Plan
- Develop and implement succession plans
- Develop and implement performance plan with 16 major metrics to benchmark

Customer Service:
- Proactive and responsive customer interface (calls/visits/outreach)
- Initiate customer service task force plan
- Implement initiative plan to identify and resolve root causes of complaints
- Coordinate DWM dispatch center with 311
- Initiate convenient bill payment locations

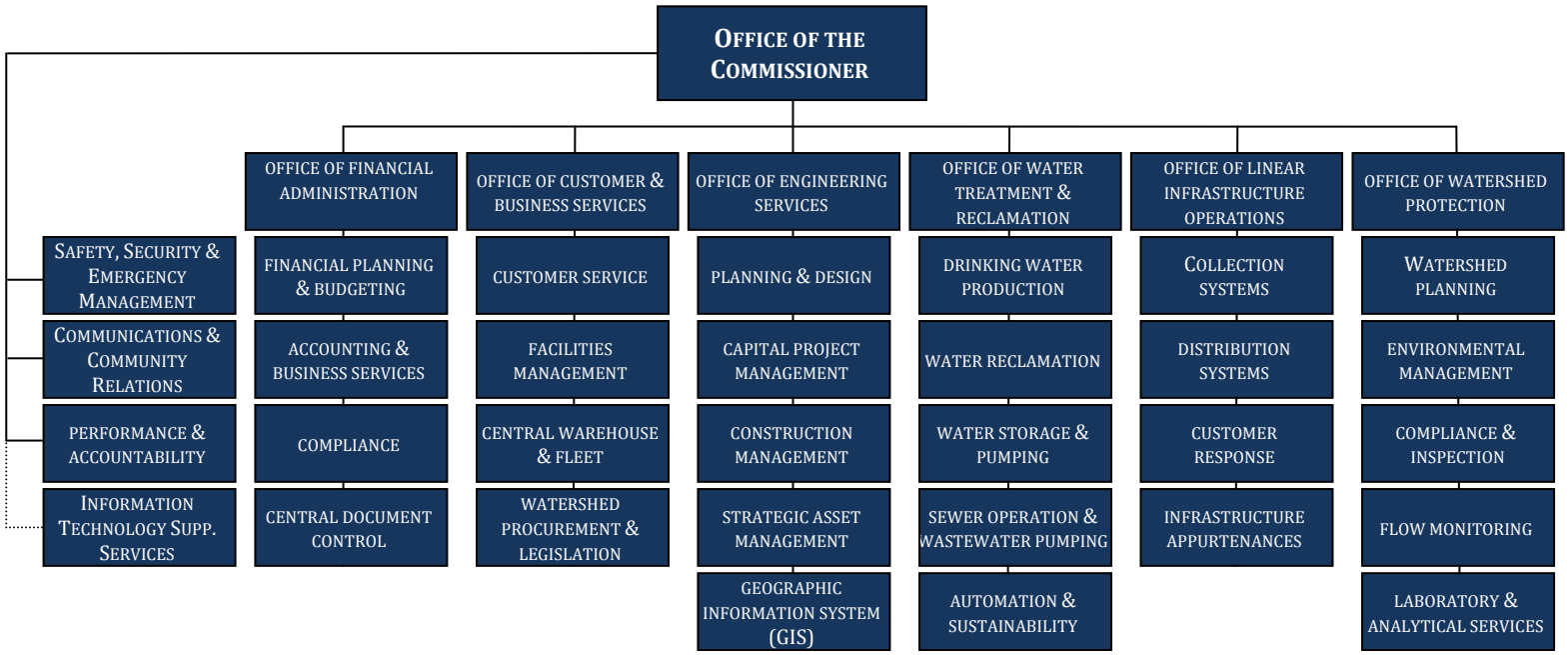
Safe Workplace:
- Institutionalize safety protocols to reduce number / severity of injuries and accidents
- Implement security master plan
- Perform safety audits and implement safety improvements at DWM facilities
- Provide enhanced safety training facilities
- Conduct safety rodeo competition

Environmental Compliance:
- Implement recommendations from independent evaluations of facilities
- Complete decommissioning of Intrenchment Creek WRC
- Reduce number of sewer overflows through analysis and resolution of root causes
- Improve standard operating procedures, staff development, and interdepartmental communications
- Enhance use of technology to avoid violations and improve compliance

Efficient Operations:
- Assess and improve staff skill levels, assign work accordingly, and evaluate performance based upon clear expectations
- Benchmark department performance against industry standards and define incremental improvement milestones
- Perform value engineering on major capital improvement projects
- Identify, improve, and apply proven technologies throughout all levels and across all functions of the department
- Complete Master Plans to provide a “road map” for 10-20 year fiscal and other resource planning horizons
- Plan for optimizing resource recovery

# ORGANIZATIONAL CHART

*Watershed Management*



# PERFORMANCE METRICS

*Watershed Management*

| PERFORMANCE MEASURE | FY 2011 ACTUAL | FY 2012 ACTUAL | FY 2013 PROJECTED | FY 2014 TARGET |
|---|---|---|---|---|
| ***Merit and Excellence*** | | | | |
| ***Customer Service*** | | | | |
| Call volume per 1,000 accounts | 2,101 | 2,174 | N/A | N/A |
| Number of unplanned customer outages per 1,000 accounts | N/A | N/A | N/A | N/A |
| Service work orders completed within target timeframe | N/A | N/A | N/A | N/A |
| Estimated bills as a percent of bills mailed | 3% | 0.6% | N/A | N/A |
| ***Workplace Safety*** | | | | |
| Safety incidents per 200,000 hours worked | N/A | N/A | N/A | N/A |
| Safety training hours per employee | N/A | N/A | N/A | N/A |
| Safety spot audit scores | N/A | N/A | N/A | N/A |
| Number of "digs" breaking utility (primarily gas) lines | N/A | N/A | N/A | N/A |
| ***Public Safety*** | | | | |
| ***Environmental Compliance*** | | | | |
| Drinking water compliance rate | 100% | 100% | 100% | 100% |
| Wastewater treatment compliance rate | 97% | 98% | 98% | 100% |
| Number of sewage spills per 100 miles of sewer | 9.6 | 7.9 | | <8.15 |
| Number of water system leaks/breaks per 100 miles of pipe | 10.3(2) | 9.2(2) | N/A | N/A |
| ***Fiscal Stability*** | | | | |
| ***Operational Efficiency*** | | | | |
| Percent water loss | N/A | N/A | N/A | N/A |
| Dollars spent per million gallons of water produced (water/wastewater), $/mgal | DW 772<br>WW 684 | DW 674<br>WW 842 | N/A | N/A |
| O&M cost per 100 miles of pipe (distribution/collection) | N/A | N/A | N/A | N/A |
| Purchased power per million gallons of water treated (water/wastewater), kWh/mgal | N/A | DW 25,700<br>WW 39,600 | N/A | N/A |

Note:

(1) Based on combination of actual and projected.

(2) Figure currently does not include system leaks.

# FY14 OPERATING BUDGET HIGHLIGHTS

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

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $46,967,316 | $44,210,863 | $51,035,445 | Salaries, Regular | $49,377,952 | ($1,657,493) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| $17,908 | - | - | Salaries, Sworn | - | - |
| $949,451 | $1,432,558 | $470,264 | Salaries, Extra Help | $924,379 | $454,115 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $3,248,169 | $2,920,043 | $2,377,099 | Overtime | $1,742,812 | ($634,287) |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $11,337,423 | $8,099,937 | $8,065,229 | Pen Cont Gen Emp Pen Fd | $9,403,047 | $1,337,818 |
| $707,518 | $812,784 | $1,069,078 | Defined Contribution | $1,028,995 | ($40,083) |
| $1,176,797 | $883,332 | $1,027,285 | Workers' Compensation | $1,107,881 | $80,596 |
| $8,349,232 | $8,063,130 | $9,148,550 | Other Personnel Costs | $8,287,299 | ($861,251) |
| $72,753,815 | $66,422,648 | $73,192,950 | TOTAL PERSONNEL | $71,872,365 | ($1,320,585) |
| | | | OTHER EXPENSES | | |
| $22,916,839 | $22,323,937 | $35,596,887 | Purchased / Contracted Services | $38,800,667 | $3,203,780 |
| $33,055,503 | $36,493,834 | $39,334,028 | Supplies | $34,441,843 | ($4,892,185) |
| $13,356 | $17,131 | $24,000 | Capital Outlays | $193,996 | $169,996 |
| $4,921,007 | $5,361,868 | $5,901,807 | Interfund / Interdepartmental Charges | $5,434,479 | ($467,328) |
| $3,721,788 | $1,769,287 | $6,515,915 | Other Costs | $5,178,264 | ($1,337,651) |
| $44,768 | $0 | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $64,673,261 | $65,966,057 | $87,372,636 | TOTAL OTHER EXPENSES | $84,049,249 | ($3,323,387) |
| $137,427,075 | $132,388,705 | $160,565,586 | TOTAL PERSONNEL AND OTHER EXPENSES | $155,921,614 | ($4,643,972) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $137,427,075 | $132,388,705 | $160,565,586 | Water & Wastewater Revenue Fund | $155,921,614 | ($4,643,972) |
| $137,427,075 | $132,388,705 | $160,565,586 | TOTAL EXPENSES | $155,921,614 | ($4,643,972) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 1,172.00 | 1,150.00 | 1,088.00 | Full Time Equivalent | 1,047.00 | (41.00) |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Watershed Management

## Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($1,657,493) | Decrease in salary due to transfer of positions to 311 Call Center. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $454,115 | Increase due to trending of prior year actuals as well as budget. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | ($634,287) | Decrease due to trending of prior year actuals as well as budget. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $1,337,818 | Increase due to pension rate adjustment. |
| Defined Contribution | ($40,083) | Decrease due to personnel salary adjustment. |
| Workers' Compensation | $80,596 | Increase due to worker's comp more than anticipated from previous year. |
| Other Personnel Costs | ($861,251) | |
| TOTAL PERSONNEL | ($1,320,585) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $3,203,780 | Increase due to additional funding for repair and maintenance. |
| Supplies | ($4,892,185) | Decrease due to warehouse purchase consolidation being made in fund 5052 and a reduction in utility costs. |
| Capital Outlays | $169,996 | Increase due to anticipated purchases of equipment over $5000. |
| Interfund / Interdepartmental Charges | ($467,328) | Decrease due to reduction in projected motor equipment and fuel costs. |
| Other Costs | ($1,337,651) | Decrease due to reduction in funding for anticipated litigation and judgment payouts. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($3,323,387) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($4,643,972) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Water & Wastewater Revenue Fund | ($4,643,972) |
| TOTAL EXPENSES | ($4,643,972) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | (41.00) |

# AVIATION

**Mission Statement**

The mission of the Department of Aviation (DOA) 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, and exercises fiscal and environmental responsibility.

**Core Functions:**

- Provide a safe, secure, and efficient airport
- Provide excellent customer service rated "Best-in-Class" that delivers the ultimate customer experience
- Manage and preserve the Airport's financial health ensuring a debt service coverage ratio of at least 1.5

**Summary of Operations**

Hartsfield-Jackson Atlanta International Airport (ATL/Airport) is the "World's Busiest Airport" handling over 95 million incoming and outgoing passengers aboard more than 930,000 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 as it is a major hub for Delta Air Lines, Inc., Southwest Airlines, and AirTran Airways. This has resulted in a large number of destination offerings to and from Atlanta relative to other similarly-sized metropolitan areas. With an annual economic impact of more than $32.6 billion to the metro-Atlanta area, it is one of the single-largest economic generators in the Southeastern United States.

The City of Atlanta's Department of Aviation is responsible for operating ATL. Each day more than 6.5% of the nation's air travelers utilize the Airport, causing many experts to consider ATL as the most important transportation node in the United States and perhaps the world. As such, the continued safe and efficient functioning of ATL is of critical importance to city, state, and national interests. It is the DOA's responsibility to ensure that this is accomplished in a manner that achieves maximum efficiency while ensuring that passengers passing through the Airport enjoy the best possible experience in air travel.

ATL operates 24 hours per day, 365 days per year. The DOA alone employs 583 full-time employees, as well as 244 firefighters and 208 police officers. This does not include over 58,000 airline employees, concessionaires, contractors, and other professionals whose expertise and professionalism facilitate an average of 2,500 aircraft operations per day. So effective are these collective efforts, that for the tenth consecutive year (as of 2012), ATL was recognized for Excellence in Efficiency by the Air Transport Research Society. In 2012, it received the North American & World Airport Efficiency Excellence Award.

All of this is difficult enough on a day when everything goes right, but over one-hundred times per year, events occur at ATL that are outside of the realm of business-as-usual and require immediate, thorough, and professional action by the DOA's employees in order to keep the world's busiest airport up and running. These are called "irregular operations" and can take the form of severe weather, aircraft emergencies, or security breaches (up to and including terrorist actions). The DOA must ensure that the Airport has adequate resources available, both in personnel and materials, to deal with these situations as they arise. Otherwise, airline performance declines, and the reverberating effects are felt throughout the U.S. air transportation system and the world.

**Division/Office Descriptions**

*The Office of the General Manager* provides strategic direction for the Department and oversees the operations of the Airport. The office facilitates the Airport's goal of being a premier

airport by providing support services to all units within the Department of Aviation. Personnel administration, training and development, and customer service programs to include Host Volunteers are directed from the office. The office also oversees the development, coordination, and review of contracts, the procurement of products and services, and the day-to-day office operations.

*Human Resources/ Training, Safety & Organizational Development* leads the Department's strategic initiative of building a high performance organization. The division has two business units which have differing, though complimentary, areas of responsibility. The team focuses on the mission of operational excellence and efficiency, while simultaneously implementing programs that allow for the professional and personal growth and the preparation of DOA's talent for greater leadership roles. HR/TSOD works on the development and implementation of employee engagement initiatives.

*Marketing & Stakeholder Engagement Division* helps the Airport to execute its mission by clearing the path for effective, uninterrupted operations. Its functions include government & community engagement, public/media relations, web and organizational communications and marketing & international engagement. The division monitors legislative action on the federal, state, and local levels and establishes engaging relationships with respective policy makers. Further, it manages the Partner in Education program and other meaningful initiatives that impact the community. The division also manages media relations and the communications function to promote, maintain, and enhance the positive image and reputation of the City and the Airport. Additionally, this division protects and enhances the Airport brand and serves as the information clearinghouse for international delegations.

*The Office of Finance and Administration* is responsible for the proper accounting, budgeting, financial analysis, cash management, financing of the Airport's capital program, and financial risk management for the Department of Aviation. To accomplish this, the office is divided into four divisions: Accounting; Treasury; Financial Analysis, Budgeting, & Risk Management; and Procurement & Contracts. Each of these business units performs a unique function that seeks to ensure sound financial management, solid financial health, and strict adherence to the City's policies and procedures regarding the procurement of goods and services. Additionally, a consultant team reports to the CFO that manages the Airport's capital financing and cost accounting.

*The Information Services Division* provides the leadership and vision for the implementation of technology at DOA. 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. The team is responsible for coordinating and managing all Information Systems Development (ISD) efforts, requirements, and processes & procedures. In addition, it further develops and implements the intranet/internet/extranet-focused infrastructure requirements.

*The Internal Audit Division* is an independent business unit established within the Department of Aviation to examine and evaluate its activities as a service to senior management. The objective of internal auditing is to assist members of the Department in the effective discharge of their responsibilities. The division is responsible for examining and evaluating the adequacy and effectiveness of the Department of Aviation's internal control systems, risk management systems, and governance practices. Internal Audit provides independent assessments and appraisals of activities and work to promote a control-conscious, proactive risk management environment.

*The Bureau of Planning & Development* is divided into six functional units. These units include Executive, Project Development, Facility Management, Planning & Environmental, Asset Management & Sustainability, and Project Management. The bureau identifies and implements the Department's capital improvement plan as well as its renewal and replacement plan. It also provides department-wide planning, environmental services, and facilities management. Overall, the bureau classifies its activities as either capital or operating. Its capital activities include the delivery of major projects (both buildings and other infrastructure such as runways). The Department's operating activities are characterized by administration, grants management, general planning, infrastructure

management, engineering, and the management of the Noise Program.

*The Bureau of Commercial Development* is responsible for: (1) optimizing aeronautical and non-aeronautical revenues through asset management strategies; (2) overseeing customer service programs and initiatives that will deliver our vision "to be the world's best airport by exceeding customer expectations"; (3) leading the development of new passenger and cargo service to ATL; (4) leading the division's business development efforts to enhance and attract new and innovative products and services to ATL; and (5) managing all airline and property leases. Commercial Development is comprised of four business units: Concessions, Properties & Airline Affairs, Innovations and New Business Development, and Customer Service.

*The Bureau of Operations, Maintenance, & Transportation* is responsible for the operations and maintenance of the Airport. It is the DOA's primary organization responsible for ensuring seamless adherence to regulations and other mandates necessary to maintain the Airport's operating certificate. It consists of four functional business units within the Department of Aviation.

- 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 the Airport. They develop, implement, and evaluate actions and programs to comply with the mandates for a Category X commercial airport operator
- The Maintenance unit keeps the Airport runways, taxiways, roadways, and support facilities safe and operational. It ensures that the runways' navigational aids work properly and that all 37 support facilities are maintained. The Maintenance unit also oversees the maintenance and repair of roadway lights, conducts daily inspections of the airfield to ensure that navigational signs and airfield lights are repaired, and inspects more than 10,000 lights in parking decks, parking lots, and walkways. Additionally, the maintenance unit provides sewage systems maintenance, daily inspecting all area drains and curb inlets throughout the Airport
- The APM unit performs recurring strategic and operational functions supporting the underground Plane Train system transiting between all concourses and an aboveground ATL SkyTrain providing service between the Rental Car Center (RCC), Georgia International Convention Center (GICC)/Gateway Center Hotel and Office Complex, and the Central Passenger Terminal Complex (CPTC)
- 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 of Atlanta and state of Georgia requirements for commercial ground transportation operators within the state of Georgia and Hartsfield-Jackson Atlanta International Airport

*The Bureau of Public Safety* responds to a wide variety of dynamic and challenging situations each day to ensure the safe, secure, and efficient operation of Hartsfield-Jackson 24-hours per day, seven days per week. It consists of four functional business units within the Department of Aviation and maintains operational control over the portions of the City of Atlanta Police and Fire Departments which are dedicated to supporting the Airport.

- The Centralized Command & Control Center (C4) houses the Airport Operations Center (AOC) for day-to-day operations and Emergency Operations Center (EOC) for high-stressed events. It streamlines DOA daily and emergency operations by centralizing the protocol for inputting, processing, coordinating, and analyzing information. The C4 provides airport situational awareness, real-time information about airfield, terminal and landside operations, airport security, and facility resources
- The Security unit is structured to provide operational, strategic, and tactical-level security mandate requirements. It performs the following vital security

services to airlines, tenants, and airport users: Background checks; security awareness training; access media; vehicle permits and decals; security access control system; physical security; compliance and enforcement; guard services contract; and public safety systems contract

**Goals and Objectives**

*Employee Engagement and Satisfaction*

The goal is to increase employee engagement survey results 3% per year to achieve 85% engaged results in 2014.

The objectives are:

- Build and support cross-functional teams that are accountable, knowledgeable and empowered to share information as well as seek opportunities for successful participation in programs that are critical to the organization
- Nurture a culture of continuous improvement for our people, our processes, and our execution including fostering an environment that supports diversity, focuses on safety and develops leaders
- Focus on recognition and incentives that drive performance; performance based evaluation process including market-based competitive salaries and intrinsic motivators

*Enhance and Deliver Best-in-Class Customer Experience*

The goal is to be the highest rated North American hub airport and a top 5 large global airport measured by ACI's ASQ survey by FY 2014.

The objectives are:

- Focus on the organization - Maintain high levels of customer service and satisfaction for our passengers and those that transport or meet/greet them in a safe and secure environment
- Focus on our business partners - Ensure that the Airport's focus on efficiency and customer service is supported by the business partners who provide services at ATL
- Focus on our stakeholders – Support the airport's role as an economic generator for the Atlanta metropolitan area, Georgia and the Southeastern United States

*Preserve the Airport's Financial Health*

The goal is to develop financial plans and practices that ensure debt coverage ratio of at least 1.5, increase annual non-aeronautical revenue 4% annually, and ensure total annual operating expenses to not exceed $5.50 per domestic enplaned passenger to FY 2015.

The objectives are:

- Maintain a long-term financial plan which ensures the department has financial resources to support its operations, its capital development plan and its debt service
- Maximize non-aeronautical revenues to ensure the Airport's financial flexibility so goals are achieved and customer service is supported
- Develop employees' domain knowledge of financial health to assist decision making that maximizes value when planning both operational and capital expenditures in order to ensure prudent use of the airport's available funds

*Focusing on the Future*

The goal is to update the Airport Master Plan by the end of Calendar year 2013 and train all DOA employees on the Strategic Plan as it relates to their job and DOA's success.

The objectives are:

- Update the Airport's Master Plan that will drive the implementation of an on-schedule and on-budget capital development plan
- Develop and implement a renewal and replacement strategy and support organization
- Become the greenest airport in the world

**FY2013 Accomplishments**

Hartsfield-Jackson Atlanta International Airport maintained its ranking for the 15th consecutive year of being the "World's Busiest Airport" with more

than 95 million passengers and 930,000 aircraft operations.

*Maynard H. Jackson Jr. International Terminal*

- Earned a Gold LEED (Leadership in Energy & Environmental Design) Certification issued by the United States Green Building Council
- Maynard H. Jackson Jr. International Terminal roadway was named the "Best Bridge" with spans between 76 and 150 feet during the PCI (Precast/ Pre-stressed Concrete Institute) 2012 Design Awards Program
- Maynard H. Jackson Jr. International Terminal comprehensive signage and way finding program received an American Graphic Design and Advertising Award
- Maynard H. Jackson Jr. International Terminal won in the design category as part of the Atlanta Business Chronicle's annual recognition of metro Atlanta's top real estate developments
- The Airport's new international terminal was awarded the Georgia Technology Innovation Award by the 2012 Georgia Technology Authority (GTA)

*Employee Engagement and Satisfaction*

- Aviation partnered with the National Arts Program Foundation and presented its first employee art exhibit which featured more than 100 artists
- Development and implementation of a 7-Module Management Development Program
- Hartsfield-Jackson hosted two community job fairs in partnership with the Atlanta Workforce Development Agency

*Enhance & Deliver Best in Class Customer Service*

- The Airport hosted the 26th International Air Cargo Forum and Exposition of the International Air Cargo Association
- Established a new Southwest Airlines Reservation Center after entering into an agreement to lease approximately 7.5 acres to be used as a parking lot for Southwest's Airport Corporate Center located on adjacent land
- Established a program whereby consumers who register their debit/ credit cards earn frequent-flier miles for parking, shopping, or dining at participating merchants at the Airport
- A survey conducted by the "Travel Leaders Group" resulted in Hartsfield-Jackson being named the number one airport for amenities & dining
- Enhanced the Standard of Response Coverage (SORC) inside the CPTC by increasing the number of Mobile Medic Response Teams (MMRT) from three to four, and launching the opening of the First Aid Station on Concourse F. Through high visibility and rapid emergency response from MMRT members has enabled the Airport Fire Division to enhance the quality of life to the citizens and staff of the HJAIA community

*Preserve the Airport's Financial Health*

- Received a bond rating upgrade by the Fitch Bond rating Agency from BBB+ to A- with a rating outlook of Stable for the CFC bond program
- Completed the selection process for a new concessions program for new food & beverage and retail stores and completed construction of all 25 retail locations that were awarded in FY 2012

*Focus on the Future*

- Reopened Center Airfield Taxiway as new connector taxiways were put in place to provide a more efficient aircraft taxi route from Runway 10-28 to the Central Passenger Terminal Complex
- Purchased the first electric shuttle carts to transport customers to and from the north and south economy parking lots, eliminating the need for gasoline-

powered carts and supporting the Airport's goal to be greener
- Completed installation for the energy-saving lighting project, which will save $500,000 annually in energy and materials

**FY2014 Adopted Program Highlights**

*Employee Engagement and Satisfaction*

- In the Ground Transportation Division revise the policies, procedures, and organizational structure to enhance customer service, operational oversight, efficiency, and is consistent with industry standards
- Upgrade the DOA Intranet with Office SharePoint Server 2013
- Initiate the roll-out of the Succession Planning Program
- Through increased Fire Safety awareness and education, life safety and property conservation efforts will be in the forefront at Hartsfield Jackson

*Enhance & Deliver Best in Class Customer Service*

- To meet the needs of forecasted passenger growth (97 mil in 2013, 99 mil in 2014, 101 mil in 2015), execute a new Customer Service Contract at a level to meet the demands of the increasing passenger throughput, enhancing the traveling experience for passengers seeking assistance throughout the facility
- Install additional automated pay-in-lane equipment to allow customers to use cash or credit cards in an unmanned hourly parking exit lanes at the international terminal
- Install interactive way-finding touchscreens throughout the CPTC complex
- Establish a new food court adjacent to Concourse T north
- Complete all construction related to the 126 new food and beverage locations that were awarded in FY2012 with the exception of Concourse C midpoint
- Complete construction of D midpoint expansion concessions and open locations to the public
- Add new amenities and services for passengers including sleep units, play area, nursing station and game room
- Redesign the Hartsfield-Jackson Atlanta International Airport internet website ATLWeb
- Upgrade emergency call boxes on North & South Terminal and RCC
- Complete Flight Path Art Construction
- Train and implement the special Police responsive team at the HJAIA

*Preserve the Airport's Financial Health*

- Complete a concessions market pricing exception report that ties in to concessionaire's POs to ensure that pricing is in line with contractually agreed upon upper limits
- Use high definition video displays on board the Plane Train vehicles for revenue-generating advertising
- In the Airport maintenance stockroom, automate purchasing and receiving controls to improve customer service, control inventory costs, prevent overstocking, identify low use items, and improve productivity
- Conduct audits that focus on the key risk areas of the Airport with a particular focus on the Airport concessions program, airport parking, and the operations of the new international terminal

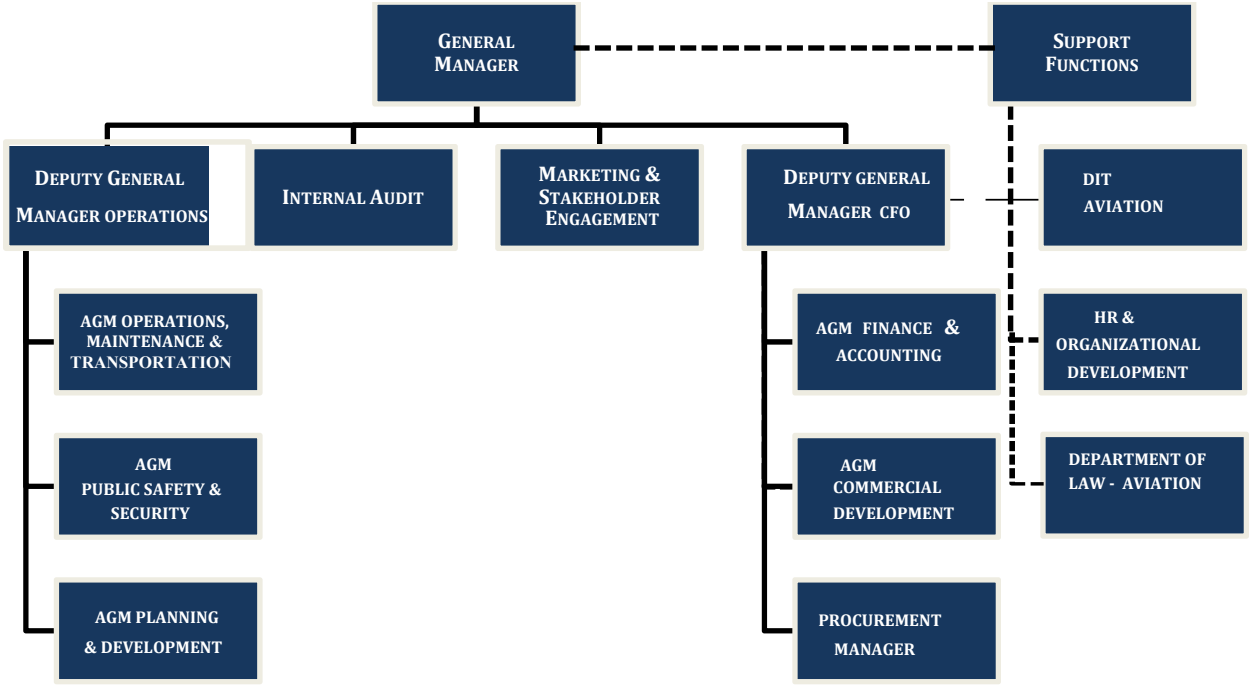
*Focus on the Future*

- Complete the Master Plan
- Hire a full-time Airport wildlife biologist to manage the FAA mandated wildlife hazard
- Install energy-saving concourse lighting
- Complete planning and preconstruction of C midpoint expansion concessions
- Construction of new premises for the U.S. Department of Agriculture (at USDA expense) will be completed during FY 2014, which will provide improved plant inspection facilities to facilitate the City's continued emphasis on cargo growth

- Complete the construction of the sanitary sewer upgrade Concourse A project
- Complete taxiway LED lights design
- Complete Concourse C midpoint expansion design
- Complete North deicing facility construction

# ORGANIZATIONAL CHART

*Aviation*




# PERFORMANCE METRICS

*Aviation*

| PERFORMANCE MEASURE | FY2011 ACTUAL | FY2012 ACTUAL | FY2013 TARGET | FY2014 TARGET |
|---|---|---|---|---|
| ***Merit and Excellence*** | | | | |
| Customer satisfaction with the Airport | 75.0% | 75.0% | 85.0% | 85.0% |
| ***Fiscal Stability*** | | | | |
| Bond Coverage Factor | 2.30 | 1.69 | 1.68 | 1.54 |
| Airport parking revenue (in millions) | $114.4M | $114.1M | $114.2M | $118.5M |
| Airport concessions revenue (in millions) | $108.4M | $115.5M | $126.6M | $131.7M |
| ***Economic Development*** | | | | |
| # of passengers traveling through Airport (millions) | 90.8MM | 94.20MM | 95.2MM | 97.4MM |
| Cargo volume (in metric tons) | 669,190 | 653,383 | 703,068 | 665,000 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Aviation

## Airport Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $26,273,461 | $24,922,633 | $28,509,004 | Salaries, Regular | $30,164,846 | $1,655,843 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $159,290 | $440,085 | $625,544 | Salaries, Extra Help | $635,100 | $9,556 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $1,203,435 | $555,589 | $965,630 | Overtime | $992,133 | $26,503 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| $3,692 | - | - | Pen Cont Police Pen Fd | - | - |
| $4,216,774 | $3,385,675 | $3,355,876 | Pen Cont Gen Emp Pen Fd | $3,774,705 | $418,830 |
| $783,195 | $785,283 | $882,950 | Defined Contribution | $788,751 | ($94,200) |
| $121,911 | $373,135 | $234,850 | Workers' Compensation | $186,798 | ($48,053) |
| $3,952,467 | $3,877,167 | $5,659,952 | Other Personnel Costs | $3,845,283 | ($1,814,669) |
| $36,714,225 | $34,339,568 | $40,233,806 | TOTAL PERSONNEL | $40,387,616 | $153,810 |
| | | | OTHER EXPENSES | | |
| $67,619,463 | $75,883,552 | $94,091,879 | Purchased / Contracted Services | $110,724,825 | $16,632,947 |
| $10,298,421 | $11,460,169 | $15,204,660 | Supplies | $14,475,480 | ($729,179) |
| ($1,669) | $162,441 | $150,000 | Capital Outlays | $128,500 | ($21,500) |
| $1,402,052 | $1,634,770 | $1,671,955 | Interfund / Interdepartmental Charges | $1,634,770 | ($37,185) |
| $5,534,027 | $2,486,159 | $3,526,203 | Other Costs | $4,848,536 | $1,322,333 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | $2,129 | $2,129 |
| - | - | - | Other Financing Uses | - | - |
| $84,852,293 | $91,627,091 | $114,644,696 | TOTAL OTHER EXPENSES | $131,814,241 | $17,169,545 |
| $121,566,518 | $125,966,659 | $154,878,502 | TOTAL PERSONNEL AND OTHER EXPENSES | $172,201,857 | $17,323,355 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $121,566,518 | $125,966,659 | $154,878,502 | Airport Revenue Fund | $172,201,857 | $17,323,355 |
| $121,566,518 | $125,966,659 | $154,878,502 | TOTAL EXPENSES | $172,201,857 | $17,323,355 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 506.00 | 538.00 | 523.00 | Full Time Equivalent | 546.00 | 23.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Aviation

## Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $1,655,843 | Increase due to Personnel salary adjustments |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $9,556 | Increase due to trending of prior year actual as well as budget |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $26,503 | Increase due to trending of prior year actual as well as budget |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $418,830 | Increase due to pension rate adjustment |
| Defined Contribution | ($94,200) | Decrease due to pension rate adjustment |
| Workers' Compensation | ($48,053) | Decrease due to worker's comp less than anticipated from previous year |
| Other Personnel Costs | ($1,814,669) | |
| TOTAL PERSONNEL | $153,810 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $16,632,947 | Increase due to trending of prior year actual as well as budget |
| Supplies | ($729,179) | Decrease due to trending of prior year actual as well as budget |
| Capital Outlays | ($21,500) | Decrease due to trending of prior year actual as well as budget |
| Interfund / Interdepartmental Charges | ($37,185) | Decrease due to trending of prior year actual as well as budget |
| Other Costs | $1,322,333 | Increase due to trending of prior year actual as well as budget |
| Debt Service | - | |
| Conversion / Summary | $2,129 | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $17,169,545 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $17,323,355 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Airport Revenue Fund | $17,323,355 |
| TOTAL EXPENSES | $17,323,355 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 23.00 |

# 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.

**Core Functions:**

- Case Adjudication
- Court Administration
- Exceptional customer service

**Summary of Operations**

Judicial Agencies provides efficient and effective court services for all criminal and traffic offenses arising in Atlanta.

**Divisions/Offices Descriptions**

*Courtroom Operations* ensures that all cases filed in Municipal Court are properly and efficiently adjudicated. There will are nine courtrooms in operations handling traffic offenses, parking and red light camera offenses, DUI offenses, probation revocation hearings, housing offenses, city code offenses, community court offenses, false alarm offenses, and bond forfeiture offenses and two courtrooms handling Pretrial Intervention Traffic (PTIT) cases.

*Finance* processes all financial transactions in Municipal Court.

*Data Entry/Call Center* processes all citations filed, schedules court hearings, and answers a high volume of incoming calls.

*Pretrial/Ombudsman/Warrants/Bonds* releases defendants based on criminal history records, researches court related cases, processes and verify warrant info, and processes all bond related activities in Municipal Court.

*Community Court* provides alternative sentencing options for low-level offenses.

*Administration* oversees the budget, human resource, and court technology functions at the Court.

**Goals**

- Provide customer service in a safe and secure environment
- Maintain judicial independence with a professional staff trained

**Objectives**

- To provide citizens with a fair and efficient judicial process while preserving the constitutional right to trial

**FY2013 Accomplishments**

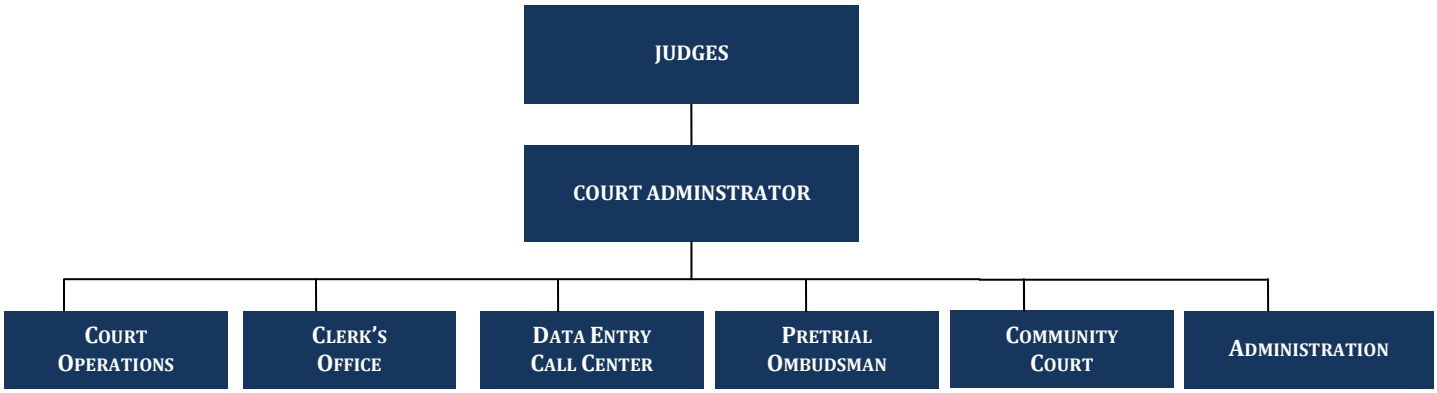
- Successfully piloted the eCitation project to improve operational efficiency between Atlanta Police Department and Municipal Court
- Establish Quality Control Unit to improve operational efficiency, statistical reporting, and data integrity.
- Implemented a case flow plan to reduce disposition time in DUI cases and continued to hold additional court sessions to reduce the DUI backlog.
- Completed the work of the Court Security Commission to assess the overall state of court security and recommendation improvement initiatives. The Commission was chaired by Billy Warren, Director of O.E.A.M.

**FY2014 Adopted Program Highlights**

- Investment in Staffing.
- Addresses long-standing security concerns.
- Technology
  A. Improve network reliability
  B. Increases focus on service quality
  C. Streamline operations using technology
  D. Expands capacity for managing caseload

# ORGANIZATIONAL CHART

*Municipal Court Operations*




# PERFORMANCE METRICS

*Municipal Court Operations*

| PERFORMANCE MEASURE | 2011 ACTUAL | 2012 ACTUAL | 2013 TARGET | 2014 TARGET |
|---|---|---|---|---|
| ***PUBLIC SAFETY:*** | | | | |
| # of Traffic cases filed in Court | 133,773 | 171,632 | 150,156 | 176,654 |
| # of DUI cases filed in Court | 2,887 | 2,126 | 2,973 | 3,811 |
| # of Parking cases filed in Court | 32,224 | 29,059 | 20,019 | 10,000 |
| # of Red Light cases filed in Court | 8,401 | 11,359 | 14,499 | 18,829 |
| # of Criminal cases filed in Court | 25,114 | 23,015 | 22,005 | 23,163 |
| # of False Alarm cases filed in Court | 8,217 | 25,408 | 29,489 | 15,000 |
| # of Housing cases filed in Court | 2,390 | 2,646 | 2,020 | 2,270 |
| Municipal Court total revenue | $21,523,470 | $24,370,980 | $24,831,621 | $22,255,251 |
| # of traffic cases scheduled for Court | 163,478 | 190,571 | 173,262 | 196,086 |
| Median # of days to dispose traffic cases | 40 | 40 | 39 | 37 |
| # of criminal cases scheduled for Court | 36,139 | 37,029 | 38,534 | 37,292 |
| Median # of days to dispose criminal cases | 31 | 31 | 29 | 28 |
| % of revenue collected vs. anticipated | 105% | 116% | 98% | 110% |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Judicial Agencies

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $4,659,777 | $4,418,626 | $4,986,370 | Salaries, Regular | $5,042,566 | $56,196 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $11,202 | $77,570 | $23,854 | Salaries, Extra Help | $16,352 | ($7,502) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $6,837 | $58 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $1,111,100 | $884,896 | $885,605 | Pen Cont Gen Emp Pen Fd | $1,014,784 | $129,179 |
| $73,156 | $75,118 | $80,784 | Defined Contribution | $96,768 | $15,984 |
| $27,286 | $4,845 | $24,752 | Workers' Compensation | $18,176 | ($6,576) |
| $648,817 | $639,918 | $884,922 | Other Personnel Costs | $875,335 | ($9,587) |
| $6,538,174 | $6,101,032 | $6,886,287 | TOTAL PERSONNEL | $7,063,981 | $177,694 |
| | | | OTHER EXPENSES | | |
| $1,298,170 | $1,319,404 | $1,524,335 | Purchased / Contracted Services | $1,265,289 | ($259,046) |
| $87,674 | $414,926 | $458,418 | Supplies | $569,857 | $111,439 |
| $15,000 | - | - | Capital Outlays | - | - |
| $2,886 | $3,181 | $3,575 | Interfund / Interdepartmental Charges | $3,181 | ($394) |
| $14,905 | $22,077 | $12,600 | Other Costs | $15,099 | $2,499 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | $227 | - | Other Financing Uses | - | - |
| $1,418,635 | $1,759,815 | $1,998,928 | TOTAL OTHER EXPENSES | $1,853,426 | ($145,502) |
| $7,956,809 | $7,860,847 | $8,885,215 | TOTAL PERSONNEL AND OTHER EXPENSES | $8,917,407 | $32,192 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $7,956,809 | $7,860,847 | $8,885,215 | General Fund | $8,917,407 | $32,192 |
| $7,956,809 | $7,860,847 | $8,885,215 | TOTAL EXPENSES | $8,917,407 | $32,192 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 102.00 | 103.00 | 107.00 | Full Time Equivalent | 107.00 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Judicial Agencies

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $56,196 | Increase due to salary adjustments mandated by Law. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($7,502) | Decrease due to anticipated reduction in exra help costs. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $129,179 | Increase due to pension rate adjustment. |
| Defined Contribution | $15,984 | Increase due to pension rate adjustment. |
| Workers' Compensation | ($6,576) | Decrease due to worker's comp cost anticipated less than prior year. |
| Other Personnel Costs | ($9,587) | |
| TOTAL PERSONNEL | $177,694 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($259,046) | Decrease due to anticipated reduction in purchased services costs. |
| Supplies | $111,439 | Increase due to anticipated increase in water/sewer costs. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | ($394) | Decrease due to anticipated reduction in motor/fuel costs. |
| Other Costs | $2,499 | Increase due to anticipated increase in refunds. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($145,502) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $32,192 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $32,192 |
| TOTAL EXPENSES | $32,192 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# 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 General Fund 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
- Animal Control

**Divisions/Offices 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 NonDepartmental are: Urban Residential Finance Authority (URFA), Solid Waste Management Authority (SWMA), Municipal Court/City Hall East, Georgia Municipal Association Lease Pool (GMA), Underground, Downtown Parking Deck and Zoo Atlanta.

*Workers' Compensation* is a form of insurance that provides compensation for employees who are injured in the course of employment. Workers compensation insurance covers workers injured during or by job related activities or related illnesses.

*Other Post Employee Benefits (OPEB*) provides Post-employment benefits that an employee will receive at the start of retirement. In addition to a salary, many employees earn benefits over their years of service that will not be received until after their employment with the City ends through retirement or other reason for separation. This does not include pension benefits paid to the retired employee. OPEBs generally take the form of health insurance, dental, vision, or health care benefits. It may also include some types of life insurance.

*Insurance* is provided to cover expenses for all risk property, excess high hazard flood, railroad protective liability, crime helicopter, and miscellaneous bonds. Property insurance is related to the City's buildings, contents and personal property. The excess high hazard flood is coverage related to losses that are deemed by FEMA to be in what is zoned as high hazard areas. The crime insurance provides coverage for theft by an employee. The helicopter insurance covers claims related to the City's helicopters. The railroad protective liability insurance protects against railroad liability. The Risk Management division operates the City's insurance program and manages safety programs.

*Unemployment Compensation* provides temporary income for former City workers. Workers do not pay any costs. Eligibility for benefits is determined based on past wages, reason for job separation, and availability and job search requirements.

*Animal Control* services are provided by Fulton County to control rabies, investigate cruelty complaints, and investigate animal bites within the corporate limits of the City. Fulton County and the City entered into an agreement for the County to respond to citizen's requests for animal control services twenty-four hours per day within the corporate limits of the City.


RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS
## Non-Departmental

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| - | - | - | Salaries, Regular | - | |
| - | - | - | Salaries, Perm Part-Time | - | |
| - | - | - | Salaries, Sworn | - | |
| $43,041 | $44,149 | $44,318 | Salaries, Extra Help | $44,318 | $0 |
| - | - | - | Salaries, Extra Help-Sworn | - | |
| $157,015 | - | - | Overtime | - | |
| $91,818 | ($9,842) | - | Pen Cont Fire Pen Fd | - | |
| ($53,723) | $0 | - | Pen Cont Police Pen Fd | - | |
| $864,234 | $7,577 | - | Pen Cont Gen Emp Pen Fd | - | |
| - | - | - | Defined Contribution | - | |
| $1,820,337 | $2,738,998 | $4,981,274 | Workers' Compensation | $3,397,674 | ($1,583,600) |
| $1,969,569 | $1,279,863 | $2,532,233 | Other Personnel Costs | $2,083,244 | ($448,989) |
| $4,892,292 | $4,060,746 | $7,557,825 | TOTAL PERSONNEL | $5,525,236 | ($2,032,589) |
| | | | OTHER EXPENSES | | |
| $16,723,429 | $20,668,658 | $16,059,649 | Purchased / Contracted Services | $18,160,702 | $2,101,053 |
| $10,221,605 | $1,304,767 | $9,433 | Supplies | $5,682 | ($3,751) |
| $0 | - | - | Capital Outlays | - | |
| $26,461,043 | $29,785,407 | $31,894,289 | Interfund / Interdepartmental Charges | $27,761,446 | ($4,132,843) |
| $212,246,736 | $217,851,096 | $234,091,819 | Other Costs | $206,987,887 | ($27,103,933) |
| $49,867,400 | $48,805,663 | $53,148,994 | Debt Service | $59,921,744 | $6,772,750 |
| - | - | $177,603,717 | Conversion / Summary | $207,967,588 | $30,363,872 |
| $672,635,039 | $669,096,280 | $409,825,083 | Other Financing Uses | $410,649,331 | $824,248 |
| $988,155,252 | $987,511,872 | $922,632,984 | TOTAL OTHER EXPENSES | $931,454,380 | $8,821,396 |
| $993,047,544 | $991,572,617 | $930,190,809 | TOTAL PERSONNEL AND OTHER EXPENSES | $936,979,615 | $6,788,807 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| $254,216,031 | $241,027,929 | $274,533,474 | Airport Revenue Fund | $272,169,309 | ($2,364,165) |
| - | $1,363,386 | - | Building Permits Fund | $1,597,816 | $1,597,816 |
| ($2,086,073) | $0 | - | Cash Pool | - | |
| $40,965 | $32,687 | - | Civic Center Revenue Fund | $50,499 | $50,499 |
| $0 | $0 | - | Emergency Telephone System | $0 | $0 |
| $343,226 | $74,003 | $3,881,803 | Fleet Service Fund | $90,005 | ($3,791,798) |
| $153,612,336 | $118,629,812 | $111,236,240 | General Fund | $109,934,629 | ($1,301,611) |
| $114,207,425 | $120,986,388 | $120,159,755 | Group Insurance Fund | $128,610,934 | $8,451,179 |
| $42,929,134 | $48,583,260 | $46,618,647 | Hotel/Motel Tax Fund | $49,324,534 | $2,705,887 |
| $28,734 | $15,387 | - | Parks Facilities Revenue Fund | $20,876 | $20,876 |
| $746,350 | $851,551 | $750,000 | Rental/Motor Vehicle Tax Fund | $866,908 | $116,908 |
| $13,185,824 | $12,992,967 | $4,264,791 | Solid Waste Services Revenue Fund | $4,984,731 | $719,940 |
| $10,554,862 | $10,868,065 | $11,223,117 | Underground Atl Facil Revenue Fund | $11,229,722 | $6,606 |
| $405,268,731 | $436,147,182 | $357,522,982 | Water & Wastewater Revenue Fund | $358,099,653 | $576,671 |
| $993,047,544 | $991,572,617 | $930,190,809 | TOTAL EXPENSES | $936,979,615 | $6,788,807 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 0.00 | - | 0.00 | Full Time Equivalent | - | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Airport Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| ($24,302) | - | - | Pen Cont Fire Pen Fd | - | - |
| ($28,272) | - | - | Pen Cont Police Pen Fd | - | - |
| $354,782 | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| $0 | - | - | Other Personnel Costs | - | - |
| $302,207 | - | - | TOTAL PERSONNEL | - | - |
| | | | OTHER EXPENSES | | |
| $296,057 | $15,101 | - | Purchased / Contracted Services | $0 | $0 |
| $0 | - | - | Supplies | - | - |
| $0 | - | - | Capital Outlays | - | - |
| $8,870,565 | $12,052,852 | $9,262,108 | Interfund / Interdepartmental Charges | $10,237,250 | $975,142 |
| $4,042,299 | $5,481,507 | $3,954,042 | Other Costs | $4,321,218 | $367,176 |
| - | - | - | Debt Service | - | - |
| - | - | $107,857,909 | Conversion / Summary | $98,051,502 | ($9,806,407) |
| $240,704,903 | $223,478,468 | $153,459,415 | Other Financing Uses | $159,559,339 | $6,099,924 |
| $253,913,824 | $241,027,929 | $274,533,474 | TOTAL OTHER EXPENSES | $272,169,309 | ($2,364,165) |
| $254,216,031 | $241,027,929 | $274,533,474 | TOTAL PERSONNEL AND OTHER EXPENSES | $272,169,309 | ($2,364,165) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $254,216,031 | $241,027,929 | $274,533,474 | Airport Revenue Fund | $272,169,309 | ($2,364,165) |
| $254,216,031 | $241,027,929 | $274,533,474 | TOTAL EXPENSES | $272,169,309 | ($2,364,165) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 0.00 | - | 0.00 | Full Time Equivalent | - | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $0 | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | $975,142 | Increase due to trending of prior year actual as well as budget |
| Other Costs | $367,176 | Increase due to trending of prior year actual as well as budget |
| Debt Service | - | |
| Conversion / Summary | ($9,806,407) | |
| Other Financing Uses | $6,099,924 | |
| TOTAL OTHER EXPENSES | ($2,364,165) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($2,364,165) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Airport Revenue Fund | ($2,364,165) |
| TOTAL EXPENSES | ($2,364,165) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Building Permits Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | TOTAL PERSONNEL | - | - |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | $2,520 | $2,520 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | $944,919 | - | Interfund / Interdepartmental Charges | $985,440 | $985,440 |
| - | $418,467 | - | Other Costs | $261,758 | $261,758 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | $348,098 | $348,098 |
| - | - | - | Other Financing Uses | - | - |
| - | $1,363,386 | - | TOTAL OTHER EXPENSES | $1,597,816 | $1,597,816 |
| - | $1,363,386 | - | TOTAL PERSONNEL AND OTHER EXPENSES | $1,597,816 | $1,597,816 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | $1,363,386 | - | Building Permits Fund | $1,597,816 | $1,597,816 |
| - | $1,363,386 | - | TOTAL EXPENSES | $1,597,816 | $1,597,816 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Full Time Equivalent | - | - |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental
## Building Permits Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $2,520 | Increase due to trending of prior year actuals as well as budget |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | $985,440 | Increase due to Indirect Cost calculation |
| Other Costs | $261,758 | Increase due to trending of prior year actuals as well as budget |
| Debt Service | - | |
| Conversion / Summary | $348,098 | Increase due to trending of prior year actuals as well as budget |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $1,597,816 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $1,597,816 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Building Permits Fund | $1,597,816 |
| TOTAL EXPENSES | $1,597,816 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | - |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Civic Center Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | TOTAL PERSONNEL | - | - |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | $113 | $113 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| $919 | - | - | Interfund / Interdepartmental Charges | - | - |
| $34,842 | $30,434 | - | Other Costs | $47,844 | $47,844 |
| $5,204 | $2,253 | - | Debt Service | $2,542 | $2,542 |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $40,965 | $32,687 | - | TOTAL OTHER EXPENSES | $50,499 | $50,499 |
| $40,965 | $32,687 | - | TOTAL PERSONNEL AND OTHER EXPENSES | $50,499 | $50,499 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $40,965 | $32,687 | - | Civic Center Revenue Fund | $50,499 | $50,499 |
| $40,965 | $32,687 | - | TOTAL EXPENSES | $50,499 | $50,499 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Full Time Equivalent | - | - |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Civic Center Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $113 | Increase due to trending of prior year actuals as well as budget |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | $47,844 | Increase due to trending of prior year actuals as well as budget |
| Debt Service | $2,542 | Increase due to trending of prior year actuals as well as budget |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $50,499 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $50,499 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Civic Center Revenue Fund | $50,499 |
| TOTAL EXPENSES | $50,499 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | - |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental
## Fleet Service Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | TOTAL PERSONNEL | - | - |
| | | | OTHER EXPENSES | | |
| ($55,000) | $0 | - | Purchased / Contracted Services | $2,072 | $2,072 |
| $0 | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| $169,311 | - | $3,881,803 | Interfund / Interdepartmental Charges | $0 | ($3,881,803) |
| - | - | - | Other Costs | - | - |
| $228,915 | $74,003 | - | Debt Service | $87,933 | $87,933 |
| - | - | - | Conversion / Summary | $0 | $0 |
| - | - | - | Other Financing Uses | - | - |
| $343,226 | $74,003 | $3,881,803 | TOTAL OTHER EXPENSES | $90,005 | ($3,791,798) |
| $343,226 | $74,003 | $3,881,803 | TOTAL PERSONNEL AND OTHER EXPENSES | $90,005 | ($3,791,798) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $343,226 | $74,003 | $3,881,803 | Fleet Service Fund | $90,005 | ($3,791,798) |
| $343,226 | $74,003 | $3,881,803 | TOTAL EXPENSES | $90,005 | ($3,791,798) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 0.00 | - | 0.00 | Full Time Equivalent | - | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental
## Fleet Service Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $2,072 | Increase due to trending of prior year actual as well as budget |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | ($3,881,803) | Decrease due to indirect cost not being charged |
| Other Costs | - | |
| Debt Service | $87,933 | Increase due to trending of prior year actual as well as budget |
| Conversion / Summary | $0 | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($3,791,798) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($3,791,798) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Fleet Service Fund | ($3,791,798) |
| TOTAL EXPENSES | ($3,791,798) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental
## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $43,041 | $44,149 | $44,318 | Salaries, Extra Help | $44,318 | $0 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $157,015 | - | - | Overtime | - | - |
| $122,787 | ($9,842) | - | Pen Cont Fire Pen Fd | - | - |
| ($25,450) | $0 | - | Pen Cont Police Pen Fd | - | - |
| $1,007,772 | $7,577 | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| $1,698,478 | $2,613,971 | $4,981,274 | Workers' Compensation | $3,397,674 | ($1,583,600) |
| $1,283,057 | $557,560 | $2,532,233 | Other Personnel Costs | $2,083,244 | ($448,989) |
| $4,286,700 | $3,213,416 | $7,557,825 | TOTAL PERSONNEL | $5,525,236 | ($2,032,589) |
| | | | OTHER EXPENSES | | |
| $15,732,279 | $17,926,336 | $12,999,463 | Purchased / Contracted Services | $14,889,463 | $1,890,000 |
| $10,221,605 | $1,304,767 | $5,682 | Supplies | $5,682 | $0 |
| $0 | - | - | Capital Outlays | - | - |
| ($968) | $1,222,083 | - | Interfund / Interdepartmental Charges | $0 | $0 |
| $32,244,262 | $32,620,064 | $30,532,481 | Other Costs | $37,299,456 | $6,766,975 |
| $32,617,213 | $31,254,128 | $35,967,927 | Debt Service | $30,323,976 | ($5,643,951) |
| - | - | $14,976,120 | Conversion / Summary | $5,331,273 | ($9,644,847) |
| $58,511,244 | $31,089,017 | $9,196,742 | Other Financing Uses | $16,559,543 | $7,362,801 |
| $149,325,636 | $115,416,396 | $103,678,415 | TOTAL OTHER EXPENSES | $104,409,393 | $730,978 |
| $153,612,336 | $118,629,812 | $111,236,240 | TOTAL PERSONNEL AND OTHER EXPENSES | $109,934,629 | ($1,301,611) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $153,612,336 | $118,629,812 | $111,236,240 | General Fund | $109,934,629 | ($1,301,611) |
| $153,612,336 | $118,629,812 | $111,236,240 | TOTAL EXPENSES | $109,934,629 | ($1,301,611) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 0.00 | - | 0.00 | Full Time Equivalent | - | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental
## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | - | |
| 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 | - | |
| Defined Contribution | - | |
| Workers' Compensation | ($1,583,600) | Decrease due to workers' comp less than anticipated. |
| Other Personnel Costs | ($448,989) | |
| TOTAL PERSONNEL | ($2,032,589) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $1,890,000 | Increase in Invest Atlanta of $2.3MM offset by decrease in litigation of $300K and $110K related to People TV. |
| Supplies | $0 | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | $0 | |
| Other Costs | $6,766,975 | Increase in OPEB of $4.6MM and $2.4MM for election expenses. |
| Debt Service | ($5,643,951) | Decrease $2.1MM SWMA, $1MM DWM MOU, and $2MM other debt. |
| Conversion / Summary | ($9,644,847) | Decrease in reserves from 2.5% to 1%. |
| Other Financing Uses | $7,362,801 | Increase of $6.1MM E911 Operating Subsidy and $1.2MM for Fire Station #7. |
| TOTAL OTHER EXPENSES | $730,978 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($1,301,611) | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | ($1,301,611) |
| TOTAL EXPENSES | ($1,301,611) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Group Insurance Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | 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 | - | - |
| $686,512 | $722,302 | - | Other Personnel Costs | $0 | $0 |
| $686,512 | $722,302 | - | TOTAL PERSONNEL | $0 | $0 |
| | | | OTHER EXPENSES | | |
| $29,240 | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| $832,673 | $1,169,930 | $781,628 | Interfund / Interdepartmental Charges | $464,617 | ($317,011) |
| $112,659,000 | $119,094,156 | $117,917,615 | Other Costs | $93,702,614 | ($24,215,001) |
| $0 | $0 | $200,000 | Debt Service | $0 | ($200,000) |
| - | - | $1,260,512 | Conversion / Summary | $34,443,703 | $33,183,192 |
| - | - | - | Other Financing Uses | - | - |
| $113,520,913 | $120,264,086 | $120,159,755 | TOTAL OTHER EXPENSES | $128,610,934 | $8,451,180 |
| $114,207,425 | $120,986,388 | $120,159,755 | TOTAL PERSONNEL AND OTHER EXPENSES | $128,610,934 | $8,451,179 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $114,207,425 | $120,986,388 | $120,159,755 | Group Insurance Fund | $128,610,934 | $8,451,179 |
| $114,207,425 | $120,986,388 | $120,159,755 | TOTAL EXPENSES | $128,610,934 | $8,451,179 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | 0.00 | Full Time Equivalent | - | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Group Insurance Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| 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 | $0 | |
| TOTAL PERSONNEL | $0 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | ($317,011) | Decrease due to trending of prior year actuals. |
| Other Costs | ($24,215,001) | Decrease due to trending of prior year actuals.. |
| Debt Service | ($200,000) | Decrease due to trending of prior year actuals. |
| Conversion / Summary | $33,183,192 | Increase due to timing of anticipated claims submitted but not yet paid. |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $8,451,180 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $8,451,179 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Group Insurance Fund | $8,451,179 |
| TOTAL EXPENSES | $8,451,179 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Hotel/Motel Tax Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | TOTAL PERSONNEL | - | - |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| $30,668,573 | $35,897,123 | $34,968,648 | Other Costs | $36,998,333 | $2,029,686 |
| $0 | $0 | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| $12,260,561 | $12,686,137 | $11,650,000 | Other Financing Uses | $12,326,201 | $676,201 |
| $42,929,134 | $48,583,260 | $46,618,647 | TOTAL OTHER EXPENSES | $49,324,534 | $2,705,887 |
| $42,929,134 | $48,583,260 | $46,618,647 | TOTAL PERSONNEL AND OTHER EXPENSES | $49,324,534 | $2,705,887 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $42,929,134 | $48,583,260 | $46,618,647 | Hotel/Motel Tax Fund | $49,324,534 | $2,705,887 |
| $42,929,134 | $48,583,260 | $46,618,647 | TOTAL EXPENSES | $49,324,534 | $2,705,887 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Full Time Equivalent | - | - |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental
## Hotel/Motel Tax Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | $2,029,686 | Increase due to anticipated revenue for FY14. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | $676,201 | |
| TOTAL OTHER EXPENSES | $2,705,887 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $2,705,887 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Hotel/Motel Tax Fund | $2,705,887 |
| TOTAL EXPENSES | $2,705,887 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | - |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Parks Facilities Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | TOTAL PERSONNEL | - | - |
| | | | OTHER EXPENSES | | |
| - | $0 | - | Purchased / Contracted Services | $120 | $120 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| $27,873 | $15,217 | - | Other Costs | $20,689 | $20,689 |
| $861 | $170 | - | Debt Service | $67 | $67 |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $28,734 | $15,387 | - | TOTAL OTHER EXPENSES | $20,876 | $20,876 |
| $28,734 | $15,387 | - | TOTAL PERSONNEL AND OTHER EXPENSES | $20,876 | $20,876 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $28,734 | $15,387 | - | Parks Facilities Revenue Fund | $20,876 | $20,876 |
| $28,734 | $15,387 | - | TOTAL EXPENSES | $20,876 | $20,876 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Full Time Equivalent | - | - |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Parks Facilities Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $120 | Increase due to trending of prior year actuals as well as budget |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | $20,689 | Increase due to trending of prior year actuals as well as budget |
| Debt Service | $67 | Increase due to trending of prior year actuals as well as budget |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $20,876 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $20,876 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Parks Facilities Revenue Fund | $20,876 |
| TOTAL EXPENSES | $20,876 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | - |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Rental/Motor Vehicle Tax Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | TOTAL PERSONNEL | - | - |
| | | | OTHER EXPENSES | | |
| - | $3,357 | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| $746,350 | $848,193 | $750,000 | Other Costs | $866,908 | $116,908 |
| $0 | $0 | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $746,350 | $851,551 | $750,000 | TOTAL OTHER EXPENSES | $866,908 | $116,908 |
| $746,350 | $851,551 | $750,000 | TOTAL PERSONNEL AND OTHER EXPENSES | $866,908 | $116,908 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $746,350 | $851,551 | $750,000 | Rental/Motor Vehicle Tax Fund | $866,908 | $116,908 |
| $746,350 | $851,551 | $750,000 | TOTAL EXPENSES | $866,908 | $116,908 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Full Time Equivalent | - | - |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Rental/Motor Vehicle Tax Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | $116,908 | Increase due to anticipated transactions associated with excise tax levy. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $116,908 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $116,908 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Rental/Motor Vehicle Tax Fund | $116,908 |
| TOTAL EXPENSES | $116,908 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | - |

# FY14 OPERATING BUDGET HIGHLIGHTS
## Non-Departmental
## Solid Waste Services Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | 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 | - | - |
| ($151,750) | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| $0 | - | - | Other Personnel Costs | - | - |
| ($151,750) | - | - | TOTAL PERSONNEL | - | - |
| | | | OTHER EXPENSES | | |
| - | - | $0 | Purchased / Contracted Services | $0 | $0 |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| $3,622,548 | $3,698,290 | $3,548,746 | Interfund / Interdepartmental Charges | $3,544,841 | ($3,905) |
| $1,855,028 | $831,817 | $716,045 | Other Costs | $1,439,890 | $723,845 |
| $252,732 | $0 | $0 | Debt Service | $0 | $0 |
| - | - | - | Conversion / Summary | $0 | $0 |
| $7,607,265 | $8,462,860 | $0 | Other Financing Uses | $0 | $0 |
| $13,337,574 | $12,992,967 | $4,264,791 | TOTAL OTHER EXPENSES | $4,984,731 | $719,940 |
| $13,185,824 | $12,992,967 | $4,264,791 | TOTAL PERSONNEL AND OTHER EXPENSES | $4,984,731 | $719,940 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $13,185,824 | $12,992,967 | $4,264,791 | Solid Waste Services Revenue Fund | $4,984,731 | $719,940 |
| $13,185,824 | $12,992,967 | $4,264,791 | TOTAL EXPENSES | $4,984,731 | $719,940 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 0.00 | - | 0.00 | Full Time Equivalent | - | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $0 | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | ($3,905) | Decrease due to trending of prior year actual as well as budget |
| Other Costs | $723,845 | Increase due to trending of prior year actual as well as budget |
| Debt Service | $0 | |
| Conversion / Summary | $0 | |
| Other Financing Uses | $0 | |
| TOTAL OTHER EXPENSES | $719,940 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $719,940 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Solid Waste Services Revenue Fund | $719,940 |
| TOTAL EXPENSES | $719,940 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Underground Atl Facil Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| - | - | - | Workers' Compensation | - | - |
| - | - | - | Other Personnel Costs | - | - |
| - | - | - | TOTAL PERSONNEL | - | - |
| | | | OTHER EXPENSES | | |
| $2,263,310 | $2,542,833 | $3,060,186 | Purchased / Contracted Services | $3,024,602 | ($35,584) |
| - | - | $3,751 | Supplies | - | ($3,751) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | $10,893 | $10,893 |
| $31,429 | $38,555 | $28,925 | Other Costs | $38,925 | $10,000 |
| $8,260,123 | $8,286,677 | $8,130,255 | Debt Service | $8,155,303 | $25,048 |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $10,554,862 | $10,868,065 | $11,223,117 | TOTAL OTHER EXPENSES | $11,229,722 | $6,606 |
| $10,554,862 | $10,868,065 | $11,223,117 | TOTAL PERSONNEL AND OTHER EXPENSES | $11,229,722 | $6,606 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $10,554,862 | $10,868,065 | $11,223,117 | Underground Atl Facil Revenue Fund | $11,229,722 | $6,606 |
| $10,554,862 | $10,868,065 | $11,223,117 | TOTAL EXPENSES | $11,229,722 | $6,606 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | 0.00 | Full Time Equivalent | - | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Underground Atl Facil Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($35,584) | Decrease due to trending of prior year actuals as well as budget |
| Supplies | ($3,751) | Decrease due to trending of prior year actuals as well as budget |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | $10,893 | Increase due to trending of prior year actual as well as budget |
| Other Costs | $10,000 | Increase due to trending of prior year actual as well as budget |
| Debt Service | $25,048 | Increase due to trending of prior year actual as well as budget |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $6,606 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $6,606 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Underground Atl Facil Revenue Fund | $6,606 |
| TOTAL EXPENSES | $6,606 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Water & Wastewater Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | - | Salaries, Regular | - | - |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| ($6,667) | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| ($346,569) | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| - | - | - | Defined Contribution | - | - |
| $121,859 | $125,027 | - | Workers' Compensation | - | - |
| $0 | $0 | - | Other Personnel Costs | - | - |
| ($231,377) | $125,027 | - | TOTAL PERSONNEL | - | - |
| | | | OTHER EXPENSES | | |
| $543,615 | $181,030 | - | Purchased / Contracted Services | $241,813 | $241,813 |
| $0 | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| $12,965,996 | $10,697,333 | $14,420,004 | Interfund / Interdepartmental Charges | $12,518,405 | ($1,901,599) |
| $29,937,080 | $22,575,562 | $45,224,064 | Other Costs | $31,990,252 | ($13,233,812) |
| $8,502,351 | $9,188,432 | $8,850,812 | Debt Service | $21,351,922 | $12,501,110 |
| - | - | $53,509,176 | Conversion / Summary | $69,793,012 | $16,283,836 |
| $353,551,065 | $393,379,798 | $235,518,926 | Other Financing Uses | $222,204,248 | ($13,314,678) |
| $405,500,108 | $436,022,155 | $357,522,982 | TOTAL OTHER EXPENSES | $358,099,653 | $576,671 |
| $405,268,731 | $436,147,182 | $357,522,982 | TOTAL PERSONNEL AND OTHER EXPENSES | $358,099,652 | $576,670 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $405,268,731 | $436,147,182 | $357,522,982 | Water & Wastewater Revenue Fund | $358,099,652 | $576,670 |
| $405,268,731 | $436,147,182 | $357,522,982 | TOTAL EXPENSES | $358,099,652 | $576,670 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 0.00 | - | 0.00 | Full Time Equivalent | - | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Non-Departmental

## Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | - | |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | - | |
| Workers' Compensation | - | |
| Other Personnel Costs | - | |
| TOTAL PERSONNEL | - | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $241,813 | Funding for DWM portion of Oracle agreement. |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | ($1,901,599) | Decrease due to less than required funding for indirect costs. |
| Other Costs | ($13,233,812) | Decrease due to less than anticipated health insurance costs for retirees. |
| Debt Service | $12,501,110 | Increase due to GEFA loan requirements. |
| Conversion / Summary | $16,283,836 | Increase in fund wide reserves. |
| Other Financing Uses | ($13,314,678) | Decrease due to reduced debt service requirements. |
| TOTAL OTHER EXPENSES | $576,671 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $576,670 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Water & Wastewater Revenue Fund | $576,670 |
| TOTAL EXPENSES | $576,670 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |


RESURGENS
1847
1865
ATLANTA GA

# 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 agencies to achieve their business needs.

**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

**Summary of Operations**

The Atlanta 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 consultant and partner to customer departments, offering the full range of human resources services, including strategic support in recruitment, selection, and hiring; classification and compensation; grievances and labor relations; compliance with employment-related laws and regulations; workforce planning and departmental restructuring.

*Employee and Labor Relations* monitors all labor and employee relations activity across the City, offering advice and counsel to HR Business Partners and department leadership; investigates employee complaints and conducts compliance training on progressive discipline, prevention of sexual harassment, the Americans with Disabilities Act and the Fair Labor Standards Act. It also manages the Civil Service employee appeals process.

*HR Information Systems and Records Management* is responsible for the accurate presentation of employee and position data in the human resources information system. Services include system maintenance of employee records and personnel actions, report production, ERP training, and position management. This office also performs procurement, financial, ATLStat, administrative tasks, and ensures compliance with laws and regulations governing open records, authorization to work and unemployment compensation.

*Organizational and Employee Development* is responsible for design, implementation and evaluation of citywide executive, supervisory and employee development programs; orientation of new employees; literacy and basic skills enhancement; team building; and the customer service program. This office also administers the performance management system and provides performance training and consultation.

*Employee Benefits* administers the City's employee/retiree insurance benefit and pension programs. It manages vendor contracts and coordinates health and financial wellness initiatives that include a state-of-the-art fitness facility, partnership with on-site EMTs, the mobile nurse program, health fairs, on-site health screenings, blood drives, and monthly lunch-and-learn sessions.

*Psychological Services/Employee Assistance Program* assists employees with solutions to issues that could have negative impact on performance. Its licensed mental health professionals offer confidential counseling, 24/7 critical incident response, psychological screening of public safety applicants, workplace violence prevention, fitness for duty exams, and random drug/alcohol testing.

*Talent Acquisition* provides full-lifecycle 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 and Objectives**

- Create a learning environment that sustains a culture of excellence.
- Compensate the City's workforce consistent with the peer market while ensuring a competent and competitive personnel base.
- Maximize operational functional through increased use of mechanization.
- Create a culture of mental physical and financial wellness
- Ensure expeditious acquisition of the top talent
- Promote and maintain a work environment based on merit, fair and equitable treatment.

**FY2013 Accomplishments**

- Renewed benefits contracts to generate a total savings of $7.5m without diminishing benefits offerings
    - $1.68m actual saved from BCBS contract
    - $2.85m actual saved from Medicare Advantage United Healthcare
    - Increased carrier commitments to $1.725m for wellness initiatives
- Received over $750,000 in pharmacy rebates, vendor service/performance guarantees
- Developed first Citywide Weight Loss Challenge (including partnership with author Dr. Ian Smith), with target of 5,000 pounds lost in 6 weeks across the City
- Expanded Diabetes Disease Management Program, including partnership with Morehouse School of Medicine E-Healthy Strides Program and the first Diabetes Awareness Health Fair
- Expanded financial incentives for employees and retirees participation in the online Health Risk Assessment (HRA) $50.00 gift card and $150.00 gift card for completion of an annual physical exam
- Expanded and refurbished onsite fitness centers : Department of Corrections, Englewood Station, 911, and Public Safety
- Expanded Citywide Employee Health and Wellness Programs under the Mayor's Healthier You Initiatives: Weight Watchers, Line Dancing, Zumba, Tai Chi, 30-Day Challenge, Personal Trainers and Stress Reduction Programs
- Finalist for Atlanta Business Chronicle 2013 Healthiest Employer Award and 101 Best & Brightest Companies to Work For (Regional)
- Continuation of citywide health and wellness events: 2 Employee Health Fairs held at Civic Centers (average attendance of 800 employees and 40 vendors), Breast Cancer Awareness Luncheon, Men's Health Awareness Luncheon
- Launched Citywide Financial Awareness Campaign as a part of Mayor Reed's " A Healthier You" initiative: Credit and Banking Seminars, Financial and Retirement Planning

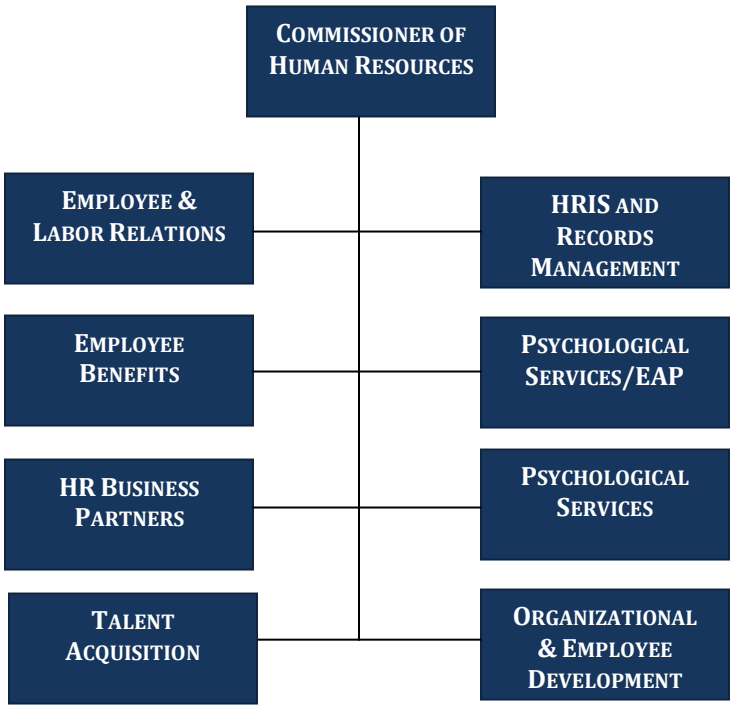
- Completed consolidation of HR Business Partner and Centers of Expertise functions
- Designed and began implementation of streamlined recruitment process
- Increased functionality of NeoGov, including more targeted preliminary screening and more accurate requisition management
- Implemented Streamlined New Employee Orientation (NEO) to one day
- Implemented 1st phase of NEO technology upgrade (consolidated links on-line)
- Provided Customer C.A.R.E. training to 95% of City employees
- Revised performance management program to include goal-setting and common universal competencies; automated submission process
- Received/processed FY12 performance evaluations for 89.2% of eligible employees
- Provided training across the city: 4,315 Learners, 287 Sessions, 12,072 Hours
- Launched Great Promise Partnership (GPP), a co-operative work experience for high-school students at risk of not graduating
- Formed centralized Labor and Employee Relations Team
- Developed and deployed comprehensive training for HR Business Partners:
    - Discipline in the Workplace
    - Effective Investigations
    - Civil Service Board Representation
- On-boarded Chief Psychologist to head Employee Assistance Program and additional staff members including a clinician and office manager
- Improved clinical documentation while transforming EAP into a "paperless office"

**FY2014 Adopted Program Highlights**

- Continue to support the portfolio of employee wellness initiatives in the Mayor's " A Healthier You" initiative
- Automate HR transactions (TADs, ATFs) through the City's new Sharepoint technology
- Implement online learning capability for NEO and compliance training
- Streamline timekeeping processes across the City, leveraging upgraded Kronos technology
- Open a centralized employee fitness center, clinic and pharmacy
- Launch City-wide training and educational incentive

# ORGANIZATIONAL CHART

*Human Resources*




# PERFORMANCE METRICS

*Human Resources*

| PERFORMANCE MEASURE | FY2011 ACTUAL | FY2012 ACTUAL | FY2013 TARGET | FY2014 TARGET |
|---|---|---|---|---|
| ***Merit and Excellence:*** | | | | |
| % Eligible employees receiving annual performance evaluation | 91.8% | 97.9% | 100% | 100 % |
| Average days to refer candidates | 17 | 15 | 10 | 5 |
| Employee Assistance Program utilization rate | 5.3% | 6.2% | 5% | 5.5% |
| | | | | |
| ***Fiscal Stability*** | | | | |
| % Increase in overall healthcare claims costs | 4% | 4.6% | 3.5% | 2% |
| % Increase in healthcare premiums | 7.3% | 9.8% | 5% | 2% |

# FY14 OPERATING BUDGET HIGHLIGHTS
## Department Of Human Resources

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| $2,650,564 | $6,926,298 | $7,542,831 | Salaries, Regular | $7,196,428 | ($346,403) |
| - | - | - | Salaries, Perm Part-Time | - | |
| - | - | - | Salaries, Sworn | - | |
| $80,041 | $294,507 | $57,844 | Salaries, Extra Help | $651,825 | $593,981 |
| - | - | - | Salaries, Extra Help-Sworn | - | |
| - | $32,339 | - | Overtime | $18,222 | $18,222 |
| - | - | - | Pen Cont Fire Pen Fd | - | |
| - | - | - | Pen Cont Police Pen Fd | - | |
| $578,050 | $1,122,551 | $1,047,396 | Pen Cont Gen Emp Pen Fd | $1,030,296 | ($17,100) |
| $53,844 | $162,988 | $192,777 | Defined Contribution | $200,317 | $7,540 |
| $8,714 | $8,793 | $2,484 | Workers' Compensation | $4,214 | $1,730 |
| $375,722 | $1,052,232 | $1,189,432 | Other Personnel Costs | $992,394 | ($197,038) |
| $3,746,936 | $9,599,707 | $10,032,764 | TOTAL PERSONNEL | $10,093,696 | $60,932 |
| | | | OTHER EXPENSES | | |
| $840,378 | $1,494,851 | $2,097,093 | Purchased / Contracted Services | $994,954 | ($1,102,138) |
| $57,333 | $156,858 | $110,223 | Supplies | $49,688 | ($60,535) |
| - | - | - | Capital Outlays | - | |
| $4,326 | $8,890 | $15,654 | Interfund / Interdepartmental Charges | $8,890 | ($6,763) |
| $22,063 | $37,544 | $60,616 | Other Costs | $53,705 | ($6,911) |
| - | - | - | Debt Service | - | |
| - | - | ($1,046,418) | Conversion / Summary | ($771,981) | $274,437 |
| - | - | - | Other Financing Uses | - | |
| $924,100 | $1,698,144 | $1,237,168 | TOTAL OTHER EXPENSES | $335,256 | ($901,911) |
| $4,671,036 | $11,297,851 | $11,269,931 | TOTAL PERSONNEL AND OTHER EXPENSES | $10,428,952 | ($840,979) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| $262,954 | $1,437,074 | $1,663,648 | Airport Revenue Fund | $1,591,120 | ($72,529) |
| - | $134,490 | $174,458 | Fleet Service Fund | $184,090 | $9,632 |
| $2,358,226 | $4,887,023 | $4,845,689 | General Fund | $4,806,404 | ($39,285) |
| $1,324,740 | $1,263,201 | $1,581,071 | Group Insurance Fund | $1,327,905 | ($253,166) |
| - | $260,755 | $367,108 | Solid Waste Services Revenue Fund | $432,135 | $65,027 |
| $725,116 | $3,315,307 | $2,637,958 | Water & Wastewater Revenue Fund | $2,087,298 | ($550,659) |
| $4,671,036 | $11,297,851 | $11,269,931 | TOTAL EXPENSES | $10,428,952 | ($840,979) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 51.00 | 52.00 | 142.00 | Full Time Equivalent | 139.00 | (3.00) |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Human Resources

## Airport Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $182,327 | $1,040,581 | $1,177,629 | Salaries, Regular | $1,209,956 | $32,327 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | $460 | Salaries, Extra Help | $5,000 | $4,540 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | $2,466 | - | Overtime | $1,738 | $1,738 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $24,623 | $111,142 | $96,380 | Pen Cont Gen Emp Pen Fd | $122,360 | $25,981 |
| $6,465 | $38,264 | $46,890 | Defined Contribution | $44,224 | ($2,666) |
| - | - | - | Workers' Compensation | - | - |
| $23,794 | $124,886 | $179,726 | Other Personnel Costs | $152,174 | ($27,552) |
| $237,209 | $1,317,338 | $1,501,084 | TOTAL PERSONNEL | $1,535,452 | $34,367 |
| | | | OTHER EXPENSES | | |
| $25,613 | $117,535 | $161,534 | Purchased / Contracted Services | $51,989 | ($109,545) |
| $131 | $2,201 | $1,030 | Supplies | $2,890 | $1,860 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | $789 | $789 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $25,744 | $119,736 | $162,564 | TOTAL OTHER EXPENSES | $55,668 | ($106,896) |
| $262,954 | $1,437,074 | $1,663,648 | TOTAL PERSONNEL AND OTHER EXPENSES | $1,591,120 | ($72,529) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $262,954 | $1,437,074 | $1,663,648 | Airport Revenue Fund | $1,591,120 | ($72,529) |
| $262,954 | $1,437,074 | $1,663,648 | TOTAL EXPENSES | $1,591,120 | ($72,529) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 3.00 | 3.00 | 21.00 | Full Time Equivalent | 23.80 | 2.80 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Human Resources

## Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $32,327 | Increase due to split funded four positions: Commissioner, Deputy Commissioner, Employee & Labor Relations Director, and HRIS & Records Management Director. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $4,540 | Increase due to funding unexpected DHR projects that would require extra help. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $1,738 | Increase due to prior years actuals. It was not budgeted in FY'13 |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $25,981 | Increase due to moving a HR Manager position out of Watershed fund into Airport Fund. |
| Defined Contribution | ($2,666) | Decrease due to resignation of Aviation employee. |
| Workers' Compensation | - | |
| Other Personnel Costs | ($27,552) | |
| TOTAL PERSONNEL | $34,367 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($109,545) | Decrease due to the Financial education was only funded for two years FY' 12 and FY'13. |
| Supplies | $1,860 | Increase due to cost in supplies for FY'14. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | $789 | Increase due to trending actuals. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($106,896) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($72,529) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Airport Revenue Fund | ($72,529) |
| TOTAL EXPENSES | ($72,529) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 2.80 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Human Resources

## Fleet Service Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | $94,403 | $120,254 | Salaries, Regular | $90,506 | ($29,748) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | $63,107 | $63,107 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | $70 | - | Overtime | $143 | $143 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | $23,901 | $29,258 | Pen Cont Gen Emp Pen Fd | $10,560 | ($18,698) |
| - | - | $0 | Defined Contribution | $2,864 | $2,864 |
| - | - | - | Workers' Compensation | - | - |
| - | $16,116 | $24,946 | Other Personnel Costs | $16,910 | ($8,036) |
| - | $134,490 | $174,458 | TOTAL PERSONNEL | $184,090 | $9,632 |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| - | $134,490 | $174,458 | TOTAL PERSONNEL AND OTHER EXPENSES | $184,090 | $9,632 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | $134,490 | $174,458 | Fleet Service Fund | $184,090 | $9,632 |
| - | $134,490 | $174,458 | TOTAL EXPENSES | $184,090 | $9,632 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | 3.00 | Full Time Equivalent | 2.00 | (1.00) |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Human Resources

## Fleet Service Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($29,748) | Decrease due to HR Technician position being funded in FY'14 budget |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $63,107 | Increase due to future need for file migration. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $143 | Increase due to trending of prior year actuals. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | ($18,698) | Decrease due to personnel adjustments. |
| Defined Contribution | $2,864 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | ($8,036) | |
| TOTAL PERSONNEL | $9,632 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $9,632 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Fleet Service Fund | $9,632 |
| TOTAL EXPENSES | $9,632 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | (1.00) |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Human Resources

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $1,360,111 | $2,818,281 | $2,872,845 | Salaries, Regular | $2,755,998 | ($116,847) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $48,066 | $194,179 | $13,961 | Salaries, Extra Help | $552,631 | $538,670 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | $18,256 | - | Overtime | $5,072 | $5,072 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $351,363 | $525,284 | $426,569 | Pen Cont Gen Emp Pen Fd | $419,292 | ($7,277) |
| $17,710 | $58,140 | $67,175 | Defined Contribution | $77,800 | $10,625 |
| $8,714 | $4,067 | $2,484 | Workers' Compensation | $1,831 | ($653) |
| $168,269 | $436,656 | $449,388 | Other Personnel Costs | $419,650 | ($29,738) |
| $1,954,232 | $4,054,863 | $3,832,422 | TOTAL PERSONNEL | $4,232,273 | $399,851 |
| | | | OTHER EXPENSES | | |
| $363,155 | $728,252 | $932,277 | Purchased / Contracted Services | $492,553 | ($439,724) |
| $22,564 | $70,860 | $30,716 | Supplies | $40,329 | $9,613 |
| - | - | - | Capital Outlays | - | - |
| - | - | $5,520 | Interfund / Interdepartmental Charges | - | ($5,520) |
| $18,275 | $33,048 | $44,754 | Other Costs | $41,250 | ($3,504) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $403,995 | $832,160 | $1,013,267 | TOTAL OTHER EXPENSES | $574,131 | ($439,136) |
| $2,358,226 | $4,887,023 | $4,845,689 | TOTAL PERSONNEL AND OTHER EXPENSES | $4,806,404 | ($39,285) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $2,358,226 | $4,887,023 | $4,845,689 | General Fund | $4,806,404 | ($39,285) |
| $2,358,226 | $4,887,023 | $4,845,689 | TOTAL EXPENSES | $4,806,404 | ($39,285) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 25.00 | 26.00 | 54.20 | Full Time Equivalent | 56.60 | 2.40 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Human Resources

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($116,847) | Decrease due to split funded four positions: Commissioner, Deputy Commissioner, Employee &Labor Relations Director, and HRIS &Records Management Director. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $538,670 | Increase due to funding for previous extra help leadership positions. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $5,072 | Increase due to HRIS team completing several major updates in Oracle manually. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | ($7,277) | Decrease due to personnel adjustments. |
| Defined Contribution | $10,625 | Increase due to Personnel salary adjustments |
| Workers' Compensation | ($653) | Decrease due to worker's comp less than anticipated from previous year |
| Other Personnel Costs | ($29,738) | |
| TOTAL PERSONNEL | $399,851 | DHR has 9 vacant positions. 2 are partially funded |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($439,724) | Decrease due to the financial education initiative was only funded for two years: FY12 and FY13. |
| Supplies | $9,613 | Increase supplies for FY14 planning and administration. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | ($5,520) | Decrease due to reduced compensation board hearings from FY13 to FY14. |
| Other Costs | ($3,504) | Decrease due to trending of prior year actuals as well as budget |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($439,136) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($39,285) | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | ($39,285) |
| TOTAL EXPENSES | ($39,285) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 2.40 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Human Resources

## Group Insurance Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $683,613 | $615,329 | $753,911 | Salaries, Regular | $739,725 | ($14,186) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $31,975 | $91,992 | $38,472 | Salaries, Extra Help | $31,087 | ($7,385) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $97,866 | $57,641 | $66,963 | Pen Cont Gen Emp Pen Fd | $89,367 | $22,404 |
| $24,406 | $23,733 | $27,226 | Defined Contribution | $29,542 | $2,316 |
| - | $4,726 | - | Workers' Compensation | $2,384 | $2,384 |
| $118,417 | $109,207 | $111,816 | Other Personnel Costs | $104,299 | ($7,517) |
| $956,277 | $902,628 | $998,388 | TOTAL PERSONNEL | $996,403 | ($1,985) |
| | | | OTHER EXPENSES | | |
| $329,499 | $279,106 | $498,649 | Purchased / Contracted Services | $318,940 | ($179,709) |
| $34,638 | $71,787 | $73,900 | Supplies | $3,672 | ($70,228) |
| - | - | - | Capital Outlays | - | - |
| $4,326 | $8,890 | $10,134 | Interfund / Interdepartmental Charges | $8,890 | ($1,243) |
| - | $790 | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $368,463 | $360,573 | $582,683 | TOTAL OTHER EXPENSES | $331,502 | ($251,181) |
| $1,324,740 | $1,263,201 | $1,581,071 | TOTAL PERSONNEL AND OTHER EXPENSES | $1,327,905 | ($253,166) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $1,324,740 | $1,263,201 | $1,581,071 | Group Insurance Fund | $1,327,905 | ($253,166) |
| $1,324,740 | $1,263,201 | $1,581,071 | TOTAL EXPENSES | $1,327,905 | ($253,166) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 14.00 | 14.00 | 14.00 | Full Time Equivalent | 13.00 | (1.00) |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Human Resources

## Group Insurance Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($14,186) | Decrease due to abolished Nurse position in FY14 budget and used part of savings to increase the funding for EAP Director. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($7,385) | Decrease due to moving funds to regular salary line. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $22,404 | Increase due to personnel adjustments. |
| Defined Contribution | $2,316 | Increase due to Personnel salary adjustments |
| Workers' Compensation | $2,384 | Increase due to personnel adjustments. |
| Other Personnel Costs | ($7,517) | |
| TOTAL PERSONNEL | ($1,985) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($179,709) | Decrease due to medical contract not funded in FY 14. |
| Supplies | ($70,228) | Decrease due to supplies being underfunded. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | ($1,243) | Decrease due to newer model car that should result in lower repair cost. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($251,181) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($253,166) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Group Insurance Fund | ($253,166) |
| TOTAL EXPENSES | ($253,166) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | (1.00) |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Human Resources

## Solid Waste Services Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | $177,486 | $264,391 | Salaries, Regular | $309,688 | $45,297 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | - | - |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | $11,517 | - | Overtime | $10,412 | $10,412 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | $41,038 | $50,624 | Pen Cont Gen Emp Pen Fd | $55,376 | $4,751 |
| - | - | $3,379 | Defined Contribution | $7,016 | $3,637 |
| - | - | - | Workers' Compensation | - | - |
| - | $30,714 | $48,714 | Other Personnel Costs | $49,642 | $928 |
| - | $260,755 | $367,108 | TOTAL PERSONNEL | $432,135 | $65,027 |
| | | | OTHER EXPENSES | | |
| - | - | - | Purchased / Contracted Services | - | - |
| - | - | - | Supplies | - | - |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | - | - | TOTAL OTHER EXPENSES | - | - |
| - | $260,755 | $367,108 | TOTAL PERSONNEL AND OTHER EXPENSES | $432,135 | $65,027 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | $260,755 | $367,108 | Solid Waste Services Revenue Fund | $432,135 | $65,027 |
| - | $260,755 | $367,108 | TOTAL EXPENSES | $432,135 | $65,027 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | 5.80 | Full Time Equivalent | 7.80 | 2.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Human Resources

## Solid Waste Services Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $45,297 | Increase due to Public Works Director was only partially funded in FY13 budget and fully funded in FY'14 due to ordinance providing funding from Department of Public Works. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | - | |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $10,412 | Increase due to trending of prior year actuals. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $4,751 | Increase due to personnel adjustments. |
| Defined Contribution | $3,637 | Increase due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | $928 | |
| TOTAL PERSONNEL | $65,027 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | - | |
| Supplies | - | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | - | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $65,027 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Solid Waste Services Revenue Fund | $65,027 |
| TOTAL EXPENSES | $65,027 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 2.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Human Resources

## Water & Wastewater Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $424,514 | $2,180,219 | $2,353,801 | Salaries, Regular | $2,090,554 | ($263,247) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | $8,336 | $4,951 | Salaries, Extra Help | $0 | ($4,951) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | $29 | - | Overtime | $857 | $857 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $104,198 | $363,546 | $377,602 | Pen Cont Gen Emp Pen Fd | $333,341 | ($44,261) |
| $5,263 | $42,850 | $48,108 | Defined Contribution | $38,871 | ($9,237) |
| - | - | - | Workers' Compensation | - | - |
| $65,242 | $334,653 | $374,842 | Other Personnel Costs | $249,720 | ($125,122) |
| $599,218 | $2,929,633 | $3,159,304 | TOTAL PERSONNEL | $2,713,343 | ($445,961) |
| | | | OTHER EXPENSES | | |
| $122,111 | $369,959 | $504,633 | Purchased / Contracted Services | $131,472 | ($373,160) |
| - | $12,009 | $4,577 | Supplies | $2,798 | ($1,780) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| $3,788 | $3,706 | $15,862 | Other Costs | $11,666 | ($4,196) |
| - | - | - | Debt Service | - | - |
| - | - | ($1,046,418) | Conversion / Summary | ($771,981) | $274,437 |
| - | - | - | Other Financing Uses | - | - |
| $125,899 | $385,674 | ($521,346) | TOTAL OTHER EXPENSES | ($626,045) | ($104,699) |
| $725,116 | $3,315,307 | $2,637,958 | TOTAL PERSONNEL AND OTHER EXPENSES | $2,087,298 | ($550,659) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $725,116 | $3,315,307 | $2,637,958 | Water & Wastewater Revenue Fund | $2,087,298 | ($550,659) |
| $725,116 | $3,315,307 | $2,637,958 | TOTAL EXPENSES | $2,087,298 | ($550,659) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 9.00 | 9.00 | 44.00 | Full Time Equivalent | 35.80 | (8.20) |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Human Resources

## Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($263,247) | Decrease due to Personnel salary adjustments |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($4,951) | Decrease due to trending of prior year actuals as well as budget |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $857 | Increase due to trending of prior year actuals as well as budget |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | ($44,261) | Decrease due to Personnel salary adjustments |
| Defined Contribution | ($9,237) | Decrease due to Personnel salary adjustments |
| Workers' Compensation | - | |
| Other Personnel Costs | ($125,122) | |
| TOTAL PERSONNEL | ($445,961) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($373,160) | Decrease due to trending of prior year actuals as well as budget |
| Supplies | ($1,780) | Decrease due to trending of prior year actuals as well as budget |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | ($4,196) | Decrease due to trending of prior year actuals as well as budget |
| Debt Service | - | |
| Conversion / Summary | $274,437 | Increase due to trending of prior year actuals as well as budget |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($104,699) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($550,659) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Water & Wastewater Revenue Fund | ($550,659) |
| TOTAL EXPENSES | ($550,659) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | (8.20) |


RESURGENS
1847
1865
ATLANTA GA

# FIRE RESCUE SERVICES

**Mission Statement**

Atlanta Fire Rescue shall provide prompt quality services that promote safety, security, enhance sustainability and enrich quality of life through professional development and dedication to service.

**Core Functions**

- Provide for life safety protection
- Provide for property and environment conservation
- Provide for emergency preparedness and homeland security

**Summary of Operations**

The Atlanta Fire Rescue Department provides fire mitigation and rescue services in addition to emergency medical services to a population of 519,000 residents, businesses and visitors responding within 132.6 square miles, with more than sixty miles of interstate highways, twenty-three miles of rapid rail and protects Hartsfield-Jackson International Airport. The department achieves its mission by focusing on six organizational priorities which include: Human Resources; Professional Development; Emergency Preparedness and Response, Equipment, Facilities, Supplies and Technology; Customer Service Programs; and Public Information, Education and Relations Programs. AFRD consists of approximately 1100 personnel comprised of four divisions of labor.

**Divisions/Offices Descriptions**

*The Division of Fire Chief* functions as the executive office and is responsible for the overall operation and direction of the Atlanta Fire Rescue Department. The Office of Fire Chief provides leadership, advocacy and the daily administration of the organization through the Office of Professional Standards; Public Information Office; Office of Chaplaincy; Assessment and Planning; Homeland Security and Emergency Preparedness; Medical Director; Recruitment and the Administrative Services Section which includes the Financial Management Unit.

*The Division of Technical Services* provides effective management support for the department. The division consists of a satellite Human Resources Office; Fire Training; Community Risk Reduction; Fire Investigations; Real Property, Fleet and Equipment Section; and Resource Management which includes Information Technology and Communications.

*The Division of Field Operations* is responsible for responding to, preventing, and mitigating disastrous incidents. Field Operations includes fire suppression, emergency medical services, hazardous materials response, technical rescue service and other special services and activities. The Field Operations Division has five battalions and thirty fire stations throughout the City.

*The Division of Airport Fire Administration* provides incident response and prevention services at Hartsfield-Jackson International Airport. Additionally, the office provides aircraft fire protection, structural fire protection, emergency medical services, hazardous materials response, technical rescue service and other special services and activities to the traveling public and employees of Hartsfield-Jackson International Airport.

**Goals and Objectives**

Improve response to fires and emergency medical service calls

- Increase number of firefighters to four per apparatus
- Sustain EMS field supervision and quality assurance

- Implement five (5), Quick Intervention Crews (QIC) EMS Response.
- Sustain City Hall EMS Response program
- Realign apparatus response territories
- Add and relocate fire stations

Ensure Competitive Salaries

- Institute incentive pay for Hazardous Material Certifications
- Institute incentive pay for Technical Rescue Certifications
- Institute Special Certification Incentive pay program

Enhance employee wellness and fitness

- Add a Health and Safety Section

Enhance Training Delivery

- Sustain training delivery capability
- Regain Class 2 Insurance Service Office (ISO) Rating

Sustain Commission for Public Safety Excellence Accreditation

- Sustain performance measurement systems and processes
- Sustain records management and self assessment processes

**FY 2013 Accomplishments**

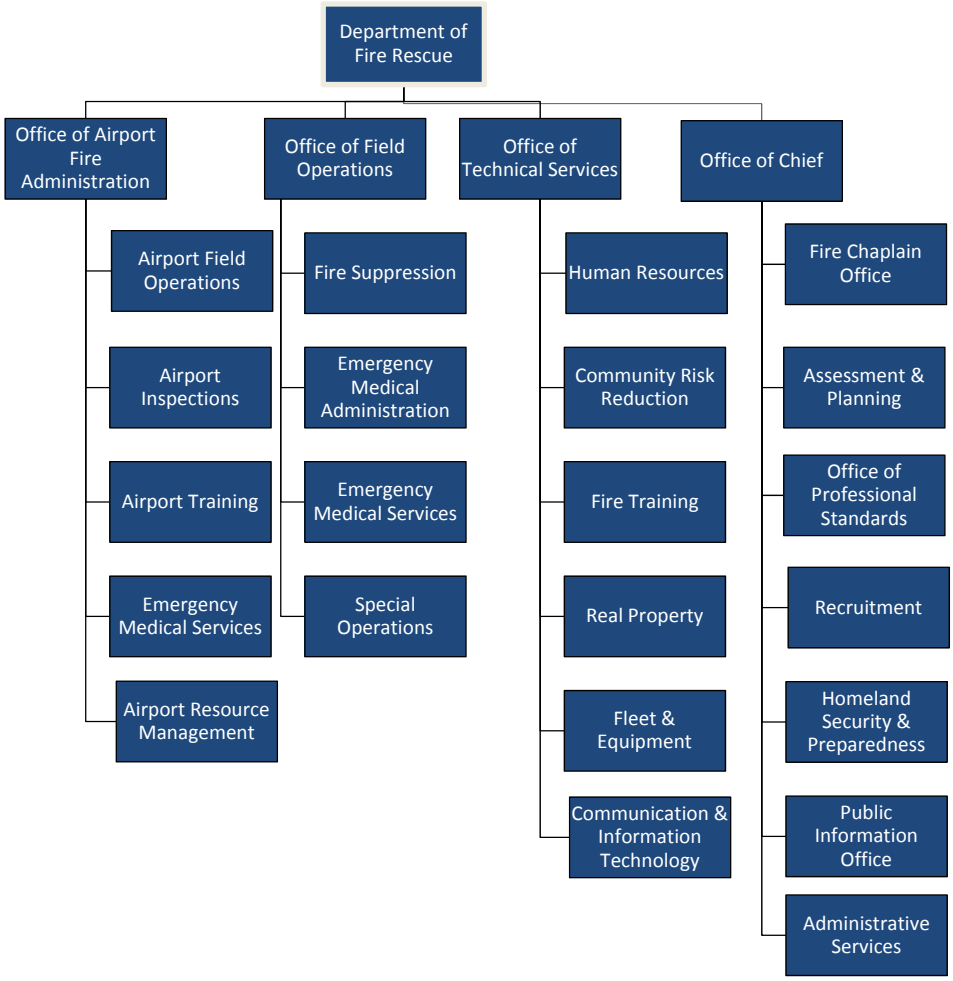
- Relocated Fire Station 28
- Added a Special Operations Assistant Chief
- Enhanced non-sworn support staffing levels
- Reduced pay compression between Chief Officer ranks
- Increased Field Operations staffing with 75 new firefighter recruits under Federal S.A.F.E.R grant funding
- Accomplished zero sworn vacancies
- Reinstated annual medical physicals for sworn personnel using the AFG Wellness Grant
- Increased Fire Standard of Response Coverage (SORC)
- Increased EMS Standard of Response Coverage (SORC)
- Maintained EMS field supervision and quality assurances
- Implemented pilot Quick Intervention Crew (QIC) program- EMS Response enhancement program
- Maintained City Hall EMS Response Initiative
- Continued mandatory and required training program delivery
- Maintained Swift Water Rescue Program
- Purchased replacement fire engines, trucks, specialty apparatus and support staff vehicles
- Hired and trained 142 recruit firefighters
- Completed the AFRD Professional Development Manual of Standards and Guidelines
- Continued the AFRD Preparedness Leadership Institute
- Continued the AFRD Senior Link Program

**FY 2014 Adopted Program Highlights**

- Improve response times to typical fire risks providing four firefighters within five minutes
- Improve response times to emergency medical services providing two EMTs within five minutes
- Enhance special operations services and response through increasing rescue technicians and enhanced deployment strategy
- Enhance mandatory and required training delivery through increase training staff capability
- Enhance employee wellness and fitness by reinstating annual medical physicals and improving fitness culture
- Regain Class 2 ISO Fire Insurance Rating
- Increase sworn staffing by filling vacancies
- Expand fleet replacement strategy for Field Operations
- Enhance stations and facilities to address employee safety and quality of life issues
- Implement departmental Professional Development Standards and Guidelines
- Continue achievements outlined in the AFRD Strategic Plan by searching and applying for supplemental funding sources

# ORGANIZATIONAL CHART

*Fire Rescue Services*




# PERFORMANCE METRICS

*Fire Rescue Services*

| PERFORMANCE MEASURE | FY2011 ACTUAL | 2012 ACTUAL | 2013 TARGET | 2014 TARGET |
|---|---|---|---|---|
| ***Public Safety*** | | | | |
| Number of Incidents | 54,744 | 67,453 | N/A | N/A |
| Number of Fire Incidents | 2,249 | 2,380 | N/A | N/A |
| Number of EMS Incidents | 36,476 | 43,482 | N/A | N/A |
| % of Typical Monthly Fire Risk Incidents achieving Standard of Response Coverage (SORC) | 62.60% | 81.00% | 82.0% | 82.0% |
| % of EMS Incidents achieving SORC | 67.80% | 56.00% | 80.0% | 80.0% |
| % of 12 hour occurrences with reserve apparatus in service | N/A | 40.60% | N/A | N/A |


RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS
## Department Of Fire Services

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| $1,854,513 | $1,714,679 | $2,112,391 | Salaries, Regular | $2,775,775 | $663,383 |
| - | - | - | Salaries, Perm Part-Time | $0 | $0 |
| $44,656,515 | $43,930,941 | $47,236,370 | Salaries, Sworn | $49,115,520 | $1,879,150 |
| $44,495 | $281,669 | $2,092 | Salaries, Extra Help | $2,484,361 | $2,482,269 |
| $68,855 | $113,970 | - | Salaries, Extra Help-Sworn | $150,992 | $150,992 |
| $7,172,368 | $7,687,603 | $6,054,444 | Overtime | $5,434,552 | ($619,892) |
| $24,819,481 | $20,027,823 | $22,810,443 | Pen Cont Fire Pen Fd | $20,291,545 | ($2,518,898) |
| $11,627 | $6,394 | - | Pen Cont Police Pen Fd | $12,624 | $12,624 |
| $508,378 | $374,573 | $397,805 | Pen Cont Gen Emp Pen Fd | $539,335 | $141,531 |
| $12,343 | $81,073 | $28,640 | Defined Contribution | $324,861 | $296,220 |
| $754,317 | $903,322 | $1,077,082 | Workers' Compensation | $1,052,229 | ($24,853) |
| $8,421,965 | $8,872,931 | $10,098,843 | Other Personnel Costs | $8,712,473 | ($1,386,370) |
| $88,324,857 | $83,994,977 | $89,818,110 | TOTAL PERSONNEL | $90,894,267 | $1,076,157 |
| | | | OTHER EXPENSES | | |
| $1,418,169 | $2,245,367 | $2,566,445 | Purchased / Contracted Services | $2,865,639 | $299,194 |
| $3,100,129 | $4,400,619 | $4,695,897 | Supplies | $5,260,394 | $564,497 |
| $328,827 | $218,638 | $291,486 | Capital Outlays | $98,142 | ($193,344) |
| $2,944,363 | $3,517,746 | $3,242,391 | Interfund / Interdepartmental Charges | $3,519,949 | $277,558 |
| $185,188 | $278,036 | $255,560 | Other Costs | $261,789 | $6,229 |
| $179,594 | $46,846 | - | Debt Service | $0 | $0 |
| - | - | - | Conversion / Summary | $0 | $0 |
| - | - | - | Other Financing Uses | $78,760 | $78,760 |
| $8,156,270 | $10,707,252 | $11,051,779 | TOTAL OTHER EXPENSES | $12,084,674 | $1,032,894 |
| $96,481,127 | $94,702,229 | $100,869,889 | TOTAL PERSONNEL AND OTHER EXPENSES | $102,978,941 | $2,109,051 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| $22,946,009 | $22,582,772 | $24,059,481 | Airport Revenue Fund | $23,778,927 | ($280,554) |
| $73,535,118 | $72,119,456 | $76,810,408 | General Fund | $79,200,013 | $2,389,605 |
| $96,481,127 | $94,702,229 | $100,869,889 | TOTAL EXPENSES | $102,978,941 | $2,109,051 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 1,000.00 | 1,030.00 | 1,046.50 | Full Time Equivalent | 1,113.00 | 66.50 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Fire Services

## Airport Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $309,002 | $317,260 | $514,620 | Salaries, Regular | $683,906 | $169,286 |
| - | - | - | Salaries, Perm Part-Time | $0 | $0 |
| $11,075,189 | $11,297,738 | $11,476,256 | Salaries, Sworn | $11,402,520 | ($73,736) |
| - | $26,249 | $1,046 | Salaries, Extra Help | $153,726 | $152,680 |
| - | - | - | Salaries, Extra Help-Sworn | $0 | $0 |
| $1,874,685 | $1,840,470 | $2,351,528 | Overtime | $2,391,571 | $40,043 |
| $6,079,368 | $5,123,795 | $5,541,883 | Pen Cont Fire Pen Fd | $4,607,474 | ($934,409) |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $101,275 | $79,499 | $111,468 | Pen Cont Gen Emp Pen Fd | $136,628 | $25,160 |
| - | $6,037 | $3,388 | Defined Contribution | $37,650 | $34,262 |
| $39,308 | $65,902 | - | Workers' Compensation | $19,289 | $19,289 |
| $2,117,659 | $2,183,446 | $2,054,819 | Other Personnel Costs | $1,915,866 | ($138,953) |
| $21,596,486 | $20,940,395 | $22,055,008 | TOTAL PERSONNEL | $21,348,631 | ($706,377) |
| | | | OTHER EXPENSES | | |
| $155,238 | $159,406 | $531,800 | Purchased / Contracted Services | $569,005 | $37,205 |
| $720,702 | $846,318 | $896,867 | Supplies | $1,226,163 | $329,296 |
| $5,934 | $16,186 | $40,734 | Capital Outlays | $5,549 | ($35,185) |
| $465,817 | $616,519 | $531,572 | Interfund / Interdepartmental Charges | $619,579 | $88,007 |
| $1,831 | $3,950 | $3,500 | Other Costs | $10,000 | $6,500 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | $0 | $0 |
| - | - | - | Other Financing Uses | $0 | $0 |
| $1,349,523 | $1,642,377 | $2,004,473 | TOTAL OTHER EXPENSES | $2,430,296 | $425,823 |
| $22,946,009 | $22,582,772 | $24,059,481 | TOTAL PERSONNEL AND OTHER EXPENSES | $23,778,927 | ($280,554) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $22,946,009 | $22,582,772 | $24,059,481 | Airport Revenue Fund | $23,778,927 | ($280,554) |
| $22,946,009 | $22,582,772 | $24,059,481 | TOTAL EXPENSES | $23,778,927 | ($280,554) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 232.00 | 241.00 | 243.00 | Full Time Equivalent | 246.00 | 3.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Fire Services

## Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $169,286 | Increase due to the creation of Budget Analyst, Sr., Procurement Specialist, and Management Analyst, Sr. positions. |
| Salaries, Perm Part-Time | $0 | |
| Salaries, Sworn | ($73,736) | Decrease due to positions reclassed from Sworn to Civilian. |
| Salaries, Extra Help | $152,680 | Increase due to recognized funding need for critical extra help. |
| Salaries, Extra Help-Sworn | $0 | |
| Overtime | $40,043 | Increase due to recognized funding need for overtime. |
| Pen Cont Fire Pen Fd | ($934,409) | Decrease due to change in pension rate. |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $25,160 | Increase due to change in pension rate. |
| Defined Contribution | $34,262 | Increase due to additional personnel. |
| Workers' Compensation | $19,289 | Increase due to worker's comp costs higher than anticipated. |
| Other Personnel Costs | ($138,953) | |
| TOTAL PERSONNEL | ($706,377) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $37,205 | Increase due to funding for new AED signage and increased professional development. |
| Supplies | $329,296 | Increase due to new ARFF training program. |
| Capital Outlays | ($35,185) | Decrease due to vehicle funding adjustments to Fund 5502. |
| Interfund / Interdepartmental Charges | $88,007 | Increase due to additional motor fleet. |
| Other Costs | $6,500 | Increase due to recognized funding need for meeting costs. |
| Debt Service | - | |
| Conversion / Summary | $0 | |
| Other Financing Uses | $0 | |
| TOTAL OTHER EXPENSES | $425,823 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($280,554) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Airport Revenue Fund | ($280,554) |
| TOTAL EXPENSES | ($280,554) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 3.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Fire Services

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $1,545,511 | $1,397,418 | $1,597,771 | Salaries, Regular | $2,091,869 | $494,098 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| $33,581,326 | $32,633,203 | $35,760,114 | Salaries, Sworn | $37,713,000 | $1,952,886 |
| $44,495 | $255,420 | $1,046 | Salaries, Extra Help | $2,330,635 | $2,329,589 |
| $68,855 | $113,970 | - | Salaries, Extra Help-Sworn | $150,992 | $150,992 |
| $5,297,683 | $5,847,133 | $3,702,916 | Overtime | $3,042,981 | ($659,935) |
| $18,740,113 | $14,904,028 | $17,268,560 | Pen Cont Fire Pen Fd | $15,684,071 | ($1,584,489) |
| $11,627 | $6,394 | - | Pen Cont Police Pen Fd | $12,624 | $12,624 |
| $407,103 | $295,073 | $286,337 | Pen Cont Gen Emp Pen Fd | $402,707 | $116,370 |
| $12,343 | $75,037 | $25,252 | Defined Contribution | $287,210 | $261,958 |
| $715,009 | $837,420 | $1,077,082 | Workers' Compensation | $1,032,939 | ($44,143) |
| $6,304,307 | $6,689,485 | $8,044,024 | Other Personnel Costs | $6,796,607 | ($1,247,417) |
| $66,728,371 | $63,054,582 | $67,763,102 | TOTAL PERSONNEL | $69,545,636 | $1,782,534 |
| | | | OTHER EXPENSES | | |
| $1,262,930 | $2,085,962 | $2,034,645 | Purchased / Contracted Services | $2,296,634 | $261,989 |
| $2,379,427 | $3,554,301 | $3,799,030 | Supplies | $4,034,231 | $235,201 |
| $322,893 | $202,453 | $250,752 | Capital Outlays | $92,593 | ($158,159) |
| $2,478,546 | $2,901,228 | $2,710,819 | Interfund / Interdepartmental Charges | $2,900,370 | $189,551 |
| $183,357 | $274,086 | $252,060 | Other Costs | $251,789 | ($271) |
| $179,594 | $46,846 | - | Debt Service | $0 | $0 |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | $78,760 | $78,760 |
| $6,806,747 | $9,064,875 | $9,047,306 | TOTAL OTHER EXPENSES | $9,654,378 | $607,072 |
| $73,535,118 | $72,119,456 | $76,810,408 | TOTAL PERSONNEL AND OTHER EXPENSES | $79,200,013 | $2,389,605 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $73,535,118 | $72,119,456 | $76,810,408 | General Fund | $79,200,013 | $2,389,605 |
| $73,535,118 | $72,119,456 | $76,810,408 | TOTAL EXPENSES | $79,200,013 | $2,389,605 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 768.00 | 789.00 | 803.50 | Full Time Equivalent | 867.00 | 63.50 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Fire Services

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $494,098 | Increase due to reclassified personnel and associated salary adjustments. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | $1,952,886 | Increase due to additional funding for S.A.F.E.R. positions. |
| Salaries, Extra Help | $2,329,589 | Increase to cover anticipated personnel needs. |
| Salaries, Extra Help-Sworn | $150,992 | Increase due to recognized funding for critical extra help. |
| Overtime | ($659,935) | Decrease due to recognized need for reduced overtime funding. |
| Pen Cont Fire Pen Fd | ($1,584,489) | Decrease due to change in pension rate. |
| Pen Cont Police Pen Fd | $12,624 | Increase due to capture of Police pension costs within Fire Services. |
| Pen Cont Gen Emp Pen Fd | $116,370 | Increase due to change in pension rate. |
| Defined Contribution | $261,958 | Increase due to reclassified personnel and associated salary adjustments. |
| Workers' Compensation | ($44,143) | Decrease due to anticipation of worker's comp costs less than previous year. |
| Other Personnel Costs | ($1,247,417) | |
| TOTAL PERSONNEL | $1,782,534 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $261,989 | Increase due to FY14 contract cost anticipated higher than previous year. |
| Supplies | $235,201 | Increase due to funding for additional supplies related to S.A.F.E.R. positions. |
| Capital Outlays | ($158,159) | Decrease due to capital outlay anticipated less than prior year. |
| Interfund / Interdepartmental Charges | $189,551 | Increase due to recognized funding for additional vehicles and associated fuel costs. |
| Other Costs | ($271) | Decrease due to trending of prior year actuals. |
| Debt Service | $0 | |
| Conversion / Summary | - | |
| Other Financing Uses | $78,760 | Increase due to additional costs related to S.A.F.E.R. grant. |
| TOTAL OTHER EXPENSES | $607,072 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $2,389,605 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $2,389,605 |
| TOTAL EXPENSES | $2,389,605 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 63.50 |


RESURGENS
1847
1865
ATLANTA GA

# ATLANTA POLICE DEPARTMENT

**Mission Statement**

Our mission is to create a safer Atlanta by reducing crime, ensuring the safety of our citizens and building trust in partnership with our communities.

**Core Functions:**

- Public Safety
- Community Engagement
- Intelligence Analysis

**Summary of Operations**

The Atlanta Police Department provides a myriad of professional services to the citizens of Atlanta. The Department's efforts are comprehensive with primary responsibilities including uniform patrol operations, criminal investigations, community-based programs, administrative/technical support services and strategic development. The Public Safety Headquarters serve as the control center for the Department's operations with multiple precincts providing the staging area for emergency 911 responses. Additionally, the Department is responsible for local law enforcement as it pertains to Hartsfield-Jackson Atlanta International Airport. The Department works closely with the Neighborhood Planning Units, independent community organizations, and business associations in an attempt to best understand and meet the demands of the community it serves.

**Divisions/Offices Descriptions**

*Community Services Division (CSD)* encompasses all of the units that are directly responsible for coordinating and facilitating Community Oriented Policing along with the Airport precinct, Special Operations, and the Code Enforcement Section.

*Criminal Investigations Division (CID)* consists of investigative units that are primarily responsible for the follow-up investigation of crimes committed against persons or property in the City of Atlanta. This division includes Homicide, Homeland Security, Narcotics, Gang Unit and Fugitive. CID is also responsible for the regulation of vehicles for hire including functions such as licensing, permitting and enforcing.

*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 problems. FOD consists of six geographic patrol zones and the Night Commander.

*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 Planning, Research/ Accreditation, Staff Inspections, Public Affairs and the Community Liaison and the Crime Analysis Unit.

*Support Services Division (SSD)* provides administrative and logistical support to all divisions in the Atlanta Police Department. The Division consists of Corporate Services, E911, Information Services, and the Training Academy.

**Goals**

- Reduce crime to provide the highest quality of life for residents and visitors alike
- Work closely with community organizations to assist them to take a proactive leadership role in improving public safety in order to address their unique community needs
- Provide the structure necessary to identify and attain the highest professional standards available to a law enforcement agency
- Secure equipment and build facilities that foster a productive work environment, promote our professionalism, and instill confidence in our stakeholders

**FY2013 Accomplishments**

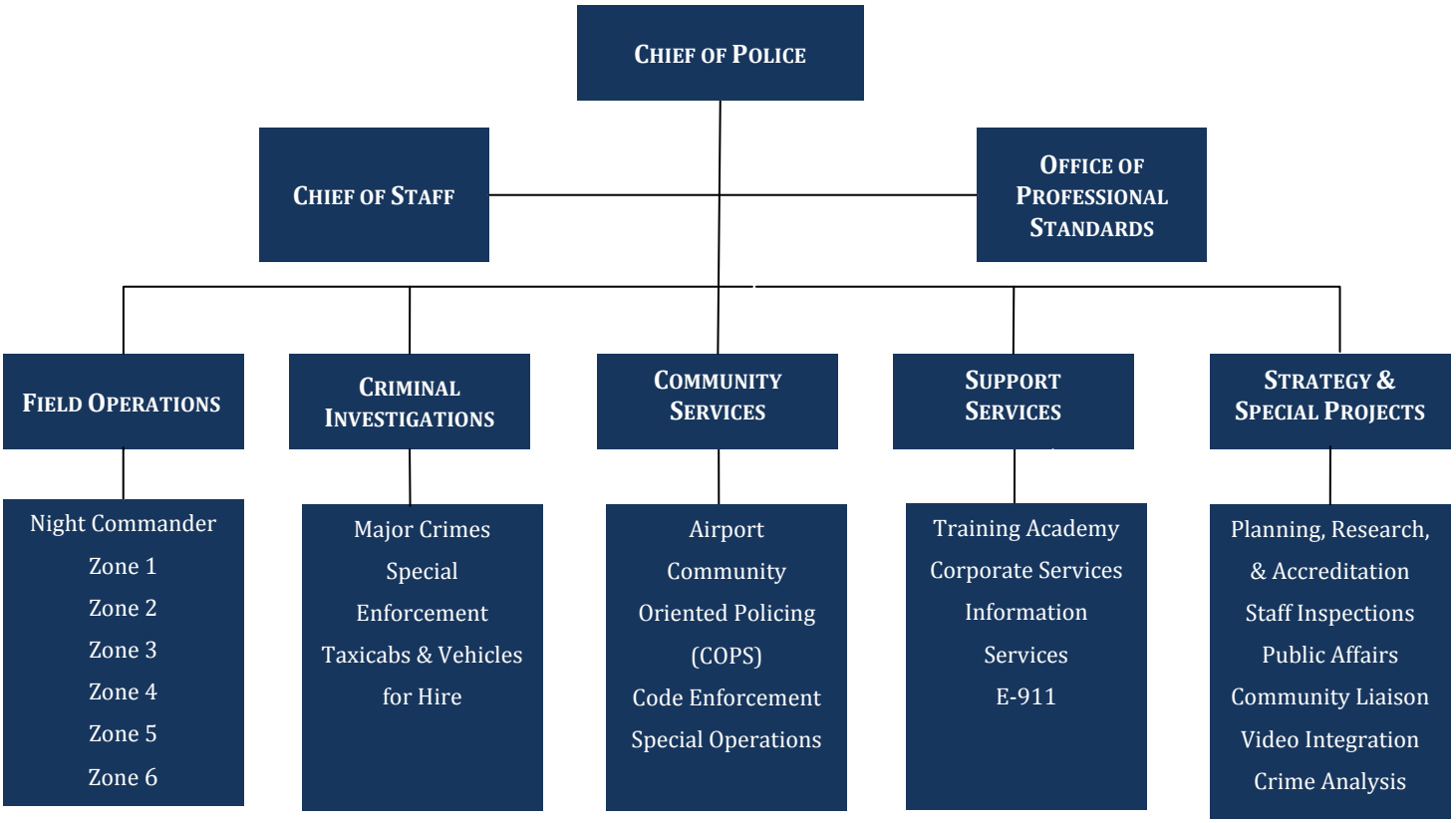
- Reached 1900 officers hired for the first time in APD's history
- Homicide Unit had the second lowest number of homicides (84) since 1962
- Through mobile registration assistance programs, COPS personnel registered 5200 Atlanta residents in Smart 911
- Code Enforcement facilitated the demolition of 75 structures to include cleaning and closing 42 residential structures
- Expanded the Video Integration Center (VIC) from approximately 70 accessible cameras to more than 1,200 accessible cameras
- Initiated Georgia Electronic Accident Reporting System (GEARS), an on-line distribution of police reports electronically, saving the General Fund approximately $100,000 per year
- Successfully integrated a new automated License Plate Reader system (LPR) department-wide

**FY2014 Adopted Program Highlights**

- Reduce crime to meet a 20% reduction over 4-years
- Continue to further develop the Video Integration Center to incorporate more than 3,000 cameras while simultaneously building out the City's infrastructure to support the operation
- Collaborate with the Mayor's Office and various non-profit organizations to develop an educational platform geared towards reducing the instances of rape and sexual assault
- Implement 192 vehicle tracking systems, utilizing state-of-the-art electronics to more efficiently track and monitor marked patrol vehicles
- Implement computer forensics technology (Fred C software) to aid in investigations with the ability to duplicate information from hard drives to USB drive, CD-RW, DVD, memory cards, FireWire, floppy, or storage devices and media

## ORGANIZATIONAL CHART

*POLICE SERVICES*




# PERFORMANCE METRICS

*Police Services*

| PERFORMANCE MEASURE | FY2011 ACTUAL | FY2012 ACTUAL | FY2013 TARGET | FY2014 TARGET |
|---|---|---|---|---|
| ***Public Safety*** | | | | |
| Major Crimes Total | 36,940 | 35,988 | 34,189 | 32,479 |
| Homicide | 95 | 84 | 80 | 76 |
| Rape | 120 | 138 | 131 | 125 |
| Robbery | 2,223 | 2,316 | 2,200 | 2,090 |
| Aggravated Assaults | 3,452 | 3,717 | 3,531 | 3,355 |
| Burglaries | 7,646 | 6,976 | 6,627 | 6,296 |
| Larcenies | 17,737 | 17,531 | 16,654 | 15,822 |
| Auto Thefts | 5,217 | 5,226 | 4,965 | 4,716 |
| 911 Call Volume | 1,110,247 | 1,118,989 | 1,113,945 | 1,120,900 |
| 9-1-1 Call Answer Time, Less Than 10 Seconds | 90% | 91% | 90% | 90% |
| 9-1-1 Call Dispatch, Overall Time (High Priority Calls) | N/A | N/A | N/A | N/A |
| Code Enforcement, Number New Cases Received | 7,884 | 6,109 | 5,399 | 4,049 |
| Code Enforcement, Number Compliance Resolution Cases Closed | 41 | 117 | 235 | 576 |
| Code Enforcement, Number Inspection Cases Closed | 7,334 | 5,978 | 6831 | 5,123 |


RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS
## Department Of Police Services

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| $13,920,622 | $14,986,998 | $18,109,360 | Salaries, Regular | $18,827,576 | $718,216 |
| $16,131 | - | - | Salaries, Perm Part-Time | $0 | $0 |
| $84,400,127 | $87,602,885 | $93,629,803 | Salaries, Sworn | $96,080,078 | $2,450,275 |
| $72,899 | $332,737 | $155,780 | Salaries, Extra Help | $229,940 | $74,160 |
| $212,364 | $1,407,487 | $1,319,972 | Salaries, Extra Help-Sworn | $1,094,312 | ($225,660) |
| $4,159,737 | $6,574,583 | $4,394,440 | Overtime | $5,424,315 | $1,029,875 |
| $0 | $513 | - | Pen Cont Fire Pen Fd | $16,728 | $16,728 |
| $37,944,454 | $32,993,033 | $32,292,506 | Pen Cont Police Pen Fd | $29,900,700 | ($2,391,806) |
| $3,972,679 | $3,451,039 | $3,763,281 | Pen Cont Gen Emp Pen Fd | $4,040,881 | $277,600 |
| $72,147 | $335,709 | $148,484 | Defined Contribution | $988,622 | $840,138 |
| $3,235,786 | $4,879,403 | $3,123,007 | Workers' Compensation | $3,162,756 | $39,749 |
| $16,207,175 | $17,831,768 | $20,273,742 | Other Personnel Costs | $18,876,625 | ($1,397,116) |
| $164,214,121 | $170,396,155 | $177,210,374 | TOTAL PERSONNEL | $178,642,533 | $1,432,160 |
| | | | OTHER EXPENSES | | |
| $7,457,154 | $11,444,494 | $12,336,676 | Purchased / Contracted Services | $10,126,041 | ($2,210,634) |
| $3,429,294 | $4,125,783 | $5,779,976 | Supplies | $5,025,332 | ($754,644) |
| $384,362 | $181,702 | $223,082 | Capital Outlays | $72,971 | ($150,111) |
| $6,444,043 | $7,759,259 | $6,881,865 | Interfund / Interdepartmental Charges | $7,675,019 | $793,154 |
| $34,717 | $18,435 | $289,800 | Other Costs | $534,966 | $245,166 |
| - | - | - | Debt Service | - | |
| - | - | - | Conversion / Summary | $0 | $0 |
| $281,230 | $140,200 | - | Other Financing Uses | $461,825 | $461,825 |
| $18,030,799 | $23,669,873 | $25,511,398 | TOTAL OTHER EXPENSES | $23,896,154 | ($1,615,244) |
| $182,244,921 | $194,066,028 | $202,721,772 | TOTAL PERSONNEL AND OTHER EXPENSES | $202,538,688 | ($183,084) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| $14,013,533 | $14,535,080 | $18,569,584 | Airport Revenue Fund | $18,499,278 | ($70,306) |
| $14,437,981 | $15,273,541 | $15,500,724 | Emergency Telephone System | $16,081,515 | $580,791 |
| $153,794,237 | $164,257,407 | $168,651,464 | General Fund | $167,957,894 | ($693,570) |
| ($830) | - | $0 | Solid Waste Services Revenue Fund | $0 | $0 |
| $182,244,921 | $194,066,028 | $202,721,772 | TOTAL EXPENSES | $202,538,688 | ($183,084) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 2,217.00 | 2,343.00 | 2,436.00 | Full Time Equivalent | 2,494.00 | 58.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Police Services

## Airport Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $611,223 | $781,587 | $996,825 | Salaries, Regular | $1,268,990 | $272,165 |
| - | - | - | Salaries, Perm Part-Time | $0 | $0 |
| $6,974,255 | $6,770,112 | $7,985,009 | Salaries, Sworn | $9,145,195 | $1,160,186 |
| - | - | - | Salaries, Extra Help | $0 | $0 |
| $12,020 | ($12,020) | - | Salaries, Extra Help-Sworn | $0 | $0 |
| $1,214,327 | $1,590,338 | $1,948,213 | Overtime | $2,341,492 | $393,279 |
| - | - | - | Pen Cont Fire Pen Fd | $16,728 | $16,728 |
| $3,117,031 | $2,666,082 | $2,762,813 | Pen Cont Police Pen Fd | $2,785,273 | $22,460 |
| $170,140 | $211,261 | $242,528 | Pen Cont Gen Emp Pen Fd | $236,314 | ($6,213) |
| $2,260 | $16,359 | $0 | Defined Contribution | $35,810 | $35,810 |
| $145,841 | $257,953 | - | Workers' Compensation | $64,123 | $64,123 |
| $1,266,794 | $1,363,978 | $1,546,722 | Other Personnel Costs | $1,633,365 | $86,643 |
| $13,513,892 | $13,645,650 | $15,482,110 | TOTAL PERSONNEL | $17,527,292 | $2,045,182 |
| | | | OTHER EXPENSES | | |
| $38,436 | $339,622 | $2,060,549 | Purchased / Contracted Services | $75,899 | ($1,984,650) |
| $133,500 | $142,929 | $638,710 | Supplies | $488,708 | ($150,002) |
| - | - | $20,000 | Capital Outlays | $0 | ($20,000) |
| $326,947 | $406,879 | $367,715 | Interfund / Interdepartmental Charges | $406,879 | $39,165 |
| $756 | - | $500 | Other Costs | $500 | $0 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | $0 | $0 |
| - | - | - | Other Financing Uses | $0 | $0 |
| $499,640 | $889,430 | $3,087,474 | TOTAL OTHER EXPENSES | $971,986 | ($2,115,487) |
| $14,013,533 | $14,535,080 | $18,569,584 | TOTAL PERSONNEL AND OTHER EXPENSES | $18,499,278 | ($70,306) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $14,013,533 | $14,535,080 | $18,569,584 | Airport Revenue Fund | $18,499,278 | ($70,306) |
| $14,013,533 | $14,535,080 | $18,569,584 | TOTAL EXPENSES | $18,499,278 | ($70,306) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 162.00 | 208.00 | 208.00 | Full Time Equivalent | 216.00 | 8.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Police Services

## Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $272,165 | Increase due to 3% salary increase. |
| Salaries, Perm Part-Time | $0 | |
| Salaries, Sworn | $1,160,186 | Increase due to 3% salary increase. |
| Salaries, Extra Help | $0 | |
| Salaries, Extra Help-Sworn | $0 | |
| Overtime | $393,279 | Increase due to trending of prior year actuals as well as budget. |
| Pen Cont Fire Pen Fd | $16,728 | |
| Pen Cont Police Pen Fd | $22,460 | Increase due to pension rate adjustment. |
| Pen Cont Gen Emp Pen Fd | ($6,213) | Decrease due to pension rate adjustment. |
| Defined Contribution | $35,810 | Increase due to trending of prior year actuals as well as budget. |
| Workers' Compensation | $64,123 | Increase due to worker's comp more than anticipated from previous year. |
| Other Personnel Costs | $86,643 | |
| TOTAL PERSONNEL | $2,045,182 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($1,984,650) | Decrease due to Retire Officer Contract expired. |
| Supplies | ($150,002) | Decrease due to trending of prior year actuals as well as budget. |
| Capital Outlays | ($20,000) | Decrease due to trending of prior year actuals as well as budget. |
| Interfund / Interdepartmental Charges | $39,165 | Increase due to motor and fuel rising cost for repair and maintenance. |
| Other Costs | $0 | Increase due to trending of prior year actuals as well as budget. |
| Debt Service | - | |
| Conversion / Summary | $0 | |
| Other Financing Uses | $0 | |
| TOTAL OTHER EXPENSES | ($2,115,487) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($70,306) | |

| FUND | VARIANCE (14-13) |
|---|---|
| Airport Revenue Fund | ($70,306) |
| TOTAL EXPENSES | ($70,306) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 8.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Police Services

## Emergency Telephone System

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $5,852,063 | $5,833,361 | $6,488,136 | Salaries, Regular | $6,632,829 | $144,692 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $16,443 | $454 | $118,573 | Salaries, Extra Help | $69,167 | ($49,405) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $812,001 | $1,074,470 | $327,851 | Overtime | $694,041 | $366,190 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| $38,017 | $8,299 | - | Pen Cont Police Pen Fd | $95,125 | $95,125 |
| $1,644,828 | $1,381,554 | $1,381,804 | Pen Cont Gen Emp Pen Fd | $1,516,854 | $135,050 |
| $32,383 | $38,012 | $38,504 | Defined Contribution | $65,402 | $26,898 |
| - | $252 | $448 | Workers' Compensation | $4,963 | $4,515 |
| $1,075,696 | $1,094,069 | $1,338,467 | Other Personnel Costs | $1,167,151 | ($171,316) |
| $9,471,431 | $9,430,472 | $9,693,783 | TOTAL PERSONNEL | $10,245,532 | $551,749 |
| | | | OTHER EXPENSES | | |
| $4,859,221 | $5,795,955 | $5,510,402 | Purchased / Contracted Services | $5,804,826 | $294,425 |
| $94,357 | $47,114 | $99,058 | Supplies | $31,157 | ($67,901) |
| $12,973 | - | $197,482 | Capital Outlays | $0 | ($197,482) |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $4,966,550 | $5,843,069 | $5,806,942 | TOTAL OTHER EXPENSES | $5,835,984 | $29,042 |
| $14,437,981 | $15,273,541 | $15,500,724 | TOTAL PERSONNEL AND OTHER EXPENSES | $16,081,515 | $580,791 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $14,437,981 | $15,273,541 | $15,500,724 | Emergency Telephone System | $16,081,515 | $580,791 |
| $14,437,981 | $15,273,541 | $15,500,724 | TOTAL EXPENSES | $16,081,515 | $580,791 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 164.00 | 166.00 | 166.00 | Full Time Equivalent | 166.00 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Police Services

## Emergency Telephone System

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $144,692 | Increase due to 3% salary increase. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($49,405) | Decrease due to trending of prior year actuals as well as budget. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $366,190 | Increase due to trending of prior year actuals as well as budget. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | $95,125 | Increase due to pension rate adjustment. |
| Pen Cont Gen Emp Pen Fd | $135,050 | Increase due to pension rate adjustment. |
| Defined Contribution | $26,898 | Increase due to pension rate adjustment. |
| Workers' Compensation | $4,515 | Increase due to worker's comp more than anticipated from previous year. |
| Other Personnel Costs | ($171,316) | |
| TOTAL PERSONNEL | $551,749 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $294,425 | Increase due to trending of prior year actuals as well as budget. |
| Supplies | ($67,901) | Decrease due to trending of prior year actuals as well as budget. |
| Capital Outlays | ($197,482) | Decrease due to trending of prior year actuals as well as budget. |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $29,042 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $580,791 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Emergency Telephone System | $580,791 |
| TOTAL EXPENSES | $580,791 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS
## Department Of Police Services
## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $7,457,337 | $8,372,050 | $10,624,398 | Salaries, Regular | $10,925,757 | $301,359 |
| $16,131 | - | - | Salaries, Perm Part-Time | - | - |
| $77,425,871 | $80,832,773 | $85,644,794 | Salaries, Sworn | $86,934,883 | $1,290,089 |
| $56,456 | $332,283 | $37,207 | Salaries, Extra Help | $160,773 | $123,566 |
| $200,344 | $1,419,507 | $1,319,972 | Salaries, Extra Help-Sworn | $1,094,312 | ($225,660) |
| $2,133,410 | $3,909,775 | $2,118,376 | Overtime | $2,388,782 | $270,406 |
| $0 | $513 | - | Pen Cont Fire Pen Fd | - | - |
| $34,789,405 | $30,318,651 | $29,529,693 | Pen Cont Police Pen Fd | $27,020,302 | ($2,509,391) |
| $2,157,711 | $1,858,224 | $2,138,949 | Pen Cont Gen Emp Pen Fd | $2,287,712 | $148,763 |
| $37,504 | $281,337 | $109,980 | Defined Contribution | $887,410 | $777,430 |
| $3,089,945 | $4,621,199 | $3,122,559 | Workers' Compensation | $3,093,670 | ($28,889) |
| $13,864,685 | $15,373,722 | $17,388,553 | Other Personnel Costs | $16,076,109 | ($1,312,444) |
| $141,228,799 | $147,320,034 | $152,034,481 | TOTAL PERSONNEL | $150,869,710 | ($1,164,771) |
| | | | OTHER EXPENSES | | |
| $2,559,497 | $5,308,917 | $4,765,725 | Purchased / Contracted Services | $4,245,316 | ($520,409) |
| $3,202,267 | $3,935,740 | $5,042,208 | Supplies | $4,505,467 | ($536,741) |
| $371,389 | $181,702 | $5,600 | Capital Outlays | $72,971 | $67,371 |
| $6,117,096 | $7,352,380 | $6,514,150 | Interfund / Interdepartmental Charges | $7,268,140 | $753,990 |
| $33,960 | $18,435 | $289,300 | Other Costs | $534,466 | $245,166 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| $281,230 | $140,200 | - | Other Financing Uses | $461,825 | $461,825 |
| $12,565,439 | $16,937,374 | $16,616,983 | TOTAL OTHER EXPENSES | $17,088,185 | $471,202 |
| $153,794,237 | $164,257,407 | $168,651,464 | TOTAL PERSONNEL AND OTHER EXPENSES | $167,957,894 | ($693,570) |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $153,794,237 | $164,257,407 | $168,651,464 | General Fund | $167,957,894 | ($693,570) |
| $153,794,237 | $164,257,407 | $168,651,464 | TOTAL EXPENSES | $167,957,894 | ($693,570) |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 1,891.00 | 1,969.00 | 2,062.00 | Full Time Equivalent | 2,112.00 | 50.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Police Services

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $301,359 | Increase due to 3% salary increase. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | $1,290,089 | Increase due to 3% salary increase. |
| Salaries, Extra Help | $123,566 | Increase due to trending of prior year actuals as well as budget. |
| Salaries, Extra Help-Sworn | ($225,660) | Decrease due to trending of prior year actuals as well as budget. |
| Overtime | $270,406 | Increase due to trending of prior year actuals as well as budget. |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | ($2,509,391) | Decrease due to pension rate adjustment. |
| Pen Cont Gen Emp Pen Fd | $148,763 | Increase due to pension rate adjustment. |
| Defined Contribution | $777,430 | Increase due to pension rate adjustment. |
| Workers' Compensation | ($28,889) | Decrease due to worker's comp less than anticipated from previous year. |
| Other Personnel Costs | ($1,312,444) | |
| TOTAL PERSONNEL | ($1,164,771) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($520,409) | Decrease due to trending of prior year actuals as well as budget. |
| Supplies | ($536,741) | Decrease due to trending of prior year actuals as well as budget. |
| Capital Outlays | $67,371 | Increase due to trending of prior year actuals as well as budget. |
| Interfund / Interdepartmental Charges | $753,990 | Increase due to motor and fuel rising cost for repair and maintenance. |
| Other Costs | $245,166 | Increase due to trending of prior year actuals as well as budget. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | $461,825 | Increase due to transfer to grants for matching funds. |
| TOTAL OTHER EXPENSES | $471,202 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | ($693,570) | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | ($693,570) |
| TOTAL EXPENSES | ($693,570) |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 50.00 |


RESURGENS
1847
1865
ATLANTA GA

# PLANNING AND COMMUNITY DEVELOPMENT

**Mission Statement**

The mission of the Department of Planning and Community Development is to guide, plan, and implement the development of the City by stabilizing and preserving the quality of life for all citizens through planning, design review, construction plan approval, building code enforcement, and housing preservation and assistance.

**Core Functions:**

- Economic Development
- Public Safety
- City Infrastructure

**Summary of Operations**

The Department of Planning and Community Development (DPCD) provides the leadership role in creating opportunities for our City to continue to grow and sustain our diverse communities that define and give Atlanta its unique character. The Department's objective is to guide the development of the City through effective measures of planning, design review, construction plan approval, building code enforcement, and housing preservation and assistance.

The Department works closely with the Neighborhood Planning Units, independent community organizations, and developers in an attempt to provide the policy guidance and assistance to support the growth of our community.

**Divisions/Offices Descriptions**

*Office of the Commissioner* provides leadership, policy direction, and centralized staff support for the Offices of Buildings, Housing, and Planning. Support services include administration, budget, personnel management, legislative liaison, policy collaboration and coordination, technical support, and management of the Office's workload functions.

*Office of Buildings* enforces the Codes adopted by the City of Atlanta to ensure minimum standards for the construction, repair, demolition, occupancy and maintenance of buildings, structures and properties. The Office reviews, approves, and issues all permits required by the City's Codes for the repair, alteration or addition to all public and private buildings and structures; as well as, permits for new construction. The permit center assists property owners in their effort to ensure that buildings are in compliance with the standards set forth in the City's Codes. This Office is also responsible for issuing tree removal permits for trees on private property.

*Office of Housing* promotes the development of affordable workforce housing and community development policies and provides fiscal oversight and management for development contracts and programs valued in excess of 30 million dollars. The Office of Housing encourages partnerships with both public and private developers of workforce affordable housing. The Office of Housing also provides rental assistance and financing of affordable rental developments.

*Office of Planning* is the City's planning source for establishing an action plan for the integration of land use with housing, transportation, historic preservation and community and economic development. The Office is responsible for administering land development regulations inclusive of zoning, subdivision and historic designations (Urban Design Commission). The Office is also responsible for the development of the Comprehensive Development Plan, the Capital Improvement Plan, the management of the ATL GIS system and the Neighborhood Planning Unit system.

**Goals**

- Promote the sustainability of an enhanced quality of life for the residents of the City of Atlanta.
- Increase the availability and encourage the preservation of affordable housing opportunities.
- Implement holistic and comprehensive community development policies to promote the livability of the City as it continues in economic and physical growth.
- Promote smart growth and transportation policies which stimulate the City's economic growth.

**Objectives**

- Implement a neighborhood transformation and public response demonstration project.
- Provide affordable housing opportunities through the successful deployment of federal resources.
- Update the Connect Atlanta transportation plan.
- Streamline the permitting process through the consolidation of all permit related services.
- Update the Zoning Ordinance to promote the development of smart growth principles.

**FY2013 Accomplishments**

**Office of Building**

- **Implemented a Quality Control Review Process** that has resulted in a more advanced quality of plan submittals, a faster plan review based on the quality of the plans submitted and a reduction in number of times that plans need to be resubmitted prior to acceptance for review.

- **Established Specialized Services** that allows our customer to react to the needs of their customer by reinstituting the major project team for projects over 10 million dollars to get the job started faster to meet pre-determined corporate deadline requirements.

- **Established Dashboard Report** that consists of a combination of relevant reports that are produced on a weekly basis and that specifically address the Application Summary, Permits Issued, and Permit Activity Sections.

- **Established the goal of completing the initial review of all submitted plans within 10 business days** and we are currently meeting that goal more than 90% of the time and sometime on a weekly basis.

- **Created a Triage Process to educate our customers** on the need to submit good quality plans by providing all of the basic plan review requirements on the plans that they submit for plan review since doing so allows our plan reviewers to review the submitted plans much more quickly.

- **Implemented a Permit Technician training program** to improve the permit processing staff's understanding of the requirements of quality customer service and to train the staff on basic plan review, legal, zoning and planning requirements for proper plan intake and processing. Currently 13 out of 16 Customer Service Representatives were able to qualify as Permit Technicians and gain national certification via ICC (International Code Council).

- **Implemented a Combination Inspector Program** that will increase the skill sets available for inspections, increase the pay rate of the individual Inspector through certification, while also eventually lowering the City of Atlanta's cost of providing these inspections by allowing a single Inspector to perform up to four inspections on an as needed basis at any given job site.

- **Implemented an update of existing forms** and a complete reconfiguration of several major forms that we use daily to insure that those forms made sense to our customers and provided all of the needed information.
- **Currently managing across Departmental lines** through a memorandum of understanding that gives

the Director a measure of management control over Site Development and Erosion Control, and establishes a working relationship with the Department of Watershed's management team.

**Office of Housing**

- **Limited Rehabilitation:** During the 2013 Fiscal year, the Office of Housing performed limited rehabilitation on 326 units of single family senior housing utilizing over 1 million CDBG dollars.

- **Single Family Housing Assistance and Construction:** Under the HOME Program, the Office of Housing worked with agencies to provide down payment assistance to approximately 70 households. Additionally, provided funding for the construction of 9 single family homes and five 5 rental units.

- **Multi-Family Rehabilitation:** 2 multi-unit properties are underway. **Imperial Hotel**, a 90 unit SRO, and **Betmar Village**, a 35 unit senior housing development, is under construction totaling over two million dollars of investment from the City of Atlanta.

- **Neighborhood Stabilization Program Funded Single-Family/Multi-Family Rehabilitation Projects:** NSP funds were leveraged with private dollars to complete 19 single family homes for sale and three properties containing 33 multifamily rental units.

- **Lead Safe Program**
  - Assessed 85 units for lead hazards in homes representing 108 children being exposed to dangers.
  - Trained more than 49 persons on how to identify and remediate lead hazards. Of the persons, we have been able to offer employments to 12 of these individuals.
  - Conducted 79 outreach events throughout the city reaching more than 422 individuals
  - Expended over 840,000 dollars over the past year in completing lead interventions and making homes healthier using both lead and green and healthy homes dollars.

- **Section 8 Moderate Rehabilitation Program:** The City continues to provide rehabilitation HQS monitoring and inspection for re-certification of properties having Housing Assistance Payment Contracts with the City. Currently 190 MF units received rental assistance in 2012.

- **Special Projects:** Worked with the Intergenerational Resources Center as they opened the MLK Resource Center at Ebenezer Baptist Church during this fiscal year.

- **Job Creation:** The Office of Housing issued 12 construction contracts totaling 2.2 million dollars to housing development businesses which created 33 subcontracts utilizing HOME funds.

**Office of Planning**

- **2010 Census:** Worked with the consultant team to research, prepare and submit the documentation required to challenge the City's 2010 Census results. The City's Count Question Resolution documentation was submitted to the U.S. Census on January 18, 2013.

- **Livable Centers Initiative (LCI)**
  - Lakewood LCI: Procured consultant team to develop the Lakewood LCI and managed process for developing the Lakewood LCI (anticipated approval in September 2013).
  - LCI 5 year update – Completed 5 year updates for the following:
    (a) Bankhead MARTA LCI
    (b) Ponce de Leon Ave LCI
    (c) Moreland Ave LCI
    (d) South Moreland Ave LCI
  - Other: Prepared LCI application for Stadium Neighborhood.

- **Land Use Amendments:** Worked with the Loring Heights Neighborhood to get the Loring Heights Neighborhood Master Plan adopted.

- **Collier Heights Historic District Designation:** On or before May 8, 2013, the City of Atlanta will have adopted the designation of the Collier Heights neighborhood as the City of Atlanta's latest and (one of) its largest Historic District.

- **Historic District Regulations Update:** The Office of Planning has updated the design review regulations of two Historic Districts: Inman Park and West End. We anticipate updating the design review regulations for Druid Hills Landmark District, Martin Luther King, Jr. Landmark District, Adair Park Historic District, and Whittier Mill Historic District by the end of 2013.

- **Obtain federal and state funding support for smart growth and transportation policies which stimulate the City's economic growth.** As the City's staff liaison to ARC, the metropolitan planning organization, we secured approximately 45 million dollars in Federal funds to plan, design and construct City-initiated transportation projects identified in the *Connect Atlanta Plan*. These projects will improve the operation of the City's traffic signals system, expand the City's network of high-quality bicycle facilities, improve pedestrian safety around MARTA bus stops and rails stations and lay the groundwork for better bus and rail transit within the City limits.

- **Complete an update of the City's transportation plan.** The Office of Planning has completed a draft summary of the City's successes in implementing the comprehensive transportation plan since its adoption in 2008. This *Connect Atlanta Plan Progress Report* will provide a status update for each project listed in the plan and also bring the plan itself up to date so it continues to remain relevant. This progress report will be presented to City Council within the next two months.

- **Collaboration with Georgia Tech on the Northside Drive Project.** The Office of Planning has served as a strong partner to Georgia Tech and is continuing to work with students and faculty on studying additional corridors within the City.

**FY2014 Adopted Program Highlights**

**Office of Buildings**

- **Individual Tree Study:** Pilot Project – limited to the downtown area (estimated 9,000 trees covering approximately 1,500 acres).
- **Permitting Process Stabilization:** Continue stabilization of the permitting process and identify additional system enhancements for implementation.
- **Tree Canopy Study:** Study will identify the actual size of the City's tree canopy.
- **Update the Tree Ordinance:** Update the Tree Ordinance based on the recommendations from the Wallace Roberts & Todd report.

**Office of Housing**

- **Comprehensive Housing Analysis:** Finalize the Housing Inventory Study to assess the overall condition of the existing housing stock, and establish a strategy for future investments.
- **First Responder's Program:** Program designed to increase police presence in high crime communities to positively affect the perception of safety in a neighborhood.
- **Green Affordable Housing:** Integrate sustainable practices (i.e. green building, energy retrofits, etc.) in the City's affordable housing programs.
- **Housing Study (Phase 2):** Complete the investment strategy and recommendations for the Housing Study (Phase 2).
- **Lead Safe Atlanta:** Program provides funds to abate/reduce lead hazards in properties occupied by families with children.
- **Neighborhood Stabilization Program:** Manage the NSP I and NSP III programs and contracts with non-profit and for-profit entities to acquire foreclosed or

abandoned properties for rehabilitation or redevelopment to produce affordable housing.

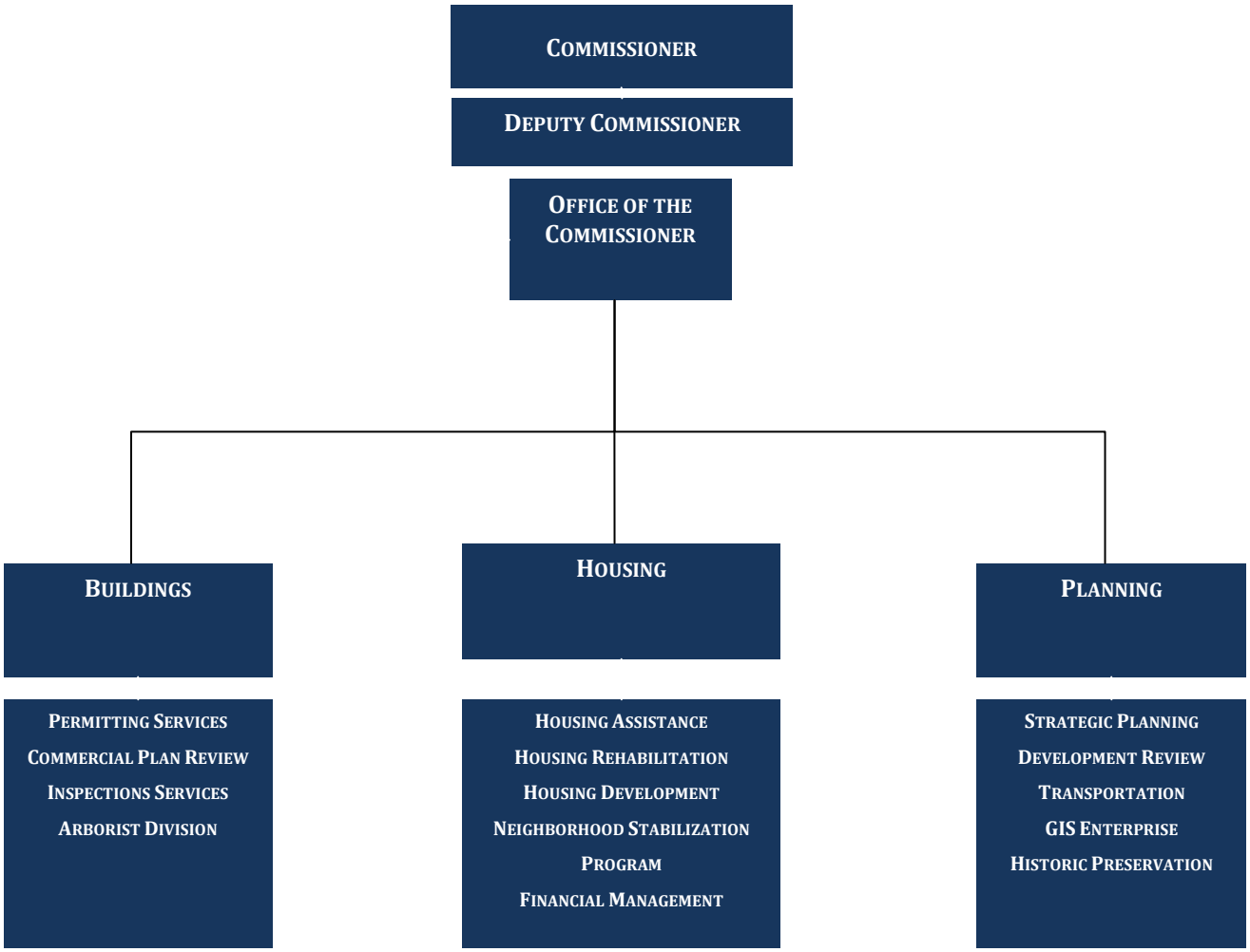
Neighborhood Transformation Program - Push Pittsburgh: Identify target impact areas to complete housing and community development initiatives.

**Office of Planning**

- **Capital Improvement Program:** Work with departments to identify and prioritize Capital Projects.
- **Bicycle Transportation Initiative:** Implement the bicycle element of the Connect Atlanta Plan by securing funding for planning, design and construction of bicycle facilities and a citywide bicycle sharing system.
- **Brownfield Program:** Encourage the reuse and redevelopment of environmentally contaminated properties through performing assessment and cleanup activities with funds provided by the U.S. Environmental Protection Agency (EPA).
- **Connect Atlanta Plan Implementation & Update:** Implement and update the Connect Atlanta Plan, the city's comprehensive transportation plan.
- **Neighborhood Planning Unit By-Laws:** This project is to ensure that all NPUs have pertinent information included in their individual by-laws. This consistency will keep NPU operations efficient and assist in defining the structure and mission of each NPU.
- **Transportation Policy:** Obtain federal and state funding for smart growth and transportation projects which stimulate the city's economic growth.
- **Zoning Ordinance Rewrite:** Initiate Phase One of the Zoning Ordinance Re-Write by completing the initial assessment and best practices recommendation.

# ORGANIZATIONAL CHART

*Planning and Community Development*



# PERFORMANCE METRICS

*Planning and Community Development*

| PERFORMANCE MEASURE<br>*Office of Code Compliance* | FY 2011<br>Actual | FY 2012<br>Actual | FY 2013<br>Target | FY 2014<br>Target |
|---|---|---|---|---|
| ***Public Safety*** | | | | |
| Code Compliance - Metrics in Development | N/A | N/A | N/A | N/A |

| PERFORMANCE MEASURE<br>*Office of Buildings* | FY 2011<br>Actual | FY 2012<br>Actual | FY 2013<br>Target | FY 2014<br>Target |
|---|---|---|---|---|
| ***Economic Development*** | | | | |
| Median days to permit new Commercial | 100 | 90 | N/A | 45 |
| Median days to permit new Residential | 30 | 30 | N/A | 30 |
| Median days to permit new Multi-family | 150 | 100 | N/A | 45 |

| PERFORMANCE MEASURE<br>*Office of Housing* | FY 2011<br>Actual | FY 2012<br>Actual | FY 2013<br>Target | FY 2014<br>Target |
|---|---|---|---|---|
| ***Economic Development*** | | | | |
| $ value of Housing CDBG funds expended | $1,974,754 | $2,463,380 | $3,762,055 | $2,353,010 |
| # of Limited Rehabilitation Units completed | 464 | 591 | 379 | 379 |
| $ value of HOME funds expended | $3,795,176 | $4,593,161 | $4,302,005 | $2,974,568 |
| $ value of NSP funds expended | $5,727,676 | $2,500,116 | $5,865,516 | $1,350,886 |
| # of NSP Units sold | 3 | 18 | 21 | 21 |
| # of NSP Units rented | 3 | 71 | 58 | 62 |

| PERFORMANCE MEASURE<br>*Office of Planning* | FY 2011<br>Actual | FY 2012<br>Actual | FY 2013<br>Target | FY 2014<br>Target |
|---|---|---|---|---|
| ***Economic Development*** | | | | |
| % of variances completed within 90 Days | 72% | 76% | 85% | 85% |
| % of completed SAPs where staff time was 30 days or less | 85% | 90% | 100% | 100% |
| % of Office of Housing Sec 106 reviews completed within 10 days | 89% | 99% | 100% | 100% |
| ***Public Safety*** | 89% | 99% | 100% | 100% |
| % of In Rem. Sec 106 review packages transmitted to SHPO within 5 days | 87% | 100% | 100% | 100% |


RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS
## Dept Of Planning & Community Development

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| $4,941,852 | $3,922,855 | $5,230,499 | Salaries, Regular | $7,192,647 | $1,962,148 |
| - | - | - | Salaries, Perm Part-Time | - | |
| - | - | $0 | Salaries, Sworn | - | $0 |
| $121,080 | $107,300 | $34,113 | Salaries, Extra Help | $161,441 | $127,328 |
| - | - | - | Salaries, Extra Help-Sworn | - | |
| $1,079 | $110 | $0 | Overtime | $179 | $179 |
| - | - | - | Pen Cont Fire Pen Fd | - | |
| - | - | - | Pen Cont Police Pen Fd | - | |
| $987,194 | $758,894 | $637,797 | Pen Cont Gen Emp Pen Fd | $797,341 | $159,544 |
| $116,501 | $108,134 | $156,544 | Defined Contribution | $245,110 | $88,566 |
| $14,298 | $36,583 | $41,938 | Workers' Compensation | $28,369 | ($13,569) |
| $871,859 | $671,536 | $934,099 | Other Personnel Costs | $1,095,731 | $161,631 |
| $7,053,862 | $5,605,412 | $7,034,990 | TOTAL PERSONNEL | $9,520,817 | $2,485,827 |
| | | | OTHER EXPENSES | | |
| $599,991 | $322,297 | $331,519 | Purchased / Contracted Services | $2,954,977 | $2,623,458 |
| $88,333 | $68,088 | $82,203 | Supplies | $52,170 | ($30,033) |
| $0 | $0 | $5,154 | Capital Outlays | $500,000 | $494,846 |
| $124,895 | $103,986 | $948,510 | Interfund / Interdepartmental Charges | $108,355 | ($840,155) |
| $21,825 | $124,514 | $622,916 | Other Costs | $447,813 | ($175,103) |
| - | - | - | Debt Service | - | |
| - | - | - | Conversion / Summary | - | |
| - | - | - | Other Financing Uses | - | |
| $835,044 | $618,885 | $1,990,302 | TOTAL OTHER EXPENSES | $4,063,314 | $2,073,012 |
| $7,888,906 | $6,224,297 | $9,025,292 | TOTAL PERSONNEL AND OTHER EXPENSES | $13,584,132 | $4,558,840 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| - | $3,990,754 | $6,926,921 | Building Permits Fund | $11,453,123 | $4,526,202 |
| $7,888,906 | $2,233,543 | $2,098,371 | General Fund | $2,131,008 | $32,637 |
| $7,888,906 | $6,224,297 | $9,025,292 | TOTAL EXPENSES | $13,584,132 | $4,558,840 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 110.85 | 116.25 | 99.25 | Full Time Equivalent | 128.25 | 29.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Dept Of Planning & Community Development

## Building Permits Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | $2,520,298 | $3,913,241 | Salaries, Regular | $6,050,524 | $2,137,284 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | $0 | Salaries, Sworn | - | $0 |
| - | $46,700 | $1,629 | Salaries, Extra Help | $133,581 | $131,952 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | $35 | $0 | Overtime | $179 | $179 |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | $591,993 | $531,454 | Pen Cont Gen Emp Pen Fd | $656,177 | $124,723 |
| - | $52,979 | $103,733 | Defined Contribution | $206,384 | $102,651 |
| - | $7,147 | - | Workers' Compensation | - | - |
| - | $473,014 | $758,030 | Other Personnel Costs | $945,114 | $187,084 |
| - | $3,692,165 | $5,308,087 | TOTAL PERSONNEL | $7,991,959 | $2,683,872 |
| | | | OTHER EXPENSES | | |
| - | $143,573 | $120,825 | Purchased / Contracted Services | $2,805,647 | $2,684,822 |
| - | $46,924 | $51,804 | Supplies | $33,684 | ($18,120) |
| - | - | $5,154 | Capital Outlays | $500,000 | $494,846 |
| - | $108,092 | $944,919 | Interfund / Interdepartmental Charges | $108,092 | ($836,827) |
| - | - | $496,132 | Other Costs | $13,742 | ($482,390) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| - | $298,589 | $1,618,834 | TOTAL OTHER EXPENSES | $3,461,164 | $1,842,330 |
| - | $3,990,754 | $6,926,921 | TOTAL PERSONNEL AND OTHER EXPENSES | $11,453,123 | $4,526,202 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | $3,990,754 | $6,926,921 | Building Permits Fund | $11,453,123 | $4,526,202 |
| - | $3,990,754 | $6,926,921 | TOTAL EXPENSES | $11,453,123 | $4,526,202 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| - | - | 79.00 | Full Time Equivalent | 111.00 | 32.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Dept Of Planning & Community Development

## Building Permits Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $2,137,284 | Increase due to Personnel salary adjustments |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | $0 | |
| Salaries, Extra Help | $131,952 | Increase due to trending of prior year actuals as well as budget |
| Salaries, Extra Help-Sworn | - | |
| Overtime | $179 | Increase due to trending of prior year actuals as well as budget |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $124,723 | Increase due to Personnel salary adjustments |
| Defined Contribution | $102,651 | Increase due to Personnel salary adjustments |
| Workers' Compensation | - | |
| Other Personnel Costs | $187,084 | |
| TOTAL PERSONNEL | $2,683,872 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $2,684,822 | Increase due to City's Zoning ordinance re-write and Accela automation, maintenance, relocation and staffing. |
| Supplies | ($18,120) | Decrease due to trending of prior year actuals as well as budget |
| Capital Outlays | $494,846 | Increase due to trending of prior year actuals as well as budget |
| Interfund / Interdepartmental Charges | ($836,827) | Decrease due to motor and fuel cost for repair and maintenance |
| Other Costs | ($482,390) | Decrease due to trending of prior year actuals as well as budget |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $1,842,330 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $4,526,202 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Building Permits Fund | $4,526,202 |
| TOTAL EXPENSES | $4,526,202 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 32.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Dept Of Planning & Community Development

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $4,941,852 | $1,402,556 | $1,317,258 | Salaries, Regular | $1,142,122 | ($175,136) |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $121,080 | $60,601 | $32,484 | Salaries, Extra Help | $27,860 | ($4,624) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $1,079 | $75 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $987,194 | $166,902 | $106,343 | Pen Cont Gen Emp Pen Fd | $141,164 | $34,821 |
| $116,501 | $55,155 | $52,811 | Defined Contribution | $38,727 | ($14,084) |
| $14,298 | $29,436 | $41,938 | Workers' Compensation | $28,369 | ($13,569) |
| $871,859 | $198,522 | $176,069 | Other Personnel Costs | $150,616 | ($25,453) |
| $7,053,862 | $1,913,247 | $1,726,903 | TOTAL PERSONNEL | $1,528,858 | ($198,045) |
| | | | OTHER EXPENSES | | |
| $599,991 | $178,724 | $210,694 | Purchased / Contracted Services | $149,330 | ($61,364) |
| $88,333 | $21,163 | $30,399 | Supplies | $18,486 | ($11,913) |
| $0 | $0 | - | Capital Outlays | - | - |
| $124,895 | ($4,106) | $3,591 | Interfund / Interdepartmental Charges | $264 | ($3,327) |
| $21,825 | $124,514 | $126,784 | Other Costs | $434,071 | $307,287 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $835,044 | $320,296 | $371,468 | TOTAL OTHER EXPENSES | $602,150 | $230,682 |
| $7,888,906 | $2,233,543 | $2,098,371 | TOTAL PERSONNEL AND OTHER EXPENSES | $2,131,008 | $32,637 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $7,888,906 | $2,233,543 | $2,098,371 | General Fund | $2,131,008 | $32,637 |
| $7,888,906 | $2,233,543 | $2,098,371 | TOTAL EXPENSES | $2,131,008 | $32,637 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 110.85 | 116.25 | 20.25 | Full Time Equivalent | 17.25 | (3.00) |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Dept Of Planning & Community Development

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($175,136) | Decrease due to Personnel salary adjustments |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($4,624) | Decrease due to trending of prior year actuals as well as budget |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $34,821 | Increase due to pension rate adjustment |
| Defined Contribution | ($14,084) | Decrease due to Personnel salary adjustments |
| Workers' Compensation | ($13,569) | Decrease due to worker's comp less than anticipated from previous year |
| Other Personnel Costs | ($25,453) | |
| TOTAL PERSONNEL | ($198,045) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($61,364) | Decrease due to trending of prior year actuals as well as budget |
| Supplies | ($11,913) | Decrease due to trending of prior year actuals as well as budget |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | ($3,327) | Decrease due to trending of prior year actuals as well as budget |
| Other Costs | $307,287 | Increase due to Office of Housing HUD refunds |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $230,682 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $32,637 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $32,637 |
| TOTAL EXPENSES | $32,637 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | (3.00) |


RESURGENS
1847
1865
ATLANTA GA

# JUDICIAL AGENCIES – OFFICE OF THE CITY SOLICITOR

**Mission Statement**

The mission of the Office of the City Solicitor is to represent the interests of the citizens of Atlanta in all matters brought before the Atlanta Municipal Court by screening, investigating and prosecuting all cases, handling all appeals from the court and by providing legal assistance to the city administration, community groups, schools, colleges and by providing training to law enforcement agencies.

**Core Functions:**

- Prosecution of Traffic and Criminal Cases
- Prosecution of Quasi-Criminal and City Code Violations
- Alternative Prosecution Programs
- Legal Assistance and Community Outreach through Communication, Education and Collaboration
- Appellate Work

**Summary of Operations**

The Office of the City Solicitor is the prosecuting arm for the City of Atlanta. The Office represents the citizens of Atlanta in all matters brought before the Atlanta Municipal Court. The Solicitor prosecutes all city ordinances. The Office also prosecutes traffic offenses, DUIs, and state misdemeanors such as shoplifting, possession of marijuana and underage persons in possession of alcohol. In addition, to representing the citizens of Atlanta, the Office provides legal assistance to the City's administration, community groups, schools and colleges, and provides training to law enforcement.

**Divisions/Offices Descriptions**

*General Traffic and Criminal Case Division is* responsible for prosecuting general traffic and criminal cases before the Atlanta Municipal Court. The prosecutors assigned to the courts prosecute criminal and civil offenses on behalf of law enforcement, city agencies, and the general public.

This division also handles all appeals arising from cases in Atlanta Municipal Court heard before the Superior Courts, the Georgia Court of Appeals, and the Georgia Supreme Court.

*DUI Division* is responsible for prosecuting DUI charges and all underlying traffic offenses. This division is responsible for the preparation and presentation from arraignment up to bench trials. The goal is to properly punish this behavior and reduce recidivism.

*Code Enforcement Division is* responsible for prosecuting Quasi-Criminal cases and city code violations associated with Housing, Fire, Commercial Maintenance, Zoning, Sanitation, Drinking Water, Illegal Dumping, Business License, Erosion Control, Judicial In-Rem, etc.

In addition to the traditional prosecution of cases brought before Municipal Court, the Solicitor's Office provides alternative methods of resolving traffic and criminal matters other than prosecution thereby, allowing the court to efficiently utilize resources on more serious offenses without additional costs to taxpayers:

- *Pre-trial Intervention for Traffic Offenses:* Commonly known as PTIT, provide traffic offenders an alternative to prosecution and possible conviction. Participation is limited to once every 12 months.

- *Pre-trial Intervention for Criminal Offenses (PTI):* Provides offenders charged with minor criminal offenses with no prior convictions or pending cases, an alternative to prosecution and possible conviction. Offenders must complete community service or educational requirements.

- *Plea-in-Absentia:* Program offered to defendants who wish to enter a plea without appearing personally before a judge.

*Other Specialty Programs* are collaborative initiatives that seek ways to prevent and reduce

crime through collaboration, communication, and education.

- *Neighborhood Prosecution:* Community based initiatives with a comprehensive multi-agency approach to law enforcement, crime prevention, and community revitalization.

- *Internship Program:* This program is designed to assist undergraduate and graduate students interested in pursuing a career in law with a comprehensive hands-on overview of the legal system and the operations of a prosecutor's office. The office is a participant of the University of Georgia Law School's clinical program for 3rd year law students.

*Prosecution Support Services include* Case Screening, Expungements, Case Records Management, Plea-in-Absentia, Investigative and Legal Support. These areas provide pre and post adjudication legal support services which include reviewing the arrest citation to determine whether the charge can sustain prosecution before filing the case in the court system. These areas are responsible for establishing the authenticity of data indicating a violation of law by reviewing court documents, conferring with law enforcement officers, or other involved parties to the case, and service of subpoenas for appearance on cases heard in the Atlanta Municipal Court.

**Goals**

- Promote the fair and efficient administration of justice.
- Provide service, reinforce safety, and promote fiscal responsibility without adding additional costs to taxpayers

**Objectives**

- To represent the interests of the citizens of Atlanta in all matters brought before the Atlanta Municipal Court, handle all appeals from the court and provide legal assistance to the city administration, community groups, schools and colleges, and provide training to law enforcement agencies.

**FY2013 Accomplishments**

- *PTI-T Program:* The program exceeded expectations. Initiatives were undertaken to bring awareness of the program availability to the public. The program resulted in more than a 20% increase over the previous year in collection of fee assessments.

- *Neighborhood Prosecution:* The Office of the City Solicitor partnered with Atlanta Police Department to decrease Quality of Life Crimes for Atlanta residents. This led to initiation of cases which resulted in successful prosecution and improved the quality of life for residents.

- *Code Enforcement Collaborative:* The Collaborative was established as a joint initiative with the Atlanta Police Department to adopt standard operating procedures in addressing code enforcement within the City of Atlanta. These collaborative efforts resulted in new legislation and enacted a new scrap tire ordinance which goes into effect April 1, 2013.

  In addition, working with Code Enforcement and property owners, below are examples of blighted properties that were demolished in FY13:

  1991 Martin Luther King
    - Without use of City funds

  176 Anderson Ave
    - In rem

  Allison Court
    - In rem

  2116 Thornton
    - Without use of City funds

  2585 Martin Luther King
    - Commercial demolition

  1095 Huff Road
    - Commercial demolition

**FY2014 Adopted Program Highlights**

- Continue presence of the Solicitor's Office through the Neighborhood Prosecution Initiatives. These initiatives place prosecuting attorney's into the communities to assist in prioritizing and solving the quality of life issues that are specific to the target areas. This initiative has proven to be effective in providing a voice to the residents in how to resolve the crimes in their community and

improve the citizen's sense of a safe community. In addition, these initiatives will assist law enforcement with their policing efforts.

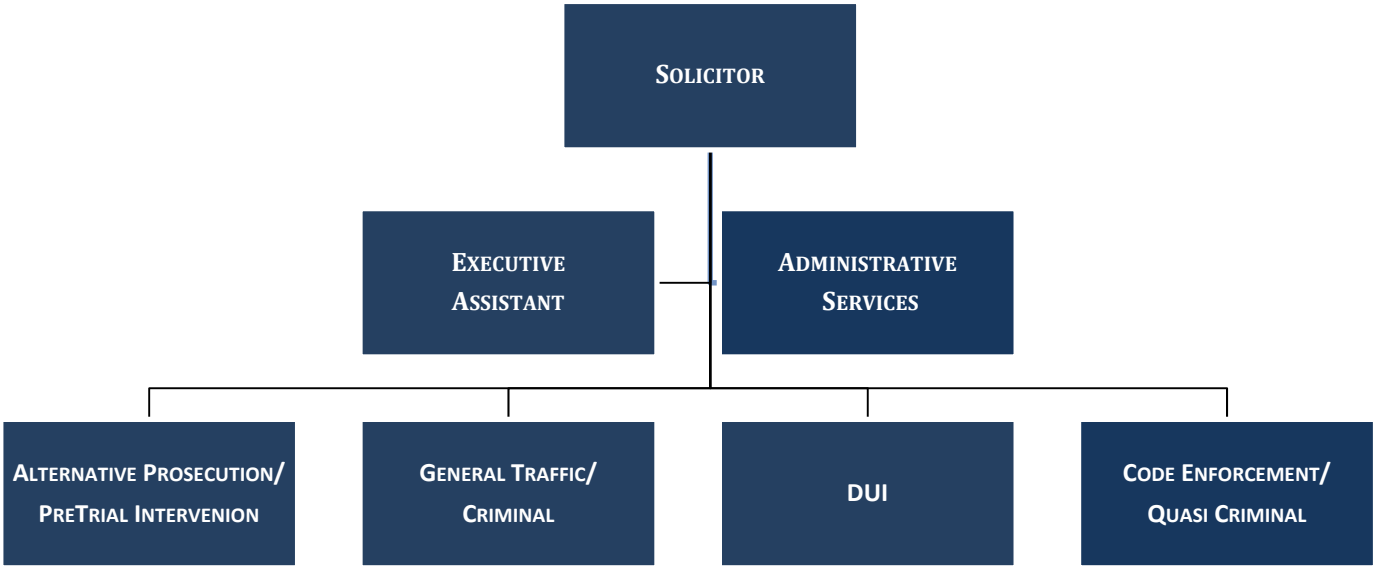
- The Solicitor's Office is a participant in the Department of Planning and Community Development's Phoenix Project. The Solicitor's Office will seek to expand neighborhood prosecution to include vertical prosecution and establish an Environment Court to create an exclusive docket to address housing and commercial code case only.

- The Solicitor's Office DUI division will increase its collaboration with community and special interest groups to address concerns regarding recidivism and road safety. In addition, this division will continue its targeted efforts to improve witness preparation through educating law enforcements.

- The Solicitor's Office will continue its efforts in providing alternatives to traditional prosecution by using programs such as PreTrial Diversion Program and Pleas in Absentia in order to provide the public with services that will improve public safety in an efficient and fiscally responsible manner.

# ORGANIZATIONAL CHART

*Office of the City Solicitor*




# PERFORMANCE METRICS

*Office of the City Solicitor*

| PERFORMANCE MEASURE | FY2011 ACTUAL | FY2012 ACTUAL | FY2013 TARGET | FY2014 TARGET |
|---|---|---|---|---|
| ***Public Safety*** | | | | |
| Conviction rate of Criminal Charges | 63% | 78% | 77% | 78% |
| Conviction Rate of Traffic Charges | 89% | 92% | 93% | 94% |
| % Cases Diverted to Pre-Trial Intervention Program (PTI-T) | 30% | 33% | 33% | 33% |
| PTI-T Revenue | $2.5 | $4.5M | $4.3M | $4.0M |
| DUI Backlog Revenue | n/a | n/a | n/a | $375K |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of The Solicitor

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $1,545,384 | $1,747,800 | $2,099,037 | Salaries, Regular | $2,426,683 | $327,646 |
| $35,825 | $22,508 | - | Salaries, Perm Part-Time | $19,981 | $19,981 |
| - | - | - | Salaries, Sworn | - | - |
| $71,257 | $176,307 | $114,261 | Salaries, Extra Help | $3,890 | ($110,371) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $233,826 | $184,360 | $178,895 | Pen Cont Gen Emp Pen Fd | $309,922 | $131,027 |
| $47,134 | $59,960 | $73,066 | Defined Contribution | $76,565 | $3,499 |
| - | - | $6,664 | Workers' Compensation | $3,887 | ($2,777) |
| $185,465 | $253,415 | $268,572 | Other Personnel Costs | $343,536 | $74,964 |
| $2,118,893 | $2,444,350 | $2,740,495 | TOTAL PERSONNEL | $3,184,464 | $443,969 |
| | | | OTHER EXPENSES | | |
| $30,770 | $30,713 | $24,600 | Purchased / Contracted Services | $24,075 | ($525) |
| $30,307 | $157,799 | $158,471 | Supplies | $55,779 | ($102,692) |
| - | - | - | Capital Outlays | - | - |
| $7,190 | $8,896 | $9,377 | Interfund / Interdepartmental Charges | $7,544 | ($1,833) |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $68,266 | $197,407 | $192,448 | TOTAL OTHER EXPENSES | $87,398 | ($105,050) |
| $2,187,159 | $2,641,757 | $2,932,943 | TOTAL PERSONNEL AND OTHER EXPENSES | $3,271,862 | $338,919 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $2,187,159 | $2,641,757 | $2,932,943 | General Fund | $3,271,862 | $338,919 |
| $2,187,159 | $2,641,757 | $2,932,943 | TOTAL EXPENSES | $3,271,862 | $338,919 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 34.00 | 34.00 | 34.00 | Full Time Equivalent | 40.00 | 6.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of The Solicitor

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $327,646 | Increase due to addition of new positions for DUI, PTIT, and CCH operations. |
| Salaries, Perm Part-Time | $19,981 | Increase due to funding needed for part-time help. |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($110,371) | Decrease due to funding reallocated for new full time positions. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $131,027 | Increase due to new positions for DUI, PTIT, and CCH operations. |
| Defined Contribution | $3,499 | Increase due to change in pension rate. |
| Workers' Compensation | ($2,777) | Decrease due to worker's comp cost anticipated less than previous year. |
| Other Personnel Costs | $74,964 | |
| TOTAL PERSONNEL | $443,969 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($525) | Decrease due to purchased services less than prior year. |
| Supplies | ($102,692) | Decrease due to supplies less than anticipated from prior year. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | ($1,833) | Decrease due to motor/fuel less than anticipated from prior year. |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($105,050) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $338,919 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $338,919 |
| TOTAL EXPENSES | $338,919 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 6.00 |

# BOARD OF ETHICS

**Mission Statement**

The Board of Ethics seeks to protect the integrity of government and promote the public trust by bringing the City into compliance with the Atlanta Code of Ethics and instilling a culture of ethics in city government.

**Core Functions**

- Conflicts of interest
- Financial disclosure

**Summary of Operations**

The Board of Ethics administers, interprets, and enforces the city's ethical standards of conduct and works to ensure honesty, openness, integrity, accountability, and trust in city government. The Board and its staff educate and advise city officials, employees, board members, prohibited sources, and citizens about conflicts of interest and gift rules; investigate ethics complaints and bring enforcement actions for violations of the Ethics Code; and administer the financial disclosure program.

**Divisions/Office Descriptions**

*The Board of Ethics* is an independent, citizen-appointed board composed of seven city residents selected by legal, business, civic, and educational groups to serve a three-year term of office. The board renders formal advisory opinions interpreting the Code of Ethics, holds hearings on ethics complaints, determines violations of the code, and enforces the financial disclosure laws.

*The Ethics Office* is a three-person office headed by the Ethics Officer, who reports to the Board of Ethics. The staff provides ethics training to employees and city officials, gives advice on conflicts of interest and gift rules, investigates ethics complaints, prosecutes violations of the Code of Ethics, manages the financial disclosure system, and coordinates the ethics and compliance hotline.

**Goals**

- Strengthen the ethics training program for elected officials, employees and citizen appointees
- Provide timely, consistent, and understandable advice
- Conduct timely, thorough, and fair investigations of ethics complaints
- Educate city officials, employees, and the general public about the Code of Ethics through a variety of media
- Encourage and increase the timely and complete filing of financial disclosure statements

**Objectives**

- Implement an online ethics training course for employees
- Answer 90 percent of all requests for advice within one week and 100 percent within one month
- Complete ethics investigations within six months in 75 percent of all cases and resolve all new cases within one year of the filing of a complaint
- Issue a newsletter three times a year, update the website quarterly
- Reduce delinquent filers to one percent of all persons required to file the financial disclosure statement

**FY2013 Accomplishments**

- Provided ethics training to 1,006 employees, 21 board members, and 35 citizens and NPU officers
- Issued one formal advisory opinion and 97 advisory emails
- Completed 5 ethics investigations, and collected $600 in fines
- Achieved a successful 95 percent filing rate of city financial disclosure forms
- Obtained Mayor's agreement to issue an Executive Order requiring all city

employees to complete an ethics course, once every three years
- Held a "Lunch and Learn" series on ethical values
- Held 20 ethics workshops for city officials and employees
- Held media launch of Integrity at Work Campaign through press conference
- Continued to give timely, and well reasoned advice
- Awarded Transparent Diamond Award to 14 departments and 31 boards with exemplary financial disclosure filing records

**FY2014 Adopted Program Highlights**

- Implement e-learning ethics course
- Conduct audit of 2013 City Financial Disclosure Statements
- Increase training opportunities for City officials and employees
- Issue a 10th year report on Ethics Office activities
- Continue "Lunch and Learn" Series
- Issue or update five Formal Advisory Opinions

# ORGANIZATIONAL CHART

*Board of Ethics*




# PERFORMANCE METRICS

*Board of Ethics*

| PERFORMANCE MEASURE | FY2011 ACTUAL | FY2012 ACTUAL | FY2013 TARGET | FY2014 TARGET |
|---|---|---|---|---|
| Ethics Training Provided | 1,109 | 1,006 | 1,200 | 1,500 |
| Written Advice Given | 92 | 75 | 100 | 100 |
| Advice Given Within One Week (Written & Verbal) | 90% | 93% | 85% | 90% |
| Ethics Advisories issued | 2 | 1 | 2 | 5 |
| Ethics Investigations Completed | 2 | 5 | 5 | N/A |
| Ethics Violations Found | 1 | 2 | N/A | N/A |
| Integrity Line Calls (Total Volume) | 86 | 85 | 125 | N/A |
| Cease and Desist Notices Sent | 2 | 1 | N/A | N/A |
| Fines Collected | $4,301.55 | $900 | N/A | N/A |
| Financial Disclosure Timely Filers | 91% | 95% | 95% | 98% |
| Financial Disclosure Delinquent Filer Cases | 16 | 21 | 16 | 16 |
| Transparent Diamond Award Winners (Departments) | 11 | 8 | 13 | 14 |
| Gift, Conflict of Interest, and Travel Disclosure Reports Filed | 92 | 79 | N/A | N/A |
| Ethics Pledges Signed | 913 | 1,105 | 1,000 | 1,500 |


RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Ethics

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $246,160 | $175,489 | $244,309 | Salaries, Regular | $281,427 | $37,118 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | - | - | Salaries, Extra Help | $41 | $41 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| $14,769 | $10,529 | $14,659 | Defined Contribution | $14,697 | $38 |
| - | - | - | Workers' Compensation | - | - |
| $29,533 | $24,453 | $26,831 | Other Personnel Costs | $27,564 | $733 |
| $290,462 | $210,471 | $285,799 | TOTAL PERSONNEL | $323,729 | $37,930 |
| | | | OTHER EXPENSES | | |
| $40,903 | $73,422 | $56,892 | Purchased / Contracted Services | $71,839 | $14,947 |
| $5,214 | $26,265 | $7,050 | Supplies | $5,994 | ($1,056) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| $1,945 | $1,809 | $2,000 | Other Costs | $2,000 | $0 |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $48,061 | $101,495 | $65,942 | TOTAL OTHER EXPENSES | $79,832 | $13,890 |
| $338,523 | $311,966 | $351,741 | TOTAL PERSONNEL AND OTHER EXPENSES | $403,561 | $51,820 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $338,523 | $311,966 | $351,741 | General Fund | $403,561 | $51,820 |
| $338,523 | $311,966 | $351,741 | TOTAL EXPENSES | $403,561 | $51,820 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 3.00 | 3.00 | 3.00 | Full Time Equivalent | 3.00 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Ethics

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $37,118 | Increase due to Personnel salary adjustments from Pay and Class Study and the hiring of new Ethics Officer. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $41 | No position filled. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | $38 | Increase due to salary adjustments from Pay and Class Study. |
| Workers' Compensation | - | |
| Other Personnel Costs | $733 | |
| TOTAL PERSONNEL | $37,930 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $14,947 | Slight increase due to outside contracting services and additional training resources. |
| Supplies | ($1,056) | Decrease due to trending of prior year. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | $0 | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $13,890 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $51,820 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $51,820 |
| TOTAL EXPENSES | $51,820 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# ATLANTA CITIZEN REVIEW BOARD (ACRB)

**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 allegations of abusive language, harassment, false imprisonment, false arrest, excessive use of force and serious bodily injury or death as a result of the actions of an officer of the police or corrections departments.

**Core Functions**

- To improve the overall quality of Atlanta Police and Corrections Department services
- To provide a transparent and accountable system that allows for redress of complaints by those aggrieved by police and corrections officers
- To prevent future incidents of police or corrections misconduct and abuses of civil rights and reduce the amount of money needed to satisfy civil judgments and settlements based upon allegations of police or corrections misconduct

**Summary of Operations**

This Board serves to provide redress to citizens who have filed a misconduct complaint against Atlanta police or corrections officer. In addition, the Board is charged with providing community education related to interactions with sworn officers.

A person may make a complaint to the Board and the Board may initiate an investigation when a citizen has a grievance that falls within the ACRB's authority. The staff members conduct a full independent investigation based on the complaint and report their findings to the citizen board. The ACRB reviews the work performed by staff and adjudicates the complaint. The Board also makes recommendations to the Chief of Police or Corrections concerning discipline, training and policy, when it is appropriate.

**ACRB Composition of Board**

- Board members shall have skills and experience in areas relevant to the work of the Board
- No member of the Board shall hold any other public office or hold employment with the City of Atlanta
- Comprised of eleven Board members, representing the diversity of the City of Atlanta, are appointed by four Neighborhood Planning Units (NPUs), the Mayor, City Council, the President of City Council, the Gate City Bar Association, the Atlanta Bar Association, the Atlanta Business League and the League of Women Voters

**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 and other methods to peacefully interact with law enforcement.

**FY 2013 Accomplishments**

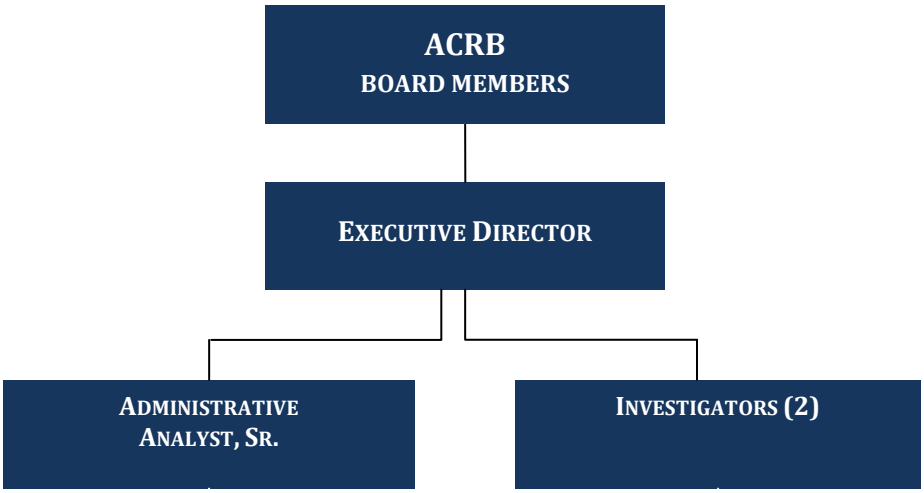
- Completed office SOP
- Completed training plans (*Board and staff*)
- Improving strategic relationships;
- created and implemented strategic plan
- Started community outreach
- Created goals, mission and vision statement
- Developed performance measures
- Created outreach materials
- Improved data management procedures
- Created Board orientation manual and officer guides
- Revised and implemented community outreach plan
- Conducted Board training

**FY 2014 Adopted Program Highlights**

- Continue to build citizen and officer awareness of the ACRB's services and benefits
- Provide community and officer education related to proper citizen/police interactions
- Develop and implement a mediation program

# ORGANIZATIONAL CHART

*Atlanta Citizens Review Board*




RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS

## Atlanta Citizens Review Board

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $244,527 | $183,492 | $243,561 | Salaries, Regular | $255,333 | $11,772 |
| - | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| - | $24,151 | - | Salaries, Extra Help | $4,501 | $4,501 |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| - | - | - | Pen Cont Gen Emp Pen Fd | - | - |
| $14,657 | $11,010 | $14,614 | Defined Contribution | $13,157 | ($1,457) |
| - | - | - | Workers' Compensation | - | - |
| $23,145 | $18,720 | $34,526 | Other Personnel Costs | $27,118 | ($7,408) |
| $282,329 | $237,372 | $292,701 | TOTAL PERSONNEL | $300,109 | $7,408 |
| | | | OTHER EXPENSES | | |
| $33,509 | $48,098 | $61,565 | Purchased / Contracted Services | $135,026 | $73,461 |
| $14,248 | $7,111 | $9,289 | Supplies | $9,289 | $0 |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | $7,935 | Other Costs | $7,933 | ($2) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $47,757 | $55,209 | $78,789 | TOTAL OTHER EXPENSES | $152,247 | $73,458 |
| $330,086 | $292,582 | $371,490 | TOTAL PERSONNEL AND OTHER EXPENSES | $452,356 | $80,866 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $330,086 | $292,582 | $371,490 | General Fund | $452,356 | $80,866 |
| $330,086 | $292,582 | $371,490 | TOTAL EXPENSES | $452,356 | $80,866 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 4.00 | 4.00 | 4.00 | Full Time Equivalent | 4.00 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Atlanta Citizens Review Board

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $11,772 | No change in full-time equivalents. Increase due to filling the Director position at a slightly higher salary and being fully staffed. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | $4,501 | Increase due to initiating a sustainable outreach program in FY 14 as required in ordinance. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | - | |
| Defined Contribution | ($1,457) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | ($7,408) | |
| TOTAL PERSONNEL | $7,408 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $73,461 | Increase due to funding for mediation services initiative for lower level complaints. |
| Supplies | $0 | |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | ($2) | Decrease due to prior year trending. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $73,458 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $80,866 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $80,866 |
| TOTAL EXPENSES | $80,866 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# INTERNAL AUDITOR'S OFFICE

**Mission Statement**

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in city government.

**Core Functions:**

- Conducting audits to support legislative oversight and public accountability
- Making recommendations to foster management improvements in process, compliance, and control
- Assisting the Audit Committee in its oversight and coordination of the annual financial audit by managing the City's contract for financial audit services

**Summary of Operations**

Under direction of the City's Audit Committee, the City Auditor conducts audits of whether City activities and programs comply with applicable laws and regulations, achieve intended results and benefits, use resources economically and efficiently, and operate with adequate systems of internal control. The office provides objective information and recommendations through audit reports, memoranda, and presentations. Audit topics are selected through risk assessment, City Council requests, and management requests; topics may also include prospective analyses of proposed legislation and policies. Audit recommendations address safeguarding assets, streamlining processes, revenue collection, contract management, monitoring and reporting functions, and compliance.

*The Audit Committee* includes audit, finance, and management professionals appointed by the Mayor, City Council President, and the City Council as a whole. The committee appoints and supervises the City Auditor, approves the annual audit plan and completed audit reports, and oversees the City's annual financial audit.

*The City Auditor's Office* includes audit staff skilled in performance, information technology, and compliance auditing. Auditors work in teams to set audit objectives and design analysis to meet the objectives, following generally accepted government audit standards. Staff backgrounds include education and experience in business and public administration, public policy analysis, quantitative research methods, management, accounting, social sciences, law, and information technology. Staff members hold professional certifications in internal auditing, government auditing, information systems auditing, and public accounting.

**FY2013 Accomplishments**

***Performance Audits:***
- DWM Financial Model (September 2012)
- Purchase and Use of Gift Cards (January 2013)
- Atlanta Workforce Development Agency (January 2013)
- E911 Operations (April 2013)
- DWM Estimated, Adjusted and Disputed Bills (April 2013)

***IT & Compliance Audits:***
- Controls over Fuel Inventory (November 2012)
- Launch Continuous Monitoring Dashboards: Duplicate Payments and Segregation of Duties (June 2013)

***Follow-up on Previous Recommendations:***
- Department of Aviation (August 2012)
- Various Departments (May 2013)
- Launch Audit Recommendation Dashboard (June 2013)

***Audit Committee Assistance:***
- Managed FY2012 financial audit contract and transition between audit firms
- Completing risk assessment for FY2014 and subsequent audit plans

***Professional Recognition:***
- The office underwent its third external quality assurance review (peer review), conducted every 3 years by an independently selected team of local government auditors. The review team found the office to be fully compliant with generally accepted government auditing standards

- Audit staff gave presentations and served on committees for local, regional and national professional organizations, including ALGA (local government auditors), AGA (local, state and national audit and finance professionals), IIA (public and private sector auditors), ISACA (information system auditors), and the Intergovernmental Audit Forum (local, state and national auditors and inspectors general)
- The deputy city auditor was appointed to a second 2-year term on the GASAC (advisory committee to the Government Accounting Standards Board or GASB)
- The city auditor chairs the Intergovernmental Audit Forum for the Southeastern region and serves on the U.S. Comptroller General's advisory group of local, state and national auditors and inspectors general
- Two senior auditors achieved or made progress on professional certifications: one completed parts of the Certified Internal Auditor exam, and one was admitted to the Georgia State Bar

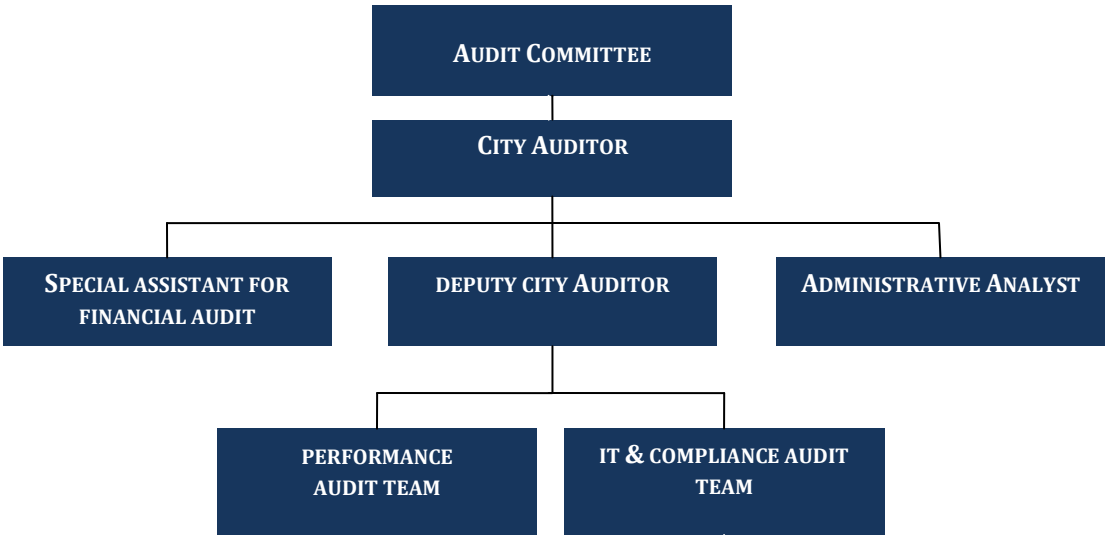
**FY2014 Adopted Program Highlights**

***Complete audits in progress:***
- Police Grants Management
- Workers' Compensation Contract Administration
- Cash Pool Reconciliation
- Police Property and Evidence Funds

***Start planned audits:***
- Aviation Parking System Contract
- Employee/Retiree Health Care Dependents' Eligibility
- Trust Funds
- Franchise Fees
- Additional Continuous Monitoring tests
- Others deferred in FY2013 or selected from risk assessment

# ORGANIZATIONAL CHART

*City Auditor*




RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS
## Department Of Audit

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | EXPENDITURES AND APPROPRIATIONS | | |
| $893,048 | $851,785 | $927,110 | Salaries, Regular | $923,734 | ($3,376) |
| - | - | - | Salaries, Perm Part-Time | $75,000 | $75,000 |
| - | - | - | Salaries, Sworn | - | |
| $82,608 | $33,888 | $108,902 | Salaries, Extra Help | $25,835 | ($83,067) |
| - | - | - | Salaries, Extra Help-Sworn | - | |
| - | - | - | Overtime | - | |
| - | - | - | Pen Cont Fire Pen Fd | - | |
| - | - | - | Pen Cont Police Pen Fd | - | |
| $33,261 | $20,173 | $12,205 | Pen Cont Gen Emp Pen Fd | $14,778 | $2,573 |
| $50,726 | $44,715 | $52,617 | Defined Contribution | $45,732 | ($6,885) |
| - | - | - | Workers' Compensation | - | |
| $97,363 | $86,550 | $99,519 | Other Personnel Costs | $97,415 | ($2,104) |
| $1,157,006 | $1,037,112 | $1,200,352 | TOTAL PERSONNEL | $1,182,494 | ($17,858) |
| | | | OTHER EXPENSES | | |
| $42,638 | $1,631,525 | $1,517,399 | Purchased / Contracted Services | $2,027,746 | $510,347 |
| $16,699 | $23,238 | $21,107 | Supplies | $13,825 | ($7,282) |
| - | - | - | Capital Outlays | - | |
| - | - | - | Interfund / Interdepartmental Charges | - | |
| $1,662 | $2,452 | $4,499 | Other Costs | $3,000 | ($1,499) |
| - | - | - | Debt Service | - | |
| - | - | - | Conversion / Summary | - | |
| - | - | - | Other Financing Uses | - | |
| $60,999 | $1,657,215 | $1,543,005 | TOTAL OTHER EXPENSES | $2,044,571 | $501,566 |
| $1,218,005 | $2,694,327 | $2,743,357 | TOTAL PERSONNEL AND OTHER EXPENSES | $3,227,065 | $483,708 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| | | | FUND | | |
| $137,967 | $670,093 | $670,110 | Airport Revenue Fund | $916,578 | $246,468 |
| $910,104 | $1,354,807 | $1,399,541 | General Fund | $1,413,940 | $14,399 |
| $169,933 | $669,427 | $673,706 | Water & Wastewater Revenue Fund | $896,547 | $222,841 |
| $1,218,005 | $2,694,327 | $2,743,357 | TOTAL EXPENSES | $3,227,065 | $483,708 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 11.00 | 11.49 | 11.00 | Full Time Equivalent | 11.00 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Audit

## Airport Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $114,475 | $143,818 | $157,608 | Salaries, Regular | $157,035 | ($574) |
| - | - | - | Salaries, Perm Part-Time | $22,550 | $22,550 |
| - | - | - | Salaries, Sworn | - | - |
| - | $11,724 | $27,904 | Salaries, Extra Help | $4,143 | ($23,761) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $2,062 | $2,935 | $2,075 | Pen Cont Gen Emp Pen Fd | $2,512 | $437 |
| $6,485 | $7,950 | $8,945 | Defined Contribution | $7,774 | ($1,170) |
| - | - | - | Workers' Compensation | - | - |
| $9,601 | $14,782 | $16,806 | Other Personnel Costs | $16,561 | ($245) |
| $132,624 | $181,208 | $213,338 | TOTAL PERSONNEL | $210,576 | ($2,762) |
| | | | OTHER EXPENSES | | |
| $4,998 | $485,098 | $452,373 | Purchased / Contracted Services | $703,622 | $251,249 |
| $345 | $3,628 | $3,566 | Supplies | $1,881 | ($1,685) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | $160 | $833 | Other Costs | $500 | ($333) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $5,343 | $488,885 | $456,772 | TOTAL OTHER EXPENSES | $706,003 | $249,231 |
| $137,967 | $670,093 | $670,110 | TOTAL PERSONNEL AND OTHER EXPENSES | $916,578 | $246,468 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $137,967 | $670,093 | $670,110 | Airport Revenue Fund | $916,578 | $246,468 |
| $137,967 | $670,093 | $670,110 | TOTAL EXPENSES | $916,578 | $246,468 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 1.38 | 2.36 | 1.87 | Full Time Equivalent | 1.87 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Audit

## Airport Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($574) | No change in full-time equivalents.<br>Decrease due to hiring of less experienced staff and staff turnover. |
| Salaries, Perm Part-Time | $22,550 | Increase due to conversion of Extra Help position to Permanent Part-Time. |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($23,761) | Decrease due to conversion of Extra Help position to Permanent Part-Time. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $437 | Increase due to pension rate adjustment. |
| Defined Contribution | ($1,170) | Decrease due to personnel adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | ($245) | |
| TOTAL PERSONNEL | ($2,762) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $251,249 | Increase due to audits performed by contract staff and staff training funds. |
| Supplies | ($1,685) | Reduction to fund higher priorities. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | ($333) | Reduction to fund higher priorities. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $249,231 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $246,468 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Airport Revenue Fund | $246,468 |
| TOTAL EXPENSES | $246,468 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Audit

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $641,786 | $561,124 | $611,893 | Salaries, Regular | $609,665 | ($2,228) |
| - | - | - | Salaries, Perm Part-Time | $29,900 | $29,900 |
| - | - | - | Salaries, Sworn | - | - |
| $82,608 | $10,086 | $49,498 | Salaries, Extra Help | $17,548 | ($31,950) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $29,136 | $13,366 | $8,055 | Pen Cont Gen Emp Pen Fd | $9,754 | $1,699 |
| $36,359 | $28,846 | $34,727 | Defined Contribution | $30,183 | ($4,544) |
| - | - | - | Workers' Compensation | - | - |
| $68,062 | $56,879 | $65,907 | Other Personnel Costs | $64,294 | ($1,613) |
| $857,952 | $670,302 | $770,080 | TOTAL PERSONNEL | $761,344 | ($8,736) |
| | | | OTHER EXPENSES | | |
| $35,117 | $666,683 | $612,653 | Purchased / Contracted Services | $640,505 | $27,852 |
| $15,374 | $15,689 | $13,975 | Supplies | $10,091 | ($3,884) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| $1,662 | $2,133 | $2,833 | Other Costs | $2,000 | ($833) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $52,153 | $684,506 | $629,461 | TOTAL OTHER EXPENSES | $652,595 | $23,134 |
| $910,104 | $1,354,807 | $1,399,541 | TOTAL PERSONNEL AND OTHER EXPENSES | $1,413,940 | $14,399 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $910,104 | $1,354,807 | $1,399,541 | General Fund | $1,413,940 | $14,399 |
| $910,104 | $1,354,807 | $1,399,541 | TOTAL EXPENSES | $1,413,940 | $14,399 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 8.25 | 7.26 | 7.26 | Full Time Equivalent | 7.26 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Audit

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($2,228) | No change in full-time equivalents.<br>Decrease due to hiring of less experienced staff and staff turnover. |
| Salaries, Perm Part-Time | $29,900 | Increase due to conversion of Extra Help position to Permanent Part-Time. |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($31,950) | Decrease due to conversion of Extra Help position to Permanent Part-time. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $1,699 | Increase due to pension rate adjustment. |
| Defined Contribution | ($4,544) | Decrease due to personnel salary adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | ($1,613) | |
| TOTAL PERSONNEL | ($8,736) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $27,852 | Increase due to audits performed by contract staff and staff training funds. |
| Supplies | ($3,884) | Reduction to fund higher priorities. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | ($833) | Reduction to fund higher priorities. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $23,134 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $14,399 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $14,399 |
| TOTAL EXPENSES | $14,399 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Audit

## Water & Wastewater Revenue Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $136,786 | $146,843 | $157,608 | Salaries, Regular | $157,035 | ($573) |
| - | - | - | Salaries, Perm Part-Time | $22,550 | $22,550 |
| - | - | - | Salaries, Sworn | - | - |
| - | $12,079 | $31,500 | Salaries, Extra Help | $4,143 | ($27,357) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| - | - | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $2,062 | $3,872 | $2,075 | Pen Cont Gen Emp Pen Fd | $2,512 | $437 |
| $7,882 | $7,919 | $8,945 | Defined Contribution | $7,774 | ($1,171) |
| - | - | - | Workers' Compensation | - | - |
| $19,700 | $14,889 | $16,806 | Other Personnel Costs | $16,560 | ($246) |
| $166,430 | $185,602 | $216,934 | TOTAL PERSONNEL | $210,574 | ($6,360) |
| | | | OTHER EXPENSES | | |
| $2,524 | $479,744 | $452,373 | Purchased / Contracted Services | $683,620 | $231,247 |
| $979 | $3,921 | $3,566 | Supplies | $1,853 | ($1,713) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | $160 | $833 | Other Costs | $500 | ($333) |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $3,503 | $483,825 | $456,772 | TOTAL OTHER EXPENSES | $685,973 | $229,201 |
| $169,933 | $669,427 | $673,706 | TOTAL PERSONNEL AND OTHER EXPENSES | $896,547 | $222,841 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $169,933 | $669,427 | $673,706 | Water & Wastewater Revenue Fund | $896,547 | $222,841 |
| $169,933 | $669,427 | $673,706 | TOTAL EXPENSES | $896,547 | $222,841 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 1.38 | 1.87 | 1.87 | Full Time Equivalent | 1.87 | 0.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Audit

## Water & Wastewater Revenue Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | ($573) | No change in full-time equivalents. Decrease due to hiring of less experienced staff and staff turnover. |
| Salaries, Perm Part-Time | $22,550 | Increase due to conversion of Extra Help position to Permanent Part-Time. |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($27,357) | Decrease due to conversion of Extra Help position to Permanent Part-Time. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $437 | Increase due to pension rate adjustment. |
| Defined Contribution | ($1,171) | Decrease due to personnel salary adjustments. |
| Workers' Compensation | - | |
| Other Personnel Costs | ($246) | |
| TOTAL PERSONNEL | ($6,360) | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | $231,247 | Increase due to audits performed by contract staff and staff training funds. |
| Supplies | ($1,713) | Reduction to fund higher priorities. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | ($333) | Reduction to fund higher priorities. |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | $229,201 | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $222,841 | |

| FUND | VARIANCE (14-13) |
|---|---|
| Water & Wastewater Revenue Fund | $222,841 |
| TOTAL EXPENSES | $222,841 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 0.00 |


RESURGENS
1847
1865
ATLANTA GA

# PUBLIC DEFENDER

**Mission Statement**

The mission of the Public Defender's Office has expanded in FY13 to include new holistic strategies for addressing criminal charges and the underlying reasons for unlawful conduct. The whole client is represented; including the protection of legal and constitutional rights and also the protection of dignity, personal worth and respect in the criminal justice system. Holistic criminal defense includes the integration of social services that address mental illness, drug addiction, homelessness, unemployment and other human conditions that can strain public safety and quality of life for the accused and the community.

**Vision and Core Values**

The team at the Public Defender's Office envisions a community law office that is known as the place where people can seek not only advocacy in the courtroom, but also advocacy in all adverse circumstances that can lead to criminal conduct. With the influence and support of legal counsel, clients can potentially avoid the loss of their homes, the suspension of driving privileges, incarceration due to child support arrears and the loss of jobs due to criminal history records. Solving the underlying reason for criminal behavior can restore the client's hope, promote the desire for something better and eliminate the criminal conduct.

**Summary of Operations**

The Office of the Public Defender provides criminal defense services to indigent defendants who are accused of violating misdemeanor traffic laws, Atlanta City Ordinances and certain other State misdemeanors. Public Defenders provide counsel at all phases of litigation, from point of arrest, through trial and including appellate representation in the higher courts of Georgia. The office is also dedicated to therapeutic justice; addressing underlying reasons for criminal behavior such as mental illness and drug addiction. Attorneys work with the Court, seeking alternatives to incarceration that address mental illness and substance abuse. Young clients are also referred to programs designed to promote goal setting and the attainment of life skills that motivate healthy living and lawful citizenship.

**FY2013 Accomplishments**

- **Special Clients Unit** Holistic strategies designed to improve the quality of life for the client and the communities where they live have grown beyond the Municipal Court setting in Fiscal Year 2013. The Public Defender's Office has developed a **Special Clients Unit**. When the client's case is finished in court, certain special clients receive sustainability care. Advocacy continues within the community; relationships with service providers, family, friends, neighbors and the police are established on behalf of and with the direct participation of the client. A positive support system is developed that creates a sense of personal worth for the client and a trust that the community embraces their membership and is there to champion their progress. The Community Law Office approach not only restores the dignity of human beings, it improves the compassion of communities and brands us over and over as ***"the City that is too busy to hate".***

- **Expungement/Pardon Program** People with criminal histories have a difficult time getting back to work, securing housing, obtaining loans and even getting back in school. The choice to live a lawful life and participate as a valued member of society can be significantly frustrated because of mistakes of the past. The Public Defender team provides assistance to people who need certain qualifying

offenses taken off their criminal records so that they can stand and be counted among people who want to work, who want to give back and who want better lives for themselves and their families. Most Fridays in the Public Defender's Office are spent meeting with people who deserve a second chance. Educational seminars and help with submitting expungement requests and pardon letters are the order of the day.

- **Community Outreach** What better way is there to create healthy communities than to influence the life of a young person? The Public Defender's Office, working in partnership with Thomasville Heights Elementary School, has mentored 11 young lives this school year; meeting weekly with students to promote self-esteem and visioning for the person each student can and will become.

- **Homeless Innovations** Almost 100 homeless people are arrested in Atlanta every week. The Public Defender's Office has partnered with Mayor Reed's Innovation Delivery Team to formulate plans for treating homeless arrests with top priority care. The PD team participated in the homeless registry project and we continue to register people who are in jail. Clients have also secured housing, veterans and social security benefits and medical care this year through the efforts of this department.

**FY2014 Adopted Program Highlights**

- **Expansion of Special Clients Unit** The Public Defender's Office is the recipient of a grant from the Bureau of Justice Assistance that will provide technical assistance in the further development of the Special Clients Unit.

- **Center for Holistic Defense** The Public Defender team will expand services provided in the courtroom setting to include greater advocacy for mental illness, drug addiction and homelessness by providing judges with enhanced programming options that address these underlying reasons for criminal conduct.

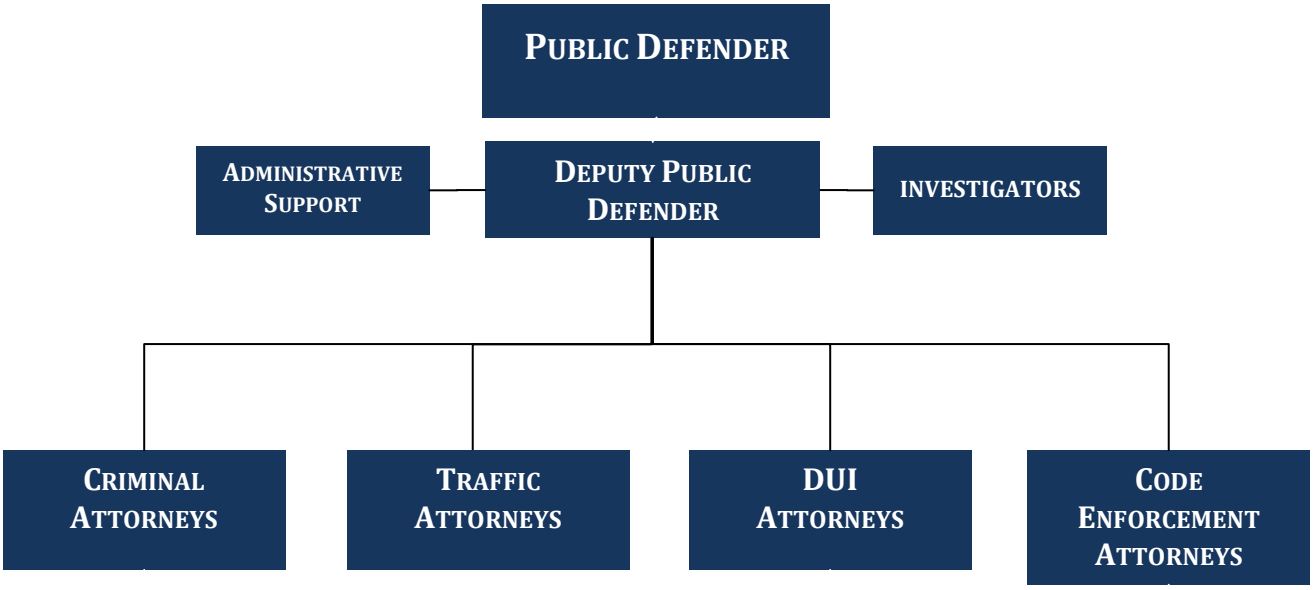
- **Homeless Court** In FY13, the Public Defender's Office partnered with the Innovation Delivery Team to study the issue of homelessness and it's effect on the court system. The Public Defender's Office embraces the need for a Homeless Court that will focus on housing and treatment needs of homeless offenders.

- **Youth Mentoring** The partnership with Thomasville Heights Elementary School will expand from individual mentoring to classroom mentoring by offering lessons on leadership, honor, integrity, goal setting and self esteem. The Pd team will expand to include a middle and high school in a mock trial program.

- **Community Law Office** The traditional role of a Public Defender will be expanded to include community outreach that impacts collateral needs that often lead to crime. Guidance and education will be offered throughout Atlanta's Community Centers in the areas of zoning and housing code, elder care, landlord/tenant, child support, record expungement, addictions, mental health and any other concern that, if addressed, can avoid involvement with the criminal justice system.

# ORGANIZATION CHART

*Public Defender*




# PERFORMANCE METRICS

*Public Defender*

| PERFORMANCE MEASURE | FY2011 ACTUAL | FY2012 ACTUAL | FY2013 TARGET | FY2014 TARGET |
|---|---|---|---|---|
| ***Public Safety*** | | | | |
| Total # of cases assigned to Public Defender | 24,916 | 24,321 | 25,908 | 27,408 |
| % of cases resolved at first appearance | 49% | 54% | 56% | 58% |


RESURGENS
1847
1865
ATLANTA GA

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Public Defender

## General Fund

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | EXPENDITURES AND APPROPRIATIONS | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $909,454 | $893,999 | $1,040,789 | Salaries, Regular | $1,112,331 | $71,542 |
| ($983) | - | - | Salaries, Perm Part-Time | - | - |
| - | - | - | Salaries, Sworn | - | - |
| $206 | - | $23,814 | Salaries, Extra Help | $0 | ($23,814) |
| - | - | - | Salaries, Extra Help-Sworn | - | - |
| $76 | $94 | - | Overtime | - | - |
| - | - | - | Pen Cont Fire Pen Fd | - | - |
| - | - | - | Pen Cont Police Pen Fd | - | - |
| $115,223 | $85,623 | $86,338 | Pen Cont Gen Emp Pen Fd | $119,683 | $33,345 |
| $32,434 | $35,086 | $41,156 | Defined Contribution | $36,793 | ($4,363) |
| - | - | - | Workers' Compensation | - | - |
| $87,638 | $94,028 | $146,822 | Other Personnel Costs | $156,654 | $9,832 |
| $1,144,048 | $1,108,830 | $1,338,919 | TOTAL PERSONNEL | $1,425,460 | $86,541 |
| | | | OTHER EXPENSES | | |
| $165,567 | $210,856 | $108,725 | Purchased / Contracted Services | $101,534 | ($7,191) |
| $62,734 | $90,629 | $98,053 | Supplies | $80,415 | ($17,638) |
| - | - | - | Capital Outlays | - | - |
| - | - | - | Interfund / Interdepartmental Charges | - | - |
| - | - | - | Other Costs | - | - |
| - | - | - | Debt Service | - | - |
| - | - | - | Conversion / Summary | - | - |
| - | - | - | Other Financing Uses | - | - |
| $228,301 | $301,485 | $206,778 | TOTAL OTHER EXPENSES | $181,949 | ($24,829) |
| $1,372,349 | $1,410,315 | $1,545,697 | TOTAL PERSONNEL AND OTHER EXPENSES | $1,607,409 | $61,712 |

| FY11 ACTUAL EXPENDITURES | FY12 ACTUAL EXPENDITURES | FY13 ADOPTED | FUND | FY14 BUDGET | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| $1,372,349 | $1,410,315 | $1,545,697 | General Fund | $1,607,409 | $61,712 |
| $1,372,349 | $1,410,315 | $1,545,697 | TOTAL EXPENSES | $1,607,409 | $61,712 |

| FY11 | FY12 | FY13 | AUTHORIZED POSITION COUNT | FY14 | VARIANCE FY14-FY13 |
|---|---|---|---|---|---|
| 17.00 | 17.00 | 17.00 | Full Time Equivalent | 18.00 | 1.00 |

# FY14 OPERATING BUDGET HIGHLIGHTS

## Department Of Public Defender

## General Fund

| EXPENDITURES AND APPROPRIATIONS | VARIANCE (14-13) | EXPLANATION |
|---|---|---|
| Salaries, Regular | $71,542 | Increase due the creation of an Investigator, Sr. position. |
| Salaries, Perm Part-Time | - | |
| Salaries, Sworn | - | |
| Salaries, Extra Help | ($23,814) | Decrease due to funding reallocated for new full time positions. |
| Salaries, Extra Help-Sworn | - | |
| Overtime | - | |
| Pen Cont Fire Pen Fd | - | |
| Pen Cont Police Pen Fd | - | |
| Pen Cont Gen Emp Pen Fd | $33,345 | Increase due to new positions and associated salary adjustments. |
| Defined Contribution | ($4,363) | Decrease due to Personnel salary adjustments |
| Workers' Compensation | - | |
| Other Personnel Costs | $9,832 | |
| TOTAL PERSONNEL | $86,541 | |
| OTHER EXPENSES | | |
| Purchased / Contracted Services | ($7,191) | Decrease due to purchased services anticipated less than prior year. |
| Supplies | ($17,638) | Decrease due to supplies anticipated less than prior year. |
| Capital Outlays | - | |
| Interfund / Interdepartmental Charges | - | |
| Other Costs | - | |
| Debt Service | - | |
| Conversion / Summary | - | |
| Other Financing Uses | - | |
| TOTAL OTHER EXPENSES | ($24,829) | |
| TOTAL PERSONNEL AND OTHER EXPENSES | $61,712 | |

| FUND | VARIANCE (14-13) |
|---|---|
| General Fund | $61,712 |
| TOTAL EXPENSES | $61,712 |

| AUTHORIZED POSITION COUNT | VARIANCE (14-13) |
|---|---|
| Full Time Equivalent | 1.00 |

# Capital Project Status Summaries

Capital Project Status Overview

Non-Recurring Capital Expenditure

Bond/Renewal & Extension Funds

Grants and Other Special Revenue Funds

Trust Funds

Capital Budget Status

Adopted Budget
FY 2014


RESURGENS
1847
1865
ATLANTA GA

# CAPITAL PROJECT STATUS OVERVIEW

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

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

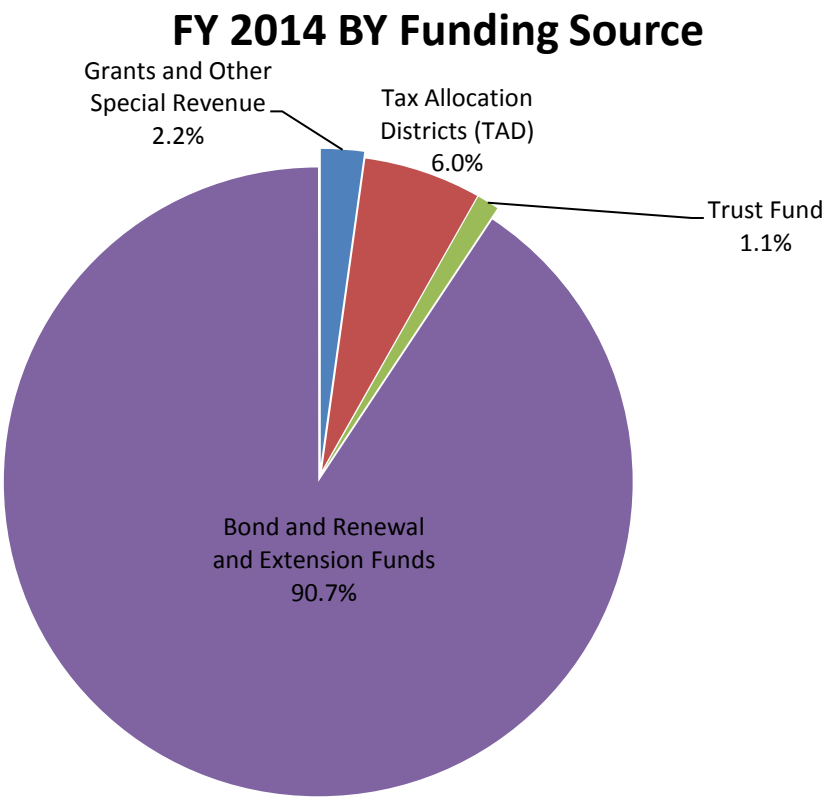
- Real property acquisition (Land)
- Construction of new facilities
- Addition (a modification that changes the structural "footprint" of the facility) to existing facilities greater than or equal to $25,000
- Remodeling/repair/preservation of the interior/exterior of any facility greater than or equal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

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

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

The capital budget status report provides the fund summary and detailed anticipations and appropriations. A list of all projects (detailed appropriations) has been included as well.

The FY2014 to FY2018 budget provides the status of active capital projects that are new or will continue from the previous fiscal year. It is based on the FY2013 projected, roll-forward balance plus any additional funding from new bonds or interest. For FY2014, the capital projects projected expenditure amount totals $3.8B, and the funding by source is depicted below.


FY 2014 BY Funding Source
Grants and Other Special Revenue 2.2%
Tax Allocation Districts (TAD) 6.0%
Trust Fund 1.1%
Bond and Renewal and Extension Funds 90.7%

# CAPITAL PROJECT STATUS OVERVIEW

Project Status Date as of February 2013

| | FY 14 Projected | FY 15 Projected | FY 16 Projected | FY 17 Projected | FY 18 Projected | Future |
|---|---|---|---|---|---|---|
| **Bond, Tax Allocation Districts , and Renewal and Extension Funds** | | | | | | |
| BUILDING RENEWAL & EXTENSION FUND | 5,378,423 | - | - | - | - | - |
| ATLANTIC STATION TAD FUND | 33,451,081 | 17,219,492 | 17,391,166 | 17,566,772 | 17,756,490 | 44,020,822 |
| WESTSIDE TAD FUND | 94,299,875 | 16,674,222 | 14,855,012 | 13,661,906 | 14,238,735 | 124,267,243 |
| NW ATLANTA TAD FUND | 13,750,769 | 1,213,817 | 1,283,360 | 1,354,988 | 1,428,766 | - |
| PRINCETON LAKES TAD FUND | 3,765,700 | 1,785,262 | 1,786,242 | 1,787,253 | 1,788,293 | 5,959,411 |
| EASTSIDE TAD FUND | 48,503,401 | 9,090,292 | 9,100,041 | 9,514,039 | 10,110,472 | 81,173,480 |
| ATLANTA BELTLINE TAD | 30,453,793 | 17,981,332 | 18,926,165 | 20,227,826 | 21,574,240 | 35,167,325 |
| CAMPBELLTON ROAD TAD FUND | 1,584,888 | 287,381 | 264,949 | 242,593 | 220,317 | 3,230,003 |
| HOLLOWELL/M.L. KING TAD FUND | 2,007,247 | 354,590 | 376,214 | 398,271 | 420,770 | 2,679,834 |
| METROPOLITAN PARKWAY TAD FUND | 1,156,800 | 152,600 | 156,749 | 164,135 | 184,106 | 823,809 |
| STADIUM NEIGHBORHOODS TAD FUND | 4,665 | 11,800 | 11,800 | 11,800 | 11,800 | 19,888 |
| ANNUAL BOND FUND | 337,115 | - | - | - | - | - |
| 1993 SCHOOL IMPROVEMENT BOND | 20,921 | - | - | - | - | - |
| 1994 REFERENDUM G.O. BOND FUND | 433,246 | 27,844 | 27,844 | - | - | - |
| 1996 G.O. PUBLIC IMPROVEMENT BOND PART B | 98,731 | - | - | - | - | - |
| 1997 G.O. PUBLIC IMPROVEMENT BOND FUND | 266,552 | 80,032 | 80,032 | - | - | - |
| 2000 PARK IMPROVEMENT BOND FD | 11,824 | - | - | - | - | - |
| 2005A PARK IMPROVEMENT BOND FUND | 3,673,634 | 3,673,634 | - | - | - | 4,681,830 |
| 2008A QUALITY OF LIFE IMPROVEMENT | 862,557 | - | - | - | - | - |
| PARK IMPROVEMENT FUND | 23,370,190 | - | - | - | - | - |
| GENERAL GOVERNMENT CAPITAL FUND | 27,873,131 | - | - | - | - | - |
| CAPITAL FINANCE FUND | 24,683,555 | 1,751,047 | 623,443 | - | - | - |
| SPECIAL ASSESSMENT FUND | 1,821,903 | - | - | - | - | - |
| SOLID WASTE MANAGEMENT FAC CONST FUND | 1,406,310 | - | - | - | - | - |
| CAPITAL ASSET - FINANCE FUND | 6,700,000 | - | - | - | - | - |
| CAPITAL FINANCE - RECOVERY | 11,032,264 | - | - | - | - | - |
| 2002 TRAFFIC COURT FACILITY BOND | 187,464 | - | - | - | - | - |
| BOND SINKING FUND | 27,229,695 | 27,502,627 | 27,777,011 | 27,914,981 | 28,194,130 | 25,823,648 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | 340,718,102 | 26,626,465 | 15,765,029 | 14,082,338 | 14,082,338 | 1,076,795 |
| 1993 WATER & WASTEWATER BOND FUND | 393,036 | - | - | - | - | - |

# CAPITAL PROJECT STATUS OVERVIEW

Project Status Date as of February 2013

| | FY 14 Projected | FY 15 Projected | FY 16 Projected | FY 17 Projected | FY 18 Projected | Future |
|---|---|---|---|---|---|---|
| **Bond, Tax Allocation Districts , and Renewal and Extension Funds** | | | | | | |
| 1997 WATER & WASTEWATER BOND FUND | 706,060 | - | - | - | - | - |
| 1999 WATER AND WASTEWATER BOND FUND | 3,138,447 | 945,043 | - | - | - | - |
| 2001 WATER & WASTEWATER BOND FUND | 8,032,803 | 7,895,924 | 2,582,122 | 2,582,122 | 2,582,122 | 5,306,151 |
| 2004 WATER & WASTEWATER BOND FUND | 17,782,080 | 13,580,126 | 3,219,747 | 3,219,747 | 3,219,747 | 7,835,310 |
| SPECIAL 1% SALES AND USE TAX FUND | 113,084,913 | - | - | - | - | - |
| WATER & WASTEWATER SINKING FUND | 484,678,859 | 449,601,154 | 448,551,498 | 448,517,600 | 447,566,191 | - |
| SER. 2009A WATER & WASTEWATER REV BD FD | 40,815,751 | 38,237,881 | 20,696,902 | 20,696,902 | 20,696,902 | 8,389,900 |
| SOLID WASTE R&E FUND | 17,648,212 | - | - | - | - | - |
| AIRPORT RENEWAL AND EXTENSION FUND | 362,453,943 | 100,000,000 | 100,000,000 | 100,000,000 | 1,000,000,000 | - |
| AIRPORT PASSENGER FACILITY CHARGE FUND | 718,281,254 | 719,979,304 | 721,779,929 | 723,577,929 | 725,378,679 | - |
| 2000 AIRPORT REVENUE BOND FUND | 2,311,382 | - | - | - | - | - |
| 2004 AIRPORT REVENUE BOND FUND | 432,736 | 0 | - | - | - | - |
| 2004 AIRPORT REVENUE BOND FUND F-K | 2,787,642 | 1,981,519 | - | - | - | - |
| CONRAC CUSTOMER SERVICE FAC CH | 76,860,953 | 78,136,756 | 79,024,589 | 80,000,238 | 80,717,514 | - |
| AIRPORT FAC REVENUE BOND SINKING FD | 728,172,055 | 724,520,989 | 756,193,164 | 758,662,770 | 758,601,915 | - |
| 2010B BD PFC & SUB LIEN GEN REV | 3,548,041 | - | - | - | - | - |
| AIRPORT COMMERCIAL PAPER SERIES 2010A/B | 346,048,770 | 74,132,333 | 74,132,333 | 60,000,000 | 60,000,000 | 60,000,000 |
| 2012A BOND GENERAL AIRPORT REVENUE | 3,545,511 | 2,664,590 | - | - | - | - |
| 2010A BOND GENERAL AIRPORT REVENUE | 12,510,471 | 12,230,015 | 399,502 | 1,498,262 | - | - |
| 2012B BOND GENERAL AIRPORT REVENUE | 3,545,511 | 2,664,590 | - | - | - | - |
| 2012C BOND GENERAL AIRPORT REVENUE | 52,815,747 | 51,886,506 | 30,267,817 | 7,298,307 | - | - |
| 2008 WATER & WASTEWATER BOND FUND | - | - | - | - | - | - |
| SERIES 2009B WATER & WASTEWATER | - | - | - | - | - | - |
| **Sub-total** | **3,704,678,013** | **2,338,118,379** | **2,281,120,962** | **2,248,051,196** | **3,141,039,538** | **113,113,634** |

# CAPITAL PROJECT STATUS OVERVIEW

Project Status Date as of February 2013

| | FY 14 Projected | FY 15 Projected | FY 16 Projected | FY 17 Projected | FY 18 Projected | Future |
|---|---|---|---|---|---|---|
| **Grants Funds** | | | | | | |
| COMMUNITY DEVELOPMENT BLOCK GRANT FUND | 14,282,698 | 726,362 | 632,453 | 380,973 | 40,846 | |
| INTERGOVERNMENTAL GRANT FUND | 57,981,510 | - | - | - | - | - |
| EMPOWERMENT ZONE FUND | - | | - | - | - | - |
| JOB TRAINING GRANT FUND | 3,663,302 | 455,427 | - | - | - | 1,188,834 |
| HOME INVESTMENT PARTNERSHIPS PROGRAM FUND | 5,872,188 | 3,174,987 | - | - | - | - |
| SEC 108 LOAN TRUST FUND | 2,302,881 | 760,000 | 760,000 | 760,882 | - | - |
| **Sub-Total** | **84,102,579** | **4,390,414** | **760,000** | **760,882** | **-** | **1,188,834** |
| | | | | | | |
| TRUST FUND | 43,776,613 | 11,943,104 | 11,943,104 | 11,943,104 | 11,943,104 | - |
| **Sub-total** | **43,776,613** | **11,943,104** | **11,943,104** | **11,943,104** | **11,943,104** | **-** |
| | | | | | | |
| **TOTAL** | **3,832,557,205** | **2,354,451,897** | **2,293,824,066** | **2,260,755,182** | **3,152,982,642** | **114,302,468** |

*Since we have not received audited numbers, certain budgets may be amended at a later date.


RESURGENS
1847
1865
ATLANTA GA

# NON-RECURRING CAPITAL EXPENDITURES

**Non-Recurring Capital Expenidtures-**
In order to qualify as a Non-Recurring Capital Improvement Project, the item in question must meet one of the following criteria:
• Real property acquisition (Land)
• Construction of new facilities
• Addition (a modification that changes the structural "footprint" of the facility) to existing facilities greater than or equal to $25,000
• Remodeling/repair/preservation of the interior/exterior of any facility greater than or equal to $25,000
• Demolition of existing facilities greater than or equal to $25,000
• Major equipment items or projects including computer infrastructure, which as a whole are greater than or equal to $25,000 (excludes vehicles unless >= $50,000)
• Infrastructure projects (a road, bridge, intersection, drainage system, or sewer structure, etc.)
• Planning and inventory studies in excess of $25,000

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

| Funding Name | PROJECT NAME | FY 14 Budget |
|---|---|---|
| CAPITAL FINANCE FUND | DIT EDISCOVERY | 110,594 |
| CAPITAL FINANCE FUND | COA RE-STACKING | 895,535 |
| SOLID WASTE R&E FUND | 311- CALL CENTER | 574,500 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | J0105 CATHODIC PROTECTION SYST | 100,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | J1001 DEVELOPMENT, NORTH AREA | 9,684,793 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | J0202 H.T.P., RESERVOIR EXPANS | 12,807 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | I0264 GREENSFERRY SEWER SEPARA | 400,271 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | I0266 CUSTER AVE SEWER SEPARAT | 722 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | I0267 CSO-WEST TUNNELS | 293,046 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | J2002 PUBLIC HEALTH SECURITY- | 63,075 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | I0274 CAMP CREEK OUTFALL SEWER | 283,011 |

# NON-RECURRING CAPITAL EXPENDITURES

Continued

| Funding Name | PROJECT NAME | FY 14 Budget |
|---|---|---|
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | I0298 SEWER GROUP 2 REHABILITA | 8,039,015 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | I0280 CUSTER AVE. STORAGE & DECHLORINATION | 177,536 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | I0154 SOUTH RIVER BASIN RELIEF | 17,232,999 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | J1301 STORMWATER UTILITY MANAG | 148,726 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | RM CLAYTON WTP CO-GENERATN DWM | 250,848 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | RM CLAYTON WTP FLOOD REPAIR | 389,874 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | PEACHTREE BASIN CAP RELIEF | 36,730,764 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | SMALL METER AUDIT | 105,416 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | DWM ATLANTA STREETCAR | 7,417,731 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | WATER MAINS - SW QUADRANT | 4,800,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | EAST ATL WATER MAIN RPMT | 3,603,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | CUSTER AVE. CSO CAP RELIEF | 62,990 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | CLEAR CREEK CSO IMPROVEMENTS | 97,667 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | NW QUADRANT WATER SYSTEM IMP | 8,000,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | NE QUADRANT WATER SYSTEM IMPR | 8,200,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | EDISCOVERY 2012 | 93,042 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | INTRENCHMENT CREEK WRC DEC S/S | 1,454,885 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | HEMPHILL RES #1 EMBANK REP | 3,200,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | PIPEYARD SUB, CEN WHS-PEY | 455,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | HEMPHILL & CHATT. WTP PHASE 2 | 6,495,000 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | HEMPHILL WATER PUMP STATION | 3,456,126 |
| WATER & WASTEWATER RENEWAL & EXTENSION FUND | 311 CALL CENTER | 1,000,000 |
| 1999 WATER AND WASTEWATER BOND FUND | PEACHTREE BASIN CAP RELIEF | 2,194,389 |
| 2001 WATER & WASTEWATER BOND FUND | I0265 MCDANIAL ST SEWER SEPARA | 66,972 |
| 2001 WATER & WASTEWATER BOND FUND | I0273 SEWER GROUP 1 - REHABILI | 9,145 |
| 2001 WATER & WASTEWATER BOND FUND | J0813 SMALL METER INSTALLATION | 10,250 |
| 2001 WATER & WASTEWATER BOND FUND | J0912 REPAIR & REPLACE LARGE W | 25,975 |
| 2001 WATER & WASTEWATER BOND FUND | RM CLAYTON WTP FLOOD REPAIR | 10,869,015 |
| 2001 WATER & WASTEWATER BOND FUND | PEACHTREE BASIN CAP RELIEF | 9,030,541 |
| 2004 WATER & WASTEWATER BOND FUND | J1001 DEVELOPMENT, NORTH AREA | 570,389 |
| 2004 WATER & WASTEWATER BOND FUND | I0267 CSO-WEST TUNNELS | 31,308 |
| 2004 WATER & WASTEWATER BOND FUND | I0298 SEWER GROUP 2 REHABILITA | 1,538,637 |
| 2004 WATER & WASTEWATER BOND FUND | I2023 RM CLAYTON- COMPLIANCE UPGRADE | 1,339,878 |
| 2004 WATER & WASTEWATER BOND FUND | I2109 INTRENCHMENT CREEK SMALL | 40,820 |
| 2004 WATER & WASTEWATER BOND FUND | J0814 BACKFLOW PREVENTORS FLOW | 1,263,765 |

# NON-RECURRING CAPITAL EXPENDITURES

Continued:

| Funding Name | PROJECT NAME | FY 14 Budget |
|---|---|---|
| 2004 WATER & WASTEWATER BOND FUND | J0817 RAW WATER TRANSMISSION M | 1,291,444 |
| 2004 WATER & WASTEWATER BOND FUND | J0825 AUTOMATE HEMPHILL CHATTA | 344,708 |
| 2004 WATER & WASTEWATER BOND FUND | J0827 ASSET MANAGEMENT SYSTEMS | 420,863 |
| 2004 WATER & WASTEWATER BOND FUND | J0828 CUSTOMER BILLING AND COL | 440,440 |
| 2004 WATER & WASTEWATER BOND FUND | J0911 METER REPLACE AUTO READ | 67,572 |
| 2004 WATER & WASTEWATER BOND FUND | J0830 MDTWN,GA TECH & BEDFORD | 206,925 |
| 2004 WATER & WASTEWATER BOND FUND | I0153 PROCTOR CREEK BASIN RELI | 137,298 |
| 2004 WATER & WASTEWATER BOND FUND | I0154 SOUTH RIVER BASIN RELIEF | 207,240 |
| 2004 WATER & WASTEWATER BOND FUND | I0273 SEWER GROUP 1 - REHABILI | 383 |
| 2004 WATER & WASTEWATER BOND FUND | I0297 SSES SEWER GROUPS | 358,532 |
| 2004 WATER & WASTEWATER BOND FUND | J0811 FAIRBURN ROAD PUMP & WAT | 2,382 |
| 2004 WATER & WASTEWATER BOND FUND | I0814 SOUTH RIVER UPGRADE-HEAD | 59,777 |
| 2004 WATER & WASTEWATER BOND FUND | J0834 WATER & HYDRANT ASSESSME | 409,437 |
| 2004 WATER & WASTEWATER BOND FUND | HEMPHILL & CHATT. WTP PHASE 2 | 25 |
| 2004 WATER & WASTEWATER BOND FUND | HEMPHILL & CHATT. WTP PHASE 2 | 830,718 |
| 2004 WATER & WASTEWATER BOND FUND | SOUTH RIVER RELIEF TUNNEL & PS | 16,665 |
| 2004 WATER & WASTEWATER BOND FUND | HEMPHILL WATER PUMP STATION | 68,016 |
| 2004 WATER & WASTEWATER BOND FUND | RM CLAYTON WTP FLOOD REPAIR | 148,817 |
| 2004 WATER & WASTEWATER BOND FUND | PEACHTREE BASIN CAP RELIEF | 24,667,570 |
| 2004 WATER & WASTEWATER BOND FUND | WATER RESOURCE MGT PLAN | 3,356,617 |
| 2004 WATER & WASTEWATER BOND FUND | LAND SUPPORT SERVICES PROJECT | 577,692 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | J0102 GEN IMPR, PUMP STATIONS/ | 1,080,965 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | J0204 GEN IMPR, HEMPHILL TREAT | 259,965 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | J0504 GENERAL IMPROVEMENTS, C. | 22,983 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | J0105 CATHODIC PROTECTION SYST | 100,000 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | J1001 DEVELOPMENT, NORTH AREA | 4,296,557 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | J0202 H.T.P., RESERVOIR EXPANS | 422,115 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I0125 PROCTOR CREEK BASIN | 10,254,799 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I2202 FACILITIES EVALUATION | 485,425 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I0266 CUSTER AVE SEWER SEPARAT | 284,489 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I0267 CSO-WEST TUNNELS | 45,514 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I0271 SMALL DIAMETER SEWER REH | 4,080,500 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I0298 SEWER GROUP 2 REHABILITA | 8,480,731 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I0623 LARGE DIAMETER SEWER REH | 4,002,388 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I1502 PUMP STATION IMPROVEMENT | 288,387 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I2023 RM CLAYTON- COMPLIANCE U | 16,623,090 |

# NON-RECURRING CAPITAL EXPENDITURES

Continued:

| Funding Name | PROJECT NAME | FY 14 Budget |
|---|---|---|
| SERIES 2009A WATER & WASTEWATER BOND FUND | J0822 SOUTH WEST MAIN IMPROVEM | 1,429 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | J0826 ELECTRICAL SWITCHGEAR RE | 2,914,046 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I0151 CAMP CREEK BASIN RELIEF | 67,035 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I0152 SANDY CREEK BASIN RELIEF | 5,129,610 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I0154 SOUTH RIVER BASIN RELIEF | 8,186,274 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I0273 SEWER GROUP 1 - REHABILI | 266,184 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I0290 WEST AREA CSO TREATMENT | 436 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I0297 SSES SEWER GROUPS | 6,430,653 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | I1914 UTOY CREEK WRC - TEMP. O | 67,118 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | J0514 SOIL REMEDIATION & SITE | 329,553 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | J0813 SMALL METER INSTALLATION | 4,892,327 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | J0833 NORTH AREA MAIN IMPROVEM | 25,266,051 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | J0912 REPAIR & REPLACE LARGE W | 2,380,921 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | SOUTH RIVER RELIEF TUNNEL & PS | 3,116,174 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | RM CLAYTON WTP FLOOD REPAIR | 974,784 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | PEACHTREE BASIN CAP RELIEF | 8,751,663 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | UTILITIES GDOT & MUNICIPAL | 1,184,142 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | WATER PROJ - SE QUADRANT | 5,450,925 |
| SERIES 2009A WATER & WASTEWATER BOND FUND | CUSTER AVE. CSO CAP RELIEF | 6,000,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | BRIDGE RAILING FOR R/W/T/W BRIDGES | 1,000,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | ELECTRIC VEHICLE INFRASTRUCTURE | 585,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | INTERNATIONAL CELL PHONE LOT AND TRAVEL PLAZ | 525,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | CARGO BUILDING C - BUILDING | 25,000,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | CARGO BUILDING C - RELOCATION OF AIRPORT ESCOR | 2,100,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | CARGO BUILDING C - DEMOLITION OF CITY SOUTH HA | 1,400,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | CARGO BUILDING C - TRUCK STAGING AND EMPLOYEE | 4,100,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | EDS RECAPITALIZATION AND OPTIMIZATION | 29,000,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | DEMOLITION OF CITY SOUTH HANGAR BUILDING AND | 9,095,015 |
| AIRPORT RENEWAL AND EXTENSION FUND | SOUTH CARGO TRUCK STAGING IMPROVEMENTS | 4,302,654 |
| AIRPORT RENEWAL AND EXTENSION FUND | LOW VOLTAGE ELECTRICAL DISTRIBUTION AS BUILT I | 5,000,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | CONCOURSE D ELECTRICAL EQUIP. RENOVATIONS | 3,361,541 |
| AIRPORT RENEWAL AND EXTENSION FUND | DOMESTIC TERMINAL GP VAULT PHASE 2 | 3,614,350 |
| AIRPORT RENEWAL AND EXTENSION FUND | FIRESTATION 40 | 500,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | RELOCATION OF MDF TRANSFORMER | 100,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | CONCOURSE E MDF EXPANSION | 70,000 |
| AIRPORT RENEWAL AND EXTENSION FUND | DEBT SERVICE RESERVES | 13,300,000 |
| PASSANGER FACILITIES CHARGES FUND | RUNWAY 8L/26R PAVEMENT REPLACEMENT | 24,500,000 |

# NON-RECURRING CAPITAL EXPENDITURES

Continued:

| Funding Name | PROJECT NAME | FY 14 Budget |
|---|---|---|
| PASSANGER FACILITIES CHARGES FUND | TAXIWAY LED LIGHTS | 20,200,000 |
| PASSANGER FACILITIES CHARGES FUND | RUNWAY 9L/27R PAVEMENT REPLACEMENT | 230,125 |
| PASSANGER FACILITIES CHARGES FUND | BRIDGE RAILING FOR R/W/T/W BRIDGES | 1,080,000 |
| PASSANGER FACILITIES CHARGES FUND | RAMP PAVEMENT REPLACEMENT | 811,114 |
| PASSANGER FACILITIES CHARGES FUND | TAXIWAY PAVEMENT REPLACEMENT PHASE 2 | 654,117 |
| PASSANGER FACILITIES CHARGES FUND | EDS RECAPITALIZATION AND OPTIMIZATION | 1,000,000 |
| PASSANGER FACILITIES CHARGES FUND | DEBT SERVICE RESERVES | 32,600,000 |


RESURGENS
1847
1865
ATLANTA GA

# BOND/RENEWAL & EXTENSION FUNDS

## BOND FUNDS

**Annual Bond** funds and the 1987-2004 Bond Project Funds provide for disbursement of the proceeds of an annual $8 million General Obligation Bond issue, which is divided into $4 million for general city purposes and $4 million for school purposes. The City has been authorized since 1968 to annually issue general obligation bonds of $8 million without referendum. These bonds are backed by the "full faith and credit" of the City's property tax base. Historically, the City has used these funds to support an array of programs including economic development, transportation, public safety and judicial systems, recreational and cultural opportunities and environmental protection and enhancement. The last bond issue was dedicated primarily to land acquisition, signal modernization, installation, freeway lighting and bridge improvements. Prior to 1987, each general obligation issue was accounted for in the Annual Bond Fund. Beginning in 1987, each annual bond issue has been accounted for separately through the establishment of a specific project fund. **Other Bond Funds** the Park Improvement Fund, the General Government Capital Outlay Fund, the 1993 School Improvement Bond Fund, Aviation Bond Funds, and Water and Wastewater Bond Funds. These funds account for proceeds used in obtaining, renovating, and constructing major fixed assets.

The **Bond Sinking** Funds are legally required accounting entities to insure the allocation of principal and interest payments due for the protection of the bond holders. The money for these funds is raised through a special City Bond Tax levy against real and personal property. The millage associated with this levy is determined as the rate which will allow the City to make principal and interest payments for the upcoming fiscal year. The funds raised through this tax levy are to be used only for the retirement of City and Board of Education outstanding bond issues. There is provision for appropriation to sinking funds to allow the City to make principal and interest payments to the paying agent on a timely basis as the amounts become due. The interest payments are due semi-annually, requiring payment by the City before the receipt from Fulton County of the tax revenues. Therefore, it is necessary to maintain reserves that allow the City to make these interest payments when they are due.

## 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) CONRAC Project; (3) APM and Roadway for CONRAC Project; (4) Airfield Improvements; (5) Pavement Replacement; (6) Runway Extensions; (7) CPTC Modifications and Upgrades; (8) AGTS Improvements and Upgrades, and (9) MEP Improvements and Upgrades.

The City owns and operates a drinking water supply, treatment and distribution system, and a wastewater collection and treatment system. The **Department of Watershed Management** is reported as an enterprise fund of the City. The Department is supported using revenues derived from a mix of wholesale and retail rates and charges for water and wastewater services and Municipal Option Sales Tax (MOST) receipts. The Department's capital improvement program (CIP) is funded by a combination of Georgia Environmental Facilities Authority loans, water and wastewater system revenue bonds and amounts held in the Renewal and Extension Fund.

The **Building Permits** and **Solid Waste** funds are the newest R&E funds and support equipment purchases.


RESURGENS
1847
1865
ATLANTA GA

# FY14 CAPITAL BUDGET STATUS

## Buildings Renewal & Extension Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 5,378,423 | | | | | | $5,378,423 |
| Expenses | 5,378,423 | | | | | | $5,378,423 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Other Financing Sources | 5,378,423 | | | | | | $5,378,423 |
| Revenues | $5,378,423 | | | | | | $5,378,423 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Dept Of Planning & Community Development | 5,378,423 | | | | | | $5,378,423 |
| Total City Wide | $5,378,423 | | | | | | $5,378,423 |

# FY14 CAPITAL BUDGET STATUS

## Buildings Renewal & Extension Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Dept Of Planning & Community Development | | | | | | | |
| Default - 000000 | 5,378,423 | | | | | | $5,378,423 |
| Sub-Total | $5,378,423 | | | | | | $5,378,423 |
| Total City Wide | $5,378,423 | | | | | | $5,378,423 |

# FY14 CAPITAL BUDGET STATUS

## Atlantic Station Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 33,451,081 | 17,219,492 | 17,391,166 | 17,566,772 | 17,756,490 | | $103,385,001 |
| Expenses | 33,451,081 | 17,219,492 | 17,391,166 | 17,566,772 | 17,756,490 | | $103,385,001 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Taxes | 15,109,519 | 15,571,313 | 16,046,961 | 16,536,878 | 17,041,493 | | $80,306,164 |
| Investment Income | 380,000 | 350,000 | 330,000 | 310,000 | 290,000 | | $1,660,000 |
| Miscellaneous Revenues | 17,961,562 | 1,298,179 | 1,014,205 | 719,894 | 424,997 | | $21,418,837 |
| Revenues | $33,451,081 | $17,219,492 | $17,391,166 | $17,566,772 | $17,756,490 | | $103,385,001 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Department Of Finance | 20,574 | | | | | | $20,574 |
| Non-Departmental | 33,430,507 | 17,219,492 | 17,391,166 | 17,566,772 | 17,756,490 | | $103,364,427 |
| Total City Wide | $33,451,081 | $17,219,492 | $17,391,166 | $17,566,772 | $17,756,490 | | $103,385,001 |

# FY14 CAPITAL BUDGET STATUS

## Atlantic Station Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Finance | | | | | | | |
| Administration Of Arbitrage Rebates - 200696 | 1,000 | | | | | | $1,000 |
| Atlantic Station 2006 Tad - 202716 | 19,574 | | | | | | $19,574 |
| Sub-Total | $20,574 | | | | | | $20,574 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 33,430,507 | 17,219,492 | 17,391,166 | 17,566,772 | 17,756,490 | | $103,364,427 |
| Sub-Total | $33,430,507 | $17,219,492 | $17,391,166 | $17,566,772 | $17,756,490 | | $103,364,427 |
| Total City Wide | $33,451,081 | $17,219,492 | $17,391,166 | $17,566,772 | $17,756,490 | | $103,385,001 |

# FY14 CAPITAL BUDGET STATUS

## Westside Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 94,299,875 | 16,674,222 | 14,855,012 | 13,661,906 | 14,238,735 | | $153,729,750 |
| Expenses | 94,299,875 | 16,674,222 | 14,855,012 | 13,661,906 | 14,238,735 | | $153,729,750 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Taxes | 11,516,491 | 12,167,181 | 12,837,391 | 13,527,708 | 14,238,735 | | $64,287,506 |
| Miscellaneous Revenues | 82,783,384 | 4,507,041 | 2,017,621 | 134,198 | 0 | | $89,442,244 |
| Revenues | $94,299,875 | $16,674,222 | $14,855,012 | $13,661,906 | $14,238,735 | | $153,729,750 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Department Of Finance | 28,263,772 | | | | | | $28,263,772 |
| Department Of Public Works | 202,101 | | | | | | $202,101 |
| Non-Departmental | 65,834,002 | 16,674,222 | 14,855,012 | 13,661,906 | 14,238,735 | | $125,263,877 |
| Total City Wide | $94,299,875 | $16,674,222 | $14,855,012 | $13,661,906 | $14,238,735 | | $153,729,750 |

# FY14 CAPITAL BUDGET STATUS

## Westside Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Finance | | | | | | | |
| Westside Tad 2005 - 202670 | 1,740 | | | | | | $1,740 |
| Westside Tad Cd 2008 Program - 210375 | 135,360 | | | | | | $135,360 |
| Westside Tad 2008 Prgm - 210622 | 28,126,672 | | | | | | $28,126,672 |
| Sub-Total | $28,263,772 | | | | | | $28,263,772 |
| Department Of Public Works | | | | | | | |
| 2007 Westside Tad - 110334 | 202,101 | | | | | | $202,101 |
| Sub-Total | $202,101 | | | | | | $202,101 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 65,834,002 | 16,674,222 | 14,855,012 | 13,661,906 | 14,238,735 | | $125,263,877 |
| Sub-Total | $65,834,002 | $16,674,222 | $14,855,012 | $13,661,906 | $14,238,735 | | $125,263,877 |
| Total City Wide | $94,299,875 | $16,674,222 | $14,855,012 | $13,661,906 | $14,238,735 | | $153,729,750 |

# FY14 CAPITAL BUDGET STATUS

## Nw Atlanta Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 13,750,769 | 1,213,817 | 1,283,360 | 1,354,988 | 1,428,766 | | $19,031,700 |
| Expenses | 13,750,769 | 1,213,817 | 1,283,360 | 1,354,988 | 1,428,766 | | $19,031,700 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Taxes | 1,146,301 | 1,213,817 | 1,283,360 | 1,354,988 | 1,428,766 | | $6,427,232 |
| Miscellaneous Revenues | 12,604,468 | 0 | 0 | 0 | 0 | | $12,604,468 |
| Revenues | $13,750,769 | $1,213,817 | $1,283,360 | $1,354,988 | $1,428,766 | | $19,031,700 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Executive Offices | 1,556,843 | | 0 | 0 | 0 | | $1,556,843 |
| Non-Departmental | 12,193,926 | 1,213,817 | 1,283,360 | 1,354,988 | 1,428,766 | | $17,474,857 |
| Total City Wide | $13,750,769 | $1,213,817 | $1,283,360 | $1,354,988 | $1,428,766 | | $19,031,700 |

# FY14 CAPITAL BUDGET STATUS

## Nw Atlanta Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Executive Offices | | | | | | | |
| Northwest Atlanta Fire Station - 110965 | 1,556,843 | | 0 | 0 | 0 | | $1,556,843 |
| Sub-Total | $1,556,843 | | $0 | $0 | $0 | | $1,556,843 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 12,193,926 | 1,213,817 | 1,283,360 | 1,354,988 | 1,428,766 | | $17,474,857 |
| Sub-Total | $12,193,926 | $1,213,817 | $1,283,360 | $1,354,988 | $1,428,766 | | $17,474,857 |
| Total City Wide | $13,750,769 | $1,213,817 | $1,283,360 | $1,354,988 | $1,428,766 | | $19,031,700 |

# FY14 CAPITAL BUDGET STATUS

## Princeton Lakes Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 3,765,700 | 1,785,262 | 1,786,242 | 1,787,254 | 1,788,293 | | $10,912,751 |
| Expenses | 3,765,700 | 1,785,262 | 1,786,242 | 1,787,253 | 1,788,293 | | $10,912,750 |
| Total Revenues Over(Under) Expenses | $0 | $0 | $0 | $1 | $0 | | $1 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Taxes | 1,519,722 | 1,565,737 | 1,613,131 | 1,661,948 | 1,712,229 | | $8,072,767 |
| Investment Income | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | | $25,000 |
| Miscellaneous Revenues | 2,240,978 | 214,525 | 168,111 | 120,306 | 71,064 | | $2,814,984 |
| Revenues | $3,765,700 | $1,785,262 | $1,786,242 | $1,787,254 | $1,788,293 | | $10,912,751 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Non-Departmental | 3,765,700 | 1,785,262 | 1,786,242 | 1,787,253 | 1,788,293 | | $10,912,750 |
| Total City Wide | $3,765,700 | $1,785,262 | $1,786,242 | $1,787,253 | $1,788,293 | | $10,912,750 |

# FY14 CAPITAL BUDGET STATUS

## Princeton Lakes Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 3,765,700 | 1,785,262 | 1,786,242 | 1,787,253 | 1,788,293 | | $10,912,750 |
| Sub-Total | $3,765,700 | $1,785,262 | $1,786,242 | $1,787,253 | $1,788,293 | | $10,912,750 |
| Total City Wide | $3,765,700 | $1,785,262 | $1,786,242 | $1,787,253 | $1,788,293 | | $10,912,750 |

# FY14 CAPITAL BUDGET STATUS

## Eastside Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 48,503,401 | 9,090,292 | 9,100,041 | 9,514,039 | 10,110,472 | | $86,318,245 |
| Expenses | 48,503,401 | 9,090,292 | 9,100,041 | 9,514,039 | 10,110,472 | | $86,318,245 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Taxes | 7,586,960 | 8,132,781 | 8,694,976 | 9,274,039 | 9,870,472 | | $43,559,228 |
| Investment Income | 240,000 | 240,000 | 240,000 | 240,000 | 240,000 | | $1,200,000 |
| Miscellaneous Revenues | 40,676,441 | 717,511 | 165,065 | 0 | 0 | | $41,559,017 |
| Revenues | $48,503,401 | $9,090,292 | $9,100,041 | $9,514,039 | $10,110,472 | | $86,318,245 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Department Of Finance | 1,422,390 | | | | | | $1,422,390 |
| Non-Departmental | 47,081,011 | 9,090,292 | 9,100,041 | 9,514,039 | 10,110,472 | | $84,895,855 |
| Total City Wide | $48,503,401 | $9,090,292 | $9,100,041 | $9,514,039 | $10,110,472 | | $86,318,245 |

# FY14 CAPITAL BUDGET STATUS

## Eastside Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Finance | | | | | | | |
| Eastside Tad 2005 - 202671 | 1,422,390 | | | | | | $1,422,390 |
| Sub-Total | $1,422,390 | | | | | | $1,422,390 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 47,081,011 | 9,090,292 | 9,100,041 | 9,514,039 | 10,110,472 | | $84,895,855 |
| Sub-Total | $47,081,011 | $9,090,292 | $9,100,041 | $9,514,039 | $10,110,472 | | $84,895,855 |
| Total City Wide | $48,503,401 | $9,090,292 | $9,100,041 | $9,514,039 | $10,110,472 | | $86,318,245 |

# FY14 CAPITAL BUDGET STATUS

## Atlanta Beltline Tad

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 30,453,793 | 17,981,332 | 18,926,165 | 20,227,826 | 21,574,240 | | $109,163,356 |
| Expenses | 30,453,793 | 17,981,332 | 18,926,165 | 20,227,826 | 21,574,240 | | $109,163,356 |
| Total Revenues Over(Under) Expenses | $0 | $0 | $0 | $0 | $0 | | $0 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Taxes | 16,451,193 | 17,667,768 | 18,926,165 | 20,227,826 | 21,574,240 | | $94,847,192 |
| Miscellaneous Revenues | 14,002,600 | 313,564 | 0 | 0 | 0 | | $14,316,164 |
| Revenues | $30,453,793 | $17,981,332 | $18,926,165 | $20,227,826 | $21,574,240 | | $109,163,356 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Finance | 6,679 | | | | | | $6,679 |
| Non-Departmental | 30,447,114 | 17,981,332 | 18,926,165 | 20,227,826 | 21,574,240 | | $109,156,677 |
| Total City Wide | $30,453,793 | $17,981,332 | $18,926,165 | $20,227,826 | $21,574,240 | | $109,163,356 |

# FY14 CAPITAL BUDGET STATUS

## Atlanta Beltline Tad

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Finance | | | | | | | |
| Atlanta Beltline Tad - 202883 | 6,679 | | | | | | $6,679 |
| Sub-Total | $6,679 | | | | | | $6,679 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 30,447,114 | 17,981,332 | 18,926,165 | 20,227,826 | 21,574,240 | | $109,156,677 |
| Sub-Total | $30,447,114 | $17,981,332 | $18,926,165 | $20,227,826 | $21,574,240 | | $109,156,677 |
| Total City Wide | $30,453,793 | $17,981,332 | $18,926,165 | $20,227,826 | $21,574,240 | | $109,163,356 |

# FY14 CAPITAL BUDGET STATUS

## Campbellton Road Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 1,584,888 | 287,381 | 264,949 | 242,593 | 220,317 | | $2,600,128 |
| Expenses | 1,584,888 | 287,381 | 264,949 | 242,593 | 220,317 | | $2,600,128 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Taxes | 0 | 27,033 | 71,461 | 116,778 | 163,002 | | $378,274 |
| Miscellaneous Revenues | 1,584,888 | 260,348 | 193,488 | 125,815 | 57,315 | | $2,221,854 |
| Revenues | $1,584,888 | $287,381 | $264,949 | $242,593 | $220,317 | | $2,600,128 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Non-Departmental | 1,584,888 | 287,381 | 264,949 | 242,593 | 220,317 | | $2,600,128 |
| Total City Wide | $1,584,888 | $287,381 | $264,949 | $242,593 | $220,317 | | $2,600,128 |

# FY14 CAPITAL BUDGET STATUS

## Campbellton Road Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 1,584,888 | 287,381 | 264,949 | 242,593 | 220,317 | | $2,600,128 |
| Sub-Total | $1,584,888 | $287,381 | $264,949 | $242,593 | $220,317 | | $2,600,128 |
| Total City Wide | $1,584,888 | $287,381 | $264,949 | $242,593 | $220,317 | | $2,600,128 |

# FY14 CAPITAL BUDGET STATUS

## Hollowell/M.L. King Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 2,007,247 | 354,590 | 376,214 | 398,271 | 420,770 | | $3,557,092 |
| Expenses | 2,007,247 | 354,590 | 376,214 | 398,271 | 420,770 | | $3,557,092 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Taxes | 333,389 | 354,590 | 376,214 | 398,271 | 420,770 | | $1,883,234 |
| Miscellaneous Revenues | 1,673,858 | 0 | 0 | 0 | 0 | | $1,673,858 |
| Revenues | $2,007,247 | $354,590 | $376,214 | $398,271 | $420,770 | | $3,557,092 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Non-Departmental | 2,007,247 | 354,590 | 376,214 | 398,271 | 420,770 | | $3,557,092 |
| Total City Wide | $2,007,247 | $354,590 | $376,214 | $398,271 | $420,770 | | $3,557,092 |

# FY14 CAPITAL BUDGET STATUS

## Hollowell/M.L. King Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 2,007,247 | 354,590 | 376,214 | 398,271 | 420,770 | | $3,557,092 |
| Sub-Total | $2,007,247 | $354,590 | $376,214 | $398,271 | $420,770 | | $3,557,092 |
| Total City Wide | $2,007,247 | $354,590 | $376,214 | $398,271 | $420,770 | | $3,557,092 |

# FY14 CAPITAL BUDGET STATUS

## Metropolitan Parkway Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 1,156,800 | 152,600 | 156,749 | 164,135 | 184,106 | | $1,814,390 |
| Expenses | 1,156,800 | 152,600 | 156,749 | 164,135 | 184,106 | | $1,814,390 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Taxes | 106,540 | 125,360 | 144,555 | 164,135 | 184,106 | | $724,696 |
| Miscellaneous Revenues | 1,050,260 | 27,240 | 12,194 | 0 | 0 | | $1,089,694 |
| Revenues | $1,156,800 | $152,600 | $156,749 | $164,135 | $184,106 | | $1,814,390 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Non-Departmental | 1,156,800 | 152,600 | 156,749 | 164,135 | 184,106 | | $1,814,390 |
| Total City Wide | $1,156,800 | $152,600 | $156,749 | $164,135 | $184,106 | | $1,814,390 |

# FY14 CAPITAL BUDGET STATUS

## Metropolitan Parkway Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 1,156,800 | 152,600 | 156,749 | 164,135 | 184,106 | | $1,814,390 |
| Sub-Total | $1,156,800 | $152,600 | $156,749 | $164,135 | $184,106 | | $1,814,390 |
| Total City Wide | $1,156,800 | $152,600 | $156,749 | $164,135 | $184,106 | | $1,814,390 |

# FY14 CAPITAL BUDGET STATUS

## Stadium Neighborhoods Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 4,665 | 11,800 | 11,800 | 11,800 | 11,800 | | $51,865 |
| Expenses | 4,665 | 11,800 | 11,800 | 11,800 | 11,800 | | $51,865 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 4,665 | 11,800 | 11,800 | 11,800 | 11,800 | | $51,865 |
| Revenues | $4,665 | $11,800 | $11,800 | $11,800 | $11,800 | | $51,865 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Non-Departmental | 4,665 | 11,800 | 11,800 | 11,800 | 11,800 | | $51,865 |
| Total City Wide | $4,665 | $11,800 | $11,800 | $11,800 | $11,800 | | $51,865 |

# FY14 CAPITAL BUDGET STATUS

## Stadium Neighborhoods Tad Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 4,665 | 11,800 | 11,800 | 11,800 | 11,800 | | $51,865 |
| Sub-Total | $4,665 | $11,800 | $11,800 | $11,800 | $11,800 | | $51,865 |
| Total City Wide | $4,665 | $11,800 | $11,800 | $11,800 | $11,800 | | $51,865 |

# FY14 CAPITAL BUDGET STATUS

## Annual Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 337,115 | | | | | | $337,115 |
| Expenses | 337,115 | | | | | | $337,115 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 337,115 | | | | | | $337,115 |
| Revenues | $337,115 | | | | | | $337,115 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Executive Offices | 1,028 | | | | | | $1,028 |
| Department Of Public Works | 336,087 | | | | | | $336,087 |
| Total City Wide | $337,115 | | | | | | $337,115 |

# FY14 CAPITAL BUDGET STATUS

## Annual Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Executive Offices | | | | | | | |
| City Hall Renovation And Expansion - 100145 | 772 | | | | | | $772 |
| Empowerment - Che - 101442 | 256 | | | | | | $256 |
| Sub-Total | $1,028 | | | | | | $1,028 |
| Department Of Public Works | | | | | | | |
| Campbellton Road Segmental Improvements - 100316 | 148,043 | | | | | | $148,043 |
| Roxboro Road Underpass - 100324 | 48,837 | | | | | | $48,837 |
| Computer Traffic Control Expansion - 100334 | 3,065 | | | | | | $3,065 |
| Neighborhood Traffic Management - 100344 | 1,272 | | | | | | $1,272 |
| Cascade/Mays Streetscape, Cd-381 - 100818 | 59,870 | | | | | | $59,870 |
| Kirkwood Sidewalk Improvements - 101415 | 75,000 | | | | | | $75,000 |
| Sub-Total | $336,087 | | | | | | $336,087 |
| Total City Wide | $337,115 | | | | | | $337,115 |

# FY14 CAPITAL BUDGET STATUS

## 1993 School Improvement Bond

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 20,921 | | | | | | $20,921 |
| Expenses | 20,921 | | | | | | $20,921 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 20,921 | | | | | | $20,921 |
| Revenues | $20,921 | | | | | | $20,921 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Non-Departmental | 20,921 | | | | | | $20,921 |
| Total City Wide | $20,921 | | | | | | $20,921 |

# FY14 CAPITAL BUDGET STATUS

## 1993 School Improvement Bond

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 20,921 | | | | | | $20,921 |
| Sub-Total | $20,921 | | | | | | $20,921 |
| Total City Wide | $20,921 | | | | | | $20,921 |

# FY14 CAPITAL BUDGET STATUS

## 1994 Referendum G.O. Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 433,246 | 27,844 | 27,844 | | | | $488,934 |
| Expenses | 433,246 | 27,844 | 27,844 | | | | $488,934 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Miscellaneous Revenues | 433,246 | 27,844 | 27,844 | | | | $488,934 |
| Revenues | $433,246 | $27,844 | $27,844 | | | | $488,934 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Department Of Finance | 27,844 | 27,844 | 27,844 | | | | $83,532 |
| Department Of Public Works | 405,372 | | | | | | $405,372 |
| Department Of Watershed Management | 30 | | | | | | $30 |
| Total City Wide | $433,246 | $27,844 | $27,844 | | | | $488,934 |

# FY14 CAPITAL BUDGET STATUS

## 1994 Referendum G.O. Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Finance | | | | | | | |
| Administration Of Arbitrage Rebates - 200696 | 900 | 900 | 900 | | | | $2,700 |
| Restricted Reserve For Capital Projects - 201043 | 26,944 | 26,944 | 26,944 | | | | $80,832 |
| Sub-Total | $27,844 | $27,844 | $27,844 | | | | $83,532 |
| Department Of Public Works | | | | | | | |
| Mitchell St Viaduct - 100983 | 101,245 | | | | | | $101,245 |
| Campbellton Road Widening (Phase I) - 101232 | 181,945 | | | | | | $181,945 |
| Peachtree Creek Basin Flood Control - 202287 | 122,182 | | | | | | $122,182 |
| Sub-Total | $405,372 | | | | | | $405,372 |
| Department Of Watershed Management | | | | | | | |
| Stormwater Utility Management - 102719 | 30 | | | | | | $30 |
| Sub-Total | $30 | | | | | | $30 |
| Total City Wide | $433,246 | $27,844 | $27,844 | | | | $488,934 |

# FY14 CAPITAL BUDGET STATUS

## 1996 G.O. Public Improvement Bond Part B

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 98,731 | | | | | | $98,731 |
| Expenses | 98,731 | | | | | | $98,731 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 98,731 | | | | | | $98,731 |
| Revenues | $98,731 | | | | | | $98,731 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Public Works | 98,731 | | | | | | $98,731 |
| Total City Wide | $98,731 | | | | | | $98,731 |

# FY14 CAPITAL BUDGET STATUS

## 1996 G.O. Public Improvement Bond Part B

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Public Works | | | | | | | |
| Howell Mill Rd Widening - 101995 | 98,731 | | | | | | $98,731 |
| Sub-Total | $98,731 | | | | | | $98,731 |
| Total City Wide | $98,731 | | | | | | $98,731 |

# FY14 CAPITAL BUDGET STATUS

## 1997 G.O. Public Improvement Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 266,552 | 80,032 | 80,032 | 0 | | | $426,616 |
| Expenses | 266,552 | 80,032 | 80,032 | | | | $426,616 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 266,552 | 80,032 | 80,032 | 0 | | | $426,616 |
| Revenues | $266,552 | $80,032 | $80,032 | $0 | | | $426,616 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Finance | 80,032 | 80,032 | 80,032 | | | | $240,096 |
| Department Of Public Works | 186,520 | | | | | | $186,520 |
| Total City Wide | $266,552 | $80,032 | $80,032 | | | | $426,616 |

# FY14 CAPITAL BUDGET STATUS

## 1997 G.O. Public Improvement Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Finance | | | | | | | |
| Debt Service Administration - 200523 | 750 | 750 | 750 | | | | $2,250 |
| Administration Of Arbitrage Rebates - 200696 | 900 | 900 | 900 | | | | $2,700 |
| Restricted Reserve For Capital Projects - 201043 | 78,382 | 78,382 | 78,382 | | | | $235,146 |
| Sub-Total | $80,032 | $80,032 | $80,032 | | | | $240,096 |
| Department Of Public Works | | | | | | | |
| Campbellton Road Widening (Phase I) - 101232 | 186,520 | | | | | | $186,520 |
| Sub-Total | $186,520 | | | | | | $186,520 |
| Total City Wide | $266,552 | $80,032 | $80,032 | | | | $426,616 |

# FY14 CAPITAL BUDGET STATUS

## 2000 Park Improvement Bond Fd

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 11,824 | | | | | | $11,824 |
| Expenses | 11,824 | | | | | | $11,824 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 11,824 | | | | | | $11,824 |
| Revenues | $11,824 | | | | | | $11,824 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Finance | 2,007 | | | | | | $2,007 |
| Non-Departmental | 9,817 | | | | | | $9,817 |
| Total City Wide | $11,824 | | | | | | $11,824 |

# FY14 CAPITAL BUDGET STATUS

## 2000 Park Improvement Bond Fd

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Finance | | | | | | | |
| Administration Of Arbitrage Rebates - 200696 | 2,007 | | | | | | $2,007 |
| Sub-Total | $2,007 | | | | | | $2,007 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 9,817 | | | | | | $9,817 |
| Sub-Total | $9,817 | | | | | | $9,817 |
| Total City Wide | $11,824 | | | | | | $11,824 |

# FY14 CAPITAL BUDGET STATUS

## 2005A Park Improvement Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 3,673,634 | 3,673,634 | | | | 4,681,830 | $12,029,098 |
| Expenses | 3,673,634 | 3,673,634 | 0 | 0 | 0 | 4,681,830 | $12,029,098 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 3,673,634 | 3,673,634 | | | | 4,681,830 | $12,029,098 |
| Revenues | $3,673,634 | $3,673,634 | | | | $4,681,830 | $12,029,098 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Finance | 1,167,433 | 1,167,433 | | | | | $2,334,866 |
| Dept Of Parks, Recreation & Cultural Aff | 2,506,201 | 2,506,201 | 0 | 0 | 0 | 0 | $5,012,402 |
| Non-Departmental | 0 | | | | | 4,681,830 | $4,681,830 |
| Total City Wide | $3,673,634 | $3,673,634 | $0 | $0 | $0 | $4,681,830 | $12,029,098 |

# FY14 CAPITAL BUDGET STATUS

## 2005A Park Improvement Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Finance | | | | | | | |
| Park Revenue Bonds 2005 - 202714 | 1,167,433 | 1,167,433 | | | | | $2,334,866 |
| Sub-Total | $1,167,433 | $1,167,433 | | | | | $2,334,866 |
| Dept Of Parks, Recreation & Cultural Aff | | | | | | | |
| Lighting Improvements, City-Wide - 100184 | 321,422 | 321,422 | 0 | 0 | 0 | 0 | $642,844 |
| Construction Of Bldgs., City-Wide - 100229 | 1,682,088 | 1,682,088 | | | | | $3,364,176 |
| Ground & Site Imprvs., City-Wide - 100247 | 434,017 | 434,017 | | 0 | 0 | 0 | $868,034 |
| City Wide Park Furniture & Play Equip. - 100271 | 62,790 | 62,790 | | | 0 | 0 | $125,580 |
| Municipal Arts Reserve - 100282 | 5,884 | 5,884 | 0 | 0 | 0 | 0 | $11,768 |
| Sub-Total | $2,506,201 | $2,506,201 | $0 | $0 | $0 | $0 | $5,012,402 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 0 | | | | | 4,681,830 | $4,681,830 |
| Sub-Total | $0 | | | | | $4,681,830 | $4,681,830 |
| Total City Wide | $3,673,634 | $3,673,634 | $0 | $0 | $0 | $4,681,830 | $12,029,098 |

# FY14 CAPITAL BUDGET STATUS

## 2008A Quality Of Life Improvement Bond Fd

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 862,557 | | | | | | $862,557 |
| Expenses | 862,557 | | | | | | $862,557 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 862,557 | | | | | | $862,557 |
| Revenues | $862,557 | | | | | | $862,557 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Public Works | 862,557 | | | | | | $862,557 |
| Total City Wide | $862,557 | | | | | | $862,557 |

# FY14 CAPITAL BUDGET STATUS

## 2008A Quality Of Life Improvement Bond Fd

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Public Works | | | | | | | |
| Sidewalk Improvements, District 1 - 102087 | 8,486 | | | | | | $8,486 |
| Sidewalk Improvements, District 4 - 102090 | 21,446 | | | | | | $21,446 |
| Sidewalk Improvements, District 5 - 102091 | 14,089 | | | | | | $14,089 |
| Sidewalk Improvements, District 10 - 102096 | 373,537 | | | | | | $373,537 |
| Streetscape Projects, District 9 - 102537 | 69,789 | | | | | | $69,789 |
| Cascade/Mays Village Center - 102558 | 6,496 | | | | | | $6,496 |
| Ralph D. Abernathy Blvd Strscape Go#0847 - 102737 | 4,835 | | | | | | $4,835 |
| Greenscape Enhance (Cat. 2) - 110063 | 34,754 | | | | | | $34,754 |
| Sts,Brdgs,& Vias (Cat. 3) - 110064 | 133,211 | | | | | | $133,211 |
| Traffic Signals (Cat. 4) - 110065 | 12,664 | | | | | | $12,664 |
| Crosswalk Installation - 110074 | 7,946 | | | | | | $7,946 |
| Undes Sdwlk & Stscps (Cat. 1) - 110076 | 33,716 | | | | | | $33,716 |
| Swlk Stscp C1 Dgn Const & Prg M - 110082 | 2,601 | | | | | | $2,601 |
| 2008 Qol Bond Sidewalk Crews - 110265 | 57,523 | | | | | | $57,523 |
| 2008 Qol Bond Administration - 110266 | 53,743 | | | | | | $53,743 |
| Lake Claire Park - 110451 | 255 | | | | | | $255 |
| Sidewalks - Ada Ramps - 110820 | 27,466 | | | | | | $27,466 |
| Sub-Total | $862,557 | | | | | | $862,557 |
| Total City Wide | $862,557 | | | | | | $862,557 |

# FY14 CAPITAL BUDGET STATUS

## Park Improvement Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 23,370,190 | | | | | | $23,370,190 |
| Expenses | 23,370,190 | | | | | | $23,370,190 |
| Total Revenues Over(Under) Expenses | $0 | | | | | | $0 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Taxes | 13,772,390 | | | | | | $13,772,390 |
| Miscellaneous Revenues | 9,597,800 | | | | | | $9,597,800 |
| Revenues | $23,370,190 | | | | | | $23,370,190 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Department Of Information Technology | 5,196,376 | | | | | | $5,196,376 |
| Dept Of Parks, Recreation & Cultural Aff | 11,581,045 | | | | | | $11,581,045 |
| Non-Departmental | 6,592,769 | | | | | | $6,592,769 |
| Total City Wide | $23,370,190 | | | | | | $23,370,190 |

# FY14 CAPITAL BUDGET STATUS

## Park Improvement Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Information Technology | | | | | | | |
| Default - 000000 | 5,196,376 | | | | | | $5,196,376 |
| Sub-Total | $5,196,376 | | | | | | $5,196,376 |
| Dept Of Parks, Recreation & Cultural Aff | | | | | | | |
| Default - 000000 | 11,581,045 | | | | | | $11,581,045 |
| Sub-Total | $11,581,045 | | | | | | $11,581,045 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 6,592,769 | | | | | | $6,592,769 |
| Sub-Total | $6,592,769 | | | | | | $6,592,769 |
| Total City Wide | $23,370,190 | | | | | | $23,370,190 |

# FY14 CAPITAL BUDGET STATUS

## General Government Capital Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 27,873,131 | | | | | | $27,873,131 |
| Expenses | 27,873,131 | | | | | | $27,873,131 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 27,873,131 | | | | | | $27,873,131 |
| Revenues | $27,873,131 | | | | | | $27,873,131 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Executive Offices | 713,442 | | | | | | $713,442 |
| Department Of Information Technology | 662,380 | | | | | | $662,380 |
| Department Of Corrections | 106,265 | | | | | | $106,265 |
| Department Of Finance | 5,003,233 | | | | | | $5,003,233 |
| Department Of Public Works | 13,265,575 | | | | | | $13,265,575 |
| Dept Of Parks, Recreation & Cultural Aff | 3,648,498 | | | | | | $3,648,498 |
| Department Of Fire Services | 3,350,175 | | | | | | $3,350,175 |
| Department Of Police Services | 1,032,823 | | | | | | $1,032,823 |
| Dept Of Planning & Community Development | 90,742 | | | | | | $90,742 |
| Total City Wide | $27,873,131 | | | | | | $27,873,131 |

# FY14 CAPITAL BUDGET STATUS

## General Government Capital Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Executive Offices | | | | | | | |
| Municipal Court Building Construction - 100177 | 503,442 | | | | | | $503,442 |
| City Hall East - 100975 | 30,000 | | | | | | $30,000 |
| Comprehen Study-Recoup Fees Fire Serv. - 202392 | 180,000 | | | | | | $180,000 |
| Sub-Total | $713,442 | | | | | | $713,442 |
| Department Of Information Technology | | | | | | | |
| Radio System - 101188 | 58,262 | | | | | | $58,262 |
| Cad System - 101190 | 21,459 | | | | | | $21,459 |
| Communication Integration - 101191 | 6,932 | | | | | | $6,932 |
| City Wide Information Systems Upgrade - 101793 | 176,945 | | | | | | $176,945 |
| Financial Information System - 101976 | 398,782 | | | | | | $398,782 |
| Sub-Total | $662,380 | | | | | | $662,380 |
| Department Of Corrections | | | | | | | |
| New Pre-Trial Detention Facility - 100990 | 106,265 | | | | | | $106,265 |
| Sub-Total | $106,265 | | | | | | $106,265 |
| Department Of Finance | | | | | | | |
| D.I.F.Admin-Transportation-City - 201053 | 675,999 | | | | | | $675,999 |
| Admin.Development Recoupment Fees - 201072 | 4,327,234 | | | | | | $4,327,234 |
| Sub-Total | $5,003,233 | | | | | | $5,003,233 |
| Department Of Public Works | | | | | | | |
| Traffic Signal Modernization - 100333 | 83 | | | | | | $83 |
| Abernathy Corridor Facility - 101125 | 1 | | | | | | $1 |
| Bakers Ferry Sidewalk, Cd-443 - 101205 | 40,715 | | | | | | $40,715 |
| Greenbriar Parkway Reconstruction - 101231 | 161 | | | | | | $161 |
| Closure, Gun Club Road Landfill - 101335 | 62,781 | | | | | | $62,781 |
| Bicycle Rack Project - 101491 | 50,000 | | | | | | $50,000 |
| Sherwood Forest Traffic Control Improve - 101560 | 88,031 | | | | | | $88,031 |
| Cleveland Ave Sidewalk (Phase Ii) - 101631 | 2,295 | | | | | | $2,295 |
| Custer Avenue Sidewalk - 101632 | 48,514 | | | | | | $48,514 |
| North Highland Avenue Sidewalk - 101633 | 575 | | | | | | $575 |
| Niskey Lake Road Sidewalk - 101634 | 13,638 | | | | | | $13,638 |
| Northside Drive Sidewalk - 101635 | 52,703 | | | | | | $52,703 |
| Old Conley Road Sidewalk - 101636 | 15 | | | | | | $15 |
| Old Hapeville Road Sidewalk - 101637 | 274,000 | | | | | | $274,000 |
| Wieuca Road Sidewalk (Phase Ii) - 101639 | 30,858 | | | | | | $30,858 |
| Stewart Ave (Metropolitan Pkwy) Sidewalk - 101640 | 12,338 | | | | | | $12,338 |
| Old Fourth Ward Sidewalk - 101641 | 86,410 | | | | | | $86,410 |
| Peoplestown Sidewalk - 101642 | 6,727 | | | | | | $6,727 |
| Buckhead Pedestrian Bridge - 101651 | 221,394 | | | | | | $221,394 |
| Cleveland Avenue (Phase I) - 101657 | 12,553 | | | | | | $12,553 |
| Pryor Road Streetscape - 101659 | 50,631 | | | | | | $50,631 |
| Avon Avenue Sidewalk - 101660 | 499 | | | | | | $499 |
| Bolton Road Sidewalk (Phase I) - 101662 | 31,127 | | | | | | $31,127 |
| Bolton Road Sidewalk (Phase Ii) - 101663 | 125,902 | | | | | | $125,902 |
| D.I.F. Transportation-City Wide - 101666 | 0 | | | | | | $0 |
| Safety Speed Humps, Cd-604 - 101698 | 1,875 | | | | | | $1,875 |
| Benjamin E. Mayes Drive Sidewalk - 101798 | 3,315 | | | | | | $3,315 |

# FY14 CAPITAL BUDGET STATUS

## General Government Capital Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Forest Park Road Sidewalk - 101799 | 14,500 | | | | | | $14,500 |
| Gilbert Road Sidewalk - 101800 | 685 | | | | | | $685 |
| Glenwood Ave. Sidewalk - 101801 | 713 | | | | | | $713 |
| Hank Aaron Dr. Sidewalk - 101802 | 7,191 | | | | | | $7,191 |
| Jonesboro Rd. (Sr54) Sidewalk (Phase I) - 101803 | 1 | | | | | | $1 |
| Jonesboro Rd. (Sr54) Sidewalk (Phase Ii) - 101804 | 2,830 | | | | | | $2,830 |
| Morosgo Drive Sidewalk - 101805 | 2,596 | | | | | | $2,596 |
| Peyton Road Sidewalk - 101806 | 45,500 | | | | | | $45,500 |
| W. Paces Ferry/Paces Ferry Rd. Sidewalk - 101807 | 15,920 | | | | | | $15,920 |
| Traffic Calming - 101841 | 4,424 | | | | | | $4,424 |
| Traffic Signal Installation - 101842 | 56 | | | | | | $56 |
| Traffic Signal Modernization - 101843 | 79 | | | | | | $79 |
| City Of Atl Schools Sidewalks Project B - 101844 | 12,845 | | | | | | $12,845 |
| Fairburn Road Sidewalk & Bike Lane - 101845 | 43,090 | | | | | | $43,090 |
| Ashby Street Sidewalk - 101850 | 2,355 | | | | | | $2,355 |
| Boulevard Streetscape Design - 101851 | 3 | | | | | | $3 |
| Castlewood Drive Sidewalk - 101852 | 2,671 | | | | | | $2,671 |
| Defoors Avenue Sidewalk - 101854 | 37,879 | | | | | | $37,879 |
| Grant Way Sidewalk - 101858 | 3,968 | | | | | | $3,968 |
| Hank Aaron Avenue Sidewalk - 101859 | 3,867 | | | | | | $3,867 |
| Hatcher Avenue Sidewalk - 101860 | 10,000 | | | | | | $10,000 |
| Hemphill School Road Sidewalk - 101861 | 1,766 | | | | | | $1,766 |
| Lakewood Trail - 101862 | 20,366 | | | | | | $20,366 |
| Mcdonough Boulevard Sidewalk - 101863 | 10,552 | | | | | | $10,552 |
| Mlk Marta/Dekalb Avenue - 101864 | 970 | | | | | | $970 |
| Monroe Drive Sidewalk - 101865 | 4,639 | | | | | | $4,639 |
| Pine Street Sidewalk - 101867 | 9,470 | | | | | | $9,470 |
| Venetian Drive Sidewalk - 101869 | 15,000 | | | | | | $15,000 |
| Violet Avenue Sidewalk - 101870 | 0 | | | | | | $0 |
| Woodland Avenue Sidewalk - 101871 | 129 | | | | | | $129 |
| Cheshire Bridge Road Streetscape - 101872 | 21,575 | | | | | | $21,575 |
| Cherokee Avenue Pedestrian Improvements - 101873 | 24,958 | | | | | | $24,958 |
| Westend Sidewalks, Cd-659 - 101955 | 6,177 | | | | | | $6,177 |
| Lindbergh/Lavista/Cheshire Br. Imprvs - 101982 | 200,584 | | | | | | $200,584 |
| Campbellton/Greenbriar/Langford Inter - 101983 | 5,793 | | | | | | $5,793 |
| Airline St. & Ezzard St. Reconstruct - 101984 | 11 | | | | | | $11 |
| Citywide Traffic Signal Improvement - 101985 | 1,593,422 | | | | | | $1,593,422 |
| Roxboro Road Widening - 102000 | 49,108 | | | | | | $49,108 |
| Villages Of East Lake - 102101 | 74,880 | | | | | | $74,880 |
| Perry Homes Sidewalks - 102102 | 20,004 | | | | | | $20,004 |
| Ashby Street Streetscape - 102105 | 40,963 | | | | | | $40,963 |
| Mlk, Jr. Drive Streetscape - 102107 | 14 | | | | | | $14 |
| Metropolitan Pkwy Streetscape - 102108 | 3,904 | | | | | | $3,904 |
| Midtown Streetscape - 102109 | 55,084 | | | | | | $55,084 |
| Moreland Avenue Streetscapes - 102110 | 328 | | | | | | $328 |
| North Highland Ave Streetscapes - 102111 | 200,000 | | | | | | $200,000 |
| Peachtree Road Streetscapes - 102112 | 250,554 | | | | | | $250,554 |
| Ponce De Leon Ave Streetscapes - 102113 | 34,078 | | | | | | $34,078 |

# FY14 CAPITAL BUDGET STATUS

## General Government Capital Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Simpson Road Streetscape - 102115 | 207,543 | | | | | | $207,543 |
| Mlk, Jr., Dr. Corridor Improvements - 102281 | 342,127 | | | | | | $342,127 |
| Perry Blvd/Hollywood - 102319 | 27,523 | | | | | | $27,523 |
| Prior Road Streetscapes - 102321 | 15,000 | | | | | | $15,000 |
| Lee Street Lci Grant - 102383 | 62,721 | | | | | | $62,721 |
| Ralph David Abernathy Lci Grant - 102384 | 27,139 | | | | | | $27,139 |
| Barge Rd./Campellton Lci Grant - 102385 | 50,250 | | | | | | $50,250 |
| Greenbriar Pkwy-Langford Lci Grant - 102386 | 81 | | | | | | $81 |
| Headland Dr. Streetscape Lci Grant - 102387 | 4,470 | | | | | | $4,470 |
| Bolton Rd. Intersection Lci Grant - 102388 | 173,377 | | | | | | $173,377 |
| Morningside/Lenox Park - 102389 | 125,000 | | | | | | $125,000 |
| Highland Corridor - 102390 | 65,941 | | | | | | $65,941 |
| Landrum Drive Exit - 102391 | 350,000 | | | | | | $350,000 |
| Piedmont/Lindbergh Transportation Improv - 102438 | 17,516 | | | | | | $17,516 |
| Collier Rd Sidewalk Project - 102629 | 21 | | | | | | $21 |
| City Wide Intersection Timing Loop - Det - 102642 | 100,000 | | | | | | $100,000 |
| Hermi'S Bridge Project - 102730 | 23,309 | | | | | | $23,309 |
| Citywide Greenway Trail Projects - 102847 | 561,702 | | | | | | $561,702 |
| Piedmont Intersection Impr - 110253 | 500,000 | | | | | | $500,000 |
| Memorial Dr Sidewalks - 110255 | 382,669 | | | | | | $382,669 |
| Windemere Dr Sidewalks - 110256 | 564 | | | | | | $564 |
| Freemont Ave Rd Constr - 110257 | 99,472 | | | | | | $99,472 |
| Lowery Blvd Streetscapes, Ph 2 - 110258 | 56,259 | | | | | | $56,259 |
| City Hall Sidewalks - 110259 | 200,000 | | | | | | $200,000 |
| Danforth Rd Sidewalk & Intersection Imp - 110260 | 487,728 | | | | | | $487,728 |
| Hollywood Road Impr - 110261 | 131,763 | | | | | | $131,763 |
| Ada Ramps & Ada Sidewalk Imp, Cityw - 110262 | 381,250 | | | | | | $381,250 |
| Southwest Atlanta Sidewalks - 110264 | 93,498 | | | | | | $93,498 |
| Buckhead Village Redevelopment - 110892 | 24,041 | | | | | | $24,041 |
| Dl Hollowell/Westlake-Lci - 111105 | 190,660 | | | | | | $190,660 |
| Glenwood/Moreland-Lci - 111106 | 44,339 | | | | | | $44,339 |
| D.I.F.Admin-Transportation-City - 201053 | 4,446,974 | | | | | | $4,446,974 |
| Sub-Total | $13,265,575 | | | | | | $13,265,575 |
| Dept Of Parks, Recreation & Cultural Aff | | | | | | | |
| Peachtree Hills Park - 100241 | 1,310 | | | | | | $1,310 |
| Westside Trail Development (Mozley Park) - 101421 | 67,599 | | | | | | $67,599 |
| Southside Park Expansion - 101422 | 18,636 | | | | | | $18,636 |
| Comprehen Imps Major Pks, City-Wide - 101519 | 79,203 | | | | | | $79,203 |
| Centennial Park Trail - 101643 | 250,000 | | | | | | $250,000 |
| English Avenue Trail - 101644 | 100,000 | | | | | | $100,000 |
| Freedom Park Trail - 101645 | 0 | | | | | | $0 |
| Hollywood Plaza Trail - 101646 | 42,000 | | | | | | $42,000 |
| Perkerson-Millican Trail - 101648 | 60,000 | | | | | | $60,000 |
| Pryor Road Trail - 101649 | 69,360 | | | | | | $69,360 |
| Southtowne Trail & Greenway Corr - 102045 | 153,620 | | | | | | $153,620 |
| Adamsville Park Expansion - 102048 | 2,364 | | | | | | $2,364 |
| Proctor Cr Trail & Greenway - 102049 | 553,308 | | | | | | $553,308 |
| Kirkwood/Edgewood Parks/Open Space - 102053 | 72,201 | | | | | | $72,201 |

# FY14 CAPITAL BUDGET STATUS

## General Government Capital Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Atl Memorial Park Trail & Greenway - 102054 | 294,658 | | | | | | $294,658 |
| Peachtree Cr Trail & Greenway Corr - 102056 | 555,000 | | | | | | $555,000 |
| Nancy Creek Trail & Greenway Corridor - 102334 | 3,260 | | | | | | $3,260 |
| Tanyard Creek Park Ground & Site Imp. - 102363 | 75,000 | | | | | | $75,000 |
| Citywide Greenway Trail Projects - 102847 | 520,000 | | | | | | $520,000 |
| Green Space Pgm., Parks North - 201997 | 727,360 | | | | | | $727,360 |
| Mechanics/Peoplestown/Summerhill Open Sp - 202368 | 3,620 | | | | | | $3,620 |
| Sub-Total | $3,648,498 | | | | | | $3,648,498 |
| Department Of Fire Services | | | | | | | |
| Fire Station 13 - 100167 | 1,731,191 | | | | | | $1,731,191 |
| Fire Station 22 Construction - 100170 | 1,198,337 | | | | | | $1,198,337 |
| Fire Station 28 Construction - 100172 | 374,904 | | | | | | $374,904 |
| Fire Station 14 - 101618 | 45,013 | | | | | | $45,013 |
| Fire Station #4 Construction - 102082 | 730 | | | | | | $730 |
| Sub-Total | $3,350,175 | | | | | | $3,350,175 |
| Department Of Police Services | | | | | | | |
| Police Academy Expansion - 101630 | 256,399 | | | | | | $256,399 |
| Workspace-Police Special Operation Sec. - 101957 | 776,424 | | | | | | $776,424 |
| Sub-Total | $1,032,823 | | | | | | $1,032,823 |
| Dept Of Planning & Community Development | | | | | | | |
| Memorial Dr/Mlk Dr/Rail Corridor - 102046 | 53,087 | | | | | | $53,087 |
| Admin.Development Recoupment Fees - 201072 | 37,655 | | | | | | $37,655 |
| Sub-Total | $90,742 | | | | | | $90,742 |
| Total City Wide | $27,873,131 | | | | | | $27,873,131 |

# FY14 CAPITAL BUDGET STATUS

## Capital Finance Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 24,683,555 | 1,751,047 | 623,443 | | | | $27,058,045 |
| Expenses | 24,683,555 | 1,751,047 | 623,443 | 0 | 0 | | $27,058,045 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 0 | 1,751,047 | 623,443 | | | | $2,374,490 |
| Other Financing Sources | 24,683,555 | | | | | | $24,683,555 |
| Revenues | $24,683,555 | $1,751,047 | $623,443 | | | | $27,058,045 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Default / Revenue Department | 2,700,000 | | | | | | $2,700,000 |
| Executive Offices | 3,820,189 | 1,751,047 | 623,443 | 0 | 0 | | $6,194,679 |
| Dept Of Parks, Recreation & Cultural Aff | 225,000 | | | | | | $225,000 |
| Non-Departmental | 13,639,880 | | | | | | $13,639,880 |
| Department Of Fire Services | 3,657,808 | | | | | | $3,657,808 |
| Department Of Police Services | 640,678 | | | | | | $640,678 |
| Total City Wide | $24,683,555 | $1,751,047 | $623,443 | $0 | $0 | | $27,058,045 |

# FY14 CAPITAL BUDGET STATUS

## Capital Finance Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Default / Revenue Department | | | | | | | |
| Default - 000000 | 2,700,000 | | | | | | $2,700,000 |
| Sub-Total | $2,700,000 | | | | | | $2,700,000 |
| Executive Offices | | | | | | | |
| Oeam Repair & Maint Ada Comp - 111214 | 1,313,669 | 504,162 | 0 | 0 | 0 | | $1,817,831 |
| Oeam Ch Infrastructure Repairs - 111215 | 2,506,520 | 1,246,885 | 623,443 | 0 | 0 | | $4,376,848 |
| Sub-Total | $3,820,189 | $1,751,047 | $623,443 | $0 | $0 | | $6,194,679 |
| Dept Of Parks, Recreation & Cultural Aff | | | | | | | |
| Dprca Repair & Maint Ada Comp - 211201 | 225,000 | | | | | | $225,000 |
| Sub-Total | $225,000 | | | | | | $225,000 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 13,639,880 | | | | | | $13,639,880 |
| Sub-Total | $13,639,880 | | | | | | $13,639,880 |
| Department Of Fire Services | | | | | | | |
| Default - 000000 | 2,500,000 | | | | | | $2,500,000 |
| Afr Facilities Repair & Maint. - 211200 | 1,157,808 | | | | | | $1,157,808 |
| Sub-Total | $3,657,808 | | | | | | $3,657,808 |
| Department Of Police Services | | | | | | | |
| Apd Reloca/Reno Cops/Cc - 211207 | 640,678 | | | | | | $640,678 |
| Sub-Total | $640,678 | | | | | | $640,678 |
| Total City Wide | $24,683,555 | $1,751,047 | $623,443 | $0 | $0 | | $27,058,045 |

# FY14 CAPITAL BUDGET STATUS

## Special Assessment Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 1,822,521 | | | | | | $1,822,521 |
| Expenses | 1,821,903 | | | | | | $1,821,903 |
| Total Revenues Over(Under) Expenses | $618 | | | | | | $618 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 1,822,521 | | | | | | $1,822,521 |
| Revenues | $1,822,521 | | | | | | $1,822,521 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Public Works | 111,914 | | | | | | $111,914 |
| Department Of Watershed Management | 1,180,989 | | | | | | $1,180,989 |
| Department Of Police Services | 529,000 | | | | | | $529,000 |
| Total City Wide | $1,821,903 | | | | | | $1,821,903 |

# FY14 CAPITAL BUDGET STATUS

## Special Assessment Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Public Works | | | | | | | |
| Street Paving - 100494 | 45,534 | | | | | | $45,534 |
| Curb, Sidewalk & Gutter Construction - 100495 | 66,380 | | | | | | $66,380 |
| Sub-Total | $111,914 | | | | | | $111,914 |
| 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 Property Demolition - 200497 | 529,000 | | | | | | $529,000 |
| Sub-Total | $529,000 | | | | | | $529,000 |
| Total City Wide | $1,821,903 | | | | | | $1,821,903 |

# FY14 CAPITAL BUDGET STATUS

## Solid Waste Management Fac Const Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 1,406,310 | | | | | | $1,406,310 |
| Expenses | 1,406,310 | | | | | | $1,406,310 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 1,406,310 | | | | | | $1,406,310 |
| Revenues | $1,406,310 | | | | | | $1,406,310 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Public Works | 1,406,310 | | | | | | $1,406,310 |
| Total City Wide | $1,406,310 | | | | | | $1,406,310 |

# FY14 CAPITAL BUDGET STATUS

## Solid Waste Management Fac Const Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Public Works | | | | | | | |
| Closure, Gun Club Road Landfill - 101335 | 972,749 | | | | | | $972,749 |
| Key Road Landfill Closure - 101588 | 164,474 | | | | | | $164,474 |
| Cascade Road Landfill Closure - 101589 | 269,087 | | | | | | $269,087 |
| Sub-Total | $1,406,310 | | | | | | $1,406,310 |
| Total City Wide | $1,406,310 | | | | | | $1,406,310 |

# FY14 CAPITAL BUDGET STATUS

## Capital Asset - Finance Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 6,700,000 | | | | | | $6,700,000 |
| Expenses | 6,700,000 | | | | | | $6,700,000 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Other Financing Sources | 6,700,000 | | | | | | $6,700,000 |
| Revenues | $6,700,000 | | | | | | $6,700,000 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Non-Departmental | 6,700,000 | | | | | | $6,700,000 |
| Total City Wide | $6,700,000 | | | | | | $6,700,000 |

# FY14 CAPITAL BUDGET STATUS

## Capital Asset - Finance Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 6,700,000 | | | | | | $6,700,000 |
| Sub-Total | $6,700,000 | | | | | | $6,700,000 |
| Total City Wide | $6,700,000 | | | | | | $6,700,000 |

# FY14 CAPITAL BUDGET STATUS

## Capital Finance-Recovery Zone (Eco. Dev.) Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 11,032,264 | | | | | | $11,032,264 |
| Expenses | 11,032,264 | | | | | | $11,032,264 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Other Financing Sources | 11,032,264 | | | | | | $11,032,264 |
| Revenues | $11,032,264 | | | | | | $11,032,264 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Public Works | 10,046,706 | | | | | | $10,046,706 |
| Department Of Police Services | 985,558 | | | | | | $985,558 |
| Total City Wide | $11,032,264 | | | | | | $11,032,264 |

# FY14 CAPITAL BUDGET STATUS

## Capital Finance-Recovery Zone (Eco. Dev.) Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Public Works | | | | | | | |
| Rec Zone Economic Dev Bond - 111318 | 10,046,706 | | | | | | $10,046,706 |
| Sub-Total | $10,046,706 | | | | | | $10,046,706 |
| Department Of Police Services | | | | | | | |
| Distressed Properties Clean-Up - 211364 | 985,558 | | | | | | $985,558 |
| Sub-Total | $985,558 | | | | | | $985,558 |
| Total City Wide | $11,032,264 | | | | | | $11,032,264 |

# FY14 CAPITAL BUDGET STATUS

## 2002 Traffic Court Facility Bond

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 187,464 | | | | | | $187,464 |
| Expenses | 187,464 | 0 | 0 | 0 | 0 | | $187,464 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 187,464 | | | | | | $187,464 |
| Revenues | $187,464 | | | | | | $187,464 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Executive Offices | 152,665 | 0 | 0 | 0 | 0 | | $152,665 |
| Non-Departmental | 34,799 | | | | | | $34,799 |
| Total City Wide | $187,464 | $0 | $0 | $0 | $0 | | $187,464 |

# FY14 CAPITAL BUDGET STATUS

## 2002 Traffic Court Facility Bond

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Executive Offices | | | | | | | |
| Traffic Court Building Renovation - 101112 | 5,141 | 0 | 0 | 0 | 0 | | $5,141 |
| Lease/Pur-New Traffic Court Facility - 101681 | 147,524 | 0 | 0 | 0 | 0 | | $147,524 |
| Sub-Total | $152,665 | $0 | $0 | $0 | $0 | | $152,665 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 34,799 | | | | | | $34,799 |
| Sub-Total | $34,799 | | | | | | $34,799 |
| Total City Wide | $187,464 | $0 | $0 | $0 | $0 | | $187,464 |

# FY14 CAPITAL BUDGET STATUS

## Bond Sinking Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 27,229,695 | 27,502,627 | 27,777,011 | 27,914,981 | 28,194,131 | | $138,618,444 |
| Expenses | 27,229,695 | 27,502,627 | 27,777,011 | 27,914,981 | 28,194,130 | | $138,618,444 |
| Total Revenues Over(Under) Expenses | $0 | $0 | $0 | $0 | $0 | | $0 |

| ANTICIPATIONS | | | | | | | |
|---|---|---|---|---|---|---|---|
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Taxes | 27,077,936 | 27,348,715 | 27,622,202 | 27,816,866 | 28,095,036 | | $137,960,755 |
| Investment Income | 88,843 | 89,732 | 90,629 | 33,292 | 33,625 | | $336,120 |
| Miscellaneous Revenues | 62,916 | 64,180 | 64,180 | 64,822 | 65,470 | | $321,569 |
| Revenues | $27,229,695 | $27,502,627 | $27,777,011 | $27,914,981 | $28,194,131 | | $138,618,444 |

| APPROPRIATIONS | | | | | | | |
|---|---|---|---|---|---|---|---|
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Non-Departmental | 27,229,695 | 27,502,627 | 27,777,011 | 27,914,981 | 28,194,130 | | $138,618,444 |
| Total City Wide | $27,229,695 | $27,502,627 | $27,777,011 | $27,914,981 | $28,194,130 | | $138,618,444 |

# FY14 CAPITAL BUDGET STATUS

## Bond Sinking Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 27,229,695 | 27,502,627 | 27,777,011 | 27,914,981 | 28,194,130 | | $138,618,444 |
| Sub-Total | $27,229,695 | $27,502,627 | $27,777,011 | $27,914,981 | $28,194,130 | | $138,618,444 |
| Total City Wide | $27,229,695 | $27,502,627 | $27,777,011 | $27,914,981 | $28,194,130 | | $138,618,444 |

# FY14 CAPITAL BUDGET STATUS

## Water & Wastewater Renewal & Extension Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 340,718,102 | 26,626,465 | 15,765,029 | 14,082,338 | 14,082,338 | 1,076,795 | $412,351,067 |
| Expenses | 340,718,102 | 26,626,465 | 15,765,029 | 14,082,338 | 14,082,338 | 1,076,795 | $412,351,068 |
| Total Revenues Over(Under) Expenses | $0 | $0 | $0 | $0 | $0 | $0 | ($1) |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 119,391,589 | 26,626,465 | 15,765,029 | 14,082,338 | 14,082,338 | 1,076,795 | $191,024,554 |
| Other Financing Sources | 221,326,513 | | | | | | $221,326,513 |
| Revenues | $340,718,102 | $26,626,465 | $15,765,029 | $14,082,338 | $14,082,338 | $1,076,795 | $412,351,067 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Executive Offices | 1,325,986 | | | | | | $1,325,986 |
| Department Of Finance | 18,845,389 | | | | | | $18,845,389 |
| Department Of Watershed Management | 79,900,077 | 26,626,465 | 15,765,029 | 14,082,338 | 14,082,338 | 1,076,795 | $151,533,043 |
| Non-Departmental | 240,646,650 | | | | | | $240,646,650 |
| Total City Wide | $340,718,102 | $26,626,465 | $15,765,029 | $14,082,338 | $14,082,338 | $1,076,795 | $412,351,068 |

# FY14 CAPITAL BUDGET STATUS

## Water & Wastewater Renewal & Extension Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Executive Offices | | | | | | | |
| Default - 000000 | 1,325,986 | | | | | | $1,325,986 |
| Sub-Total | $1,325,986 | | | | | | $1,325,986 |
| Department Of Finance | | | | | | | |
| Surcharge Reserve Project - 110551 | 18,845,389 | | | | | | $18,845,389 |
| Sub-Total | $18,845,389 | | | | | | $18,845,389 |
| Department Of Watershed Management | | | | | | | |
| Default - 000000 | 48,872,355 | | | | | | $48,872,355 |
| Water Mains, Various Locations - 100395 | 5,199,714 | 5,199,714 | | | | | $10,399,428 |
| Development, North Area Treatment Plant - 100599 | 1,941,969 | 1,941,969 | 1,941,969 | 1,941,969 | 1,941,969 | | $9,709,845 |
| H.T.P., Reservoir Expansion - 100897 | 12,807 | | | | | | $12,807 |
| Lease/Pur-New Traffic Court Facility - 101681 | 293,598 | 293,598 | 293,598 | 293,598 | 293,598 | | $1,467,989 |
| Greensferry Sewer Separation - 102063 | 400,272 | | | | | | $400,272 |
| Cso-West Tunnels - 102066 | 295,301 | | | | | | $295,301 |
| Program Management-Year 3 - 102335 | 590,933 | | | | | | $590,933 |
| Camp Creek Outfall Sewer - 102394 | 283,011 | | | | | | $283,011 |
| Sewer Group 2 Rehabilitation - 102445 | 1,338,166 | 1,338,166 | 1,338,166 | 1,338,166 | 1,338,166 | | $6,690,830 |
| Custer Ave. Storage & Dechlorination Fac - 102489 | 177,536 | | | | | | $177,536 |
| Sanitary Sewer-Annual Contract - 102506 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | | $1,500,000 |
| South River Basin Relief Projects - 102648 | 3,849,689 | 3,849,689 | 3,849,689 | 3,849,689 | 3,849,689 | | $19,248,445 |
| Repair & Replace Large Water Meters - 102664 | 891,960 | 891,960 | 891,960 | 891,960 | 891,960 | | $4,459,800 |
| Stormwater Utility Management - 102719 | 148,727 | | | | | | $148,727 |
| Clear Creek Cso-Improvements - 111432 | 82,040 | | | | | | $82,040 |
| Custer Ave Cso Cap Relief - 111415 | 911,560 | 911,560 | | | | | $1,823,120 |
| Hemphill & Chatt. Wtp Phase Ii - 110276 | 1,294,008 | 1,294,008 | 1,294,008 | 1,294,008 | 1,294,008 | | $6,470,040 |
| Rm Clayton Wtp Co-Generation Dwm - 110611 | 222,703 | | | | | | $222,703 |
| Rm Clayton Wtp Flood Repair - 110653 | 272,698 | 272,698 | 272,698 | 272,698 | 272,698 | | $1,363,490 |
| Peachtree Basin Cap Relief - 110846 | 3,365,382 | 1,682,691 | 1,682,691 | | | | $6,730,764 |
| Dwm Hazard Mitigation - 110874 | 1,231,260 | 1,231,260 | 1,231,260 | 1,231,260 | 1,231,260 | | $6,156,300 |
| Small Meter Audit - 111136 | 111,821 | | | | | | $111,821 |
| Dwm Atlanta Streetcar - 111167 | 4,028,499 | 4,028,499 | | | | | $8,056,998 |
| Water Mains- Sw Quandrant - 111191 | 871,595 | 871,595 | 871,595 | 871,595 | 871,595 | | $4,357,975 |
| East Atl Water Main Rpmt - 111193 | 720,600 | 720,600 | 720,600 | 720,600 | 720,600 | | $3,603,000 |
| Ediscovery 2012 - 111373 | 393,414 | | | | | | $393,414 |
| Atlanta Water Customer Rebate Program - 210059 | 721,664 | 721,664 | | | | | $1,443,328 |
| Dwm Water Surcharge - 210540 | 1,076,795 | 1,076,795 | 1,076,795 | 1,076,795 | 1,076,795 | 1,076,795 | $6,460,770 |
| Sub-Total | $79,900,077 | $26,626,465 | $15,765,029 | $14,082,338 | $14,082,338 | $1,076,795 | $151,533,043 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 240,646,650 | | | | | | $240,646,650 |
| Sub-Total | $240,646,650 | | | | | | $240,646,650 |
| Total City Wide | $340,718,102 | $26,626,465 | $15,765,029 | $14,082,338 | $14,082,338 | $1,076,795 | $412,351,068 |

# FY14 CAPITAL BUDGET STATUS

## 1993 Water & Wastewater Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 393,056 | | | | | | $393,056 |
| Expenses | 393,056 | | | | | | $393,056 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 393,056 | | | | | | $393,056 |
| Revenues | $393,056 | | | | | | $393,056 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Non-Departmental | 393,056 | | | | | | $393,056 |
| Total City Wide | $393,056 | | | | | | $393,056 |

# FY14 CAPITAL BUDGET STATUS

## 1993 Water & Wastewater Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 393,056 | | | | | | $393,056 |
| Sub-Total | $393,056 | | | | | | $393,056 |
| Total City Wide | $393,056 | | | | | | $393,056 |

# FY14 CAPITAL BUDGET STATUS

## 1997 Water & Wastewater Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 706,060 | | | | | | $706,060 |
| Expenses | 706,060 | | | | | | $706,060 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 706,060 | | | | | | $706,060 |
| Revenues | $706,060 | | | | | | $706,060 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Non-Departmental | 706,060 | | | | | | $706,060 |
| Total City Wide | $706,060 | | | | | | $706,060 |

# FY14 CAPITAL BUDGET STATUS

## 1997 Water & Wastewater Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 706,060 | | | | | | $706,060 |
| Sub-Total | $706,060 | | | | | | $706,060 |
| Total City Wide | $706,060 | | | | | | $706,060 |

# FY14 CAPITAL BUDGET STATUS

## 1999 Water And Wastewater Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 3,138,447 | 945,043 | | | | | $4,083,490 |
| Expenses | 3,138,447 | 945,043 | | | | | $4,083,490 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Miscellaneous Revenues | 3,138,447 | 945,043 | | | | | $4,083,490 |
| Revenues | $3,138,447 | $945,043 | | | | | $4,083,490 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Department Of Watershed Management | 945,043 | 945,043 | | | | | $1,890,086 |
| Non-Departmental | 2,193,404 | | | | | | $2,193,404 |
| Total City Wide | $3,138,447 | $945,043 | | | | | $4,083,490 |

# FY14 CAPITAL BUDGET STATUS

## 1999 Water And Wastewater Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Watershed Management | | | | | | | |
| Peachtree Basin Cap Relief - 110846 | 945,043 | 945,043 | | | | | $1,890,086 |
| Sub-Total | $945,043 | $945,043 | | | | | $1,890,086 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 2,193,404 | | | | | | $2,193,404 |
| Sub-Total | $2,193,404 | | | | | | $2,193,404 |
| Total City Wide | $3,138,447 | $945,043 | | | | | $4,083,490 |

# FY14 CAPITAL BUDGET STATUS

## 2001 Water & Wastewater Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 8,032,803 | 7,895,924 | 2,582,122 | 2,582,122 | 2,582,122 | 5,306,151 | $28,981,244 |
| Expenses | 8,032,803 | 7,895,924 | 2,582,122 | 2,582,122 | 2,582,122 | 5,306,151 | $28,981,243 |
| Total Revenues Over(Under) Expenses | $0 | $0 | $0 | $0 | $0 | $0 | $1 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 8,032,803 | 7,895,924 | 2,582,122 | 2,582,122 | 2,582,122 | 5,306,151 | $28,981,244 |
| Revenues | $8,032,803 | $7,895,924 | $2,582,122 | $2,582,122 | $2,582,122 | $5,306,151 | $28,981,244 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Watershed Management | 8,032,803 | 7,895,924 | 2,582,122 | 2,582,122 | 2,582,122 | | $23,675,092 |
| Non-Departmental | 0 | | | | | 5,306,151 | $5,306,151 |
| Total City Wide | $8,032,803 | $7,895,924 | $2,582,122 | $2,582,122 | $2,582,122 | $5,306,151 | $28,981,243 |

# FY14 CAPITAL BUDGET STATUS

## 2001 Water & Wastewater Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Watershed Management | | | | | | | |
| Gen Impr, Hemphill Treatment Plant - 100388 | 19,792 | | | | | | $19,792 |
| Water Mains, Various Locations - 100395 | 1,520,975 | 1,520,975 | | | | | $3,041,950 |
| Mcdanial St Sewer Separation - 102064 | 66,972 | | | | | | $66,972 |
| Sanitary Sewer-Annual Contract - 102506 | 409,083 | 409,083 | 409,083 | 409,083 | 409,083 | | $2,045,414 |
| Utoy Creek Water Reclamation Ctr Wrc - 102595 | 6,207 | | | | | | $6,207 |
| Sewer Group 1 - Rehabilitation - 102650 | 7,683 | | | | | | $7,683 |
| Small Meter Installation (New Meters) - 102658 | 10,250 | | | | | | $10,250 |
| Repair & Replace Large Water Meters - 102664 | 25,975 | | | | | | $25,975 |
| Rm Clayton Wtp Flood Repair - 110653 | 2,173,039 | 2,173,039 | 2,173,039 | 2,173,039 | 2,173,039 | | $10,865,195 |
| Peachtree Basin Cap Relief - 110846 | 3,792,827 | 3,792,827 | | | | | $7,585,654 |
| Sub-Total | $8,032,803 | $7,895,924 | $2,582,122 | $2,582,122 | $2,582,122 | | $23,675,092 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 0 | | | | | 5,306,151 | $5,306,151 |
| Sub-Total | $0 | | | | | $5,306,151 | $5,306,151 |
| Total City Wide | $8,032,803 | $7,895,924 | $2,582,122 | $2,582,122 | $2,582,122 | $5,306,151 | $28,981,243 |

# FY14 CAPITAL BUDGET STATUS
## 2004 Water & Wastewater Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 17,782,080 | 13,580,126 | 3,219,747 | 3,219,747 | 3,219,747 | 7,835,310 | $48,856,757 |
| Expenses | 17,782,080 | 13,580,126 | 3,219,747 | 3,219,747 | 3,219,747 | 7,835,310 | $48,856,757 |
| Total Revenues Over(Under) Expenses | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 17,782,080 | 13,580,126 | 3,219,747 | 3,219,747 | 3,219,747 | 7,835,310 | $48,856,757 |
| Revenues | $17,782,080 | $13,580,126 | $3,219,747 | $3,219,747 | $3,219,747 | $7,835,310 | $48,856,757 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Watershed Management | 17,782,080 | 13,580,126 | 3,219,747 | 3,219,747 | 3,219,747 | | $41,021,447 |
| Non-Departmental | | | | | | 7,835,310 | $7,835,310 |
| Total City Wide | $17,782,080 | $13,580,126 | $3,219,747 | $3,219,747 | $3,219,747 | $7,835,310 | $48,856,757 |

# FY14 CAPITAL BUDGET STATUS
## 2004 Water & Wastewater Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Watershed Management | | | | | | | |
| Development, North Area Treatment Plant - 100599 | 483,650 | | | | | | $483,650 |
| Cso-West Tunnels - 102066 | 31,307 | | | | | | $31,307 |
| Program Management-Year 3 - 102335 | 1,176,000 | 1,176,000 | 1,176,000 | 1,176,000 | 1,176,000 | | $5,880,000 |
| Sewer Group 2 Rehabilitation - 102445 | 323,059 | 323,059 | 323,059 | 323,059 | 323,059 | | $1,615,295 |
| Rm Clayton- Compliance Upgrades - 102462 | 267,976 | 267,976 | 267,976 | 267,976 | 267,976 | | $1,339,880 |
| Intrenchment Creek Small Projects - 102468 | 40,821 | | | | | | $40,821 |
| Backflow Preventors Flowmeters - 102473 | 252,753 | 252,753 | 252,753 | 252,753 | 252,753 | | $1,263,765 |
| Raw Water Transmission Mains - 102474 | 233,245 | 233,245 | 233,245 | 233,245 | 233,245 | | $1,166,225 |
| Automate Hemphill Chattahoochee - 102481 | 392,650 | | | | | | $392,650 |
| Asset Management Systems - 102483 | 420,864 | | | | | | $420,864 |
| Customer Billing And Collection System - 102484 | 436,659 | | | | | | $436,659 |
| Meter Replace Auto Read System - 102485 | 67,572 | | | | | | $67,572 |
| Mdtwn,Ga Tech & Bedford Pine Water Ln Rp - 102596 | 173,817 | | | | | | $173,817 |
| Sandy Creek Basin Relief Projects - 102646 | 9,235 | | | | | | $9,235 |
| Proctor Creek Basin Relief Projects - 102647 | 137,299 | | | | | | $137,299 |
| South River Basin Relief Projects - 102648 | 202,627 | | | | | | $202,627 |
| Sses Sewer Groups - 102652 | 470,080 | | | | | | $470,080 |
| South River Upgrade-Headworks - 102867 | 50,213 | | | | | | $50,213 |
| Water & Hydrant Assessment Program - 102888 | 409,437 | | | | | | $409,437 |
| Hemphill & Chatt. Wtp Phase Ii - 110276 | 164,041 | 164,041 | 164,041 | 164,041 | 164,041 | | $820,205 |
| Hemphill Finished Water Pump Station - 110396 | 151,014 | | | | | | $151,014 |
| Rm Clayton Wtp Flood Repair - 110653 | 131,901 | | | | | | $131,901 |
| Peachtree Basin Cap Relief - 110846 | 10,360,379 | 10,360,379 | | | | | $20,720,758 |
| Water Resources Mgt Plan - 111192 | 802,673 | 802,673 | 802,673 | 802,673 | 802,673 | | $4,013,365 |
| Land Support Services Project - 111194 | 592,809 | | | | | | $592,809 |
| Sub-Total | $17,782,080 | $13,580,126 | $3,219,747 | $3,219,747 | $3,219,747 | | $41,021,447 |
| Non-Departmental | | | | | | | |
| Default - 000000 | | | | | | 7,835,310 | $7,835,310 |
| Sub-Total | | | | | | $7,835,310 | $7,835,310 |
| Total City Wide | $17,782,080 | $13,580,126 | $3,219,747 | $3,219,747 | $3,219,747 | $7,835,310 | $48,856,757 |

# FY14 CAPITAL BUDGET STATUS

## Special 1% Sales And Use Tax Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 113,084,913 | | | | | | $113,084,913 |
| Expenses | 113,084,913 | | | | | | $113,084,913 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Intergovernmental Revenues | 113,084,913 | | | | | | $113,084,913 |
| Revenues | $113,084,913 | | | | | | $113,084,913 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Non-Departmental | 113,084,913 | | | | | | $113,084,913 |
| Total City Wide | $113,084,913 | | | | | | $113,084,913 |

# FY14 CAPITAL BUDGET STATUS

## Special 1% Sales And Use Tax Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 113,084,913 | | | | | | $113,084,913 |
| Sub-Total | $113,084,913 | | | | | | $113,084,913 |
| Total City Wide | $113,084,913 | | | | | | $113,084,913 |

# FY14 CAPITAL BUDGET STATUS

## Water & Wastewater Sinking Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 484,678,859 | 449,601,154 | 448,551,498 | 448,517,600 | 447,566,191 | | $2,278,915,302 |
| Expenses | 484,678,859 | 449,601,154 | 448,551,498 | 448,517,600 | 447,566,191 | | $2,278,915,302 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Investment Income | 7,150,000 | 7,150,000 | 7,150,000 | 7,150,000 | 7,150,000 | | $35,750,000 |
| Miscellaneous Revenues | 255,324,611 | 220,249,064 | 220,249,064 | 220,249,064 | 220,249,065 | | $1,136,320,868 |
| Other Financing Sources | 222,204,248 | 222,202,090 | 221,152,434 | 221,118,536 | 220,167,126 | | $1,106,844,434 |
| Revenues | $484,678,859 | $449,601,154 | $448,551,498 | $448,517,600 | $447,566,191 | | $2,278,915,302 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Non-Departmental | 484,678,859 | 449,601,154 | 448,551,498 | 448,517,600 | 447,566,191 | | $2,278,915,302 |
| Total City Wide | $484,678,859 | $449,601,154 | $448,551,498 | $448,517,600 | $447,566,191 | | $2,278,915,302 |

# FY14 CAPITAL BUDGET STATUS

## Water & Wastewater Sinking Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 484,678,859 | 449,601,154 | 448,551,498 | 448,517,600 | 447,566,191 | | $2,278,915,302 |
| Sub-Total | $484,678,859 | $449,601,154 | $448,551,498 | $448,517,600 | $447,566,191 | | $2,278,915,302 |
| Total City Wide | $484,678,859 | $449,601,154 | $448,551,498 | $448,517,600 | $447,566,191 | | $2,278,915,302 |

# FY14 CAPITAL BUDGET STATUS

## Ser. 2009A Water & Wastewater Rev Bd Fd

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 40,815,751 | 38,237,881 | 20,696,902 | 20,696,902 | 20,696,902 | 8,389,900 | $149,534,238 |
| Expenses | 40,815,751 | 38,237,881 | 20,696,902 | 20,696,902 | 20,696,902 | 8,389,900 | $149,534,238 |
| Total Revenues Over(Under) Expenses | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Investment Income | 15,000 | | | | | | $15,000 |
| Miscellaneous Revenues | 40,800,751 | 38,237,881 | 20,696,902 | 20,696,902 | 20,696,902 | 8,389,900 | $149,519,238 |
| Revenues | $40,815,751 | $38,237,881 | $20,696,902 | $20,696,902 | $20,696,902 | $8,389,900 | $149,534,238 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Watershed Management | 40,815,751 | 38,237,881 | 20,696,902 | 20,696,902 | 20,696,902 | | $141,144,338 |
| Non-Departmental | 0 | | | | | 8,389,900 | $8,389,900 |
| Total City Wide | $40,815,751 | $38,237,881 | $20,696,902 | $20,696,902 | $20,696,902 | $8,389,900 | $149,534,238 |

# FY14 CAPITAL BUDGET STATUS

## Ser. 2009A Water & Wastewater Rev Bd Fd

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Watershed Management | | | | | | | |
| Gen Impr, Pump Stations/Storage Tanks - 100386 | 195,601 | 195,601 | 195,601 | 195,601 | 195,601 | | $978,004 |
| Gen Impr, Hemphill Treatment Plant - 100388 | 258,372 | | | | | | $258,372 |
| General Improvements, C.T.P. - 100392 | 19,306 | | | | | | $19,306 |
| Water Mains, Various Locations - 100395 | 5,424,726 | 5,424,726 | | | | | $10,849,452 |
| Cathodic Protection System - 100583 | 100,000 | | | | | | $100,000 |
| Development, North Area Treatment Plant - 100599 | 859,311 | 859,311 | 859,311 | 859,311 | 859,311 | | $4,296,555 |
| H.T.P., Reservoir Expansion - 100897 | 618,577 | | | | | | $618,577 |
| Proctor Creek Basin - 101262 | 2,043,161 | 2,043,161 | 2,043,161 | 2,043,161 | 2,043,161 | | $10,215,805 |
| Facilities Evaluation - 101697 | 485,425 | | | | | | $485,425 |
| Greensferry Sewer Separation - 102063 | 8,074 | | | | | | $8,074 |
| Custer Ave Sewer Separation - 102065 | 284,735 | | | | | | $284,735 |
| Cso-West Tunnels - 102066 | 38,232 | | | | | | $38,232 |
| Program Management-Year 3 - 102335 | 490,329 | 490,329 | 490,329 | 490,329 | 490,329 | | $2,451,645 |
| Small Diameter Sewer Rehab - 102350 | 766,430 | 766,430 | 766,430 | 766,430 | 766,430 | | $3,832,150 |
| Sewer Group 2 Rehabilitation - 102445 | 1,470,138 | 1,470,138 | 1,470,138 | 1,470,138 | 1,470,138 | | $7,350,690 |
| Large Diameter Sewer Rehab - 102450 | 1,685,833 | 1,685,833 | | | | | $3,371,666 |
| Rm Clayton- Compliance Upgrades - 102462 | 3,530,221 | 3,530,221 | 3,530,221 | 3,530,221 | 3,530,221 | | $17,651,105 |
| Electrical Switchgear Replacement - 102482 | 582,599 | 582,599 | 582,599 | 582,599 | 582,599 | | $2,912,995 |
| Camp Creek Basin Relief Projects - 102645 | 67,036 | | | | | | $67,036 |
| Sandy Creek Basin Relief Projects - 102646 | 948,931 | 948,931 | 948,931 | 948,931 | 948,931 | | $4,744,655 |
| South River Basin Relief Projects - 102648 | 1,599,331 | 1,599,331 | 1,599,331 | 1,599,331 | 1,599,331 | | $7,996,655 |
| Sewer Group 1 - Rehabilitation - 102650 | 223,667 | | | | | | $223,667 |
| Sses Sewer Groups - 102652 | 1,086,601 | 1,086,601 | 1,086,601 | 1,086,601 | 1,086,601 | | $5,433,005 |
| Utoy Creek Wrc - Temp. Office Fac. - 102654 | 56,379 | | | | | | $56,379 |
| Soil Remediation & Site Closure - 102656 | 385,568 | | | | | | $385,568 |
| Small Meter Installation (New Meters) - 102658 | 2,445,373 | 2,445,373 | | | | | $4,890,746 |
| North Area Main Improvements - 102663 | 4,584,828 | 4,584,828 | 4,584,828 | 4,584,828 | 4,584,828 | | $22,924,140 |
| Repair & Replace Large Water Meters - 102664 | 476,184 | 476,184 | 476,184 | 476,184 | 476,184 | | $2,380,920 |
| Custer Ave Cso Cap Relief - 111415 | 2,920,182 | 2,920,182 | | | | | $5,840,364 |
| South River Tunnel & Ps - 110345 | 541,337 | 541,337 | 541,337 | 541,337 | 541,337 | | $2,706,685 |
| Rm Clayton Wtp Flood Repair - 110653 | 194,916 | 194,916 | 194,916 | 194,916 | 194,916 | | $974,580 |
| Peachtree Basin Cap Relief - 110846 | 4,495,604 | 4,495,604 | | | | | $8,991,208 |
| Utilities Gdot & Municipal - 110893 | 569,262 | 569,262 | | | | | $1,138,524 |
| South Area Plant Consolidation - 110905 | 32,499 | | | | | | $32,499 |
| Water Proj- Se Quadrant - 111093 | 1,326,984 | 1,326,984 | 1,326,984 | 1,326,984 | 1,326,984 | | $6,634,920 |
| Sub-Total | $40,815,751 | $38,237,881 | $20,696,902 | $20,696,902 | $20,696,902 | | $141,144,338 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 0 | | | | | 8,389,900 | $8,389,900 |
| Sub-Total | $0 | | | | | $8,389,900 | $8,389,900 |
| Total City Wide | $40,815,751 | $38,237,881 | $20,696,902 | $20,696,902 | $20,696,902 | $8,389,900 | $149,534,238 |

# FY14 CAPITAL BUDGET STATUS

## Solid Waste R&E Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 17,648,212 | | | | | | $17,648,212 |
| Expenses | 17,648,212 | | | | | | $17,648,212 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 17,648,212 | | | | | | $17,648,212 |
| Revenues | $17,648,212 | | | | | | $17,648,212 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Public Works | 15,533,986 | | | | | | $15,533,986 |
| Non-Departmental | 2,114,226 | | | | | | $2,114,226 |
| Total City Wide | $17,648,212 | | | | | | $17,648,212 |

# FY14 CAPITAL BUDGET STATUS

## Solid Waste R&E Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Public Works | | | | | | | |
| Default - 000000 | 15,533,986 | | | | | | $15,533,986 |
| Sub-Total | $15,533,986 | | | | | | $15,533,986 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 2,114,226 | | | | | | $2,114,226 |
| Sub-Total | $2,114,226 | | | | | | $2,114,226 |
| Total City Wide | $17,648,212 | | | | | | $17,648,212 |

# FY14 CAPITAL BUDGET STATUS

## Airport Renewal And Extension Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 362,453,943 | 100,000,000 | 100,000,000 | 100,000,000 | 1,000,000,000 | | $1,662,453,943 |
| Expenses | 362,453,943 | 100,000,000 | 100,000,000 | 100,000,000 | 1,000,000,000 | | $1,662,453,943 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Miscellaneous Revenues | 262,453,943 | | | | | | $262,453,943 |
| Other Financing Sources | 100,000,000 | 100,000,000 | 100,000,000 | 100,000,000 | 1,000,000,000 | | $1,400,000,000 |
| Revenues | $362,453,943 | $100,000,000 | $100,000,000 | $100,000,000 | $1,000,000,000 | | $1,662,453,943 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Department Of Law | 3,698,961 | | | | | | $3,698,961 |
| Department Of Aviation | 199,792,668 | 81,689,367 | 14,038,824 | 8,989,585 | | | $304,510,444 |
| Non-Departmental | 155,128,699 | 18,310,633 | 85,961,176 | 91,010,415 | 1,000,000,000 | | $1,350,410,923 |
| Department Of Fire Services | 3,664,214 | | | | | | $3,664,214 |
| Department Of Police Services | 169,401 | | | | | | $169,401 |
| Total City Wide | $362,453,943 | $100,000,000 | $100,000,000 | $100,000,000 | $1,000,000,000 | | $1,662,453,943 |

# FY14 CAPITAL BUDGET STATUS

## Airport Renewal And Extension Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Law | | | | | | | |
| Default - 000000 | 3,698,961 | | | | | | $3,698,961 |
| Sub-Total | $3,698,961 | | | | | | $3,698,961 |
| Department Of Aviation | | | | | | | |
| Default - 000000 | 70,692,873 | | | | | | $70,692,873 |
| Aip 01 - 100033 | 860,702 | | | | | | $860,702 |
| General Improvements - 100287 | 7,371,890 | 1,951,929 | | | | | $9,323,819 |
| Agts General Improvements - 100289 | 1,088,951 | 1,088,951 | | | | | $2,177,902 |
| Airfield-General Improvements - 100301 | 1,088,074 | 666,667 | | | | | $1,754,741 |
| Parking Decks - 100307 | 1,819,088 | 500,000 | | | | | $2,319,088 |
| Hapeville Easement Program - 100312 | 4,255,760 | 4,255,760 | 4,255,760 | 4,255,759 | | | $17,023,039 |
| Security Improvements - 101172 | 529,190 | | | | | | $529,190 |
| Aip 24 - 101334 | 151,587 | | | | | | $151,587 |
| Terminal Improvements - 101352 | 17,736,665 | 16,540,931 | 5,049,238 | | | | $39,326,834 |
| Airfield Pavement Repairs - 101682 | 274,440 | | | | | | $274,440 |
| North Cargo Building Renovations - 101749 | 18,226 | | | | | | $18,226 |
| Capital Design & Mgmt/Design - 101948 | 1,440,365 | | | | | | $1,440,365 |
| Capital Design & Mgmt/Pgm Mgmt - 101950 | 302 | | | | | | $302 |
| Concourse T-Cosmetic Upgrades - 102787 | 717,930 | | | | | | $717,930 |
| Concourse D-Midpoint Expansion - 102793 | 5,749,530 | | | | | | $5,749,530 |
| Concourse D Cosmetic Upgrades - 102794 | 4,125 | | | | | | $4,125 |
| Maynard H Jackson International Terminal - 102798 | 8,238,361 | | | | | | $8,238,361 |
| Upgrade Parking Revenue Control System - 102815 | 252,662 | | | | | | $252,662 |
| Planning & Development G&A - 102825 | 2,716,992 | | | | | | $2,716,992 |
| Capital Design & Mgmt/Planning - 102836 | 374,943 | | | | | | $374,943 |
| Capital Design & Mgmt/Design - 102837 | 95,279 | | | | | | $95,279 |
| Capital Design & Mgmt/Construction Mgmt - 102838 | 192,168 | | | | | | $192,168 |
| Capital Design & Mgmt/Pgm Mgmt - 102839 | 124 | | | | | | $124 |
| Capital Design & Program Mgmt Insurance - 102840 | 101,137 | | | | | | $101,137 |
| Central Administration - 102843 | 11,397,052 | | | | | | $11,397,052 |
| Airfield Projects - 111300 | 9,747,500 | 9,747,500 | | | | | $19,495,000 |
| Terminal & Atrium Projects - 111301 | 11,798,478 | 11,798,478 | | | | | $23,596,956 |
| Concourse Projects - 111302 | 15,050,000 | 9,450,000 | 1,250,000 | 1,250,000 | | | $27,000,000 |
| Other Facility Projects - 111304 | 293,500 | 293,500 | | | | | $587,000 |
| Parking And Ground Transportation - 111306 | 1,500,000 | 1,500,000 | | | | | $3,000,000 |
| Airport Wide Projects - 111307 | 395,644 | 56,521 | | | | | $452,165 |
| Other Direct Costs Project - 111310 | 18,355,304 | 18,355,304 | | | | | $36,710,608 |
| Noise Insulation Program - 210816 | 3,483,826 | 3,483,826 | 3,483,826 | 3,483,826 | | | $13,935,304 |
| Non-Capital Projects - 211312 | 2,000,000 | 2,000,000 | | | | | $4,000,000 |
| Sub-Total | $199,792,668 | $81,689,367 | $14,038,824 | $8,989,585 | | | $304,510,444 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 155,128,699 | 18,310,633 | 85,961,176 | 91,010,415 | 1,000,000,000 | | $1,350,410,923 |
| Sub-Total | $155,128,699 | $18,310,633 | $85,961,176 | $91,010,415 | $1,000,000,000 | | $1,350,410,923 |
| Department Of Fire Services | | | | | | | |
| Default - 000000 | 3,664,214 | | | | | | $3,664,214 |
| Sub-Total | $3,664,214 | | | | | | $3,664,214 |
| Department Of Police Services | | | | | | | |

# FY14 CAPITAL BUDGET STATUS

## Airport Renewal And Extension Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Default - 000000 | 169,401 | | | | | | $169,401 |
| Sub-Total | $169,401 | | | | | | $169,401 |
| Total City Wide | $362,453,943 | $100,000,000 | $100,000,000 | $100,000,000 | $1,000,000,000 | | $1,662,453,943 |

# FY14 CAPITAL BUDGET STATUS

## Airport Passenger Facility Charge Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 718,281,254 | 719,979,304 | 721,779,929 | 723,577,929 | 725,378,679 | | $3,608,997,095 |
| Expenses | 718,281,254 | 719,979,304 | 721,779,929 | 723,577,929 | 725,378,679 | | $3,608,997,095 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Charges For Services | 172,800,000 | 174,500,000 | 176,300,000 | 178,000,000 | 179,800,000 | | $881,400,000 |
| Investment Income | 3,500,000 | 3,500,000 | 3,500,000 | 3,600,000 | 3,600,000 | | $17,700,000 |
| Miscellaneous Revenues | 471,434,579 | 471,434,579 | 471,434,579 | 471,434,579 | 471,434,579 | | $2,357,172,895 |
| Other Financing Sources | 70,546,675 | 70,544,725 | 70,545,350 | 70,543,350 | 70,544,100 | | $352,724,200 |
| Revenues | $718,281,254 | $719,979,304 | $721,779,929 | $723,577,929 | $725,378,679 | | $3,608,997,095 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Aviation | 94,255,085 | 68,793,583 | 29,218,628 | 797,587 | 30,000 | | $193,094,883 |
| Non-Departmental | 624,026,169 | 651,185,721 | 692,561,301 | 722,780,342 | 725,348,679 | | $3,415,902,212 |
| Total City Wide | $718,281,254 | $719,979,304 | $721,779,929 | $723,577,929 | $725,378,679 | | $3,608,997,095 |

# FY14 CAPITAL BUDGET STATUS

## Airport Passenger Facility Charge Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Aviation | | | | | | | |
| Default - 000000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | | $150,000 |
| Airfield-General Improvements - 100301 | 4,524,447 | | | | | | $4,524,447 |
| N. Term Dev Area Roads - 100304 | 11,587,707 | 11,587,707 | 11,587,707 | | | | $34,763,121 |
| Signage And Graphics - 100306 | 348,166 | | | | | | $348,166 |
| Security Improvements - 101172 | 1,167,517 | | | | | | $1,167,517 |
| Taxiway Construction - 101176 | 664,190 | | | | | | $664,190 |
| Terminal Improvements - 101352 | 6,591,455 | 6,591,455 | | | | | $13,182,910 |
| Eastside Terminal - 101664 | 5,029,599 | | | | | | $5,029,599 |
| Station #40 - 101691 | 138,582 | | | | | | $138,582 |
| Airfield Pavement Replacement 2006 - 102777 | 250,041 | | | | | | $250,041 |
| Eip-Gp Substation Relocation & Nwk - 102802 | 11,911,097 | | | | | | $11,911,097 |
| Capital Design & Mgmt/Design - 102837 | 942,692 | | | | | | $942,692 |
| Capital Design & Mgmt/Construction Mgmt - 102838 | 215,171 | | | | | | $215,171 |
| Central Administration - 102843 | 270,000 | | | | | | $270,000 |
| Airfield Projects - 111300 | 27,116,667 | 27,116,667 | 9,166,667 | | | | $63,400,001 |
| Terminal & Atrium Projects - 111301 | 7,666,667 | 7,666,667 | 7,666,667 | | | | $23,000,001 |
| Concourse Projects - 111302 | 10,000,000 | 10,000,000 | | | | | $20,000,000 |
| Airport Wide Projects - 111307 | 4,300,000 | 4,300,000 | | | | | $8,600,000 |
| Other Direct Costs Project - 111310 | 733,500 | 733,500 | | | | | $1,467,000 |
| Noise Insulation Program - 210816 | 767,587 | 767,587 | 767,587 | 767,587 | | | $3,070,348 |
| Sub-Total | $94,255,085 | $68,793,583 | $29,218,628 | $797,587 | $30,000 | | $193,094,883 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 624,026,169 | 651,185,721 | 692,561,301 | 722,780,342 | 725,348,679 | | $3,415,902,212 |
| Sub-Total | $624,026,169 | $651,185,721 | $692,561,301 | $722,780,342 | $725,348,679 | | $3,415,902,212 |
| Total City Wide | $718,281,254 | $719,979,304 | $721,779,929 | $723,577,929 | $725,378,679 | | $3,608,997,095 |

# FY14 CAPITAL BUDGET STATUS

## 2000 Airport Revenue Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 2,311,382 | | | | | | $2,311,382 |
| Expenses | 2,311,382 | | | | | | $2,311,382 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 2,311,382 | | | | | | $2,311,382 |
| Revenues | $2,311,382 | | | | | | $2,311,382 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Aviation | 2,311,382 | | | | | | $2,311,382 |
| Total City Wide | $2,311,382 | | | | | | $2,311,382 |

# FY14 CAPITAL BUDGET STATUS

## 2000 Airport Revenue Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Aviation | | | | | | | |
| Agts General Improvements - 100289 | 2,660 | | | | | | $2,660 |
| Terminal Improvements - 101352 | 33,856 | | | | | | $33,856 |
| Apm Extension & Support - 102432 | 792,000 | | | | | | $792,000 |
| Eip-Gp Substation Relocation & Nwk - 102802 | 1,093,060 | | | | | | $1,093,060 |
| Planning - 102804 | 47,737 | | | | | | $47,737 |
| Capital Design & Mgmt/Design - 102837 | 314,813 | | | | | | $314,813 |
| Capital Design & Mgmt/Construction Mgmt - 102838 | 27,256 | | | | | | $27,256 |
| Sub-Total | $2,311,382 | | | | | | $2,311,382 |
| Total City Wide | $2,311,382 | | | | | | $2,311,382 |

# FY14 CAPITAL BUDGET STATUS

## 2004 Airport Revenue Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 432,736 | | | | | | $432,736 |
| Expenses | 432,736 | | | | | | $432,736 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 432,736 | | | | | | $432,736 |
| Revenues | $432,736 | | | | | | $432,736 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Aviation | 432,736 | | | | | | $432,736 |
| Total City Wide | $432,736 | | | | | | $432,736 |

# FY14 CAPITAL BUDGET STATUS

## 2004 Airport Revenue Bond Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Aviation | | | | | | | |
| Agts General Improvements - 100289 | 69,455 | | | | | | $69,455 |
| Capital Design & Mgmt/Design - 101948 | 335,611 | | | | | | $335,611 |
| Capital Design & Mgmt/Construction Mgmt - 102838 | 27,670 | | | | | | $27,670 |
| Sub-Total | $432,736 | | | | | | $432,736 |
| Total City Wide | $432,736 | | | | | | $432,736 |

# FY14 CAPITAL BUDGET STATUS

## 2004 Airport Revenue Bond Fund F-K

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 2,787,642 | 1,981,519 | | | | | $4,769,161 |
| Expenses | 2,787,642 | 1,981,519 | | | | | $4,769,161 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 2,787,642 | 1,981,519 | | | | | $4,769,161 |
| Revenues | $2,787,642 | $1,981,519 | | | | | $4,769,161 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Aviation | 2,787,642 | 1,981,519 | | | | | $4,769,161 |
| Total City Wide | $2,787,642 | $1,981,519 | | | | | $4,769,161 |

# FY14 CAPITAL BUDGET STATUS

## 2004 Airport Revenue Bond Fund F-K

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Aviation | | | | | | | |
| Terminal Improvements - 101352 | 1,738,594 | 1,738,594 | | | | | $3,477,188 |
| Capital Design & Mgmt/Design - 101948 | 240,838 | 242,925 | | | | | $483,763 |
| Central Administration - 102843 | 158,210 | | | | | | $158,210 |
| Other Direct Costs Project - 111310 | 650,000 | | | | | | $650,000 |
| Sub-Total | $2,787,642 | $1,981,519 | | | | | $4,769,161 |
| Total City Wide | $2,787,642 | $1,981,519 | | | | | $4,769,161 |

# FY14 CAPITAL BUDGET STATUS

## Conrac Customer Service Fac Ch

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 76,860,953 | 78,136,756 | 79,024,589 | 80,000,238 | 80,717,514 | | $394,740,050 |
| Expenses | 76,860,953 | 78,136,756 | 79,024,589 | 80,000,238 | 80,717,514 | | $394,740,050 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Charges For Services | 33,960,000 | 35,250,000 | 36,145,000 | 36,940,000 | 37,680,000 | | $179,975,000 |
| Investment Income | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | | $250,000 |
| Miscellaneous Revenues | 24,981,963 | 24,981,963 | 24,981,963 | 24,981,963 | 24,981,963 | | $124,909,815 |
| Other Financing Sources | 17,868,990 | 17,854,793 | 17,847,626 | 18,028,275 | 18,005,551 | | $89,605,235 |
| Revenues | $76,860,953 | $78,136,756 | $79,024,589 | $80,000,238 | $80,717,514 | | $394,740,050 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Aviation | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | | $30,000 |
| Non-Departmental | 76,854,953 | 78,130,756 | 79,018,589 | 79,994,238 | 80,711,514 | | $394,710,050 |
| Total City Wide | $76,860,953 | $78,136,756 | $79,024,589 | $80,000,238 | $80,717,514 | | $394,740,050 |

# FY14 CAPITAL BUDGET STATUS

## Conrac Customer Service Fac Ch

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Aviation | | | | | | | |
| Default - 000000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | | $30,000 |
| Sub-Total | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | | $30,000 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 76,854,953 | 78,130,756 | 79,018,589 | 79,994,238 | 80,711,514 | | $394,710,050 |
| Sub-Total | $76,854,953 | $78,130,756 | $79,018,589 | $79,994,238 | $80,711,514 | | $394,710,050 |
| Total City Wide | $76,860,953 | $78,136,756 | $79,024,589 | $80,000,238 | $80,717,514 | | $394,740,050 |

# FY14 CAPITAL BUDGET STATUS

## Airport Fac Revenue Bond Sinking Fd

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 728,172,055 | 724,520,989 | 756,193,164 | 758,662,770 | 758,601,915 | | $3,726,150,893 |
| Expenses | 728,172,055 | 479,480,758 | 496,002,007 | 498,359,662 | 498,309,234 | | $2,700,323,716 |
| Total Revenues Over(Under) Expenses | $0 | $245,040,231 | $260,191,157 | $260,303,108 | $260,292,681 | | $1,025,827,177 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 480,193,051 | 479,480,758 | 496,002,007 | 498,359,662 | 498,309,234 | | $2,452,344,712 |
| Other Financing Sources | 247,979,004 | 245,040,231 | 260,191,157 | 260,303,108 | 260,292,681 | | $1,273,806,181 |
| Revenues | $728,172,055 | $724,520,989 | $756,193,164 | $758,662,770 | $758,601,915 | | $3,726,150,893 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Non-Departmental | 728,172,055 | 479,480,758 | 496,002,007 | 498,359,662 | 498,309,234 | | $2,700,323,716 |
| Total City Wide | $728,172,055 | $479,480,758 | $496,002,007 | $498,359,662 | $498,309,234 | | $2,700,323,716 |

# FY14 CAPITAL BUDGET STATUS

## Airport Fac Revenue Bond Sinking Fd

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 728,172,055 | 479,480,758 | 496,002,007 | 498,359,662 | 498,309,234 | | $2,700,323,716 |
| Sub-Total | $728,172,055 | $479,480,758 | $496,002,007 | $498,359,662 | $498,309,234 | | $2,700,323,716 |
| Total City Wide | $728,172,055 | $479,480,758 | $496,002,007 | $498,359,662 | $498,309,234 | | $2,700,323,716 |

# FY14 CAPITAL BUDGET STATUS

## 2010B Bd Pfc & Sub Lien Gen Rev

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 3,548,041 | | | | | | $3,548,041 |
| Expenses | 3,548,041 | | | | | | $3,548,041 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Miscellaneous Revenues | 3,548,041 | | | | | | $3,548,041 |
| Revenues | $3,548,041 | | | | | | $3,548,041 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Department Of Aviation | 3,548,041 | | | | | | $3,548,041 |
| Total City Wide | $3,548,041 | | | | | | $3,548,041 |

# FY14 CAPITAL BUDGET STATUS

## 2010B Bd Pfc & Sub Lien Gen Rev

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Aviation | | | | | | | |
| Maynard H Jackson International Terminal - 102798 | 3,548,041 | | | | | | $3,548,041 |
| Sub-Total | $3,548,041 | | | | | | $3,548,041 |
| Total City Wide | $3,548,041 | | | | | | $3,548,041 |

# FY14 CAPITAL BUDGET STATUS

## Airport Commercial Paper Series 2010A/B

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 346,048,770 | 74,132,333 | 74,132,333 | 60,000,000 | 60,000,000 | 60,000,000 | $674,313,436 |
| Expenses | 346,048,770 | 74,132,333 | 74,132,333 | 60,000,000 | 60,000,000 | 60,000,000 | $674,313,436 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 0 | 74,132,333 | 74,132,333 | 60,000,000 | 60,000,000 | 60,000,000 | $328,264,666 |
| Other Financing Sources | 346,048,770 | | | | | | $346,048,770 |
| Revenues | $346,048,770 | $74,132,333 | $74,132,333 | $60,000,000 | $60,000,000 | $60,000,000 | $674,313,436 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Aviation | 15,958,219 | 74,132,333 | 74,132,333 | 60,000,000 | 60,000,000 | 60,000,000 | $344,222,885 |
| Non-Departmental | 330,090,551 | | | | | | $330,090,551 |
| Total City Wide | $346,048,770 | $74,132,333 | $74,132,333 | $60,000,000 | $60,000,000 | $60,000,000 | $674,313,436 |

# FY14 CAPITAL BUDGET STATUS

## Airport Commercial Paper Series 2010A/B

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Aviation | | | | | | | |
| Terminal Improvements - 101352 | 15,958,219 | 14,132,333 | 14,132,333 | | | | $44,222,885 |
| Airfield Projects - 111300 | | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | $100,000,000 |
| Concourse Projects - 111302 | | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | $100,000,000 |
| Other Facility Projects - 111304 | | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | $100,000,000 |
| Sub-Total | $15,958,219 | $74,132,333 | $74,132,333 | $60,000,000 | $60,000,000 | $60,000,000 | $344,222,885 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 330,090,551 | | | | | | $330,090,551 |
| Sub-Total | $330,090,551 | | | | | | $330,090,551 |
| Total City Wide | $346,048,770 | $74,132,333 | $74,132,333 | $60,000,000 | $60,000,000 | $60,000,000 | $674,313,436 |

# FY14 CAPITAL BUDGET STATUS

## 2012A Bond General Airport Revenue

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 12,510,471 | 12,230,015 | 399,502 | 1,498,262 | | | $26,638,250 |
| Expenses | 12,510,471 | 12,230,015 | 399,502 | 1,498,262 | | | $26,638,250 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 12,510,471 | 12,230,015 | 399,502 | 1,498,262 | | | $26,638,250 |
| Revenues | $12,510,471 | $12,230,015 | $399,502 | $1,498,262 | | | $26,638,250 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Aviation | 10,984,332 | 10,984,332 | 399,502 | 1,498,262 | | | $23,866,428 |
| Non-Departmental | 1,526,139 | 1,245,683 | | | | | $2,771,822 |
| Total City Wide | $12,510,471 | $12,230,015 | $399,502 | $1,498,262 | | | $26,638,250 |

# FY14 CAPITAL BUDGET STATUS

## 2012A Bond General Airport Revenue

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Aviation | | | | | | | |
| Concourse Projects - 111302 | 10,641,649 | 10,641,649 | 56,819 | 1,498,262 | | | $22,838,379 |
| Agts System Projects - 111303 | 342,683 | 342,683 | 342,683 | | | | $1,028,049 |
| Sub-Total | $10,984,332 | $10,984,332 | $399,502 | $1,498,262 | | | $23,866,428 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 1,526,139 | 1,245,683 | | | | | $2,771,822 |
| Sub-Total | $1,526,139 | $1,245,683 | | | | | $2,771,822 |
| Total City Wide | $12,510,471 | $12,230,015 | $399,502 | $1,498,262 | | | $26,638,250 |

# FY14 CAPITAL BUDGET STATUS

## 2012B Bond General Airport Revenue

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 3,545,511 | 2,664,590 | | | | | $6,210,101 |
| Expenses | 3,545,511 | 2,664,590 | | | | | $6,210,101 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 3,545,511 | 2,664,590 | | | | | $6,210,101 |
| Revenues | $3,545,511 | $2,664,590 | | | | | $6,210,101 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Non-Departmental | 3,545,511 | 2,664,590 | | | | | $6,210,101 |
| Total City Wide | $3,545,511 | $2,664,590 | | | | | $6,210,101 |

# FY14 CAPITAL BUDGET STATUS

## 2012B Bond General Airport Revenue

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Non-Departmental | | | | | | | |
| Default - 000000 | 3,545,511 | 2,664,590 | | | | | $6,210,101 |
| Sub-Total | $3,545,511 | $2,664,590 | | | | | $6,210,101 |
| Total City Wide | $3,545,511 | $2,664,590 | | | | | $6,210,101 |

# FY14 CAPITAL BUDGET STATUS

## 2012C Bond General Airport Revenue

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 52,815,747 | 51,886,506 | 30,267,817 | 7,298,307 | | | $142,268,377 |
| Expenses | 52,815,747 | 51,886,506 | 30,267,817 | 7,298,307 | | | $142,268,377 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Miscellaneous Revenues | 52,815,747 | 51,886,506 | 30,267,817 | 7,298,307 | | | $142,268,377 |
| Revenues | $52,815,747 | $51,886,506 | $30,267,817 | $7,298,307 | | | $142,268,377 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Aviation | 46,416,224 | 46,416,224 | 30,267,817 | 7,298,307 | | | $130,398,572 |
| Non-Departmental | 6,399,523 | 5,470,282 | | | | | $11,869,805 |
| Total City Wide | $52,815,747 | $51,886,506 | $30,267,817 | $7,298,307 | | | $142,268,377 |

# FY14 CAPITAL BUDGET STATUS

## 2012C Bond General Airport Revenue

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Aviation | | | | | | | |
| Concourse Projects - 111302 | 44,342,241 | 44,342,241 | 28,193,834 | 7,298,307 | | | $124,176,623 |
| Agts System Projects - 111303 | 2,073,983 | 2,073,983 | 2,073,983 | | | | $6,221,949 |
| Sub-Total | $46,416,224 | $46,416,224 | $30,267,817 | $7,298,307 | | | $130,398,572 |
| Non-Departmental | | | | | | | |
| Default - 000000 | 6,399,523 | 5,470,282 | | | | | $11,869,805 |
| Sub-Total | $6,399,523 | $5,470,282 | | | | | $11,869,805 |
| Total City Wide | $52,815,747 | $51,886,506 | $30,267,817 | $7,298,307 | | | $142,268,377 |

# GRANT AND OTHER SPECIAL REVENUE FUNDS

## GRANT FUNDS

**Atlanta Empowerment Zone Corporation** was established to account for the revenue and expenditures attendant to funding provided under Title XX Empowerment Zone of the Empowerment Zone Social Security Act as amended by Part VI of Omnibus Budget reconciliation of 1993. Title XX Empowerment Zone provides for the fulfillment of a strategic plan to create economic opportunities, create sustainable community development, build broad participation among community-based partners, develop a strategic vision for change in the community and improve the quality of life for residents of the designated area.

**Atlanta Workforce Development Authority (AWDA)** enables each locality to develop a unified training system that will increase the employment, retention, and earnings by participants and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.

**Community Development Fund** was established to account for the revenue and expenditure provided under the Title I of the Housing and Community Development Act of 1974 which provides for development of viable urban communities, including decent housing and suitable living environments and expansion of economic opportunities, principally for persons of low and moderate incomes.

**Home Investment Trust Fund** (HOME) provides formula grants to States and localities that communities use-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, Water and Wastewater System Fund, and the Community Development Funds.

**Section 108 Loan Guarantee Program** is a source of financing a1lotted 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.

## OTHER SPECIAL REVENUE FUNDS

Special Assessment 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** Tad 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 the 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 PATH multi-use trail 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 LCI 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 the surrounding neighborhoods.

The purpose of the **Princeton Lakes** Tax Allocation District is to spur the development of an ambitious live, work and play community in Southwest Atlanta. Established in 2002 to revitalize a traditionally underserved area, the

TAD will facilitate the development of more than 400 acres into a pedestrian-friendly, mixed-use commercial, retail, residential and public use project.

Challenges presented by the property include: steep-sloped topography, location within a 100-year flood plain and related environmental degradation in addition to a lack of infrastructure. The TAD does not have the necessary streets, bridges, traffic control devices, sanitary or storm sewers, water supply, or storm water detention facilities which must be provided in order to for development to occur. The development team plans to provide sidewalks, trails, landscaping, parks, and lakes for the benefit of the community and its visitors.

The **Stadium Neighborhoods** Tax Allocation District was created in late 2006 and its basic purpose is to create a major financial incentive that would support the creation of an effective public-private partnership to facilitate the resurgence and redevelopment of the area closest to I-75 and Turner Field by encouraging substantial new development. The TAD would establish the framework for new redevelopment opportunities and investment including portions of 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 Turner Field.

The **Westside** Tax Allocation District was expanded in 1998 in order to support efforts that are currently underway to remove blighted conditions and expand redevelopment efforts to adjacent residential areas of Vine City and English Avenue. The TAD also seeks to capitalize on the opportunity to revitalize the land surrounding the new Centennial Olympic Park and foster the development of connections between the Central Business District, Clark Atlanta University Center, the Georgia Tech Campus, and adjoining neighborhoods by promoting improved transportation corridors, safer streets, 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.

# FY14 CAPITAL BUDGET STATUS

## Community Development Block Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 14,282,698 | 726,362 | 632,453 | 380,973 | 40,846 | | $16,063,332 |
| Expenses | 14,282,698 | 726,362 | 632,453 | 380,973 | 40,846 | | $16,063,332 |

ANTICIPATIONS

| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Intergovernmental Revenues | 14,282,698 | 726,362 | 632,453 | 380,973 | 40,846 | | $16,063,332 |
| Revenues | $14,282,698 | $726,362 | $632,453 | $380,973 | $40,846 | | $16,063,332 |

APPROPRIATIONS

| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Executive Offices | 1,230,522 | | | | | | $1,230,522 |
| Department Of Corrections | 8,291 | | | | | | $8,291 |
| Department Of Finance | 6,471,703 | | | | | | $6,471,703 |
| Department Of Public Works | 100,021 | | | | | | $100,021 |
| Dept Of Parks, Recreation & Cultural Aff | 2,137,911 | | | | | | $2,137,911 |
| Department Of Watershed Management | 2,411 | | | | | | $2,411 |
| Judicial Agencies | 5,826 | | | | | | $5,826 |
| Department Of Fire Services | 37,464 | | | | | | $37,464 |
| Dept Of Planning & Community Development | 4,288,549 | 726,362 | 632,453 | 380,973 | 40,846 | | $6,069,183 |
| Total City Wide | $14,282,698 | $726,362 | $632,453 | $380,973 | $40,846 | | $16,063,332 |

# FY14 CAPITAL BUDGET STATUS
## Community Development Block Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Executive Offices | | | | | | | |
| Southwest Ymca Support, Cd-247 - 200100 | 740 | | | | | | $740 |
| Good News Mission, Cd-283 - 200540 | 26,103 | | | | | | $26,103 |
| Underground Atlanta, Udag Loan - 200631 | 40,191 | | | | | | $40,191 |
| Odyssey Iii Rehab, Cd-336 - 200701 | 695 | | | | | | $695 |
| Odyssey Iii, Cd-345 - 200702 | 5,982 | | | | | | $5,982 |
| Day Service Prgm For Homeless, Cd-351 - 200746 | 103 | | | | | | $103 |
| Milton Ave Serv Cntr Operations,Es-90-01 - 200772 | 1,665 | | | | | | $1,665 |
| Bobby Dodd Center, Cd-359 - 200781 | 605 | | | | | | $605 |
| Cascade House, Cd-352 - 200785 | 30,000 | | | | | | $30,000 |
| Achor Center Job Development, Cd-408 - 200936 | 2,996 | | | | | | $2,996 |
| Latin American Jobs Program, Cd-183 - 200939 | 979 | | | | | | $979 |
| Housemate Match, Cd-401 - 200944 | 828 | | | | | | $828 |
| Milton Ave/Men'S Emerge Shelter,Es-92-02 - 201001 | 24,850 | | | | | | $24,850 |
| Family Resettlement - 201014 | 2,753 | | | | | | $2,753 |
| Milton Ave/Mens Emergency Shelter,Cd-437 - 201051 | 14,134 | | | | | | $14,134 |
| Atlanta Mentor Employment Prog, Cd-478 - 201132 | 541 | | | | | | $541 |
| A.H.A. Elderly Services, Cd-410 - 201135 | 1,877 | | | | | | $1,877 |
| Wesley Senior Citizens Program, Cd-43 - 201139 | 131,853 | | | | | | $131,853 |
| Ccma Women'S & Children Shelter, Cd-484 - 201388 | 33 | | | | | | $33 |
| Shearith Israel'S Shelter For Women - 201477 | 2,400 | | | | | | $2,400 |
| Clifton Presbyterian Night Hospitality - 201478 | 490 | | | | | | $490 |
| Helping Hands Day Service Center, Cd-546 - 201497 | 848 | | | | | | $848 |
| Covenant Community, Cd-540 - 201499 | 20,000 | | | | | | $20,000 |
| Fulton County Council On Aging, Cd-532 - 201500 | 5,111 | | | | | | $5,111 |
| Travelers Aid Emergency Shelter Pgm Es16 - 201598 | 100 | | | | | | $100 |
| Atlanta Children Shelter,Cd-585 - 201707 | 2,843 | | | | | | $2,843 |
| Genesis Shelter, Cd-601 - 201708 | 409 | | | | | | $409 |
| St. Luke'S Renewal Project, Cd-602 - 201709 | 5,573 | | | | | | $5,573 |
| Trinity Community Ministries, Cd-622 - 201777 | 2,729 | | | | | | $2,729 |
| Traveler'S Aid Transitional Housing - 201779 | 29,183 | | | | | | $29,183 |
| Steps To Keep One Employed, Cd-623 - 201839 | 68 | | | | | | $68 |
| Pathways Community Network, Cd-649 - 201895 | 1,476 | | | | | | $1,476 |
| Literacy Action Job Training, Cd-705 - 201966 | 26 | | | | | | $26 |
| The Atlanta Collaborative Kitchen Cd-723 - 202258 | 1,383 | | | | | | $1,383 |
| Milton Women & Children Shelter Cd-484 - 202262 | 25,508 | | | | | | $25,508 |
| Ymca Computer Assist Tut. (Y-Cat),Cd-744 - 202345 | 278 | | | | | | $278 |
| Milton Ave Svc Center Improvem'T, Cd-281 - 202355 | 6,565 | | | | | | $6,565 |
| Women & Children Emerg. Shelter, Cd-777 - 202606 | 12,735 | | | | | | $12,735 |
| 2008 Cdbg Admin - 210039 | 283,317 | | | | | | $283,317 |
| Administration 2009 Cd - 210404 | 64,567 | | | | | | $64,567 |
| Admin. 2010 Cd Ohs - 210723 | 13,310 | | | | | | $13,310 |
| Admin 2011 Cd Ohs - 210940 | 144 | | | | | | $144 |
| Open Hand Expansion 2011 Cd - 210970 | 200,000 | | | | | | $200,000 |
| Midtown Assistance 2012 Es - 211231 | 30,000 | | | | | | $30,000 |
| Ohs Grant Admin, Cd/Hopwa 2012 - 211327 | 234,531 | | | | | | $234,531 |
| Sub-Total | $1,230,522 | | | | | | $1,230,522 |

# FY14 CAPITAL BUDGET STATUS
## Community Development Block Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Department Of Corrections | | | | | | | |
| Trans Supp Housing Ex-Offenders, Cd-704 - 201971 | 8,291 | | | | | | $8,291 |
| Sub-Total | $8,291 | | | | | | $8,291 |
| Department Of Finance | | | | | | | |
| Administration - 200112 | 317,505 | | | | | | $317,505 |
| Reserve For Housing Program Income - 200119 | 2,056,305 | | | | | | $2,056,305 |
| Community Design Center, Cd-88 - 200140 | 1,597,480 | | | | | | $1,597,480 |
| Reserve For Administration - 200546 | 807,203 | | | | | | $807,203 |
| Municipal Market Sec.108 Loan Repay - 201129 | 4,364 | | | | | | $4,364 |
| Summerhill Sec 108 Loan Repay - 201450 | 50,433 | | | | | | $50,433 |
| Mechanicsville Urban Redevelopment - 201716 | 10,659 | | | | | | $10,659 |
| Hud Program Various Years - 202881 | 1,163,735 | | | | | | $1,163,735 |
| 2008 Cdbg Admin - 210039 | 20,736 | | | | | | $20,736 |
| 2008 Esg Admin - 210040 | 3,226 | | | | | | $3,226 |
| Mechville Sec. 108, Cd-607 - 210164 | 1 | | | | | | $1 |
| Municipal Ms 108, Cd-475 - 210166 | 1,100 | | | | | | $1,100 |
| Administration, 2009 Cd/Esg - 210405 | 18,444 | | | | | | $18,444 |
| Admin, 2010 Cd/Es Ogm - 210692 | 7,683 | | | | | | $7,683 |
| Sec 108 Mechanicsville, 10 Cd - 210696 | 10 | | | | | | $10 |
| Sec 108 Municipal Mkt, 2010 Cd - 210697 | 633 | | | | | | $633 |
| Admin 2011 Cd/Es/Ogm - 210934 | 71,396 | | | | | | $71,396 |
| Admin, 2011 Cd Grant Acct - 210935 | 169,710 | | | | | | $169,710 |
| Sec 108 Mechanics, 2011 Cd - 210936 | 1 | | | | | | $1 |
| Ogs Ga Cdbg Admin 2012 - 211206 | 48,983 | | | | | | $48,983 |
| English Avenue Campus, 2012 Cd - 211290 | 100,000 | | | | | | $100,000 |
| Esg Program Admin, 2012 Es - 211294 | 22,096 | | | | | | $22,096 |
| Sub-Total | $6,471,703 | | | | | | $6,471,703 |
| Department Of Public Works | | | | | | | |
| Curb Cuts - 100038 | 1,955 | | | | | | $1,955 |
| West End/Lee Street Improvements, Cd-395 - 100885 | 8,084 | | | | | | $8,084 |
| Citywide Sidewalk Program, Cd-588 - 101619 | 26,609 | | | | | | $26,609 |
| Kirkwood/Boulevard Streetscapes, Cd-626 - 101770 | 1,136 | | | | | | $1,136 |
| Westend Sidewalks, Cd-659 - 101955 | 7,107 | | | | | | $7,107 |
| Street And Sidewalk Grant Program, Cd-34 - 200126 | 55,130 | | | | | | $55,130 |
| Sub-Total | $100,021 | | | | | | $100,021 |
| Dept Of Parks, Recreation & Cultural Aff | | | | | | | |
| City Wide Park Furniture & Play Equip. - 100271 | 14,092 | | | | | | $14,092 |
| Southside Park Expansion - 101422 | 3,500 | | | | | | $3,500 |
| Dunbar/Rosa Burney Skating Rink, Cd-634 - 101795 | 1,086 | | | | | | $1,086 |
| J.C. Birdine Neighborhood Center, Cd-764 - 102406 | 13,528 | | | | | | $13,528 |
| Hairc, Cd-816 Capital - 110304 | 3,257 | | | | | | $3,257 |
| Deerwood Pk 2009 Cd - 110467 | 270 | | | | | | $270 |
| Washington Pk 2009 Cd - 110468 | 57,760 | | | | | | $57,760 |
| Anderson Park Artificial Turf - 111002 | 4,000 | | | | | | $4,000 |
| Project Civic Access 2011 Cdbg - 111003 | 413,226 | | | | | | $413,226 |
| Playground Replacement 2012 - 111336 | 450,000 | | | | | | $450,000 |
| Project Civic Access 2012 - 111337 | 865,164 | | | | | | $865,164 |
| Castleberry Hill - 201182 | 60 | | | | | | $60 |

# FY14 CAPITAL BUDGET STATUS
## Community Development Block Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Perkerson Neighborhood Consortium,Cd-605 - 201699 | 1,260 | | | | | | $1,260 |
| 3/14 Tornadoes Damage Recovery - 210273 | 18,624 | | | | | | $18,624 |
| James Orange Park Cd-868 - 211148 | 279,283 | | | | | | $279,283 |
| Municipal Market Art 2011 Cd - 211186 | 12,801 | | | | | | $12,801 |
| Sub-Total | $2,137,911 | | | | | | $2,137,911 |
| Department Of Watershed Management | | | | | | | |
| Care And Conserve - 210144 | 2,405 | | | | | | $2,405 |
| Sea Drain & Sewer 2009 Cd - 210453 | 6 | | | | | | $6 |
| Sub-Total | $2,411 | | | | | | $2,411 |
| Judicial Agencies | | | | | | | |
| Ex-Offenders Housing, 2012 Cd - 211284 | 5,826 | | | | | | $5,826 |
| Sub-Total | $5,826 | | | | | | $5,826 |
| Department Of Fire Services | | | | | | | |
| Burglar Bar Safety Program, Cd-504 - 201369 | 37,366 | | | | | | $37,366 |
| Smoke Detector Program, Cd-530 - 201370 | 98 | | | | | | $98 |
| Sub-Total | $37,464 | | | | | | $37,464 |
| Dept Of Planning & Community Development | | | | | | | |
| Housing Rehabilitation Admin, Cd-07 - 200054 | 379 | | | | | | $379 |
| Housing Weatherization Program,Cd-104 - 200057 | 1 | | | | | | $1 |
| Housing Code Inspection, Cd-55 - 200059 | 14,061 | | | | | | $14,061 |
| Business Improvement Loan Program, Cd-23 - 200074 | 33,917 | | | | | | $33,917 |
| Administration - 200112 | 9,648 | | | | | | $9,648 |
| Joint Venture Fair Housing, Cd-386 - 200824 | 12 | | | | | | $12 |
| Employment Readiness Center - 200872 | 106,370 | | | | | | $106,370 |
| Aedc/Municipal Market Project - 201000 | 6,618 | | | | | | $6,618 |
| Reynoldstown Super Block, Phase I,Cd-459 - 201047 | 177,876 | | | | | | $177,876 |
| Land Bank Authority, Cd-489 - 201195 | 11,742 | | | | | | $11,742 |
| Project Extend, Cd-500 - 201409 | 6,146 | | | | | | $6,146 |
| Bilf Administration, Cd-23B - 201574 | 1 | | | | | | $1 |
| Housing Demolition/Reclamation, Cd-610 - 201705 | 61,605 | | | | | | $61,605 |
| Community Housing Resource Center - 201732 | 247 | | | | | | $247 |
| Bankhead/Hollywood Corridor Des., Cd-660 - 201939 | 37,477 | | | | | | $37,477 |
| Bolton/Hollywood Corridor Design, Cd-661 - 201940 | 56,701 | | | | | | $56,701 |
| Perry/Hollywood Corridor Design, Cd-662 - 201941 | 40,831 | | | | | | $40,831 |
| Housing Needs Assess/Consolid Pl,Cd-610 - 202340 | 100 | | | | | | $100 |
| Westside Village Appraisal & Surv,Cd-751 - 202379 | 28,624 | | | | | | $28,624 |
| Paschal'S Historic Restaurant - 202635 | 99,410 | | | | | | $99,410 |
| Access Ida Downpaym'T Assistance, Cd-807 - 202750 | 73,622 | | | | | | $73,622 |
| Qls Meadows Erosion 2008- Cd - 210022 | 1 | | | | | | $1 |
| 2008 Cdbg Admin - 210039 | 70,980 | | | | | | $70,980 |
| Community Design Center 2008 - 210094 | 1,383 | | | | | | $1,383 |
| Land Bank 2008- Cd - 210099 | 14,197 | | | | | | $14,197 |
| Rebuilding Together Atlanta - 210318 | 2,053 | | | | | | $2,053 |
| Administration 2009 Cd/Home - 210407 | 196 | | | | | | $196 |
| Nsp Project Funds 2008 Nsp - 210408 | 401,495 | 168,148 | 168,149 | | | | $737,792 |
| Nsp Admin Housing 2008 Nsp - 210409 | 162,311 | 15,442 | | | | | $177,753 |
| Housing Rehab Admin, 2009 Cd - 210519 | 1,298 | | | | | | $1,298 |
| Housing Rehab Admin 10 Cd - 210700 | 4,326 | | | | | | $4,326 |

# FY14 CAPITAL BUDGET STATUS

## Community Development Block Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Housing Code Inspect 10 Cd - 210701 | 18,805 | | | | | | $18,805 |
| Admin, 2010 Cd/Hm Hous. - 210722 | 86,450 | | | | | | $86,450 |
| Hous. Demo/Recla 2010 Cd - 210796 | 54,064 | | | | | | $54,064 |
| Housing Rehab Admin 2011 Cd - 210931 | 42,735 | | | | | | $42,735 |
| Admin 2011 Cd Housing - 210932 | 168,598 | | | | | | $168,598 |
| Housing Code Inspec 2011, Cd - 210933 | 67,848 | 67,848 | | | | | $135,696 |
| 2010 Lead Based Paint Hc - 211004 | 458,689 | 314,973 | 314,973 | 314,973 | | | $1,403,608 |
| Hud Nsp 3 2010 Rental B - 211059 | 445,671 | | | | | | $445,671 |
| Hud Nsp 3 2010 Rental E - 211061 | 140,415 | | | | | | $140,415 |
| Hud Nsp 3 2010 Rental B 25 - 211062 | 83,329 | 83,329 | 83,331 | | | | $249,989 |
| Hud Nsp 3 2010 Rental E 25 - 211063 | 179,730 | | | | | | $179,730 |
| Hud Nsp 3 2010 Homeownership B - 211064 | 15,472 | | | | | | $15,472 |
| Hud Nsp 3 2010 Homeownership E - 211065 | 270,802 | 10,622 | | | | | $281,424 |
| Hud Nsp 3 2010 Homeownrshp B25 - 211066 | 140,652 | | | | | | $140,652 |
| Hud Nsp 3 2010 Admin - 211068 | 87,791 | 66,000 | 66,000 | 66,000 | 40,846 | | $326,637 |
| Housing Demo 2009 Cd - 211151 | 1,122 | | | | | | $1,122 |
| Hud Nsp Pi Reserve - 211163 | 645 | | | | | | $645 |
| Emergency Home Repair Cd 2012 - 211263 | 50,000 | | | | | | $50,000 |
| Housing Admin 2012 Cd/Hm - 211264 | 158,032 | | | | | | $158,032 |
| Housing Rehab Admin, 2012 Cd - 211265 | 137,107 | | | | | | $137,107 |
| Housing Weatherization 2012 Cd - 211266 | 81,120 | | | | | | $81,120 |
| Joint Venture 2012 Cd - 211270 | 54,260 | | | | | | $54,260 |
| Atl Home Owner Maint Cd-2012 - 211271 | 10,000 | | | | | | $10,000 |
| Land Bank 2012 Cd - 211276 | 26,938 | | | | | | $26,938 |
| Qls Gardens Energy - 211280 | 70,000 | | | | | | $70,000 |
| Bilf Admin 2012Cd - 211326 | 14,646 | | | | | | $14,646 |
| Sub-Total | $4,288,549 | $726,362 | $632,453 | $380,973 | $40,846 | | $6,069,183 |
| Total City Wide | $14,282,698 | $726,362 | $632,453 | $380,973 | $40,846 | | $16,063,332 |

# FY14 CAPITAL BUDGET STATUS

## Intergovernmental Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 57,981,510 | | | | | | $57,981,510 |
| Expenses | 57,981,510 | | | | | | $57,981,510 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Intergovernmental Revenues | 36,742,548 | | | | | | $36,742,548 |
| Contributions And Donations From Private Sources | 13,865,060 | | | | | | $13,865,060 |
| Miscellaneous Revenues | 6,419,711 | | | | | | $6,419,711 |
| Other Financing Sources | 954,190 | | | | | | $954,190 |
| Revenues | $57,981,510 | | | | | | $57,981,510 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Executive Offices | 26,995,292 | | | | | | $26,995,292 |
| Department Of Corrections | 1,483 | | | | | | $1,483 |
| Department Of Finance | 674,027 | | | | | | $674,027 |
| Department Of Public Works | 14,339,136 | | | | | | $14,339,136 |
| Dept Of Parks, Recreation & Cultural Aff | 792,285 | | | | | | $792,285 |
| Department Of Watershed Management | 270,828 | | | | | | $270,828 |
| Judicial Agencies | 78,323 | | | | | | $78,323 |
| Department Of Fire Services | 140,222 | | | | | | $140,222 |
| Department Of Police Services | 11,030,672 | | | | | | $11,030,672 |
| Dept Of Planning & Community Development | 3,659,242 | | | | | | $3,659,242 |
| Total City Wide | $57,981,510 | | | | | | $57,981,510 |

# FY14 CAPITAL BUDGET STATUS

## Intergovernmental Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Executive Offices | | | | | | | |
| Luckie Street Conversion - 111421 | 236,474 | | | | | | $236,474 |
| Street Car Phase 1 - 111097 | 13,741,993 | | | | | | $13,741,993 |
| Streetcar 3 & 4 - 111367 | 4,939,919 | | | | | | $4,939,919 |
| Streetcar Traffic Enhancements - 111377 | 875,424 | | | | | | $875,424 |
| Administration - 200112 | 5,639 | | | | | | $5,639 |
| Youth Counseling, Cd-69 - 200456 | 2,982 | | | | | | $2,982 |
| Furniture Bank, Cd-245 - 200466 | 34,720 | | | | | | $34,720 |
| Jerusalem House, Cd-335 - 200700 | 143,736 | | | | | | $143,736 |
| Aids Legal Project, Cd-384 - 200821 | 140,000 | | | | | | $140,000 |
| Edgewood Center - Hopwa 1 - 201086 | 137 | | | | | | $137 |
| Matthews Place - Hopwa 22 - 201090 | 15,839 | | | | | | $15,839 |
| Our Common Welfare - Hopwa 9 - 201094 | 31,400 | | | | | | $31,400 |
| Aid Gwinnett Rural Outreach - Hopway 4 - 201096 | 34,775 | | | | | | $34,775 |
| Positive Impact - Hopwa 7 - 201098 | 62,762 | | | | | | $62,762 |
| Aid Atlanta Emerg. Asst. - Hopwa 8 - 201099 | 6,515 | | | | | | $6,515 |
| Project Open Hand - Hopwa 10 - 201100 | 142,884 | | | | | | $142,884 |
| Childkind Foster Mgt. - Hopwa 11 - 201101 | 48,970 | | | | | | $48,970 |
| Southside Community Living-Hopwa 94-29 - 201311 | 29,778 | | | | | | $29,778 |
| Jerusalem House-Women With Children - 201312 | 28,615 | | | | | | $28,615 |
| Housemate Match-Hopwa 94-26 - 201313 | 664 | | | | | | $664 |
| Cobb Co Hopwa/Board Of Hlth-Hopwa 94-32 - 201315 | 108,785 | | | | | | $108,785 |
| Living Room, Hp-36 - 201498 | 221,857 | | | | | | $221,857 |
| Southside: Legacy House, Hp-38 - 201582 | 55,067 | | | | | | $55,067 |
| Project Assist, Hp-14 - 201737 | 14,803 | | | | | | $14,803 |
| Edgewood-Facility Operations, Hp-49A - 201738 | 82,685 | | | | | | $82,685 |
| Traveler'S Aid Transitional Housing - 201779 | 0 | | | | | | $0 |
| Joint Ctr Sustainable Dev Watershed Prot - 201825 | 7,864 | | | | | | $7,864 |
| Vine City Housing Ministry - 201836 | 12,500 | | | | | | $12,500 |
| Environment Awareness Foundation - 201882 | 5,000 | | | | | | $5,000 |
| Our Common Welfare/Fulton, Hp-53 - 201894 | 9,818 | | | | | | $9,818 |
| Greater Vine City Opportunities Program - 201898 | 6,250 | | | | | | $6,250 |
| Atlanta Public Schools - 201925 | 20,000 | | | | | | $20,000 |
| Southeast Community Cultural Ctr - 202018 | 2,500 | | | | | | $2,500 |
| Cascade Ministries,Inc.-Job Training - 202020 | 3,040 | | | | | | $3,040 |
| Pittsburgh Community - 202023 | 6,250 | | | | | | $6,250 |
| Community Assistance Center - 202024 | 3,750 | | | | | | $3,750 |
| National Youth Connecting Education - 202025 | 6,250 | | | | | | $6,250 |
| Grace Cross Cultural Ministries - 202030 | 6,950 | | | | | | $6,950 |
| Cascade Ministries,Inc.-Equipment - 202037 | 13,750 | | | | | | $13,750 |
| Kids Around Metro Perimeter Of Atl. - 202040 | 10,000 | | | | | | $10,000 |
| 2002 Hopwa-Gwinnett Housing Exp,Hp-23 - 202255 | 5,458 | | | | | | $5,458 |
| Kids In Discovery Of Self - 202297 | 6,250 | | | | | | $6,250 |
| Community Care, Inc. - 202302 | 7,500 | | | | | | $7,500 |
| Cascade United Methodist Community - 202305 | 38,134 | | | | | | $38,134 |
| Cascade Leadership Institute Outreach - 202306 | 5,000 | | | | | | $5,000 |
| Fulton Atlanta Community Action - 202315 | 2,500 | | | | | | $2,500 |

# FY14 CAPITAL BUDGET STATUS

## Intergovernmental Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Jerusalem House Scattered Sites, Hp-56 - 202341 | 25,442 | | | | | | $25,442 |
| Hiv/Aids Needs Assessment, Hp-57 - 202413 | 24,377 | | | | | | $24,377 |
| Edgewood Operations, Hp-49 - 202414 | 734 | | | | | | $734 |
| Project Assist, Hp-14 - 202415 | 2,503 | | | | | | $2,503 |
| National Conference Of Black Mayors - 202625 | 177,185 | | | | | | $177,185 |
| 2008 Hopwa Admin - 210041 | 22,961 | | | | | | $22,961 |
| Cobb County Board Of Health - 210134 | 12,360 | | | | | | $12,360 |
| English Ave Community W&S 2007 - 210307 | 9,202 | | | | | | $9,202 |
| Vine City W&S 2007 - 210308 | 2,280 | | | | | | $2,280 |
| City Safe Summit 08 - 210383 | 43,691 | | | | | | $43,691 |
| Aids Athens 2009 Hopwa - 210433 | 107,527 | | | | | | $107,527 |
| Hope House, 2009 Hopwa - 210435 | 2,546 | | | | | | $2,546 |
| Jerusalem House Ss, 2009 Hopwa - 210438 | 1,000 | | | | | | $1,000 |
| Jerusalem House Wc, 2009 Hopwa - 210439 | 1 | | | | | | $1 |
| Jerusalem Hse Adult, 09 Hopwa - 210440 | 2 | | | | | | $2 |
| Southside Lh, 2009 Hopwa - 210444 | 66,005 | | | | | | $66,005 |
| Southside Lv, 2009 Hopwa - 210445 | 168,067 | | | | | | $168,067 |
| Edgewood Oper, 2009 Hopwa - 210446 | 692 | | | | | | $692 |
| Project Open Hand, 2009 Hopwa - 210447 | 485 | | | | | | $485 |
| 2009 Hopwa Admin Bhs - 210516 | 675 | | | | | | $675 |
| Eecb - 210643 | 1,614,364 | | | | | | $1,614,364 |
| Travelers Aid 2010 Hopwa - 210646 | 947,627 | | | | | | $947,627 |
| Vine City W & S 2009 - 210718 | 37,285 | | | | | | $37,285 |
| English Ave W & S 2009 - 210719 | 36,372 | | | | | | $36,372 |
| Summer Food Service Fy10 - 210726 | 1,286 | | | | | | $1,286 |
| Cobb Cty. Bd. Health, 10 Hopwa - 210789 | 62,424 | | | | | | $62,424 |
| Hopwa Admin., Hopwa 2010 - 210791 | 9,436 | | | | | | $9,436 |
| Doe Eecbg Competitive - 210850 | 495,893 | | | | | | $495,893 |
| 2011 Summer Food Svc Program - 210954 | 1,164 | | | | | | $1,164 |
| Hopwa Admin,2011 Hopwa - 211014 | 2,576 | | | | | | $2,576 |
| Exe Innovation Delivery - 211189 | 1,790,136 | | | | | | $1,790,136 |
| Summer Food Service Fy12 - 211195 | 4,131 | | | | | | $4,131 |
| Weed And Seed 2012-2013 - 211223 | 16,937 | | | | | | $16,937 |
| Ohs Grant Admin, Cd/Hopwa 2012 - 211327 | 52,400 | | | | | | $52,400 |
| Intens Surveil Officer 2012-13 - 211437 | 20,984 | | | | | | $20,984 |
| Se Electric Vehicle Readiness - 211169 | 49,356 | | | | | | $49,356 |
| Sub-Total | $26,995,292 | | | | | | $26,995,292 |
| Department Of Corrections | | | | | | | |
| Women 4 Women Program - 202754 | 1,483 | | | | | | $1,483 |
| Sub-Total | $1,483 | | | | | | $1,483 |
| Department Of Finance | | | | | | | |
| Administration - 200112 | 271,571 | | | | | | $271,571 |
| 2008 Hopwa Admin - 210041 | 1,564 | | | | | | $1,564 |
| Needs Assessment, Hopwa 2009 - 210518 | 96,438 | | | | | | $96,438 |
| 2009 Hopwa Admin Ogs - 210566 | 63,429 | | | | | | $63,429 |
| Admin, Cd/Hp Grant Acct - 210694 | 23,909 | | | | | | $23,909 |
| Hopwa Admin, Hopwa 2010 - 210798 | 52,603 | | | | | | $52,603 |
| Needs Assessment, 2010 Hopwa - 210821 | 55,873 | | | | | | $55,873 |

# FY14 CAPITAL BUDGET STATUS

## Intergovernmental Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Needs Assessment, 2011 Hopwa - 210949 | 84,880 | | | | | | $84,880 |
| Hopwa Admin.- G.A., 2011 - 211055 | 16,969 | | | | | | $16,969 |
| Resource Ident, 2012 Hopwa - 211278 | 6,223 | | | | | | $6,223 |
| Ogs Grant Admin, Hopwa 2012 - 211388 | 568 | | | | | | $568 |
| Sub-Total | $674,027 | | | | | | $674,027 |
| Department Of Public Works | | | | | | | |
| P'Tree Rd Corridor Prjt - 110541 | 194,444 | | | | | | $194,444 |
| Cascade/Mays Streetscape, Cd-381 - 100818 | 83,387 | | | | | | $83,387 |
| Citywide Sidewalk Program, Cd-588 - 101619 | 840,366 | | | | | | $840,366 |
| Pryor Road Streetscape - 101659 | 111,000 | | | | | | $111,000 |
| Cascade-Mays Streetscape - 102006 | 375 | | | | | | $375 |
| Cheshire Br. Rd. Streetscape - 102007 | 203,958 | | | | | | $203,958 |
| Lakewood Hgts Town Ctr Streetscape - 102009 | 225,000 | | | | | | $225,000 |
| Metropolitan Pkwy Streets - 102010 | 21,305 | | | | | | $21,305 |
| West End Trail - 102013 | 300,000 | | | | | | $300,000 |
| Sidewalk Improvements, District 9 - 102095 | 55,338 | | | | | | $55,338 |
| Hollywood Rd/Perry Blvd Streetscape - 102106 | 288,000 | | | | | | $288,000 |
| North Highland Ave Streetscapes - 102111 | 249,600 | | | | | | $249,600 |
| Peachtree Streetscapes - 102360 | 1 | | | | | | $1 |
| City Of Atlanta Sidewalk At (10) Schools - 102369 | 262,420 | | | | | | $262,420 |
| P'Tree St/Sr 9 @ Beverly Rd W P'Tree St - 102373 | 128,492 | | | | | | $128,492 |
| Barge Rd./Campellton Lci Grant - 102385 | 154,130 | | | | | | $154,130 |
| Bolton Road/Moores Mills Streetscape(Te) - 102423 | 462,084 | | | | | | $462,084 |
| Peachtree Hills - 102436 | 293,424 | | | | | | $293,424 |
| East Wesley - 102437 | 48,117 | | | | | | $48,117 |
| Westend Area Lci Project - 102590 | 31,974 | | | | | | $31,974 |
| N Highland/Virginia Avenues Streetscape - 102613 | 35,221 | | | | | | $35,221 |
| City Of Atlanta Sidewalks @ (6) Schools - 102614 | 54,464 | | | | | | $54,464 |
| Howell Mill Rd-Chattahoochee - 102630 | 375,000 | | | | | | $375,000 |
| Fairlie-Poplar Historic - 102722 | 375,000 | | | | | | $375,000 |
| Traffic Signal Controllers - 102761 | 15,816 | | | | | | $15,816 |
| Intersection Loop Detectors - 110033 | 120,000 | | | | | | $120,000 |
| Sidewalk Pjt Metropolitan Pkwy - 110238 | 18,750 | | | | | | $18,750 |
| Memorial Dr Sidewalks - 110255 | 1,436,179 | | | | | | $1,436,179 |
| Memorial Drive Corridor - 111322 | 345,200 | | | | | | $345,200 |
| Danforth Rd Sidewalk & Intersection Imp - 110260 | 489,593 | | | | | | $489,593 |
| Lowery Blvd - 110836 | 376,350 | | | | | | $376,350 |
| Glenwood East Atlanta - 110837 | 928,576 | | | | | | $928,576 |
| Ralph David Abernathy Blvd - 110840 | 760,800 | | | | | | $760,800 |
| Southwest Atlanta - 110842 | 1,152,956 | | | | | | $1,152,956 |
| Marta Trans Imp - 110871 | 3,739,406 | | | | | | $3,739,406 |
| Peachtree Creek Basin Flood Control - 202287 | 162,411 | | | | | | $162,411 |
| Sub-Total | $14,339,136 | | | | | | $14,339,136 |
| Dept Of Parks, Recreation & Cultural Aff | | | | | | | |
| Washington Park - 100239 | 1,875 | | | | | | $1,875 |
| South Bend Park - 100853 | 174,071 | | | | | | $174,071 |
| South Bend Park - 100998 | 10,592 | | | | | | $10,592 |
| Adair I Park - 101018 | 732 | | | | | | $732 |

# FY14 CAPITAL BUDGET STATUS

## Intergovernmental Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Daniel Stanton Park - 101791 | 11,463 | | | | | | $11,463 |
| Emma Millican Park Improvements - 102746 | 46,061 | | | | | | $46,061 |
| Vine City Park - 102855 | 209,578 | | | | | | $209,578 |
| 3Rd World Film Festival - 200108 | 580 | | | | | | $580 |
| Third World Film Festival - 200109 | 1,065 | | | | | | $1,065 |
| Art Gallery Program - 200110 | 76 | | | | | | $76 |
| Cultural Affairs-General Qna0 - 200485 | 2,080 | | | | | | $2,080 |
| A.P.E.X. - 200648 | 750 | | | | | | $750 |
| Visual Arts-Atlanta Southside Community - 201303 | 12,000 | | | | | | $12,000 |
| Olymp Ring Partnership/Expanded Arts Ch - 201331 | 135,000 | | | | | | $135,000 |
| City Gallery East Exhibitions - 201481 | 1,628 | | | | | | $1,628 |
| Bca City Gallery East - 201911 | 4,253 | | | | | | $4,253 |
| Bca City Gallery At Chastain - 201912 | 2,239 | | | | | | $2,239 |
| 21St Century Community Learning Center - 202731 | 97,021 | | | | | | $97,021 |
| Artsearch Mentor Program - 210034 | 207 | | | | | | $207 |
| 3/14 Tornadoes Damage Recovery - 210273 | 5,378 | | | | | | $5,378 |
| Artscool 2010 - 210810 | 340 | | | | | | $340 |
| Youth Violence Prevention - 210848 | 9,459 | | | | | | $9,459 |
| After School Play Program - 210886 | 63,349 | | | | | | $63,349 |
| Youth Violence Prev. Supple. - 210900 | 1,978 | | | | | | $1,978 |
| National Endowment For Th Arts - 211076 | 510 | | | | | | $510 |
| Sub-Total | $792,285 | | | | | | $792,285 |
| Department Of Watershed Management | | | | | | | |
| Uasi Dwm 2006 - 110202 | 232 | | | | | | $232 |
| Georgia Environmental Fac. Authority - 202356 | 56,250 | | | | | | $56,250 |
| Dell Computer Corporation Recycling - 202403 | 3,952 | | | | | | $3,952 |
| Epa Design Charrette - 202875 | 10,838 | | | | | | $10,838 |
| Arts Center - 210057 | 431 | | | | | | $431 |
| Mcdaniel Stream Restoration - 210725 | 199,125 | | | | | | $199,125 |
| Sub-Total | $270,828 | | | | | | $270,828 |
| Judicial Agencies | | | | | | | |
| Inmate Welfare Fund - 201958 | 9,791 | | | | | | $9,791 |
| Atlanta Pre-Trial Criminal History Res. - 202317 | 5,177 | | | | | | $5,177 |
| Dhr/Metro Regional Board - 202426 | 1,984 | | | | | | $1,984 |
| Dbhdd Fy12 - 211128 | 2,098 | | | | | | $2,098 |
| Fy13 Dbhdd - 211376 | 59,272 | | | | | | $59,272 |
| Sub-Total | $78,323 | | | | | | $78,323 |
| Department Of Fire Services | | | | | | | |
| Uasi Afr 2006 - 110201 | 1,095 | | | | | | $1,095 |
| City'S Health And Wellness Center - 202397 | 49,291 | | | | | | $49,291 |
| 2004 Gema Citizen Emerg. Response Team - 202608 | 525 | | | | | | $525 |
| 2004 Fema - 202615 | 1,678 | | | | | | $1,678 |
| Usai-Afr 2007 - 210353 | 72 | | | | | | $72 |
| Car Safety Seat 09 - 210689 | 1,396 | | | | | | $1,396 |
| Car Safety Seat 2010 - 210912 | 1,900 | | | | | | $1,900 |
| Fire Prevention & Safety 2010 - 211146 | 54,585 | | | | | | $54,585 |
| Child Car Safety Seat 2013 - 211418 | 29,680 | | | | | | $29,680 |
| Sub-Total | $140,222 | | | | | | $140,222 |

# FY14 CAPITAL BUDGET STATUS

## Intergovernmental Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Department Of Police Services | | | | | | | |
| Helicopter Video Downlink System - 102371 | 7,976 | | | | | | $7,976 |
| Portable X-Rays Devices - 102417 | 13,650 | | | | | | $13,650 |
| Homeland Security Surveilance - 102609 | 55,173 | | | | | | $55,173 |
| Homeland Sevurity Equipment - 102611 | 2,518 | | | | | | $2,518 |
| Moving Map System - 102674 | 3,165 | | | | | | $3,165 |
| Proj Gangplan (Gang Monitor & Enforce) - 200951 | 10,000 | | | | | | $10,000 |
| Troops For Cops - 201599 | 11,250 | | | | | | $11,250 |
| Homicide Initiative Grant(98) - 201759 | 446 | | | | | | $446 |
| Pedestrian Safety Program - 201821 | 72,849 | | | | | | $72,849 |
| Domestic Preparedness Equipment Program - 201896 | 128 | | | | | | $128 |
| Diversity & Cultural Awareness Training - 201956 | 4,659 | | | | | | $4,659 |
| Bulletproof Vest Partnership - 201977 | 58,621 | | | | | | $58,621 |
| Multi Jurisdiction Dui Task Force - 202058 | 31,914 | | | | | | $31,914 |
| Local Law Enforcement Block Grant #7 - 202290 | 62,663 | | | | | | $62,663 |
| Click It Or Ticket Program - 202358 | 24,983 | | | | | | $24,983 |
| Gema Homeland Security Bomb Disp. Robot - 202362 | 78,795 | | | | | | $78,795 |
| Tabletop Exercise Program - 202370 | 18,955 | | | | | | $18,955 |
| Governor'S Crim Justice Coord/Gilee Prog - 202372 | 2,063 | | | | | | $2,063 |
| Percussion Activated Non-Elec. Disrupter - 202418 | 1,553 | | | | | | $1,553 |
| Project Safe Neighborhoods - 202487 | 90,778 | | | | | | $90,778 |
| Atf Overtime Reimbursement - 202488 | 17,633 | | | | | | $17,633 |
| Underage Drinking Prevention - 202496 | 14,562 | | | | | | $14,562 |
| Human Trafficking Detection Program - 202578 | 7,165 | | | | | | $7,165 |
| Ga Statewide Counter Terrorism Project - 202597 | 269,100 | | | | | | $269,100 |
| Atl Housing Authority Intergov. Agreem'T - 202600 | 10,000 | | | | | | $10,000 |
| High Inten. Drug Trafficking Task Force - 202607 | 1 | | | | | | $1 |
| Cops Technology Program - 202620 | 1 | | | | | | $1 |
| Justice Assistance Grant,Non Dept. - 202624 | 24,704 | | | | | | $24,704 |
| Electronic Crime Task Force - 202626 | 6,000 | | | | | | $6,000 |
| Operation Reclaim & Retain - 202627 | 33,027 | | | | | | $33,027 |
| Enforcing Underage Drinking Laws Iv - 202628 | 24,130 | | | | | | $24,130 |
| Homeland Security Surveillance - 202636 | 8,632 | | | | | | $8,632 |
| Grant Reimb, & Other Receipts - 202673 | 93,750 | | | | | | $93,750 |
| Cops Interoperable Communications - 202723 | 23,373 | | | | | | $23,373 |
| Buffer Zone Protection Program Phase 2 - 202729 | 9,655 | | | | | | $9,655 |
| Buffer Zone Protection Explosive Equip. - 202739 | 1,418 | | | | | | $1,418 |
| Project Safe Neighborhood Violent Crimes - 202740 | 34,127 | | | | | | $34,127 |
| Improving Crime Data Program - 202741 | 28,053 | | | | | | $28,053 |
| Portable Police Barricades - 202744 | 8 | | | | | | $8 |
| Buffer Zone Protection Program Phase 3 - 202752 | 19,342 | | | | | | $19,342 |
| Gema Equipment And Training - 202852 | 9,669 | | | | | | $9,669 |
| T0613 Improving Crime Date (Ic - 202899 | 37,494 | | | | | | $37,494 |
| T0764 Buffer Zone Protection P - 202900 | 337,500 | | | | | | $337,500 |
| Justice Assistance Grant 07 - 210009 | 910,252 | | | | | | $910,252 |
| Tvci Gotcopp - 210032 | 89,760 | | | | | | $89,760 |
| Pay-Pal - 210137 | 455 | | | | | | $455 |
| 2007 Bpvp - 210274 | 14,639 | | | | | | $14,639 |

# FY14 CAPITAL BUDGET STATUS

## Intergovernmental Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Heat/Ped 2007-2008 - 210279 | 250,600 | | | | | | $250,600 |
| Airport Letpp 2007 - 210283 | 0 | | | | | | $0 |
| 2007 Letpp - 210284 | 2,821 | | | | | | $2,821 |
| Gage- Gun & Gang Eviction - 210340 | 70,461 | | | | | | $70,461 |
| 2008-2009 Heat - 210389 | 95,843 | | | | | | $95,843 |
| 2008 Bvp - 210390 | 20,329 | | | | | | $20,329 |
| 2008 Jag - 210391 | 254 | | | | | | $254 |
| 09 Recovery Act Jag - 210612 | 30,454 | | | | | | $30,454 |
| Gema - 210615 | 550 | | | | | | $550 |
| Cops - 210647 | 1,060,149 | | | | | | $1,060,149 |
| 2009-10 Heat - 210674 | 141,028 | | | | | | $141,028 |
| Justice Assistance Program 09 - 210715 | 2,532 | | | | | | $2,532 |
| Bzpp 2009 - 210814 | 95 | | | | | | $95 |
| Bzpp 2008 - 210815 | 129 | | | | | | $129 |
| Fy09 Swat Program - 210876 | 2,537 | | | | | | $2,537 |
| Fy09 Airport Eod - 210879 | 77 | | | | | | $77 |
| 2010-2011 Heat - 210897 | 143,592 | | | | | | $143,592 |
| Fy10 Swat Program - 210956 | 25 | | | | | | $25 |
| Fy10 Airport Eod - 210957 | 799 | | | | | | $799 |
| Hidta Administration - 211079 | 39,358 | | | | | | $39,358 |
| Hidta 2011-2012 - 211082 | 314,056 | | | | | | $314,056 |
| Jag Program 2011 - 211153 | 131,104 | | | | | | $131,104 |
| 2011-2012 Heat - 211183 | 178,966 | | | | | | $178,966 |
| Jag Program FY2012 - 211406 | 471,958 | | | | | | $471,958 |
| Hidta 2012-2013 - 211339 | 4,043,589 | | | | | | $4,043,589 |
| 2012-2013 Heat - 211422 | 85,787 | | | | | | $85,787 |
| Gema Fy11 Swat - 211412 | 2,775 | | | | | | $2,775 |
| 2012 Cops Hiring - 211409 | 1,364,219 | | | | | | $1,364,219 |
| Sub-Total | $11,030,672 | | | | | | $11,030,672 |
| Dept Of Planning & Community Development | | | | | | | |
| Kirkwood/Edgewood Parks/Open Space - 102053 | 12 | | | | | | $12 |
| Section 8 Annual Contributions - 200668 | 1,866,215 | | | | | | $1,866,215 |
| Vine City Housing Ministry, Cd-388 - 200813 | 3,750 | | | | | | $3,750 |
| Marketing & Feasibility Study - 201539 | 5,534 | | | | | | $5,534 |
| Brownfields Redevelopment Initiative - 201561 | 7,992 | | | | | | $7,992 |
| Brownfields Economic Development Init. - 201763 | 5,009 | | | | | | $5,009 |
| Dnr Georgia Greenspace Program (Fulton) - 201981 | 547 | | | | | | $547 |
| Mlk, Corridor Improvements - 202318 | 22,034 | | | | | | $22,034 |
| Ponce De Leon Ave. Corridor - 202326 | 176,184 | | | | | | $176,184 |
| Transportation Corridor Studies - 202327 | 17,725 | | | | | | $17,725 |
| Oakland City Lci-Marta - 202398 | 3,588 | | | | | | $3,588 |
| Bolton Road-Moores Mill Lci Implement. - 202425 | 4,774 | | | | | | $4,774 |
| Upper Westside Lci - 202486 | 2,395 | | | | | | $2,395 |
| Bankhead Marta Trans. Area Lci Project - 202593 | 982 | | | | | | $982 |
| Brownfield Assessment - Petroleum - 202621 | 9,377 | | | | | | $9,377 |
| Westlake Marta Transit Area Lci Study - 202720 | 1,304 | | | | | | $1,304 |
| Vine City Marta Transit Area Lci - 210138 | 1,000 | | | | | | $1,000 |
| Lci South Moreland - 210293 | 7,750 | | | | | | $7,750 |

# FY14 CAPITAL BUDGET STATUS

## Intergovernmental Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Nsp Project Funds 2008 Nsp - 210408 | 14,262 | | | | | | $14,262 |
| Dca - Nsp 2009 - 210568 | 415,656 | | | | | | $415,656 |
| Dca - Nsp - Admin 2009 - 210569 | 17,007 | | | | | | $17,007 |
| Us-Epa - 210641 | 197,950 | | | | | | $197,950 |
| Rock St Rev. In Vine City - 210711 | 44,083 | | | | | | $44,083 |
| 2010 Assessment Planning - 210835 | 177,141 | | | | | | $177,141 |
| 2011 Community Rlf - 211139 | 586,741 | | | | | | $586,741 |
| Civil War Monuments Assesment - 211155 | 5,230 | | | | | | $5,230 |
| Cycle Atl Phase I - 2012 - 211315 | 5,000 | | | | | | $5,000 |
| Lakewood Act Center Lci - 2012 - 211316 | 60,000 | | | | | | $60,000 |
| Sub-Total | $3,659,242 | | | | | | $3,659,242 |
| Total City Wide | $57,981,510 | | | | | | $57,981,510 |

# FY14 CAPITAL BUDGET STATUS

## Job Training Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 3,663,302 | 455,427 | 0 | 0 | 0 | | $4,118,729 |
| Expenses | 3,663,302 | 455,427 | 0 | 0 | 0 | | $4,118,729 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Intergovernmental Revenues | 3,663,302 | 455,427 | 0 | 0 | 0 | | $4,118,729 |
| Revenues | $3,663,302 | $455,427 | $0 | $0 | $0 | | $4,118,729 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Dept Of Planning & Community Development | 3,663,302 | 455,427 | 0 | 0 | 0 | | $4,118,729 |
| Total City Wide | $3,663,302 | $455,427 | $0 | $0 | $0 | | $4,118,729 |

# FY14 CAPITAL BUDGET STATUS

## Job Training Grant Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Dept Of Planning & Community Development | | | | | | | |
| Non-Administrative Cost Pool - 202352 | 19,358 | 0 | 0 | 0 | 0 | | $19,358 |
| USDOL ETA Youthbuild 2012 - 211427 | 455,427 | 455,427 | 0 | 0 | 0 | | $910,854 |
| Youthbuild Americorps 2012-13 - 211407 | 10,000 | 0 | 0 | 0 | 0 | | $10,000 |
| Youthbuild Pse 2012 - 211342 | 20,000 | 0 | 0 | 0 | 0 | | $20,000 |
| Wia Youth Program Py 2012 - 211365 | 979,619 | 0 | 0 | 0 | 0 | | $979,619 |
| Wia Adult Fy 2013 - 211433 | 1,438,822 | 0 | 0 | 0 | 0 | | $1,438,822 |
| Wia Dislocated Worker Fy 2013 - 211434 | 740,077 | 0 | 0 | 0 | 0 | | $740,077 |
| Sub-Total | $3,663,302 | $455,427 | $0 | $0 | $0 | | $4,118,729 |
| Total City Wide | $3,663,302 | $455,427 | $0 | $0 | $0 | | $4,118,729 |

# FY14 CAPITAL BUDGET STATUS

## Home Investment Partnerships Program Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 5,872,188 | 3,174,986 | | | | | $9,047,174 |
| Expenses | 5,872,188 | 3,174,987 | | | | | $9,047,175 |
| Total Revenues Over(Under) Expenses | $0 | ($1) | | | | | ($1) |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Intergovernmental Revenues | 5,872,188 | 3,174,986 | | | | | $9,047,174 |
| Revenues | $5,872,188 | $3,174,986 | | | | | $9,047,174 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Executive Offices | 190,837 | | | | | | $190,837 |
| Department Of Finance | 819,281 | | | | | | $819,281 |
| Dept Of Planning & Community Development | 4,862,070 | 3,174,987 | | | | | $8,037,057 |
| Total City Wide | $5,872,188 | $3,174,987 | | | | | $9,047,175 |

# FY14 CAPITAL BUDGET STATUS

## Home Investment Partnerships Program Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Executive Offices | | | | | | | |
| Housing First Tbra, Hm-28 - 202604 | 44,254 | | | | | | $44,254 |
| Housing First Tbra 2011 Hm - 211010 | 46,583 | | | | | | $46,583 |
| Nicholas House Tbra 2012 Hm - 211325 | 100,000 | | | | | | $100,000 |
| Sub-Total | $190,837 | | | | | | $190,837 |
| Department Of Finance | | | | | | | |
| Reserve For Projects - 200118 | 2,443 | | | | | | $2,443 |
| Community Design Center, Cd-88 - 200140 | 24,175 | | | | | | $24,175 |
| Reserve For Administration - 200546 | 792,663 | | | | | | $792,663 |
| Sub-Total | $819,281 | | | | | | $819,281 |
| Dept Of Planning & Community Development | | | | | | | |
| Administration - 200112 | 383,190 | | | | | | $383,190 |
| Atl Affordable Home Ownership Pgm, Cd-05 - 200532 | 7,267 | | | | | | $7,267 |
| Home Investment Partnership Program,Chdo - 200993 | 24,047 | | | | | | $24,047 |
| Owner Occupied Rehabilitation, Cd-544 - 201517 | 586,825 | 1,084,266 | | | | | $1,671,091 |
| Home Program-Multi-Unit Housing, Hm-10 - 201569 | 122,995 | | | | | | $122,995 |
| Hddc Phase Iv Rehabilitation, Cd-563 - 201700 | 182,414 | 219,132 | | | | | $401,546 |
| Ucdc Acquisition/Rehabilitation, Hm-14 - 201704 | 1 | | | | | | $1 |
| Tyler'S Place Cdc Home Ownership - 201733 | 1,196 | | | | | | $1,196 |
| 924 Washington Street,Hm-28 - 202256 | 38 | | | | | | $38 |
| Downpayment Assistance Program, Addi-766 - 202494 | 245,605 | | | | | | $245,605 |
| Morehouse Housing Acquisition, Hm-27 - 202603 | 738 | | | | | | $738 |
| Camp Tucker Rowe, Hm-34 - 202707 | 132,232 | | | | | | $132,232 |
| Chdo Capital Projects, Hm-37 - 202749 | 94,379 | | | | | | $94,379 |
| Habitat For Humanity Downpaymt Ass,Hm-36 - 202872 | 132,000 | | | | | | $132,000 |
| Atlanta Affordable Homeownership Opportu - 210020 | 405,435 | | | | | | $405,435 |
| 2008 Home Admin - 210042 | 100,000 | 86,920 | | | | | $186,920 |
| Chdo Operating Grant- 2008 - 210088 | 20,891 | | | | | | $20,891 |
| Chdo Capital Projects Set Aside - 210192 | 6,697 | | | | | | $6,697 |
| Down Payment Assistance Program 2008 - 210196 | 30,431 | | | | | | $30,431 |
| Administration 2009 Cd/Home - 210407 | 441 | | | | | | $441 |
| Aahop, 2009 Hm - 210412 | 4,680 | | | | | | $4,680 |
| Habitat Down Payment, 2009 Hm - 210417 | 64,471 | | | | | | $64,471 |
| Chdo Capital Set-Aside 2009 Hm - 210460 | 50,379 | | | | | | $50,379 |
| Chdo Operating 2009 Hm - 210462 | 505 | | | | | | $505 |
| Baptist Tower Renov 2009 Hm - 210463 | 500,000 | | | | | | $500,000 |
| Admin, 2010 Cd/Hm Hous. - 210722 | 103,225 | | | | | | $103,225 |
| Chdo Capital 2010 Hm - 210732 | 15,000 | | | | | | $15,000 |
| Chdo Operating 2010 Hm - 210733 | 4,394 | | | | | | $4,394 |
| Habitat Down Payment 2010 Cd - 210734 | 100,000 | | | | | | $100,000 |
| Home Multifamily 2010 Hm - 210735 | 200,000 | 600,000 | | | | | $800,000 |
| Land Acquisition 2010 Hm - 210738 | 107,915 | | | | | | $107,915 |
| Admin 2011 Cd Housing - 210932 | 193,787 | 100,000 | | | | | $293,787 |
| Habitat For Hum., 2011 Home - 211006 | 180,000 | 180,000 | | | | | $360,000 |
| Atl Afford. Hou. Op, 2011 Home - 211007 | 222,950 | 222,950 | | | | | $445,900 |
| Multifam. Loan Pool, 2011 Home - 211008 | 300,000 | 343,778 | | | | | $643,778 |
| Housing Admin 2012 Cd/Hm - 211264 | 87,942 | 87,942 | | | | | $175,884 |

# FY14 CAPITAL BUDGET STATUS

## Home Investment Partnerships Program Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Imperial Hotel, 2012 Hm - 211267 | 250,000 | 250,000 | | | | | $500,000 |
| Sub-Total | $4,862,070 | $3,174,987 | | | | | $8,037,057 |
| Total City Wide | $5,872,188 | $3,174,987 | | | | | $9,047,175 |

# FY14 CAPITAL BUDGET STATUS

## Sec 108 Loan Trust Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 2,302,881 | 760,000 | 760,000 | 760,882 | | | $4,583,763 |
| Expenses | 2,302,881 | 760,000 | 760,000 | 760,882 | | | $4,583,763 |
| ANTICIPATIONS | | | | | | | |
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Intergovernmental Revenues | 2,302,881 | 760,000 | 760,000 | 760,882 | | | $4,583,763 |
| Revenues | $2,302,881 | $760,000 | $760,000 | $760,882 | | | $4,583,763 |
| APPROPRIATIONS | | | | | | | |
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Department Of Finance | 954,360 | 760,000 | 760,000 | 760,882 | | | $3,235,242 |
| Department Of Public Works | 588,278 | | | | | | $588,278 |
| Dept Of Parks, Recreation & Cultural Aff | 36,752 | | | | | | $36,752 |
| Department Of Watershed Management | 36,617 | | | | | | $36,617 |
| Dept Of Planning & Community Development | 686,874 | | | | | | $686,874 |
| Total City Wide | $2,302,881 | $760,000 | $760,000 | $760,882 | | | $4,583,763 |

# FY14 CAPITAL BUDGET STATUS

## Sec 108 Loan Trust Fund

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| Department Of Finance | | | | | | | |
| Reserve For Projects - 200118 | 194,360 | | | | | | $194,360 |
| Mechanicsville Urban Redevelopment - 201716 | 760,000 | 760,000 | 760,000 | 760,882 | | | $3,040,882 |
| Sub-Total | $954,360 | $760,000 | $760,000 | $760,882 | | | $3,235,242 |
| Department Of Public Works | | | | | | | |
| Summerhill Redev Proj-Ga Ave Streetscape - 101365 | 588,278 | | | | | | $588,278 |
| Sub-Total | $588,278 | | | | | | $588,278 |
| Dept Of Parks, Recreation & Cultural Aff | | | | | | | |
| Founders Park (Summerhill Redev Project) - 101364 | 36,752 | | | | | | $36,752 |
| Sub-Total | $36,752 | | | | | | $36,752 |
| Department Of Watershed Management | | | | | | | |
| Summerhill Water Main Ext. - 102336 | 36,617 | | | | | | $36,617 |
| Sub-Total | $36,617 | | | | | | $36,617 |
| Dept Of Planning & Community Development | | | | | | | |
| Municicpal Market Parking, Cd-75 - 100153 | 6,720 | | | | | | $6,720 |
| Mlk, Jr./Ashby Commercial Revitalization - 200965 | 637,570 | | | | | | $637,570 |
| Summerhill Redevelopment Proj-Housing - 201367 | 42,584 | | | | | | $42,584 |
| Sub-Total | $686,874 | | | | | | $686,874 |
| Total City Wide | $2,302,881 | $760,000 | $760,000 | $760,882 | | | $4,583,763 |

# TRUST FUNDS

**Trust Fund** is a fiduciary fund comprised of a variety of assets intended to provide benefits to an individual or organization. The trust fund is established to account for assets held by a government unit in a trustee capacity. A portion of the trust funds listed were established by trust agreements and are held for a specific purpose.


RESURGENS
1847
1865
ATLANTA GA

# FY14 CAPITAL BUDGET STATUS

## Trust

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| FUND SUMMARY | | | | | | | |
| Revenues | 43,776,609 | 11,943,101 | 11,943,101 | 11,943,101 | 11,943,101 | | $91,549,013 |
| Expenses | 43,776,613 | 11,943,104 | 11,943,104 | 11,943,104 | 11,943,104 | | $91,549,029 |
| Total Revenues Over(Under) Expenses | ($4) | ($3) | ($3) | ($3) | ($3) | | ($16) |

| ANTICIPATIONS | | | | | | | |
|---|---|---|---|---|---|---|---|
| REVENUE GROUP TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| Taxes | 1,280,254 | | | | | | $1,280,254 |
| Licenses And Permits | 870,749 | 187,166 | 187,166 | 187,166 | 187,166 | | $1,619,413 |
| Intergovernmental Revenues | 1,081,210 | | | | | | $1,081,210 |
| Charges For Services | 7,219,933 | 637,503 | 637,503 | 637,503 | 637,503 | | $9,769,945 |
| Fines And Forfeiture | 3,840,309 | | | | | | $3,840,309 |
| Investment Income | 9,652 | 385 | 385 | 385 | 385 | | $11,192 |
| Contributions And Donations From Private Sources | 9,275,907 | 1,331,682 | 1,331,682 | 1,331,682 | 1,331,682 | | $14,602,635 |
| Miscellaneous Revenues | 20,198,595 | 9,786,365 | 9,786,365 | 9,786,365 | 9,786,365 | | $59,344,055 |
| Revenues | $43,776,609 | $11,943,101 | $11,943,101 | $11,943,101 | $11,943,101 | | $91,549,013 |

| APPROPRIATIONS | | | | | | | |
|---|---|---|---|---|---|---|---|
| DEPARTMENT TOTALS | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
| City Council | 131,785 | 99,187 | 99,187 | 99,187 | 99,187 | | $528,533 |
| Executive Offices | 3,530,642 | 2,067,033 | 2,067,033 | 2,067,033 | 2,067,033 | | $11,798,774 |
| Department Of Information Technology | 110,632 | | | | | | $110,632 |
| Department Of Corrections | 1,574,853 | 1,895,063 | 1,895,063 | 1,895,063 | 1,895,063 | | $9,155,105 |
| Department Of Finance | 1,443,456 | 40,000 | 40,000 | 40,000 | 40,000 | | $1,603,456 |
| Department Of Procurement | 1,600 | | | | | | $1,600 |
| Department Of Public Works | 7,809,602 | 703,301 | 703,301 | 703,301 | 703,301 | | $10,622,806 |
| Dept Of Parks, Recreation & Cultural Aff | 10,059,708 | 3,706,782 | 3,706,782 | 3,706,782 | 3,706,782 | | $24,886,836 |
| Department Of Watershed Management | (1,643,865) | 378,018 | 378,018 | 378,018 | 378,018 | | ($131,793) |
| Judicial Agencies | 445,779 | | | | | | $445,779 |
| Non-Departmental | (535,021) | | | | | | ($535,021) |
| Department Of Human Resources | 80,993 | | | | | | $80,993 |
| Department Of Fire Services | 1,020,845 | 11,229 | 11,229 | 11,229 | 11,229 | | $1,065,761 |
| Department Of Police Services | 8,882,772 | 1,049,723 | 1,049,723 | 1,049,723 | 1,049,723 | | $13,081,664 |
| Dept Of Planning & Community Development | 10,862,832 | 1,992,768 | 1,992,768 | 1,992,768 | 1,992,768 | | $18,833,904 |
| Total City Wide | $43,776,613 | $11,943,104 | $11,943,104 | $11,943,104 | $11,943,104 | | $91,549,029 |

# FY14 CAPITAL BUDGET STATUS

Trust

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| PROJECT TOTALS BY DEPARTMENT | | | | | | | |
| City Council | | | | | | | |
| Default - 000000 | (6,081) | | | | | | ($6,081) |
| Out-Of-Scale Develop Analysis - 600033 | 249 | | | | | | $249 |
| Assistance To Lower Income Family Youth - 600041 | (6,197) | | | | | | ($6,197) |
| District 3 Holiday Family Asst Initiativ - 600060 | 5,818 | | | | | | $5,818 |
| Post 1 At-Large Community Projects - 600061 | (51) | | | | | | ($51) |
| Ojop Grant Program - 600063 | 2,990 | | | | | | $2,990 |
| Atlanta Commission On Women - 600069 | 28,499 | | | | | | $28,499 |
| Office Of '96 Expo Coordination - 600090 | (51,026) | | | | | | ($51,026) |
| District 3 Senior Citizens Picnic - 600130 | 14,101 | | | | | | $14,101 |
| District 12 Annual Holiday Celebration - 600223 | 145,333 | 96,520 | 96,520 | 96,520 | 96,520 | | $531,413 |
| Chaplaincy Assistance Program - 600233 | 1,342 | 2,667 | 2,667 | 2,667 | 2,667 | | $12,010 |
| City Council Luncheon Fund - 600241 | 159 | | | | | | $159 |
| Maddox Retirement Fund - 600378 | (3,351) | | | | | | ($3,351) |
| Sub-Total | $131,785 | $99,187 | $99,187 | $99,187 | $99,187 | | $528,533 |
| Executive Offices | | | | | | | |
| Default - 000000 | 231,838 | | | | | | $231,838 |
| Underground Atlanta - 100003 | 97,934 | | | | | | $97,934 |
| City Wide Park Furniture & Play Equip. - 100271 | 248,008 | 270,950 | 270,950 | 270,950 | 270,950 | | $1,331,808 |
| Downtown Day Labor Center, Cd-162 - 200088 | 50 | | | | | | $50 |
| Mayor'S Task Force-Sr. Citizens - 200461 | 187 | | | | | | $187 |
| Atl Relig Mobil Against Crime (Armac) - 200861 | 918 | | | | | | $918 |
| 1992-1994 Weed And Seed Program - 200980 | 3,818 | | | | | | $3,818 |
| Dunbar Reading Center - 201201 | 292 | | | | | | $292 |
| Charter Review Commission - 201399 | 19,356 | | | | | | $19,356 |
| M-Net - 600004 | 12,438 | | | | | | $12,438 |
| Comm. Tech. Initiative - 600005 | (296) | | | | | | ($296) |
| Atlanta-Caribbean Trade Conf. - 600021 | 999 | | | | | | $999 |
| Dream Jamboree - 600037 | 3,058 | | | | | | $3,058 |
| Bigsby Family Donations - 600038 | 2,380 | | | | | | $2,380 |
| Human Services Resource Bank - 600042 | 14,549 | | | | | | $14,549 |
| Mayor'S Scholar Program - 600057 | 936 | | | | | | $936 |
| Community Relations Commission - 600059 | 632 | | | | | | $632 |
| Older Atlantan'S Month (02-O-0846) - 600062 | | 26,667 | 26,667 | 26,667 | 26,667 | | $106,668 |
| Memorial Svc-Maynard Jackson Jr. - 600068 | 2,370 | | | | | | $2,370 |
| Special Events - 600081 | 380,491 | | | | | | $380,491 |
| Mktg & Comm.,Special Events & Ceremonies - 600083 | 4,370 | | | | | | $4,370 |
| International Events - 600091 | 5,441 | | | | | | $5,441 |
| City Of Atlanta Process, Review & Design - 600092 | 123,793 | | | | | | $123,793 |
| Dunbar Neighborhood Center - 600224 | 182,980 | 81,154 | 81,154 | 81,154 | 81,154 | | $507,596 |
| Legislative Reception - 600227 | 555 | | | | | | $555 |
| Atlanta Sesquicentennial - 600236 | 5,591 | | | | | | $5,591 |
| Gma Fifth District Meeting - 600257 | 878 | | | | | | $878 |
| Atlanta Sisters Cities Commission-2001 - 600287 | 1,688 | | | | | | $1,688 |
| Hurricane Katrina Relief Fund - 600290 | 18,179 | | | | | | $18,179 |
| Georgia Hill Neighborhood Center - 600291 | 362,094 | | | | | | $362,094 |
| J.C. Birdine Neighborhood Center - 600292 | 142,306 | | | | | | $142,306 |

# FY14 CAPITAL BUDGET STATUS

Trust

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Summer Youth Employment, Prgm Operations - 600294 | 107 | 142 | 142 | 142 | 142 | | $675 |
| Donation Meters For Homeless Initiatives - 600310 | 2,611 | 879 | 879 | 879 | 879 | | $6,127 |
| Marta/Tiger Discretionary Grant Applicat - 600379 | (34,209) | | | | | | ($34,209) |
| Census Outreach Efforts - 600381 | 7,059 | | | | | | $7,059 |
| Sustainability Project(Reserved) - 600388 | 1,687,241 | 1,687,241 | 1,687,241 | 1,687,241 | 1,687,241 | | $8,436,205 |
| Sub-Total | $3,530,642 | $2,067,033 | $2,067,033 | $2,067,033 | $2,067,033 | | $11,798,774 |
| Department Of Information Technology | | | | | | | |
| Cyclorama Improvements - 100015 | 5,583 | | | | | | $5,583 |
| Gov'T & Public Cable Access - 101398 | 90,504 | | | | | | $90,504 |
| Low Voltage Escrow - 600259 | 14,545 | | | | | | $14,545 |
| Sub-Total | $110,632 | | | | | | $110,632 |
| Department Of Corrections | | | | | | | |
| Default - 000000 | (1,001,863) | | | | | | ($1,001,863) |
| Jail Fund Administration & Construction - 200769 | 2,056,395 | 1,741,281 | 1,741,281 | 1,741,281 | 1,741,281 | | $9,021,519 |
| Employee Awards Program - 600266 | 3,971 | 1,674 | 1,674 | 1,674 | 1,674 | | $10,667 |
| Inmate Deposits - 600270 | 516,350 | 152,108 | 152,108 | 152,108 | 152,108 | | $1,124,782 |
| Sub-Total | $1,574,853 | $1,895,063 | $1,895,063 | $1,895,063 | $1,895,063 | | $9,155,105 |
| Department Of Finance | | | | | | | |
| Default - 000000 | (444) | | | | | | ($444) |
| Car Rental Tax- Philips Arena Imp. - 600115 | 1,280,254 | | | | | | $1,280,254 |
| G. M. A. Reception - 600225 | 1,226 | | | | | | $1,226 |
| Murdered And Missing Children Fd. - 600296 | 141,716 | | | | | | $141,716 |
| Atlanta Housing Authority Envir - 600383 | 20,704 | 40,000 | 40,000 | 40,000 | 40,000 | | $180,704 |
| Sub-Total | $1,443,456 | $40,000 | $40,000 | $40,000 | $40,000 | | $1,603,456 |
| Department Of Procurement | | | | | | | |
| Vendor Outreach Seminar/Expos - 600027 | 1,600 | | | | | | $1,600 |
| Sub-Total | $1,600 | | | | | | $1,600 |
| Department Of Public Works | | | | | | | |
| Default - 000000 | (2,594,865) | | | | | | ($2,594,865) |
| Margaret Mitchell Square - 100318 | 33,679 | | | | | | $33,679 |
| Roxboro Road Underpass - 100324 | 81,491 | | | | | | $81,491 |
| Traffic Signal Installation - 100335 | 5,058 | | | | | | $5,058 |
| Howell Mill/Northside Pkwy Signalization - 100901 | 7,124 | | | | | | $7,124 |
| Citywide Sidewalk Program, Cd-588 - 101619 | 7,540,075 | 121,824 | 121,824 | 121,824 | 121,824 | | $8,027,371 |
| Sidewalk Improvements, District 5 - 102091 | 1,244 | | | | | | $1,244 |
| Howell Mill Rd-Chattahoochee - 102630 | 1,865 | | | | | | $1,865 |
| Howell Mill Rd-Huff Rd To Forrest - 102631 | 116,505 | | | | | | $116,505 |
| Howell Mill Rd-Forrest St To Holmes - 102632 | (1,504) | | | | | | ($1,504) |
| D.I.F.Admin-Transportation-City - 201053 | 503 | | | | | | $503 |
| City Of Atlanta/Dekalb Co. Capital Proj. - 600006 | 16,604 | | | | | | $16,604 |
| Red Light Camera Enforcement Program - 600098 | 1,876,116 | 575,903 | 575,903 | 575,903 | 575,903 | | $4,179,728 |
| Solid Waste Mgmt Pgm - User Fee - 600099 | 340,708 | | | | | | $340,708 |
| Chester Avenue - 600103 | 1,154 | 1,145 | 1,145 | 1,145 | 1,145 | | $5,734 |
| Clair Drive - 600104 | 1,456 | 2,276 | 2,276 | 2,276 | 2,276 | | $10,560 |
| Maddox Park - 600106 | 213 | 285 | 285 | 285 | 285 | | $1,353 |
| Liddell-Vending Machines - 600111 | 5,167 | | | | | | $5,167 |
| Madox Park/North Avenue - 600113 | 296 | 535 | 535 | 535 | 535 | | $2,436 |
| Banner Deposits - 600114 | 44,825 | 1,333 | 1,333 | 1,333 | 1,333 | | $50,157 |

# FY14 CAPITAL BUDGET STATUS

Trust

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Council District 8 Sidewalk Waiver - 600122 | 328,331 | | | | | | $328,331 |
| Friendship Club Escrow - 600301 | 3,557 | | | | | | $3,557 |
| Sub-Total | $7,809,602 | $703,301 | $703,301 | $703,301 | $703,301 | | $10,622,806 |
| Dept Of Parks, Recreation & Cultural Aff | | | | | | | |
| Default - 000000 | (514,062) | | | | | | ($514,062) |
| Municicpal Market Parking, Cd-75 - 100153 | 26,760 | | | | | | $26,760 |
| Piedmont Park - 100235 | 9,755 | | | | | | $9,755 |
| Ground & Site Imprvs., City-Wide - 100247 | 340,649 | | | | | | $340,649 |
| Oakland Cemetery - 100278 | 100,385 | | | | | | $100,385 |
| Chastain Park Amphitheater - 100770 | 45,921 | | | | | | $45,921 |
| Coca-Cola Street Purchase - 100974 | 2,492 | | | | | | $2,492 |
| Freedom Park Facilities - 101330 | 6,976 | | | | | | $6,976 |
| Wesley Coan Park Pavillions, Cd-525 - 101361 | 1,111 | | | | | | $1,111 |
| Zaban Recreation Center - 101400 | 4,672 | | | | | | $4,672 |
| Speed Hump And Other Sidewalk Project - 101668 | (601) | | | | | | ($601) |
| Chastain Park Amphitheater Sound Control - 102038 | 5,482 | | | | | | $5,482 |
| Edgewood Greenspace Acquisition - 102393 | 199,325 | | | | | | $199,325 |
| Various Projects In District 9 - 102501 | 4,983 | | | | | | $4,983 |
| Memorial Park Playground Restoration - 102574 | (9,966) | | | | | | ($9,966) |
| Art Gallery Program - 200110 | 985 | | | | | | $985 |
| Grant Reimb., Refunds, And Other Receipt - 200115 | (56,227) | | | | | | ($56,227) |
| 1988 Jazz Festival - 200137 | 36,481 | | | | | | $36,481 |
| Summer Program - 200463 | (86,691) | | | | | | ($86,691) |
| Direction Sports Ii - 200881 | 2,656 | | | | | | $2,656 |
| Adamsville Recreation Center/Natatorium - 600002 | (36,671) | | | | | | ($36,671) |
| Tree Removal Protection - 600013 | 153,024 | | | | | | $153,024 |
| Piedmont Park Restaurant - 600023 | 193,117 | 143,815 | 143,815 | 143,815 | 143,815 | | $768,377 |
| Chastain Arts Center - 600071 | 441,488 | 285,090 | 285,090 | 285,090 | 285,090 | | $1,581,848 |
| Cultural Exchange Program - 600075 | 414 | | | | | | $414 |
| Gilbert House - 600078 | (1,602) | 39,412 | 39,412 | 39,412 | 39,412 | | $156,046 |
| Atlanta Arts Alliance, Inc. - 600079 | 7,342 | 14,241 | 14,241 | 14,241 | 14,241 | | $64,306 |
| Donation For Parks,Rec. & Cultural Aff. - 600080 | 609,921 | | | | | | $609,921 |
| Special Events - 600081 | 621,035 | 185,833 | 185,833 | 185,833 | 185,833 | | $1,364,367 |
| Midtown Public Arts Project - 600085 | 50,000 | | | | | | $50,000 |
| Maintenance And Conservation Public Art - 600086 | 173,044 | 20,000 | 20,000 | 20,000 | 20,000 | | $253,044 |
| Alexander, J. M. - 600132 | 429 | | | | | | $429 |
| Ansley, H. C. - 600133 | 12,071 | | | | | | $12,071 |
| Archer, Lavonia A. - 600134 | 191 | | | | | | $191 |
| Arnold, R. - 600135 | 1,259 | | | | | | $1,259 |
| Banks, J. F., Mrs. - 600136 | 392 | | | | | | $392 |
| Beasley, C. C. - 600137 | 1,080 | | | | | | $1,080 |
| Bell, James A. - 600138 | 773 | | | | | | $773 |
| Benjamin, Amelia Joan - 600139 | 181 | | | | | | $181 |
| Benjamin, Carrie - 600140 | 369 | | | | | | $369 |
| Betterton, Fred P. - 600141 | 692 | | | | | | $692 |
| Bouligny, John Fickett - 600142 | 4,695 | | | | | | $4,695 |
| Boyd, E. S. - 600143 | 2,780 | | | | | | $2,780 |
| Boylston, John H. - 600144 | 3,347 | | | | | | $3,347 |

# FY14 CAPITAL BUDGET STATUS

## Trust

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Brady, Albert I. - 600145 | 1,373 | | | | | | $1,373 |
| Brogan, Daniel - 600146 | 194 | | | | | | $194 |
| Brown, Joseph E. - 600147 | 2,200 | | | | | | $2,200 |
| Brown, Mary Ruth - 600148 | 770 | | | | | | $770 |
| Broyles, Arnold - 600149 | 349 | | | | | | $349 |
| Bunce, Allen H.,Dr. & Isabella Arnold - 600150 | 1,154 | | | | | | $1,154 |
| Chisolm, W. P. - 600151 | 2,234 | | | | | | $2,234 |
| Draper, Emma Moore - 600152 | 4,867 | | | | | | $4,867 |
| Dunlap, Caroline Fain - 600153 | 287 | | | | | | $287 |
| Ellis, W. D., Judge - 600154 | 2,022 | | | | | | $2,022 |
| Foreacre, G. J. - 600155 | 1,034 | | | | | | $1,034 |
| Fuld, Joseph - 600156 | 558 | | | | | | $558 |
| Gartrell, L. J. - 600157 | 8,879 | | | | | | $8,879 |
| Gay, Sallie E. - 600158 | 1,035 | | | | | | $1,035 |
| Glenn, John T. - 600159 | 1,109 | | | | | | $1,109 |
| Goldin, Benjamin - 600160 | 2,857 | | | | | | $2,857 |
| Guthman, Issac - 600161 | 1,174 | | | | | | $1,174 |
| Haas, Aaron - 600162 | 666 | | | | | | $666 |
| Hansell, Granger - 600163 | 1,281 | | | | | | $1,281 |
| Hape, Samuel - 600164 | 1,426 | | | | | | $1,426 |
| Harris, C. G. - 600165 | 1,019 | | | | | | $1,019 |
| Hayden, Harriet E. - 600166 | 579 | | | | | | $579 |
| Hayes, Eula Ketner - 600167 | 242 | | | | | | $242 |
| Hetzel, Ola C. - 600168 | 742 | | | | | | $742 |
| Heyman, Helen Joel - 600169 | 111 | | | | | | $111 |
| Hill, Delos L., Mrs. - 600170 | 1,262 | | | | | | $1,262 |
| Hirsch, Edward H. & Sally W. - 600171 | 414 | | | | | | $414 |
| Hirsch, Maurice R. - 600172 | 549 | | | | | | $549 |
| Hirsch, Morris - 600173 | 942 | | | | | | $942 |
| Hirschfield, Emma H. - 600174 | 534 | | | | | | $534 |
| Hoyt, Louise Lallande - 600175 | 728 | | | | | | $728 |
| Inman, Hugh T. & Jennie - 600176 | 930 | | | | | | $930 |
| Jones, John, Reverend - 600177 | 1,092 | | | | | | $1,092 |
| Kaplan, N. A. - 600178 | 452 | | | | | | $452 |
| Karwisch, Henry & J. S. & Mims, Abi - 600179 | 1,219 | | | | | | $1,219 |
| Kaufmann, Albert & Edith - 600180 | 1,437 | | | | | | $1,437 |
| Killian, Julia - 600181 | 1,304 | | | | | | $1,304 |
| Kingsberry, Lula L. - 600182 | 541 | | | | | | $541 |
| Lang, Frank L. - 600183 | 908 | | | | | | $908 |
| Lawshe, Margaret - 600184 | 443 | | | | | | $443 |
| Lewman, Idolene Edwards - 600185 | 345 | | | | | | $345 |
| Lilienthal, B. L. - 600186 | 404 | | | | | | $404 |
| Long, Sallie Griggs - 600187 | 611 | | | | | | $611 |
| Macdougald, Louise Black - 600188 | 1,442 | | | | | | $1,442 |
| Manassee, Julian - 600189 | 1,982 | | | | | | $1,982 |
| Marsh, Achsah F. - 600190 | 3,805 | | | | | | $3,805 |
| Mcdonell, Annie - 600191 | 955 | | | | | | $955 |
| Mcdowell, Thomas - 600192 | 748 | | | | | | $748 |

# FY14 CAPITAL BUDGET STATUS

Trust

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Mckemie, W. S. - 600193 | 742 | | | | | | $742 |
| Menko, Martin & Joel, D. F. - 600194 | 796 | | | | | | $796 |
| Mitchell, Eugene M. - 600195 | 927 | | | | | | $927 |
| Mitchell, Stephen & Anita - 600196 | 2,227 | | | | | | $2,227 |
| Moore, Mary Courtney - 600197 | 2,703 | | | | | | $2,703 |
| Morrison, Mary Margaret Knapp - 600198 | 1,146 | | | | | | $1,146 |
| Parrott, Mary R. - 600199 | 1,505 | | | | | | $1,505 |
| Picard, Lipman E. - 600200 | 923 | | | | | | $923 |
| Powers, Cora V. - 600201 | 795 | | | | | | $795 |
| Rich, David R. - 600202 | 705 | | | | | | $705 |
| Roy, Dunbar - 600203 | 1,223 | | | | | | $1,223 |
| Saltzman, Edna B. - 600204 | 2,188 | | | | | | $2,188 |
| Schiff, Junius Fred - 600205 | 569 | | | | | | $569 |
| Schindler, Eva - 600206 | 634 | | | | | | $634 |
| Schoenthal, Bertha, Mrs. - 600207 | 406 | | | | | | $406 |
| Scoville, L. W., Mrs. - 600208 | 418 | | | | | | $418 |
| Selig, Jacob & Sophie - 600209 | 888 | | | | | | $888 |
| Smillie, Harriet A. - 600210 | 1,716 | | | | | | $1,716 |
| Smith, Rubie Hill - 600211 | 1,393 | | | | | | $1,393 |
| Speer, Clara S. - 600212 | 295 | | | | | | $295 |
| Starry, Fannie B. - 600213 | 1,429 | | | | | | $1,429 |
| Strauss, Gabriel & Karlsruher, G. - 600214 | 1,030 | | | | | | $1,030 |
| Weiss, William - 600215 | 572 | | | | | | $572 |
| Werner, Sr., E. A. - 600216 | 710 | | | | | | $710 |
| West, A. J. - 600217 | 1,076 | | | | | | $1,076 |
| Wilson, Ada Bell - 600218 | 490 | | | | | | $490 |
| Wooley, Dora V. - 600220 | 717 | | | | | | $717 |
| Wootten, Katherine H. - 600221 | 768 | | | | | | $768 |
| Undist. Perp. Care Receipts - 600222 | 9,652 | 385 | 385 | 385 | 385 | | $11,192 |
| Dunbar Neighborhood Center - 600224 | 68,039 | | | | | | $68,039 |
| Athletics Operations - 600228 | 130,213 | 57,876 | 57,876 | 57,876 | 57,876 | | $361,717 |
| Piedmont Tennis Court Operations - 600229 | 192,907 | 13,777 | 13,777 | 13,777 | 13,777 | | $248,015 |
| Recreation Camps Operations - 600230 | 44,091 | 4,281 | 4,281 | 4,281 | 4,281 | | $61,215 |
| Summer User Fees - 600231 | 560,151 | 117,322 | 117,322 | 117,322 | 117,322 | | $1,029,439 |
| Youth Athletics Program - 600239 | 1,246,071 | 1,163,199 | 1,163,199 | 1,163,199 | 1,163,199 | | $5,898,867 |
| Chastain Park Tennis Center Operations - 600240 | 220,673 | 24,128 | 24,128 | 24,128 | 24,128 | | $317,185 |
| Ticket Sales, Hear Mandella Speak - 600248 | (460) | | | | | | ($460) |
| Bitsy Grant Tennis Center Pro - 600249 | 52,797 | 26,516 | 26,516 | 26,516 | 26,516 | | $158,861 |
| Mcghee Tennis Center Pro - 600250 | 2,782 | 10,592 | 10,592 | 10,592 | 10,592 | | $45,150 |
| Washington Park Tennis Center - 600261 | 73,000 | 9,796 | 9,796 | 9,796 | 9,796 | | $112,184 |
| Recreation Program Activities - 600282 | 34,226 | 3,776 | 3,776 | 3,776 | 3,776 | | $49,330 |
| National League Of Cities - 600288 | 6,236 | | | | | | $6,236 |
| Georgia Hill Neighborhood Center - 600291 | 121,334 | 107,718 | 107,718 | 107,718 | 107,718 | | $552,206 |
| J.C. Birdine Neighborhood Center - 600292 | 16,816 | 83,210 | 83,210 | 83,210 | 83,210 | | $349,656 |
| Employee Incentive Program - 600299 | 3,871 | 1,733 | 1,733 | 1,733 | 1,733 | | $10,803 |
| Prc Adams Park Recreation Center - 600312 | (8,426) | | | | | | ($8,426) |
| Prc Adamsville Recreation Center - 600313 | 1,765 | 133 | 133 | 133 | 133 | | $2,297 |
| Prc Ben Hill Recreation Center - 600316 | (1,271) | | | | | | ($1,271) |

# FY14 CAPITAL BUDGET STATUS

Trust

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Prc Bessie Branham Recreation Center - 600317 | | 400 | 400 | 400 | 400 | | $1,600 |
| Prc Brownwood Recreation Center - 600318 | 350 | | | | | | $350 |
| Prc Butler Park Recreation Center - 600319 | 722 | | | | | | $722 |
| Prc Ca Scott Recreation Center - 600320 | 4,100 | 1,100 | 1,100 | 1,100 | 1,100 | | $8,500 |
| Prc Central Park Recreation Center - 600321 | (4,088) | | | | | | ($4,088) |
| Prc Coan Recreation Center - 600324 | 4,946 | 200 | 200 | 200 | 200 | | $5,746 |
| Prc Collier Recreation Center - 600325 | (524) | 433 | 433 | 433 | 433 | | $1,208 |
| Prc Dunbar Recreation Center - 600326 | 851 | | | | | | $851 |
| Prc Grant Recreation Center - 600328 | 2,375 | 233 | 233 | 233 | 233 | | $3,307 |
| Prc Grove Recreation Center - 600329 | 86,129 | 500 | 500 | 500 | 500 | | $88,129 |
| Prc Jd Sims Recreation Center - 600330 | 11,770 | 17,435 | 17,435 | 17,435 | 17,435 | | $81,510 |
| Prc Lang Carson Recreation Center - 600332 | 100 | | | | | | $100 |
| Prc Ml King Recreation Center - 600334 | (7,737) | 200 | 200 | 200 | 200 | | ($6,937) |
| Prc Morningside Recreation Center - 600335 | (203) | | | | | | ($203) |
| Prc Oakland Recreation Center - 600336 | 6,881 | 1,100 | 1,100 | 1,100 | 1,100 | | $11,281 |
| Prc Perkerson Recreation Center - 600337 | 1,741 | 133 | 133 | 133 | 133 | | $2,273 |
| Prc Peacthree Hills Recreation Center - 600338 | (6,765) | | | | | | ($6,765) |
| Prc Pittman Recreation Center - 600339 | (8,163) | | | | | | ($8,163) |
| Prc Rosel Fann Recreation Center - 600341 | (17,469) | 3,867 | 3,867 | 3,867 | 3,867 | | ($2,001) |
| Prc Thomasville Recreation Center - 600342 | 2,193 | 500 | 500 | 500 | 500 | | $4,193 |
| Prc Zaban Recreation Center - 600343 | 5,542 | 533 | 533 | 533 | 533 | | $7,674 |
| Dunbar Rec Center Afterschool Prog 2009 - 600344 | 29,429 | | | | | | $29,429 |
| Jazz Festival - 600346 | 121,021 | 64,024 | 64,024 | 64,024 | 64,024 | | $377,117 |
| Montreaux Music Festival - 600347 | 952 | | | | | | $952 |
| Cultural Affairs-General - 600349 | 126,120 | 47,237 | 47,237 | 47,237 | 47,237 | | $315,068 |
| Non Res. Golfers- Summer Programs - 600354 | 245,539 | 21,357 | 21,357 | 21,357 | 21,357 | | $330,967 |
| Summer Program - 600355 | 283,208 | 1,007 | 1,007 | 1,007 | 1,007 | | $287,236 |
| Green Space Pgm., Parks - 600356 | 531,870 | | | | | | $531,870 |
| Ground & Site Improvements - 600359 | 185,836 | 238,328 | 238,328 | 238,328 | 238,328 | | $1,139,148 |
| Citywide Park Furniture - 600363 | 46,347 | 75,416 | 75,416 | 75,416 | 75,416 | | $348,011 |
| Oakland Cemetary - 600365 | 173,631 | 17,467 | 17,467 | 17,467 | 17,467 | | $243,499 |
| Chastain Amphitheater Sound - 600367 | 449,772 | 55,623 | 55,623 | 55,623 | 55,623 | | $672,264 |
| Piedmont Park Arts Festival - 600370 | 3,243 | | | | | | $3,243 |
| Cyclorama Improvements - 600371 | 12,071 | | | | | | $12,071 |
| Chastain Amphitheater Park Improv - 600372 | 1,893,102 | 356,683 | 356,683 | 356,683 | 356,683 | | $3,319,834 |
| Snowmobile - 600376 | 6,609 | 2,600 | 2,600 | 2,600 | 2,600 | | $17,009 |
| Southbend Cultural Center Operations - 600382 | 7,437 | 20,567 | 20,567 | 20,567 | 20,567 | | $89,705 |
| Centers Of Hope - 600384 | 604,745 | 428,338 | 428,338 | 428,338 | 428,338 | | $2,318,097 |
| Project600394 | 30,901 | 38,668 | 38,668 | 38,668 | 38,668 | | $185,573 |
| Sub-Total | $10,059,708 | $3,706,782 | $3,706,782 | $3,706,782 | $3,706,782 | | $24,886,836 |
| Department Of Watershed Management | | | | | | | |
| Default - 000000 | (2,353,681) | | | | | | ($2,353,681) |
| Greenway Acquisition Project - 101760 | 5,563 | | | | | | $5,563 |
| Sewer Collections, De Kalb - 200510 | 554 | | | | | | $554 |
| Care & Conserve Fund - 201333 | 2,210 | | | | | | $2,210 |
| Englewood - 600105 | 8,376 | 1,032 | 1,032 | 1,032 | 1,032 | | $12,504 |
| R.M. Clayton W.P.C. - 600107 | 8,502 | 732 | 732 | 732 | 732 | | $11,430 |
| Utoy Creek - 600109 | 3,836 | 300 | 300 | 300 | 300 | | $5,036 |

# FY14 CAPITAL BUDGET STATUS

## Trust

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Drinking Water-Vending Machines - 600112 | 25,048 | 3,472 | 3,472 | 3,472 | 3,472 | | $38,936 |
| Erosion & Sedimentation Control Fee - 600271 | 134,718 | | | | | | $134,718 |
| Care & Conserve Trust Fund - 600308 | 521,009 | 372,482 | 372,482 | 372,482 | 372,482 | | $2,010,937 |
| Sub-Total | ($1,643,865) | $378,018 | $378,018 | $378,018 | $378,018 | | ($131,793) |
| Judicial Agencies | | | | | | | |
| Victim And Witness Program - 200768 | 642 | | | | | | $642 |
| Hon. Judge L. A. Jackson, Sr. Center - 600093 | 229 | | | | | | $229 |
| Atlanta Community Court Foundation - 600124 | 20,881 | | | | | | $20,881 |
| Victim & Witness Penalty, Tc - 600302 | 388,437 | | | | | | $388,437 |
| Victim & Witness Penalty, Mc - 600303 | 57,136 | | | | | | $57,136 |
| State Of Ga-Brain And Spinal Injury - 600304 | (34,401) | | | | | | ($34,401) |
| Victim & Witness Penalty, County (5%) - 600305 | 12,855 | | | | | | $12,855 |
| Sub-Total | $445,779 | | | | | | $445,779 |
| Non-Departmental | | | | | | | |
| Default - 000000 | (793,325) | | | | | | ($793,325) |
| Elected Official Compensation Commission - 600100 | 14,213 | | | | | | $14,213 |
| 94 Flood Victims Relief Fund - 600272 | 3,643 | | | | | | $3,643 |
| Electronic Legislative Management System - 600387 | 240,448 | | | | | | $240,448 |
| Sub-Total | ($535,021) | | | | | | ($535,021) |
| Department Of Human Resources | | | | | | | |
| Default - 000000 | (1,065) | | | | | | ($1,065) |
| Women'S History Month - 600126 | (143) | | | | | | ($143) |
| City-Wide Training Program - 600232 | 82,201 | | | | | | $82,201 |
| Sub-Total | $80,993 | | | | | | $80,993 |
| Department Of Fire Services | | | | | | | |
| Default - 000000 | 7,746 | | | | | | $7,746 |
| Improving Fire Station #8 Work Environ. - 102507 | 997 | | | | | | $997 |
| City'S Health And Wellness Center - 202397 | 4,485 | | | | | | $4,485 |
| Fire Safety Education Program - 202845 | 1,389 | | | | | | $1,389 |
| Atlanta Smoke Alarm Program (Asap) - 600007 | 1,526 | | | | | | $1,526 |
| Emergency Response - 600096 | (129,171) | 7,220 | 7,220 | 7,220 | 7,220 | | ($100,291) |
| Fire Headquarters Vending Machines - 600110 | 12,657 | 4,009 | 4,009 | 4,009 | 4,009 | | $28,693 |
| Foam Upgrade - 600125 | 447 | | | | | | $447 |
| Fire Fighters' Banquet - 600258 | 1,161 | | | | | | $1,161 |
| Training & Gen Operating Enhancements - 600263 | 2,791 | | | | | | $2,791 |
| Fire Dept Facility Relocation - 600274 | 1,815 | | | | | | $1,815 |
| Donations-Recognition Fire Pers/Citizens - 600275 | 5,936 | | | | | | $5,936 |
| Fire Prevention Week '95 - 600277 | 413 | | | | | | $413 |
| Fire Dept. Costs Recovery Training Pgms - 600281 | 9,939 | | | | | | $9,939 |
| Fire Station #21 - 600309 | 100 | | | | | | $100 |
| Firefighting Equipment - 600392 | 1,098,614 | | | | | | $1,098,614 |
| Sub-Total | $1,020,845 | $11,229 | $11,229 | $11,229 | $11,229 | | $1,065,761 |
| Department Of Police Services | | | | | | | |
| Default - 000000 | (517,237) | | | | | | ($517,237) |
| Cultural Affairs-General Qna0 - 200485 | 57,711 | | | | | | $57,711 |
| Promotion Of Tourism - 200486 | (14,952) | | | | | | ($14,952) |
| Federal-Rico - 600234 | 5,869,801 | 591,163 | 591,163 | 591,163 | 591,163 | | $8,234,453 |
| Drug Reward Program - 600235 | 8,313 | | | | | | $8,313 |

# FY14 CAPITAL BUDGET STATUS

## Trust

| | FY14 | FY15 | FY16 | FY17 | FY18 | Future | Total |
|---|---|---|---|---|---|---|---|
| Purchase Of Protective Items - 600237 | 280 | | | | | | $280 |
| Zone 3 Mini Precinct - 600238 | 5,572 | | | | | | $5,572 |
| Poor & Homeless Assistance Program - 600243 | 2,437 | | | | | | $2,437 |
| Bricola W. Coleman Reward Fund - 600247 | 1,546 | | | | | | $1,546 |
| Reward Fd-Murdered Clark College Student - 600252 | 996 | | | | | | $996 |
| Police Department Capital Acquisitions - 600253 | 2,707 | | | | | | $2,707 |
| Police Department Management Retreat - 600254 | 4,711 | | | | | | $4,711 |
| Youth Advisory Council - 600265 | 299 | | | | | | $299 |
| Bicycle Patrol Program - 600267 | 8,980 | | | | | | $8,980 |
| Atlanta Police Athletic League - 600269 | 7,484 | | | | | | $7,484 |
| Attack On America: 09/11/2001 - 600289 | 5,980 | | | | | | $5,980 |
| R.I.C.O.-State - 600369 | 860,524 | 289,836 | 289,836 | 289,836 | 289,836 | | $2,019,868 |
| Federal-Rico-Treasury - 600373 | 2,571,770 | 160,924 | 160,924 | 160,924 | 160,924 | | $3,215,466 |
| Apd Sos Special Event Trust Account - 600393 | 5,850 | 7,800 | 7,800 | 7,800 | 7,800 | | $37,050 |
| Sub-Total | $8,882,772 | $1,049,723 | $1,049,723 | $1,049,723 | $1,049,723 | | $13,081,664 |
| Dept Of Planning & Community Development | | | | | | | |
| Default - 000000 | (1,367,967) | | | | | | ($1,367,967) |
| Recovering Substance Abusers' Program - 200952 | 2,488 | | | | | | $2,488 |
| Inmate Welfare Program - 201501 | (298,655) | | | | | | ($298,655) |
| Housing Rehab/Seniors & Low Income Indiv - 201591 | 1,986 | | | | | | $1,986 |
| West End Marta Operating Transfer - 201909 | 24,916 | | | | | | $24,916 |
| Council District 12 Sidewalk Waiver - 202766 | 57,684 | | | | | | $57,684 |
| Atlantic Station Wkforce Dev Partnership - 202877 | (192,684) | | | | | | ($192,684) |
| User Fee - 600001 | 112,259 | 57,105 | 57,105 | 57,105 | 57,105 | | $340,679 |
| Pedestrian Safety Campaign - 600011 | 2,875 | | | | | | $2,875 |
| Tree Removal Protection - 600013 | 8,663,090 | 1,470,852 | 1,470,852 | 1,470,852 | 1,470,852 | | $14,546,498 |
| District 12:Senior Rehab. Projects - 600020 | 19,933 | | | | | | $19,933 |
| Int'L Relations And Business Development - 600022 | 68 | | | | | | $68 |
| Streetscape Improv. & Maintenance Prog. - 600031 | 755,031 | 118,291 | 118,291 | 118,291 | 118,291 | | $1,228,195 |
| Liveable Communities Initiative (Lci) - 600034 | 460 | | | | | | $460 |
| Atlanta Planning Advisory Bd 00-R-0329 - 600058 | 3,020 | | | | | | $3,020 |
| Awda'S Cyber Center - 600094 | 22,443 | | | | | | $22,443 |
| District 9 Special Projs:Nw Atl. Frwk. - 600102 | 10,747 | | | | | | $10,747 |
| Council District 9 Sidewalk Waiver - 600116 | 96,281 | | | | | | $96,281 |
| Council District 7 Sidewalk Waiver - 600117 | 136,043 | 4,909 | 4,909 | 4,909 | 4,909 | | $155,679 |
| Council District 1 Sidewalk Waiver - 600118 | 35,671 | | | | | | $35,671 |
| Council District 5 Sidewalk Waiver - 600119 | 23,991 | | | | | | $23,991 |
| Council District 11 Sidewalk Waiver - 600120 | 50,487 | | | | | | $50,487 |
| Council District 10 Sidewalk Waiver - 600121 | 3,787 | | | | | | $3,787 |
| Improvement Building Permit Project - 600123 | 686 | | | | | | $686 |
| Neighborhood Deputies Program - 600286 | 364 | | | | | | $364 |
| Mayor'S Youth Program - 600306 | 557,597 | 341,611 | 341,611 | 341,611 | 341,611 | | $1,924,041 |
| Edu. Outreach/Tree Removal - 600307 | 373,586 | | | | | | $373,586 |
| Bus Shelter - 600374 | 74,510 | | | | | | $74,510 |
| Technology Surcharge - 600375 | 1,692,135 | | | | | | $1,692,135 |
| Sub-Total | $10,862,832 | $1,992,768 | $1,992,768 | $1,992,768 | $1,992,768 | | $18,833,904 |
| Total City Wide | $43,776,613 | $11,943,104 | $11,943,104 | $11,943,104 | $11,943,104 | | $91,549,029 |


RESURGENS
1847
1865
ATLANTA GA

# Debt Management

Debt Overview

Municipal Bond Ratings

General Fund

Department Of Aviation

Department Of Watershed Management

General Obligation (GO)

Tax Allocation Districts (TADs)

Legal Debt Limits

Adopted Budget
FY 2014


RESURGENS
1847
1865
ATLANTA GA

# DEBT OVERVIEW

The City of Atlanta Department of Finance is tasked with the responsibility of executing sound financial management practices to address the ongoing needs and functions of the City, as governed by the Mayor and City Council members. The Office of Debt & Investments operates under the umbrella of the Department of Finance and is primarily responsible for the management of the City's cash, investment and debt portfolio functions. Specifically, where debt management is concerned, the office:

- Assists in the administration of the City's bond programs through the planning and coordination of bond sales and is a key contributor to strategic planning for debt structuring and issuance, and ongoing portfolio management;
- Makes recommendations that identify long term financing instruments: general obligation bonds, revenue bonds, obligations issued through state level authorities, and other obligations including lease purchase agreements and appropriation backed securities such as Certificates of Participations (COPS);
- Leads in the development of debt policies, capital improvement plans and debt capacity studies;
- Manages external consultants and agencies, including financial advisors, investment bankers, bond counsel and ratings agencies; and
- Apprises City of Atlanta leadership of debt position and transactions, which includes members of the Administration and City Council, as required.

This document provides an overview of the City's debt management program under the purview of the Office of Debt and Investments as well as outlines the methodology of the office's debt management practices.

### DEBT MANAGEMENT OBJECTIVES

- Maintain cost-effective access to the capital markets through prudent policies
- Maintain moderate debt and debt service payments with effective planning and coordination with the City's departments
- Meet significant capital demands through debt financing and alternative financing mechanisms
- Define the acceptable parameters and structure for each type of debt; 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[1]** | | |
| | **Moody's** | **Standard & Poor's** | **Fitch** |
| General Obligation Bonds<br>*Underlying Rating* | Aa2 | A | -- |
| Water and Wastewater Revenue Bonds<br>*Underlying Rating* | A1 | A | A |
| Hartsfield Atlanta International Airport Revenue Bonds - Senior Lien / GARBs<br>*Underlying Rating* | A1 | A+ | A+ |
| Hartsfield Atlanta International Airport Revenue Bonds - GARBs/PFC<br>*Underlying Rating* | A1 | A | A |
| Hartsfield Atlanta International Airport Revenue Bonds - Senior Lien CFC | Baa1 | A- | A- |
| *Underlying Rating* | | | |
| Atlanta Development Authority<br>*Underlying Rating* | A2 | A | -- |
| Downtown Development Authority<br>*Underlying Rating* | Aa2 | A | -- |
| Solid Waste Management Authority<br>*Underlying Rating* | Aa2 | A | -- |
| Atlanta Fulton County Recreation Authority<br>*Underlying Rating* | Aa2 | A | -- |
| Atlanta Urban Residential Finance Authority<br>*Underlying Rating* | Aa2 | A | -- |
| Tax Allocation Districts<br>*Underlying Rating* | Baa3 | BBB | -- |

[1] As of 3/1/2013

**CITY OF ATLANTA – TOTAL OUTSTANDING DEBT**

The City of Atlanta's outstanding debt portfolio consists of five (5) categories of pledged revenues, namely General Fund, Aviation Fund, Water & Wastewater Fund, General Obligation Fund and Tax Allocation District Fund.

**General Fund:**

The General Fund, the main source of financing for citywide operations also supports the payment of some debt issuances. Most of the debt issued are for the purchase or lease of fleet (i.e. vehicles, trucks), equipment, and approved capital improvement projects (CIP). The total outstanding debt for the General Fund supported debt is $329.7 million as of July 1, 2013.

**Aviation Fund:**

The Department of Aviation (DOA) is responsible for operating Hartsfield-Jackson Atlanta International Airport for the City of Atlanta. DOA is a self-sustaining enterprise fund which derives its operating revenue from landing fees, concession revenues, parking fees, building and land rentals, and passenger facility charges (PFC) which are approved by the Federal Aviation Authority (FAA). To finance capital improvements, DOA uses pay-go financing (excess operating revenues), submits Capital Improvement Projects (CIP) applications to the FAA for grant funding, and or issues revenue bonds that are pledged against the various revenue generating sources. The total outstanding debt for the Department of Aviation is $3.06 billion as of July 1, 2013.

**Water & Wastewater Fund:**

The Department of Watershed Management ("DWM") was created in 2002, and is dedicated to 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 of Atlanta, in compliance with federal and state regulations. DWM has issued long-term bonds and utilized state revolving loans administered by the Georgia Environmental Facilities Authority ("GEFA") to provide funding for its capital improvement projects. The bonds and loans issued are pledged against the revenues generated by the water and wastewater system. The total outstanding debt for the Department of Watershed Management is $3.25 billion as of July 1, 2013.

**General Obligation Fund:**

The City is authorized by the State of Georgia to issue annual General Obligation Bonds in the amount of $8,000,000 without voter referendum for various public purpose capital improvements. Proceeds from these bonds, whenever issued, are shared equally between the City and the Atlanta Public Schools. The debt obligation on these bonds is secured by a pledge of the full faith and credit and general property taxing power of the City. Furthermore, the City is permitted by O.C.G.A. Section 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 pay the principal and interest payments due. The total outstanding debt for the General Obligation Bonds is $215.3 million as of July 1, 2013.

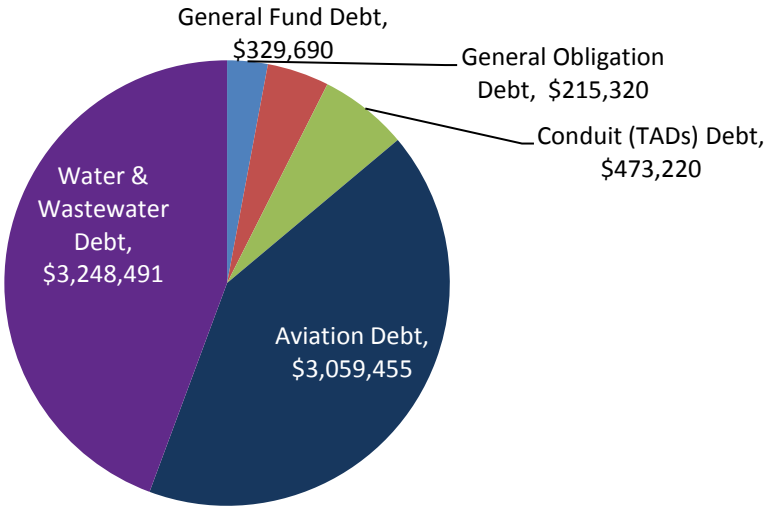
**Tax Allocation District Fund:**

The City has created Tax Allocation Districts in accordance with Federal Tax Law to enable it issue Tax Allocation District Bonds. Currently, there are ten (10) tax districts created, with five (5) (Atlantic Station, Beltline, Eastside, Princeton Lakes and Westside) that are active. Each active district has issued bonds that are pledged against the tax revenues generated within the district. All the tax district bonds are conduit debt obligation of the City. For fiscal year 2014, the City will have fourteen (14) TAD bonds outstanding with a total value of $473.2 million.

During fiscal year 2013, the City did not issue any new debt obligations. Overall, the City continues to generate enough revenues to cover its operating costs and make all of its outstanding debt obligation payments.

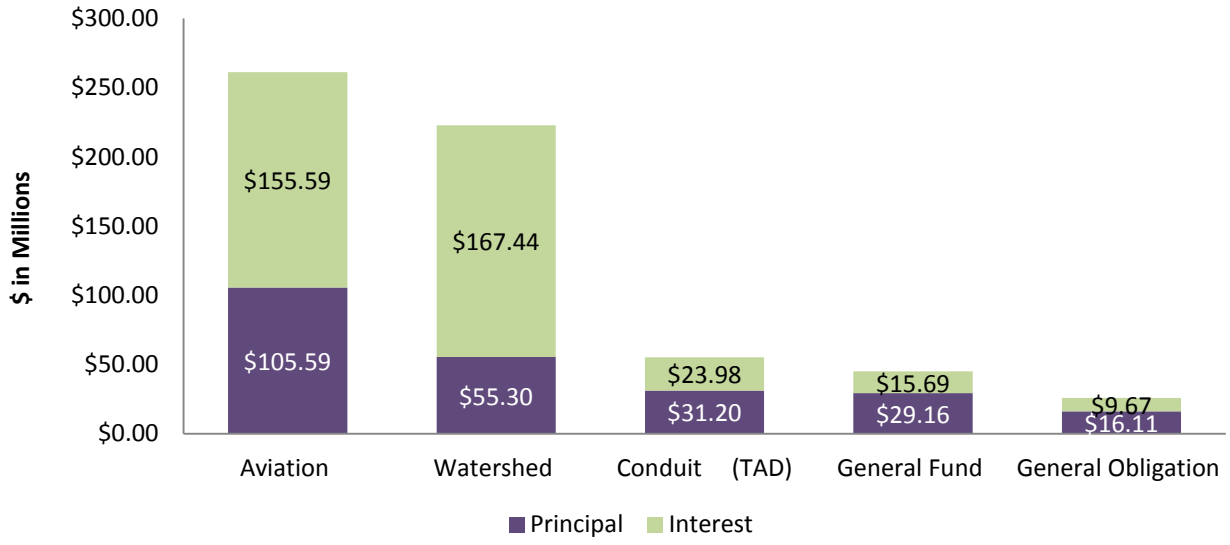
## FY14 TOTAL OUTSTANDING DEBT

At the start of fiscal year 2014 (July 1, 2013), the City of Atlanta's total debt outstanding will be $7.3 billion. Total debt will consist of $1.1 billion in General Obligation and other debt (General Fund, TAD and Conduit); $3.1 billion in Aviation Revenue Bonds; and $3.2 billion in Water and Wastewater Revenue Bonds and other obligations.



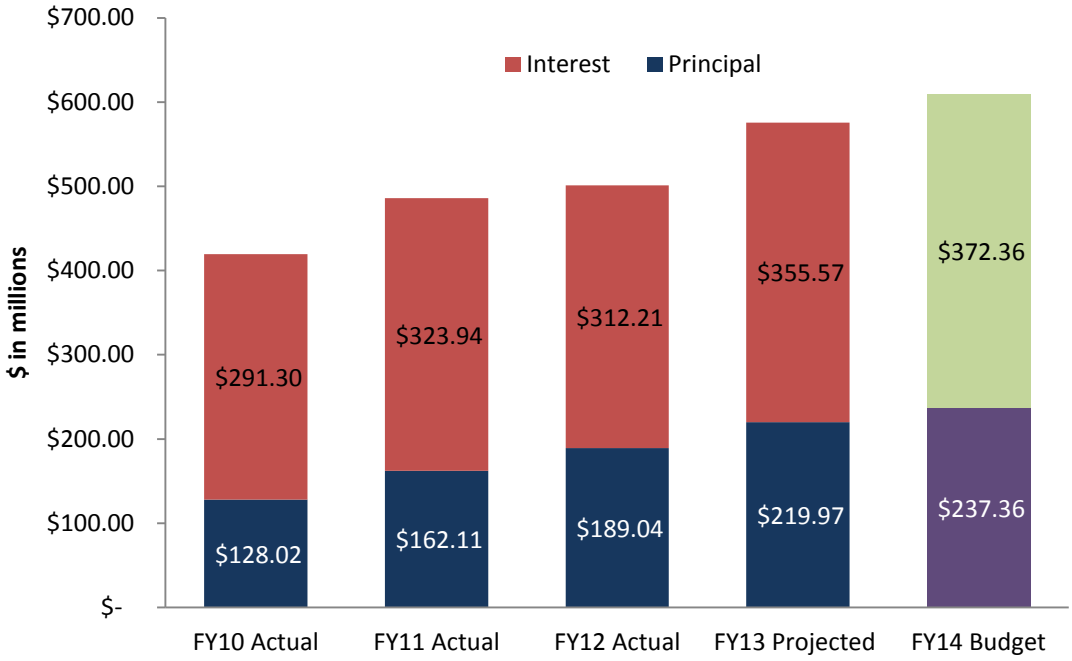

## FY14 PRINCIPAL& INTEREST PAYMENTS (BY CATEGORY)

It is expected that in fiscal year 2014, $44.9 million of General Fund, $261.2 million of Aviation Funds, $222.7 million of Water and Wastewater Fund, $25.8 million of General Obligation Fund, and $55.2 of TAD Funds receipts will be used to make debt service payments.



## HISTORICAL EXPENSES & FY14 OUTLOOK

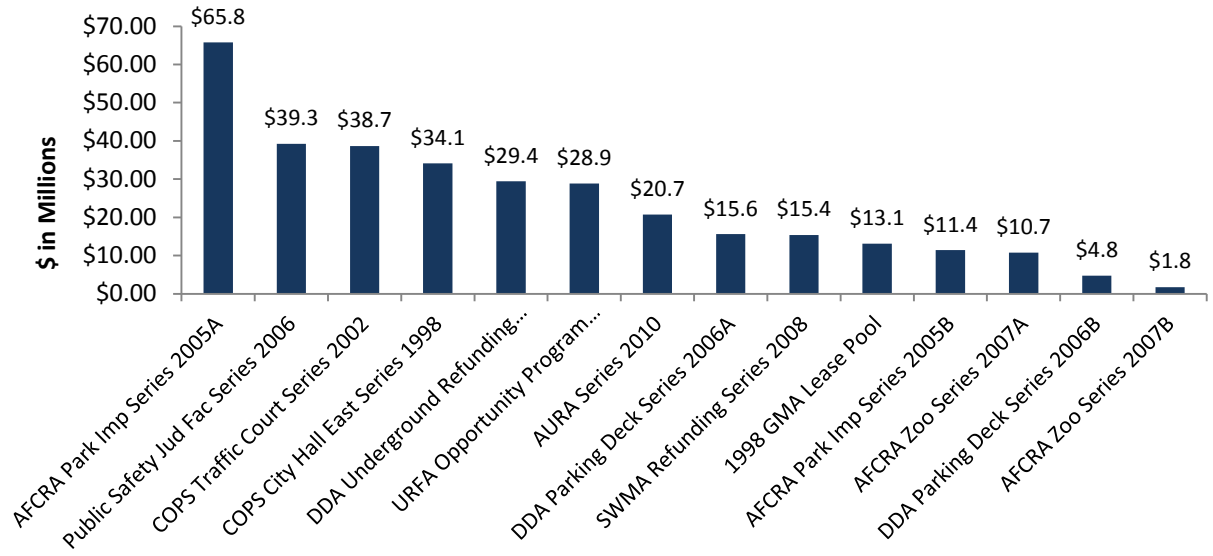
Between FY10 and FY13 ending June 30, 2013, the City will have made approximately $1.98 billion in payments to service its debt obligations. $699.1 million of this total was for principal and $1.28 billion for interest payments. During fiscal year 2014, the City will pay approximately $609.7 million in debt service payments; $237.4 million and $372.3 for principal and interest payments, respectively.



# GENERAL FUND

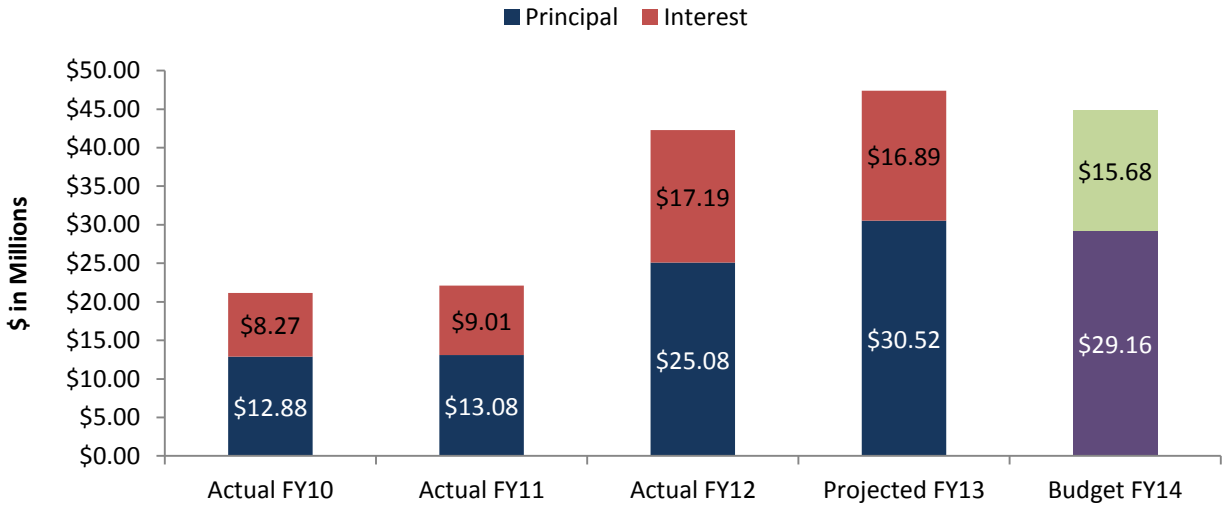
## GENERAL FUND – TOTAL OUTSTANDING DEBT (JULY 1, 2013)

The General Fund debt obligation of the City consists of various bonds issued for various purposes. For the fiscal year 2014, $329.7 million will be outstanding.




## PRINCIPAL AND INTEREST PAYMENTS (FY2010 – FY2014)

During 2014, it is expected that the City will make approximately $44.9 million in payments to service outstanding General Fund obligations. $29.2 million will be spent on principal and $15.7 million on interest payments.



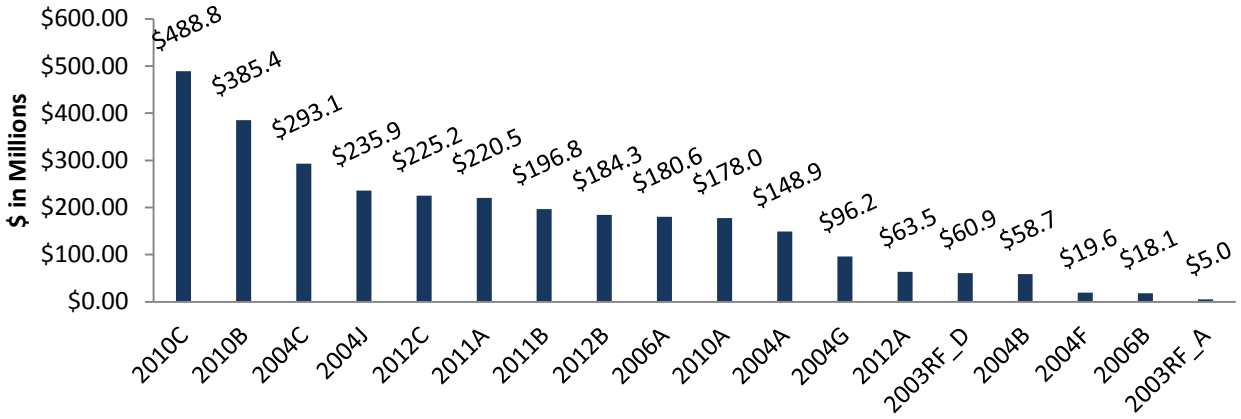
| General Fund Debt Amortization Schedule | | | |
|---|---|---|---|
| Period Ending | Principal | Interest | Debt Service |
| 6/30/2014 | 29,163,109 | 15,688,272.88 | 44,851,381.58 |
| 6/30/2015 | 28,017,279 | 14,285,767.21 | 42,303,046.39 |
| 6/30/2016 | 28,778,735 | 12,899,593.19 | 41,678,328.39 |
| 6/30/2017 | 28,283,601 | 11,498,746.94 | 39,782,347.46 |
| 6/30/2018 | 20,133,750 | 10,295,512.83 | 30,429,262.83 |
| 6/30/2019 | 16,358,750 | 9,390,085.60 | 25,748,835.60 |
| 6/30/2020 | 17,157,500 | 8,555,288.35 | 25,712,788.35 |
| 6/30/2021 | 17,990,000 | 7,682,466.35 | 25,672,466.35 |
| 6/30/2022 | 17,106,250 | 6,822,686.45 | 23,928,936.45 |
| 6/30/2023 | 17,921,250 | 5,962,456.09 | 23,883,706.09 |
| 6/30/2024 | 17,195,000 | 5,082,937.55 | 22,277,937.55 |
| 6/30/2025 | 14,550,000 | 4,276,992.05 | 18,826,992.05 |
| 6/30/2026 | 15,265,000 | 3,518,590.85 | 18,783,590.85 |
| 6/30/2027 | 16,020,000 | 2,715,272.75 | 18,735,272.75 |
| 6/30/2028 | 8,865,000 | 2,065,210.35 | 10,930,210.35 |
| 6/30/2029 | 4,625,000 | 1,669,657.50 | 6,294,657.50 |
| 6/30/2030 | 4,855,000 | 1,433,640.00 | 6,288,640.00 |
| 6/30/2031 | 5,100,000 | 1,187,555.00 | 6,287,555.00 |
| 6/30/2032 | 5,350,000 | 933,852.50 | 6,283,852.50 |
| 6/30/2033 | 3,950,000 | 711,550.00 | 4,661,550.00 |
| 6/30/2034 | 4,135,000 | 519,531.25 | 4,654,531.25 |
| 6/30/2035 | 4,330,000 | 318,487.50 | 4,648,487.50 |
| 6/30/2036 | 4,540,000 | 107,825.00 | 4,647,825.00 |
| | $329,690,223.60 | $127,621,978.17 | $457,312,201.77 |

**Note that debt issued by the Atlanta Fulton County Recreational Authority AFRCA is split (75% City, 25% County)*

# DEPARTMENT OF AVIATION

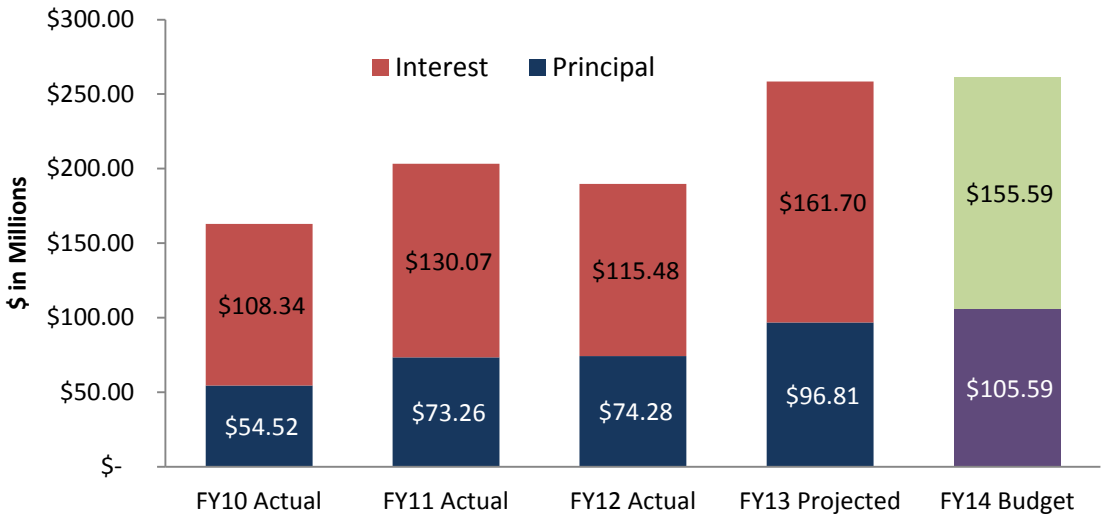
**DEPARTMENT OF AVIATION – TOTAL OUTSTANDING DEBT (JULY 1, 2013)**

For fiscal year 2014, the Department of Aviation is expected to have $3.1 billion in outstanding long term debt that consists of GARBs, PFCs and CFCs. These bonds were issued as Senior Lien or Subordinate Lien Debt with Alternative Minimum Tax (AMT) and or Non-Alternative Minimum Tax (Non-AMT) treatment.




**PRINCIPAL AND INTEREST PAYMENTS (FY2010 – FY2014)**

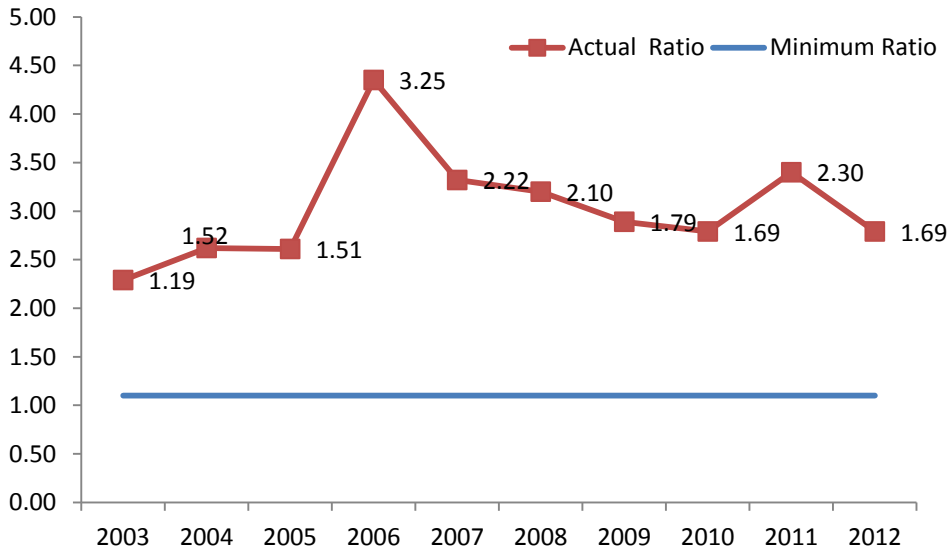
During fiscal year 2014, it is expected that $261.1 million in revenues will service the outstanding debt; $105.6 for principal and $155.6 in interest. During fiscal year 2013, the City will spend approximately $258.5 million to service all outstanding General Airport Revenue Senior Lien, Passenger Facility Sub-ordinate Lien, and Customer Facility Senior Lien bonds. $96.8 million will be spent on principal and $161.7 million on interest payments.


$300.00
$250.00
$200.00
$150.00
$100.00
$50.00
$-
$ in Millions
Interest
Principal
$108.34
$54.52
$130.07
$73.26
$115.48
$74.28
$161.70
$96.81
$155.59
$105.59
FY10 Actual
FY11 Actual
FY12 Actual
FY13 Projected
FY14 Budget

| Department of Aviation Revenue Bond Coverage (in thousands) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Ending Period | Operating Revenue | Operating Expenses | Net Revenue | Principal Payments | Interest Payments | SWAP/LOC Payments | Total Payments | Coverage Ratio |
| 2003 | 251,579 | 122,017 | 129,562 | 49,937 | 53,418 | 5,487 | 108,842 | 1.19 |
| 2004 | 292,375 | 134,528 | 157,847 | 52,183 | 40,362 | 10,990 | 103,535 | 1.52 |
| 2005 | 305,484 | 148,728 | 156,756 | 33,935 | 64,167 | 5,470 | 103,572 | 1.51 |
| 2006 | 152,601 | 74,353 | 78,248 | - | 23,727 | 334 | 24,061 | 3.25 |
| 2007 | 339,164 | 133,440 | 205,724 | 37,487 | 56,186 | (1,186) | 92,487 | 2.22 |
| 2008 | 405,868 | 166,274 | 239,594 | 40,906 | 70,131 | 3,275 | 114,312 | 2.10 |
| 2009 | 404,724 | 173,404 | 231,320 | 42,502 | 67,392 | 19,187 | 129,081 | 1.79 |
| 2010 | 414,898 | 201,056 | 213,842 | 53,061 | 70,104 | 3,670 | 126,835 | 1.69 |
| 2011 | 416,748 | 197,308 | 219,440 | 38,395 | 52,665 | 4,293 | 95,353 | 2.30 |
| 2012 | 407,094 | 209,548 | 197,546 | 55,310 | 57,206 | 4,549 | 117,066 | 1.69 |

**Data Source - City of Atlanta Comprehensive Annual Financial Report FY12 CAFR.*
*Ratios provided are for General Airport Revenue Bond issues;*

**Coverage Ratio Performance**



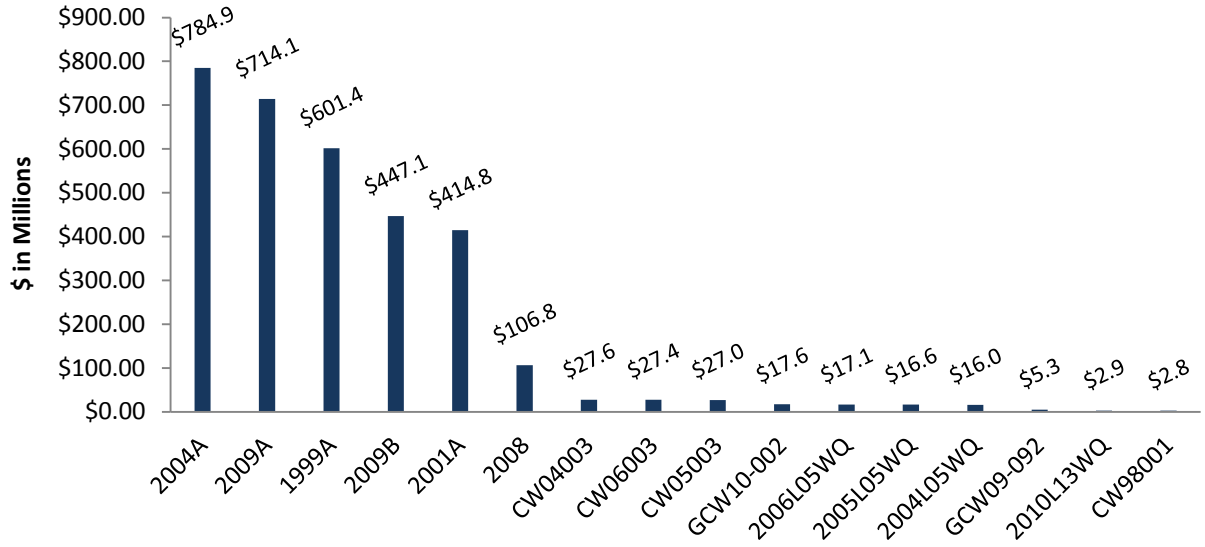

**Coverage ratio is the amount of cash flow available to meet annual principal and interest payments. Minimum coverage ratio is established by the Master Bond Ordinance at 1.10*

| Department of Aviation Debt Amortization Schedule | | | |
|---|---|---|---|
| Period Ending | Principal | Interest | Debt Service |
| 6/30/2014 | 105,585,000 | 155,587,402.36 | 261,172,402.36 |
| 6/30/2015 | 105,510,000 | 150,674,202.96 | 256,184,202.96 |
| 6/30/2016 | 116,900,000 | 145,337,845.26 | 262,237,845.26 |
| 6/30/2017 | 123,030,000 | 139,454,443.76 | 262,484,443.76 |
| 6/30/2018 | 129,300,000 | 133,280,574.10 | 262,580,574.10 |
| 6/30/2019 | 135,720,000 | 126,871,989.40 | 262,591,989.40 |
| 6/30/2020 | 137,555,000 | 120,022,941.41 | 257,577,941.41 |
| 6/30/2021 | 144,625,000 | 113,113,713.11 | 257,738,713.11 |
| 6/30/2022 | 122,330,000 | 105,777,537.51 | 228,107,537.51 |
| 6/30/2023 | 128,855,000 | 99,351,163.26 | 228,206,163.26 |
| 6/30/2024 | 135,745,000 | 92,586,420.76 | 228,331,420.76 |
| 6/30/2025 | 142,895,000 | 85,401,514.26 | 228,296,514.26 |
| 6/30/2026 | 150,375,000 | 78,118,568.51 | 228,493,568.51 |
| 6/30/2027 | 163,530,000 | 70,286,472.50 | 233,816,472.50 |
| 6/30/2028 | 172,100,000 | 61,770,494.75 | 233,870,494.75 |
| 6/30/2029 | 180,560,000 | 52,878,482.26 | 233,438,482.26 |
| 6/30/2030 | 180,745,000 | 43,469,238.26 | 224,214,238.26 |
| 6/30/2031 | 108,165,000 | 34,024,391.00 | 142,189,391.00 |
| 6/30/2032 | 108,695,000 | 28,441,281.25 | 137,136,281.25 |
| 6/30/2033 | 114,220,000 | 22,941,200.00 | 137,161,200.00 |
| 6/30/2034 | 83,015,000 | 17,161,581.25 | 100,176,581.25 |
| 6/30/2035 | 30,785,000 | 12,941,418.75 | 43,726,418.75 |
| 6/30/2036 | 32,350,000 | 11,381,950.00 | 43,731,950.00 |
| 6/30/2037 | 34,005,000 | 9,741,275.00 | 43,746,275.00 |
| 6/30/2038 | 35,745,000 | 8,013,250.00 | 43,758,250.00 |
| 6/30/2039 | 37,575,000 | 6,193,750.00 | 43,768,750.00 |
| 6/30/2040 | 39,510,000 | 4,281,000.00 | 43,791,000.00 |
| 6/30/2041 | 29,265,000 | 2,269,875.00 | 31,534,875.00 |
| 6/30/2042 | 30,765,000 | 769,125.00 | 31,534,125.00 |
| | $3,059,455,000.00 | $1,932,143,101.68 | $4,991,598,101.68 |

# DEPARTMENT OF WATERSHED MANAGEMENT

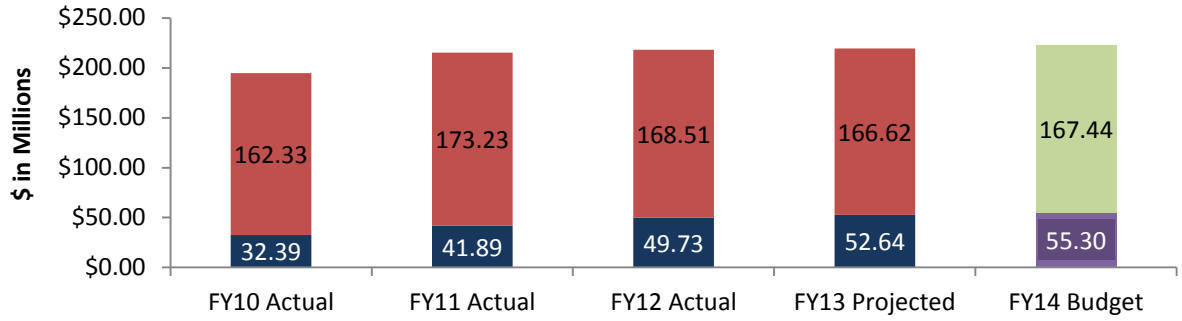
**DEPARTMENT OF WATERSHED MANAGEMENT - TOTAL OUTSTANDING DEBT (JULY 1, 2013)**

For fiscal year 2014, the Department of Watershed Management's outstanding debt will be $3.2 billion of long-term debt outstanding which consists of $3.07 billion of senior lien debt and $160.3 million of subordinate lien debt (GEFA).




**PRINCIPAL AND INTEREST PAYMENTS (FY2010 – FY2014)**

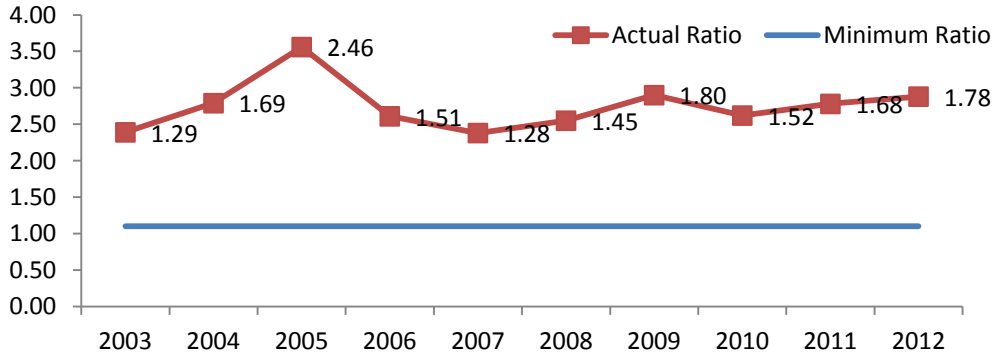
During 2014, it is expected that the City will pay approximately $222.7 million to service the Department's current outstanding debt. $55.3 million will be spent on principal and $167.4 million on interest payments. During fiscal year 2013, the City will spend approximately $219.2 million to service all the department's outstanding Senior and Subordinate lien debt. $52.6 million will be spent on principal and $166.6 million on interest payments.



| Department of Watershed Management Revenue Bond Coverage (in thousands) | | | | | | | |
|---|---|---|---|---|---|---|---|
| Period | Operating Revenue | Current Operating Expenses | Net Revenue available for Debt Service | Principal | Interest | Total | Coverage Ratio |
| 2003 | 227,441 | 137,284 | 90,157 | 325 | 69,667 | 69,992 | 1.29 |
| 2004 | 287,778 | 133,146 | 154,632 | 9,375 | 82,284 | 91,659 | 1.69 |
| 2005 | 385,697 | 159,081 | 226,616 | 10,655 | 81,519 | 92,174 | 2.46 |
| 2006 | 189,844 | 96,345 | 93,499 | - | 61,842 | 61,842 | 1.51 |
| 2007 | 435,715 | 240,848 | 194,867 | 24,210 | 128,435 | 152,645 | 1.28 |
| 2008 | 460,285 | 236,316 | 223,969 | 27,647 | 126,285 | 153,932 | 1.45 |
| 2009 | 498,216 | 220,962 | 277,254 | 26,300 | 127,452 | 153,752 | 1.80 |
| 2010 | 511,649 | 206,170 | 305,479 | 28,980 | 172,074 | 201,054 | 1.52 |
| 2011 | 561,485 | 191,816 | 369,669 | 38,370 | 182,157 | 220,527 | 1.68 |
| 2012 | 596,680 | 192,179 | 404,501 | 46,085 | 180,893 | 226,978 | 1.78 |

**Data Source - City of Atlanta Comprehensive Annual Financial Report FY12 CAFR*

## Coverage Ratio Performance




**Coverage ratio is the amount of cash flow available to meet annual principal and interest payments. Minimum coverage ratio is established by the Master Bond Ordinance at 1.10*

| Department of Watershed Management Debt Amortization Schedule | | | |
|---|---|---|---|
| Period Ending | Principal | Interest | Debt Service |
| 6/30/2014 | 55,303,599 | 167,442,117.09 | 222,745,716.37 |
| 6/30/2015 | 59,250,852 | 164,689,310.84 | 223,940,162.72 |
| 6/30/2016 | 62,312,537 | 161,647,573.53 | 223,960,110.64 |
| 6/30/2017 | 65,549,146 | 158,427,748.55 | 223,976,894.82 |
| 6/30/2018 | 68,978,671 | 155,022,615.72 | 224,001,286.48 |
| 6/30/2019 | 72,676,099 | 151,344,610.94 | 224,020,710.24 |
| 6/30/2020 | 76,644,420 | 147,404,160.78 | 224,048,580.63 |
| 6/30/2021 | 80,813,066 | 143,249,258.42 | 224,062,324.82 |
| 6/30/2022 | 85,176,064 | 138,915,289.02 | 224,091,352.72 |
| 6/30/2023 | 89,752,765 | 134,312,518.72 | 224,065,283.98 |
| 6/30/2024 | 90,179,600 | 129,569,688.25 | 219,749,288.28 |
| 6/30/2025 | 95,299,976 | 124,670,008.10 | 219,969,984.54 |
| 6/30/2026 | 100,810,497 | 119,446,522.15 | 220,257,018.70 |
| 6/30/2027 | 120,350,113 | 113,706,740.71 | 234,056,853.76 |
| 6/30/2028 | 137,362,713 | 107,100,616.71 | 244,463,329.75 |
| 6/30/2029 | 115,822,612 | 100,569,191.59 | 216,391,803.20 |
| 6/30/2030 | 122,597,682 | 94,123,511.17 | 216,721,193.61 |
| 6/30/2031 | 117,429,075 | 87,629,268.76 | 205,058,343.61 |
| 6/30/2032 | 124,212,021 | 81,199,619.06 | 205,411,640.27 |
| 6/30/2033 | 130,869,830 | 74,481,557.76 | 205,351,387.97 |
| 6/30/2034 | 148,312,338 | 67,055,735.51 | 215,368,073.16 |
| 6/30/2035 | 141,361,530 | 59,315,326.33 | 200,676,856.41 |
| 6/30/2036 | 148,894,675 | 51,573,101.12 | 200,467,775.63 |
| 6/30/2037 | 156,534,497 | 43,361,763.71 | 199,896,260.62 |
| 6/30/2038 | 164,606,135 | 34,728,091.17 | 199,334,226.22 |
| 6/30/2039 | 173,525,000 | 25,619,621.88 | 199,144,621.88 |
| 6/30/2040 | 182,500,000 | 16,235,467.54 | 198,735,467.54 |
| 6/30/2041 | 77,445,000 | 9,937,617.35 | 87,382,617.35 |
| 6/30/2042 | 89,045,000 | 6,458,264.25 | 95,503,264.25 |
| 6/30/2043 | 46,280,000 | 3,586,750.00 | 49,866,750.00 |
| 6/30/2044 | 48,595,000 | 1,214,875.00 | 49,809,875.00 |
| | $3,248,490,513.44 | $2,874,038,541.73 | $6,122,529,055.17 |

*Note: Principal payments include an estimated amortization schedule for GEFA Loan #CWSRF 10-00. As of March 20, 2013 this loan has been partially upon.*

# GENERAL OBLIGATION

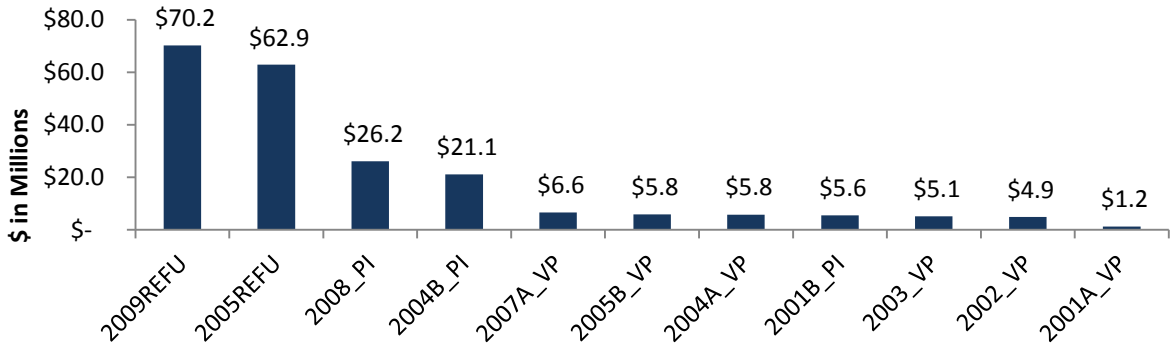
## GENERAL OBLIGATION - TOTAL OUTSTANDING DEBT (JULY 1, 2013)

As needed, the City issues $8.0 million in General Obligation bonds to fund capital improvement projects (CIP) that enhance the quality of life of its taxpayers. The debt issued, if any, is appropriated as follows:

- $4.0 million towards acquiring site and construction/equipping new municipal buildings and related facilities
- $4.0 million towards renovating, improving, adding to and equipping existing school buildings and facilities, or acquiring, constructing and equipping new school buildings and facilities

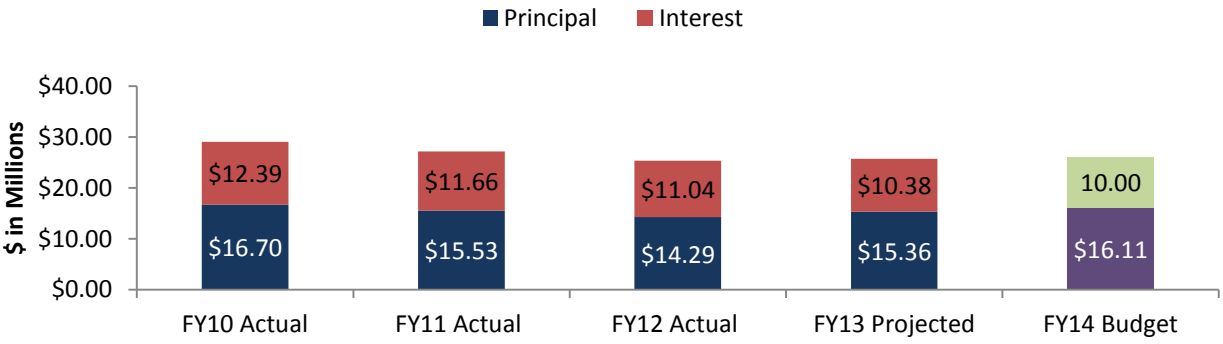
The City's General Obligation Public Improvement bonds are used for sidewalk design and construction throughout the City, including sidewalk installations in various public housing developments and for streetscape and intersection improvements throughout the City.

At the beginning of fiscal year 2014, the City is budgeted to have eleven (11) General Obligation debt outstanding totaling $215.3 million.




## PRINCIPAL AND INTEREST PAYMENTS (FY2010 – FY2014)

During fiscal year 2014, the City will pay approximately $26.1 million to service outstanding General Obligation debt. $16.1 million will be spent on principal and $10 million on interest payments.

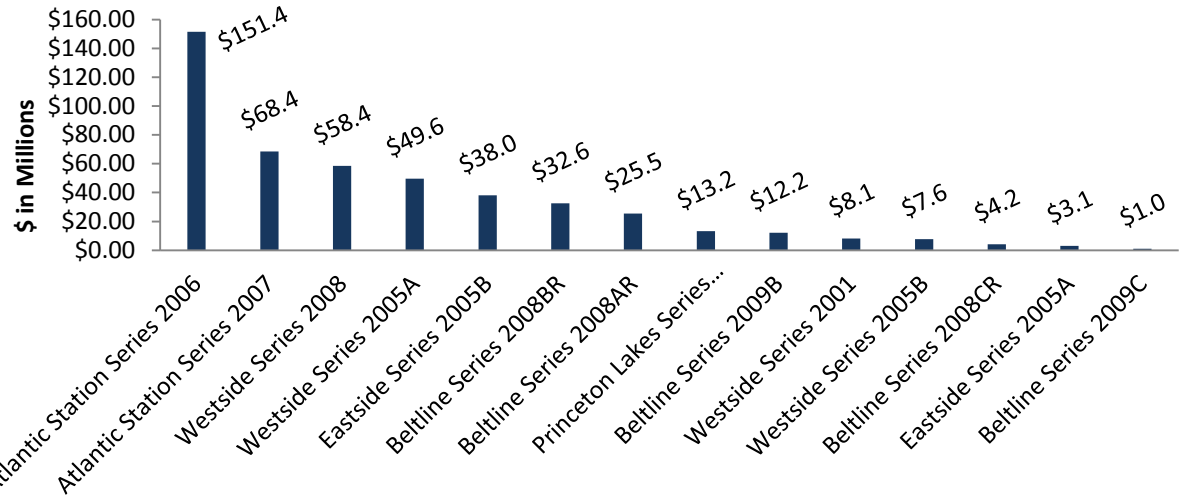


| General Obligation Debt Amortization Schedule | | | |
|---|---|---|---|
| Period Ending | Principal | Interest | Debt Service |
| 6/30/2014 | 16,105,000 | 9,667,735.04 | 25,772,735.04 |
| 6/30/2015 | 17,060,000 | 8,928,806.29 | 25,988,806.29 |
| 6/30/2016 | 17,545,000 | 8,137,298.16 | 25,682,298.16 |
| 6/30/2017 | 18,315,000 | 7,331,858.78 | 25,646,858.78 |
| 6/30/2018 | 19,365,000 | 6,473,716.28 | 25,838,716.28 |
| 6/30/2019 | 20,605,000 | 5,523,376.90 | 26,128,376.90 |
| 6/30/2020 | 21,960,000 | 4,495,095.02 | 26,455,095.02 |
| 6/30/2021 | 23,395,000 | 3,373,450.64 | 26,768,450.64 |
| 6/30/2022 | 24,375,000 | 2,229,197.51 | 26,604,197.51 |
| 6/30/2023 | 15,310,000 | 1,346,609.38 | 16,656,609.38 |
| 6/30/2024 | 15,610,000 | 631,305.00 | 16,241,305.00 |
| 6/30/2025 | 2,910,000 | 176,640.00 | 3,086,640.00 |
| 6/30/2026 | 2,085,000 | 71,703.13 | 2,156,703.13 |
| 6/30/2027 | 680,000 | 14,025.00 | 694,025.00 |
| | $215,320,000.00 | $58,400,817.12 | $273,720,817.13 |

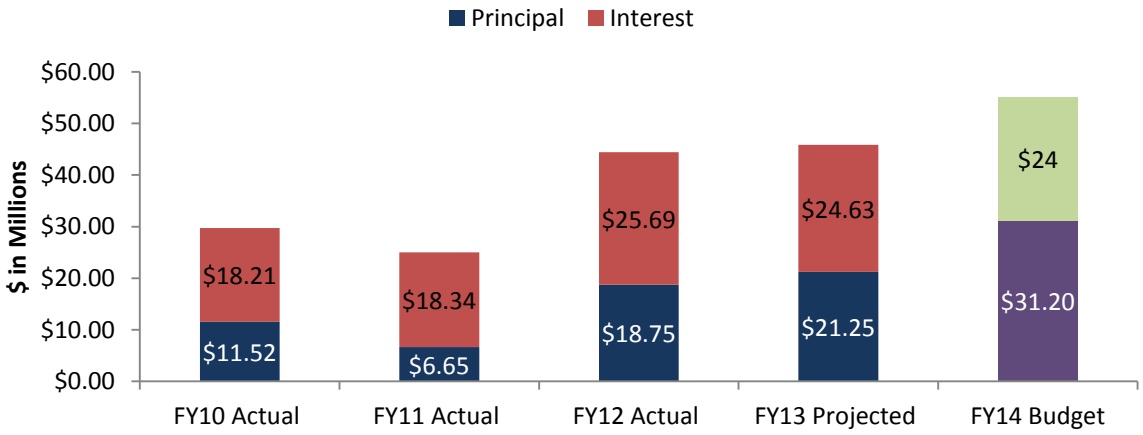
# TAX ALLOCATION DISTRICTS (TADS)

**TADs - TOTAL OUTSTANDING DEBT (JULY 1, 2013)**

The City has issued bonds to fund various Capital Improvement Projects (CIP) specially designated tax districts. There are ten (10) tax districts and five (5) of the ten (10) districts are active which include Atlantic Station, Beltline, Eastside, Princeton Lakes and Westside. These bond issuances are deemed as conduit debt obligations of the City. Tax receipts from the designated districts are used to make annual debt service payments when due. For fiscal year 2014, the City will have fourteen (14) TAD bonds outstanding with a total value of $473.2 million.




During fiscal year 2014, the City will pay approximately $55.2 million to service the TAD obligations of the City. $31.2 million will be spent on principal and $24 million on interest payments.



| Tax Allocation Districts (TADS) Debt Amortization Schedule | | | |
|---|---|---|---|
| Period Ending | Principal | Interest | Debt Service |
| 6/30/2014 | 31,200,000 | 23,983,121.25 | 55,183,121.25 |
| 6/30/2015 | 24,460,000 | 22,632,908.95 | 47,092,908.95 |
| 6/30/2016 | 25,560,000 | 21,406,527.57 | 46,966,527.57 |
| 6/30/2017 | 26,785,000 | 20,068,580.15 | 46,853,580.15 |
| 6/30/2018 | 28,025,000 | 18,694,475.66 | 46,719,475.66 |
| 6/30/2019 | 29,315,000 | 17,277,467.77 | 46,592,467.77 |
| 6/30/2020 | 30,640,000 | 15,783,262.40 | 46,423,262.40 |
| 6/30/2021 | 32,850,000 | 14,172,793.41 | 47,022,793.41 |
| 6/30/2022 | 33,740,000 | 12,455,010.97 | 46,195,010.97 |
| 6/30/2023 | 36,120,000 | 10,642,653.22 | 46,762,653.22 |
| 6/30/2024 | 40,480,000 | 8,609,074.27 | 49,089,074.27 |
| 6/30/2025 | 39,640,000 | 6,542,764.21 | 46,182,764.21 |
| 6/30/2026 | 11,355,000 | 5,189,850.50 | 16,544,850.50 |
| 6/30/2027 | 12,065,000 | 4,511,197.63 | 16,576,197.63 |
| 6/30/2028 | 12,800,000 | 3,787,424.50 | 16,587,424.50 |
| 6/30/2029 | 13,605,000 | 3,016,265.13 | 16,621,265.13 |
| 6/30/2030 | 14,440,000 | 2,193,708.38 | 16,633,708.38 |
| 6/30/2031 | 11,370,000 | 1,317,147.75 | 12,687,147.75 |
| 6/30/2032 | 2,585,000 | 606,734.88 | 3,191,734.88 |
| 6/30/2033 | 2,670,000 | 521,973.75 | 3,191,973.75 |
| 6/30/2034 | 2,760,000 | 434,419.50 | 3,194,419.50 |
| 6/30/2035 | 2,850,000 | 343,922.25 | 3,193,922.25 |
| 6/30/2036 | 2,945,000 | 250,468.38 | 3,195,468.38 |
| 6/30/2037 | 3,035,000 | 153,921.63 | 3,188,921.63 |
| 6/30/2038 | 1,925,000 | 57,701.88 | 1,982,701.88 |
| | $473,220,000.00 | $214,653,375.96 | $687,873,375.96 |

# 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 July 30th 2012 the City's assessed value is $21,371,090,216. Taking into account the current GO debt obligation, this corresponds to a legal debt limit of **$1,921,789,021.60** as of March 20th 2013.

| | |
|---|---|
| **Assessed Value** | **21,371,090,216.00** |
| **Debt Limit Calculation:** | |
| **Legal limit (10% of Assessed Value)** | **2,137,109,021.60** |
| **Less Outstanding General Obligation Bonded Debt** | **215,320,000.00** |
| | **$ 1,921,789,021.60** |

***Source: DeKalb & Fulton County Bond Digest as of July 30th 2012***

# APPENDIX

BUDGET CALENDAR

FINANCIAL POLICIES

FIVE YEAR PLAN SUMMARY

GLOSSARY

ACKNOWLEDGMENTS

ADOPTED BUDGET
FY 2014


RESURGENS
1847
1865
ATLANTA GA

# FY14 Adopted Budget Calendar

The following calendar is a listing of the deadlines for the property tax certification process. Some deadlines are not statutory, but reflect best practice. Dates are subject to change.

| | Description | Date | Responsibility |
|---|---|---|---|
| **1.** | Prepare Actual Data Files to Upload to Hyperion | December 4 | HR/OBFP/FSS/Oracle |
| **2.** | Load Actuals and Seed Data | December 17 | OBFP |
| **3.** | Departmental Calculations | December 19-20 | Departments |
| **4.** | Enter Variables (i.e. health rate, pension rate) | December 20 | OBFP |
| **5.** | OBFP Analysts Review Information and Validate | December 28 | OBFP |
| **6.** | Finalize 5 Year Plan Initiatives and Enter into Hyperion | January 3 | OBFP |
| **7.** | Training – Operating Budget | January 15 & 17 | ERP/OBFP |
| **8.** | Training – Operating Budget (make-up day) | January 18 | ERP |
| **9.** | Departments Review Estimations and Input Initiatives for 5 Year Period | January 18-22 | All Departments |
| **10.** | OBFP Reviews Information in Hyperion and Works with Departments Regarding Changes and Modifications | January 18-22 | OBFP/All Departments |
| **11.** | CFO/COO/Executive Office Reviews 5 Year Plan and COO/EO Finalize New Capital Projects List | January 23-24 | CFO/COO/Executive Offices |
| **12.** | OBFP/Departments Review Updates from CFO/COO/Executive Offices | January 25 | CFO/COO/Executive Offices |
| **13.** | Input Inflation and Review Final Updates | January 25 | CFO/COO/Executive Offices |
| **14.** | Compile 5 Year Plan and PDF File and Printing | January 28-29 | OBFP |

| | DESCRIPTION | DATE | RESPONSIBILITY |
|---|---|---|---|
| **15.** | Deliver 5 Year Plan Books | January 30 | OBFP |
| **16.** | **FINANCE/EXECUTIVE COMMITTEE MEETING**<br>5 Year Financial Plan Presentation (1st Read) | **February 13** | **OBFP/Council** |
| **17.** | **FULL COUNCIL MEETING**<br>• 5 Year Plan Adoption (1st Read) | **February 18** | **DOF/City Council** |
| **18.** | **FINANCE/EXECUTIVE COMMITTEE MEETING**<br>• Amend/Adopt 5-Year Financial Plan (2nd Read)<br>• Adopt Resolution Authorizing Publication of Notice for Tax Rates | **February 27** | **DOF/City Council** |
| **19.** | **FULL COUNCIL MEETING**<br>• 5 Year Plan Adoption (2nd Read) | **March 4** | **DOF** |
| **20.** | Targets Finalized | March 4 - 6 | Executive Offices |
| **21.** | Budget Kickoff/Training Training/Instructions, Templates and Timeline Provided | March 14 – 15 | DOF/DHR/ERP |
| **22.** | Departments Develop Proposed FY14 Budget in Budget Tool | March 22- 29 | Departments |
| **23.** | **FINANCE/EXECUTIVE COMMITTEE MEETING**<br>• FY14 Budget Ordinance Introduced as 1st Read<br>• Revenue Package Items Legislation Introduced as 1st Read | **March 27** | **City Council** |
| **24.** | Finance Updates FY14 Budget Actions in Budget Tool | April 1-3 | OBFP |
| **25.** | Departments submit legislation to transfer funds from reserves to projects (if applicable) | April 15 | Departments |
| **26.** | Draft of Proposed Budget Book to Mayor, COO, CFO | April 16 | DOF |

| | DESCRIPTION | DATE | RESPONSIBILITY |
|---|---|---|---|
| **27.** | Mayor, COO and CFO Review of Proposed Budget Book Complete/Actions to Finalize Budget Defined | April 17 | Executive Offices |
| **28.** | Proposed Budget Book Finalized and Delivered | April 24 | DOF |
| **29.** | **FINANCE/EXECUTIVE COMMITTEE MEETING -**<br>• FY2014 Budget Ordinance Discussed and Amended 2nd Read<br>• Revenue Package Items Legislation 2nd Read<br>• Public Hearing for Revenue Legislation (if needed) | **May 1** | **City Council** |
| **30.** | BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS<br>• Fiscal Condition of the City<br>• Budget Development Process<br>• Non-Departmental<br>• Capital, Grants, and Trust Funds; Debt Service; Cash Pool; Investments | May 2 | DOF |
| **31.** | **FULL COUNCIL MEETING**<br>• Adoption of Resolution to Appoint Budget Commission Member<br>• FY2014 Budget Ordinance Discussed and Amended 2nd Read - Held<br>• Revenue Package Items Legislation 2nd Read - Held | **May 6** | **City Council** |
| **32.** | BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS<br>• Bureau of Buildings<br>• Civic Center<br>• Solid Waste Services<br>• Parks, Recreation and Cultural | May 7 | Executive Offices<br>Chiefs/Commissioners |

| | DESCRIPTION | DATE | RESPONSIBILITY |
|---|---|---|---|
| | Affairs<br>• Department of Fire/Rescue | | |
| **33.** | DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS<br>• Department of Public Works<br>• Department of Police<br>• Unions (AFSCME, PACE, IAFF, IBPO, Southern States, PBA, Inc) | May 8 | City Council |
| **34.** | DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS<br>• Citizen Review Board<br>• Board of Ethics<br>• Internal Auditor<br>• Invest Atlanta<br>• Judicial Agencies<br>• Executive Offices<br>• City Council<br>• BUDGET PUBLIC HEARING City Council Chambers | May 9 | Executive Offices Chiefs/Commissioners |
| **35.** | **FINANCE/EXECUTIVE COMMITTEE MEETING -**<br>• FY 2014 Personnel Ordinance discussed and amended by FEC Committee (HR)<br>• Other HR related legislation if applicable<br>• Property Tax Rate Ordinance discussed and adopted by Finance/Executive Committee<br>• Public Hearing for Revenue Fee Legislation *(if needed)* | **May 15** | **City Council** |
| **36.** | DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS<br>• Department of Finance<br>• Department of Human Resources<br>• Department of Law<br>• Department of Information Technology | May 16 | |

| | DESCRIPTION | DATE | RESPONSIBILITY |
|---|---|---|---|
| | • Department of Watershed Management<br>• Public Hearing for Tax Millage Rate-*Per Published Notice*-City Council Chambers | | |
| **37.** | DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS<br>• Department of Corrections<br>• Department of Procurement<br>• Department of Planning and Community Development<br>• Interactive Community Budget Session<br>• Department of Aviation | May 22 | Executive Offices<br>Chiefs/Commissioners |
| **38.** | **SPECIAL CALLED COUNCIL MEETING**<br>• Amend Budget<br>• Public Hearing for Tax Millage Rate (Per Published Notices- Morning)<br>• Public Hearing for Tax Millage Rate (Per Published Notices-Evening) | **May 23** | **City Council** |
| **39.** | **FINANCE/EXECUTIVE COMMITTEE MEETING -**<br>• FY2014 Personnel Ordinance discussed and adopted by Finance/Executive Committee – forwarded to City Council<br>• Other HR related legislation, if applicable forwarded to City Council.<br>• Property Tax Rate ordinance discussed and adopted and forwarded to City Council<br>• FY2014 Budget Ordinance discussed, adopted and forwarded to City Council | **May 29** | **City Council** |
| **40.** | Budget Commission Meets to Approve FY2014 Anticipations<br>**FULL COUNCIL MEETING**<br>• FY2014 Budget Adopted by Council | **June 17** | **Budget Commission**<br>**City Council** |

| | DESCRIPTION | DATE | RESPONSIBILITY |
|---|---|---|---|
| | • Adoption of Revenue/Fee/Budget legislation<br>• Adoption of Property Tax Ordinance<br>• Adoption of FY14 personnel ordinance<br>• Adoption of other HR related legislation, if applicable. | | |
| **41.** | Mayor Reed Approves/Vetoes Adopted Ordinances<br>• Property Tax Rate Ordinance<br>• FY14 Budget Ordinance<br>• Personnel Ordinance<br>• HR-related legislation | **June 20-28** | **Mayor Reed**<br>**Executive Offices** |

# 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***

The City will produce Annual Financial Reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board. An independent audit is performed annually. In addition, the City continues to maintain a strong internal audit capability.

The accounting and financial reporting treatment applied to a fund is determined by its measurements focus. All governmental funds and expendable trust funds are accounted for using a current financial resources measurement focus (also known as the spending measurement focus). With this measurement focus, general only current assets and current liabilities are included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets.

All proprietary funds and pension trust funds are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheet. Fund equity (i.e., net total assets) is segregated into contributed capital and retained earnings components. Proprietary fund-type operating statements present increases (e.g., revenues) and decreases (e.g., expenses) in net total assets. The accrual basis of accounting is utilized by proprietary fund types. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

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 45 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 received in cash.

The City also reports deferred revenue on its combined balance sheet. Deferred revenues arise when a potential accrued basis revenue does not meet both the "measurable" and "available" criteria for recognition in the current period. Deferred revenues also arise when resources are received by the City before it has a legal claim to them, such as when grant monies are received prior to the incurrence of qualifying expenditures. In subsequent periods, when both revenue recognition criteria are met, or when the City has a legal claim to the resources, the liability for deferred revenue is removed from the combined balance sheet and revenue is recognized.

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***

Ordinance Adopted February, 1987

WHEREAS, the City of Atlanta financial standing and reputation has been and continues to be excellent; and

WHEREAS, this successful financial management excellence has been achieved despite the absence of formal, adopted City financial management policies; and

WHEREAS, as the City continues to face even more complex financial conditions, it becomes more appropriate for format, City policies governing financial management to be adopted:

THEREFORE, BE AND IT IS HEREBY ORDAINED BY THE COUNCIL OF THE CITY OF ATLANTA, GEORGIA, as follows:

SECTION 1: That the following Financial Management Policies be and are hereby adopted to guide certain aspects of the financial management of the City of Atlanta:

The operating budget shall be developed with a sharp focus on long-term solvency. Long-term financial commitments to continuing outlays shall be avoided unless sustained revenue growth is assured (or) official actions taken to increase existing revenues or authorize new ones sufficient to maintain the commitment.

Current expenditures shall in all cases be supported by current revenues, and debt shall not be used for current expenses.

Non-recurring revenue and resources shall not be used to finance continuing operations.

Each enterprise operation of the City shall maintain revenues which support the full (direct and indirect) cost of the individual operation.

Operating fund balance shall be maintained at levels sufficient to absorb unpredictable revenue shortfalls and to ensure desired cash flow levels. If fund balances are truly "surplus", they should be committed first to capital needs. With regard to the General Fund, cash balances available at year-end shall, in combination with new revenues, be sufficient to preclude any requirement for short-term debt to sustain City operations.

The City shall establish and maintain a high level of accounting practice. Accounting systems and standards shall conform to General Accepted Accounting Principles (GAAP) for governments as promulgated by the Governmental Accounting Standards Board (GASB).

An annual audit shall be performed by an independent public accounting firm with the subsequent issue of a Comprehensive Annual Financial Report (CAFR) that includes 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 Generally Accepted Accounting Principles (GAAP) for governments.

Full disclosure shall be provided in the Comprehensive Annual Financial Report and bond representations.

Financial systems shall be maintained to monitor expenditures, revenues, and performance of all municipal programs on an ongoing basis.

The City shall develop capital budgets and capital programs that facilitate advance planning for capital purposes. All capital expenditure commitments shall be made with the full knowledge of current and future operating requirements necessary to accompany the capital expenditure. Official commitment to fund necessary operating requirements must precede the commitment of capital funding.

Capital plans shall include replacement schedules that anticipate the inevitable aging and obsolescence of facilities and equipment. These depreciable assets should be financed through internal funds whenever feasible.

Any capital project financed through the issuance of bonds shall be financed for a period not to exceed the expected useful life of the project.

Competitive sales should be used to market debt whenever feasible. In negotiated underwritings, procedures should be implemented to ensure that underwriter profits are reasonable and that costs to the public are minimized.

All funds not immediately required for expenditure shall be invested by the Commissioner of Finance prudently in those securities authorized by State statutes and the City Code.

The security of public deposits and investments shall be assumed through such measures as proper collateralization, credit analysis, and professional evaluation of the risk-return relationship.

Revenues and expenditures shall be projected annually for at least three years beyond the current fiscal year.

The City's overall revenue structure shall be reviewed periodically to determine its stability, equity, efficiency, and capacity to finance future operations. Where possible under Federal and State statutes, the City of Atlanta shall strive to diversify its sources of revenue so as not to be solely dependent on any one revenue source.

User charges shall be utilized whenever practical, especially if a particular service can be directly identified as benefiting one individual or entity.

All retirement systems will be financed in a manner to systematically fund liabilities. The City shall assure that sufficient funds are provided to pay current service plus interest on unfunded liabilities plus amortization of the unfunded liabilities over a programmed period.

SECTION 2: That these Financial Management Policies shall become effective upon adoption by the Council and approval by the Mayor or through action of law, and shall remain in effect until amended or specifically repealed.

SECTION 3: That all ordinances and parts of ordinances in conflict herewith be and are hereby repealed.


RESURGENS
1847
1865
ATLANTA GA

# Five-Year Plan Summary

Adopted Budget
FY2014


RESURGENS
1847
1985
ATLANTA GA

# Agenda


- Introduction 4
- Revenue Overview 10
- Expense Overview 16
- Fund Balance Overview 21
- Deficit Fund Balances and Other Payments 24
- Recommendations 27

# INTRODUCTION


- INTRODUCTION **4**
  - **INITIATIVES**
  - **FIVE YEAR PLAN REQUIREMENTS**
  - **FIVE YEAR PLAN ENHANCEMENTS**
- REVENUE OVERVIEW 10
- EXPENSE OVERVIEW 16
- FUND BALANCE OVERVIEW 21
- DEFICIT FUND BALANCES AND OTHER PAYMENTS 24
- RECOMMENDATIONS 27

# INTRODUCTION

Over the past three years, Mayor Kasim Reed in collaboration with City Council has instituted several initiatives:

- **Public Safety**
  - The five year plan includes funding for hiring 41 additional officers totaling $1.3MM. These additional officers will increase the police force to 2,000 officers. In addition, the COPS and SAFER grants will expire and the costs to the City have also been included in the five year plan.
- **Fiscal Stability**
  - The baseline financial plan includes progress on eliminating the deficit positions and cash pool borrowing. In addition, the five year plan includes the current and projected general fund balance, which totals $126.7MM for FY2012.
- **Youth Development**
  - All recreation centers and pools are open. A recurring funding amount ($3.7MM ) is included in the five year plan to fund programming for City of Atlanta's youth and transform a number of the recreation centers to Centers of Hope.

# INTRODUCTION

Over the past three years, Mayor Kasim Reed has instituted several initiatives:

- **Economic Development**
  - Investment in Invest Atlanta's programs and initiatives that focus on developing and fostering public-private partnerships to accelerate job creation/economic growth, neighborhood revitalization, investment and innovation, and entrepreneurship. Also, investing in the goal to become one of the top ten sustainable cities in the nation.
- **Customer Service & Excellence**
  - Several positions that, based on the new structure, required an increase in salary in order to move the employee to the minimum of the new pay grade, and 80% of market. The city's ongoing effort to review its pay structure will lead to further strides in employee recognition and performance during the five-year plan period.

# INTRODUCTION

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

1. A five year **projection of general fund revenues** broken down by major category, the projection shall identify the economic trends and assumptions upon which such projection is based.
2. A five-year projection of **total general fund expenses** on a departmental level. Such expense projection shall assume the continuation of department operations as they exist in the current general fund budget and shall take into account the following:
   - The effect of inflation on general fund budgeted costs
   - A projection of pension costs as provided by the city's actuaries
   - Costs occurring in future years that the city is legally obligated to pay
3. A calculation of the **surplus or deficit** produced by the projected revenues and expenditures described in (1) and (2) above.

# INTRODUCTION

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

4. A **cost estimate of long-term initiatives of the city**; such initiatives shall include, but are not limited to long-term operating infrastructure and capital infrastructure needs and the elimination of deficit positions in funds that are subsidized or have historically been subsidized by the general fund. At any time the governing body of the city may, by resolution request specific long-term initiatives to be included in the five-year financial stabilization plan.
5. A comprehensive list of **revenue initiatives** the city may pursue during the five years covered by the financial stabilization plan, including an estimate of the revenues to be produced by such initiatives.
6. A comprehensive list of **cost saving initiatives** the city may pursue during the five years covered by the financial stabilization plan, including an estimate of costs saved by such initiatives.

## Five Year Plan Enhancements

- Implemented new Hyperion planning software and utilized it to develop the five year plan
- Includes major revenues (General, Aviation and Water/Wastewater)
- Includes previous year actual financial information for comparison purposes
- Includes fund and departmental graphs for all operating funds
- Lists expense, capital impact and incremental costs (including CPI) by fund and department
- Includes explanation of major variances by fund and department

# Revenue Overview


- Introduction 4
- Revenue Overview **10**
  - **Revenue Summary**
  - **General Fund Revenue Assumptions**
  - **General Fund Revenue Projections**
- Expense Overview 16
- Fund Balance Overview 21
- Deficit Fund Balances and Other Payments 24
- Recommendations 27

# REVENUE OVERVIEW

## REVENUE SUMMARY:

- Economic Outlook
  - University of Georgia-Selig Economic Center projects improvements in Atlanta Real Gross Metro Product, nominal personal income and employment growth.
  - Economic metrics point to gradual recovery and underlying stability in housing market.
- Revenue Forecast Summary
  - Five Year Revenue Forecast
    - FY 2014 lower due to Indirect Cost recovery, INS lease rentals, sales tax and property tax assumptions.
    - FY 2015-2018 projects stability and growth predicated on a more stable housing market and improvements in personal income and employment levels.
    - General Fund revenue 5-Year Horizon to increase 4.3% through FY 2018
- Continued Focus on Revenue Enhancements

## GENERAL FUND REVENUE ASSUMPTIONS:

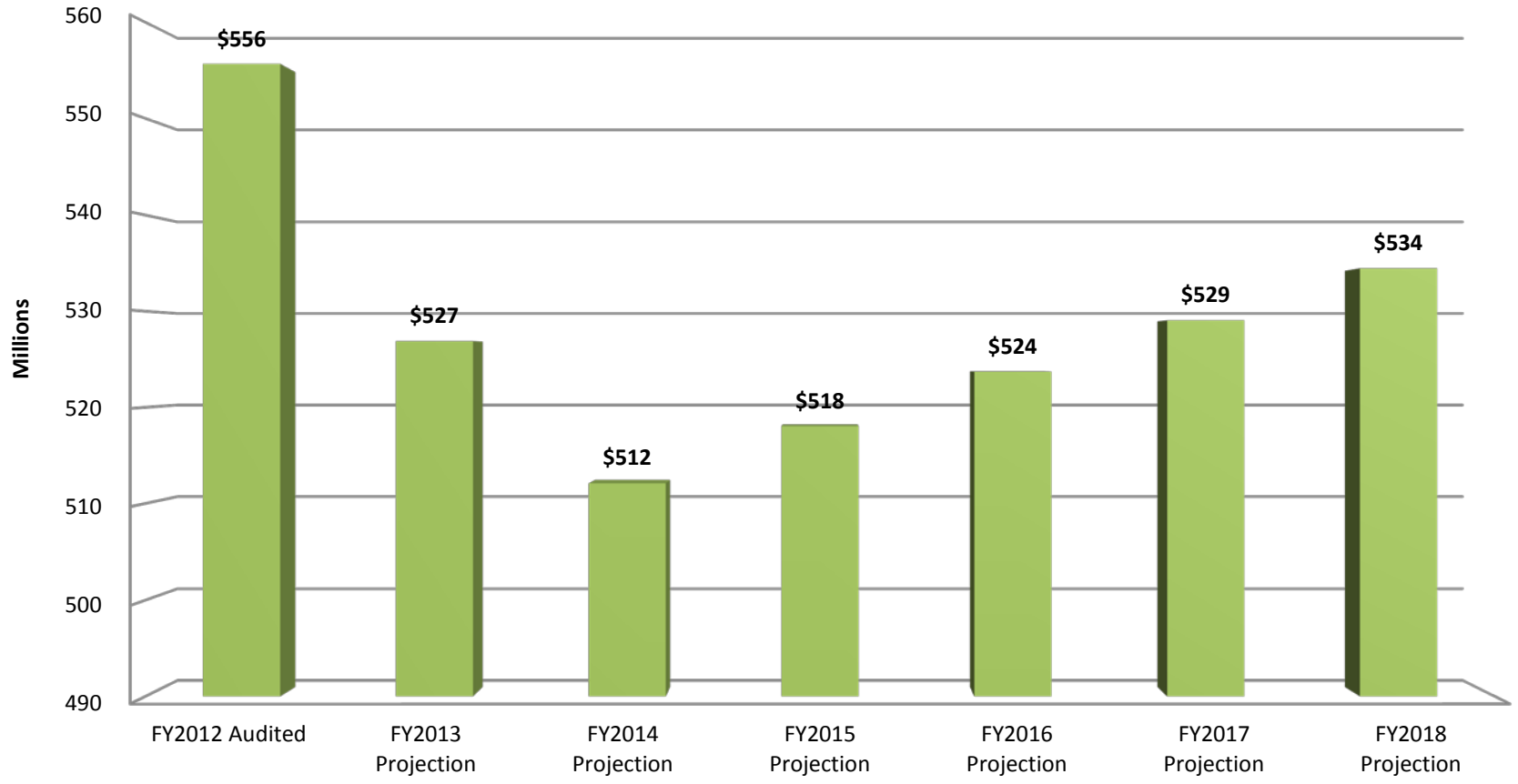
- General Fund revenue forecast includes inflation indices for price sensitive revenue streams including sales tax, hotel/motel tax and business tax.
- Property tax revenue is forecasted to begin recovering in FY 2015 following a 4% decline in FY 2014.
- Property tax collection rate assumption is 97% which is consistent with the prior 4 year average.
- Property tax revenues comprise approximately one-third of General Fund revenues.
- Sales tax revenue is forecasted at 1.5% annual growth and this revenue stream is closely correlated with personal income and employment.
- Sales tax revenue comprise approximately one-fifth of General Fund revenues.
- General Fund revenue projections incorporate Muni Cast financial modeling and key economic metrics; population, inflation, employment and personal income.

# REVENUE OVERVIEW

| Revenues by Major Account Group | FY2013 Adopted | FY2014 Baseline | Variance $ | Variance % | Variance Explanations |
|---|---|---|---|---|---|
| Current Property Tax Revenues | 162,000,000 | 160,000,000 | (2,000,000) | -1.23% | Projected decline in FY14 assessed values. |
| Local Option Sales Tax | 107,000,000 | 102,000,000 | (5,000,000) | -4.67% | FY13 was based on a higher allocation & FY14 is based on status quo allocation. |
| Hotel/Motel Tax | 11,650,000 | 12,300,000 | 650,000 | 5.58% | Based on FY13 YTD and Projected revenues and 1.6% Growth in occupancy levels. |
| Public Utility Franchise | 63,400,000 | 64,500,000 | 1,100,000 | 1.74% | Based on growth in additional utility connections correlated to population. |
| Indirect Cost Recovery | 32,096,737 | 27,000,000 | (5,096,737) | -15.88% | Based on Indirect Cost Allocation Plan |
| General Business License | 37,000,000 | 40,000,000 | 3,000,000 | 8.11% | Tied to Company Gross Receipts and Employment Levels and Inflation. |
| Insurance Premium | 19,700,000 | 19,995,500 | 295,500 | 1.50% | 1.5% Tied to State-Wide Insurance Premium growth. |
| Other License/Permits | 18,300,000 | 18,400,000 | 100,000 | .55% | 0.5% Average Annual Growth. |
| Alcohol | 16,100,000 | 16,100,000 | - | 0.00% | Based on FY13 YTD and Projected revenues and 2% Growth in Eating/Drinking sales. |
| Fines/Forfeitures | 22,300,000 | 22,750,000 | 450,000 | 2.02% | 2% Growth Tied to Enforcement Program |
| Intangible Recording Taxes | 3,400,000 | 3,400,000 | - | 0.00% | Growth Reflects Real Estate Sale or Transfer Activity. |
| Land and Building Rentals | 8,700,000 | 4,400,000 | (4,300,000) | -49.43% | INS Inmate Lease Rental-Inmates now detained at non-City facility. 1% Annual Growth in remaining Lease Rentals. |
| Real Estate Transfer | 1,500,000 | 1,500,000 | - | 0.00% | Based on YTD and FY13 projected revenues and 1% recovery growth in housing market. |
| Remaining Revenues | 23,501,032 | 19,746,982 | (3,754,050) | -15.97% | |
| **Total Anticipations** | **526,647,769** | **512,092,482** | **(14,555,287)** | **-2.76%** | |
| Prior Year Fund Balance | 15,633,115 | | (15,633,115) | -100.00% | Prior Year Fund Balance |
| **Grand Total** | **542,280,884** | **512,092,482** | **(30,188,402)** | **-5.57%** | |

# REVENUE OVERVIEW

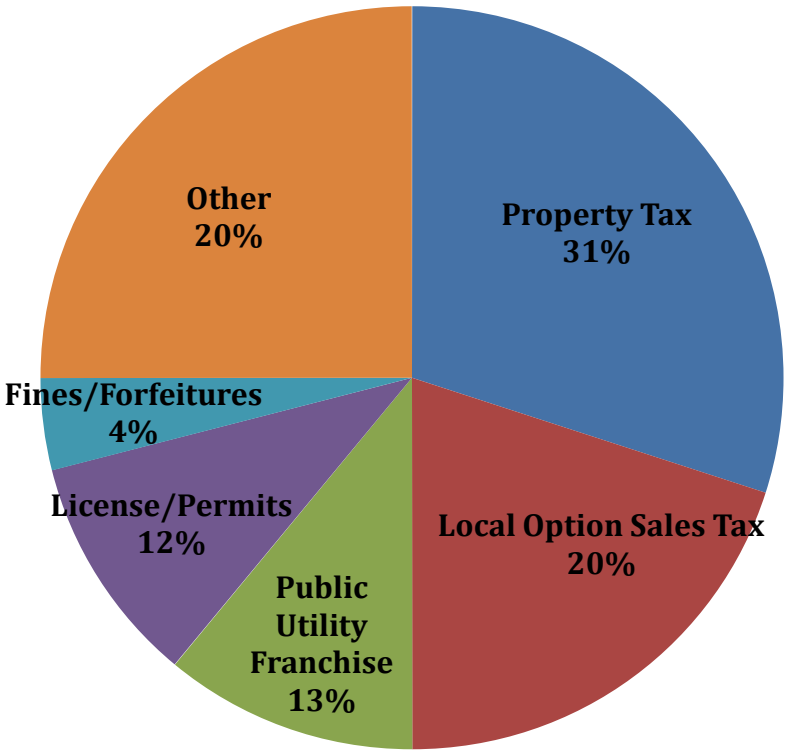
## General Fund Revenue Projections




| | FY2012 Audited | FY2013 Projection | FY2014 Projection | FY2015 Projection | FY2016 Projection | FY2017 Projection | FY2018 Projection |
|---|---|---|---|---|---|---|---|
| Total | 555,664,476 | 526,891,701 | 512,092,482 | 518,026,374 | 523,710,382 | 529,054,304 | 534,462,989 |

# REVENUE OVERVIEW

## FY 14 Proposed Revenues by Major Category



# EXPENSE OVERVIEW


- INTRODUCTION 4
- REVENUE OVERVIEW 10
- EXPENSE OVERVIEW **16**
  - **GENERAL FUND EXPENSE ASSUMPTIONS**
  - **GENERAL FUND FIVE YEAR PROJECTIONS**
- FUND BALANCE OVERVIEW 21
- DEFICIT FUND BALANCES AND OTHER PAYMENTS 24
- RECOMMENDATIONS 27

# EXPENSE OVERVIEW

## EXPENSE ASSUMPTIONS:

- Funds Current Service Levels based on FY13 expenses through November and budget for the months of December to June.
- FY2014 general fund includes funding for 75 SAFER firefighters totaling $4.7MM.
- FY2014 general fund includes 50 COPS police officers totaling $1.6MM
- FY2014 general fund incremental funding for 41 police officers totaling $1.3MM
- Citywide, the health rate decreased by $3.9MM or 6%, but increased by 3.5% each year thereafter.
- Citywide, the pension rates were adjusted for all Defined Benefit plans to account for the Annual Required Contribution (ARC):

| Plan | FY13 Budget | FY13 ARC | FY14 Est. |
|---|---|---|---|
| Defined Benefit (General) | $34.8MM | $38.7MM | $42.0MM |
| Defined Benefit (Police) | $32.3MM | $26.5MM | $36.4MM |
| Defined Benefit (Fire) | $22.8MM | $17.5MM | $24.7MM |
| **Total** | **$89.9MM** | **$82.7MM** | **$103.1MM** |

- Citywide, the workers' compensation requirement remained at the FY13 projected level of $12.3MM and was not increased in future years.
- Citywide, utilities (electricity and natural gas) increased by 10%, and electricity by 20% based on utilization (no rate increase).
- FY2014, Water and Sewer General Fund budget increased by 15% or $2.4MM based on utilization (no rate increase)
- FY2014, fuel increased by at least 10%, and maintenance remained flat
- CPI increased by 1.5% in the fourth quarter of FY2015 and increased by .2% thereafter.

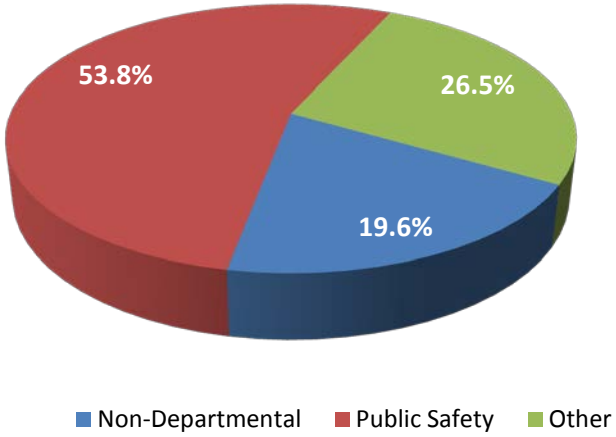
# EXPENSE OVERVIEW

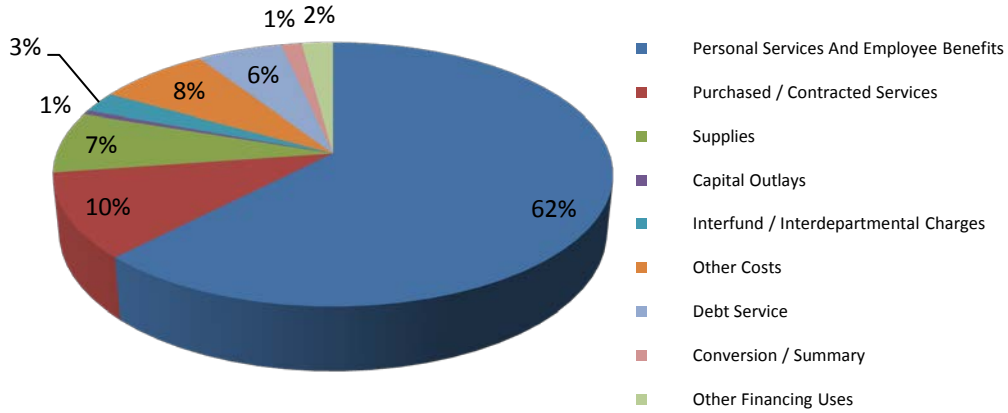
## OTHER ITEMS:

- Beginning FY2014, the Solid Waste Management Authority (SWMA) debt payments of approximately $2.1MM were transferred to the Solid Waste R&E Fund
- Beginning FY2014, a proposal to refinance existing debt for Underground Atlanta is included and would reduce debt service payments by $4.3MM.
- Beginning FY2014, a proposal to pay a lower interest rate on the outstanding balance of the Memorandum of Understanding would save approximately $520K
- Operating impact of the following capital items:
  - FY2014 Fire Station #7 construction - $2.5MM
  - FY2015 Business License Information System maintenance - $100K
  - FY2018 Infrastructure operating costs ($250MM Bond issuance) - $4.9MM
- 1% Operating reserves - $5.1MM

# EXPENSE OVERVIEW

## GENERAL FUND FY2014 BASELINE EXPENDITURE PROJECTION BY MAJOR DEPARTMENTAL CATEGORY



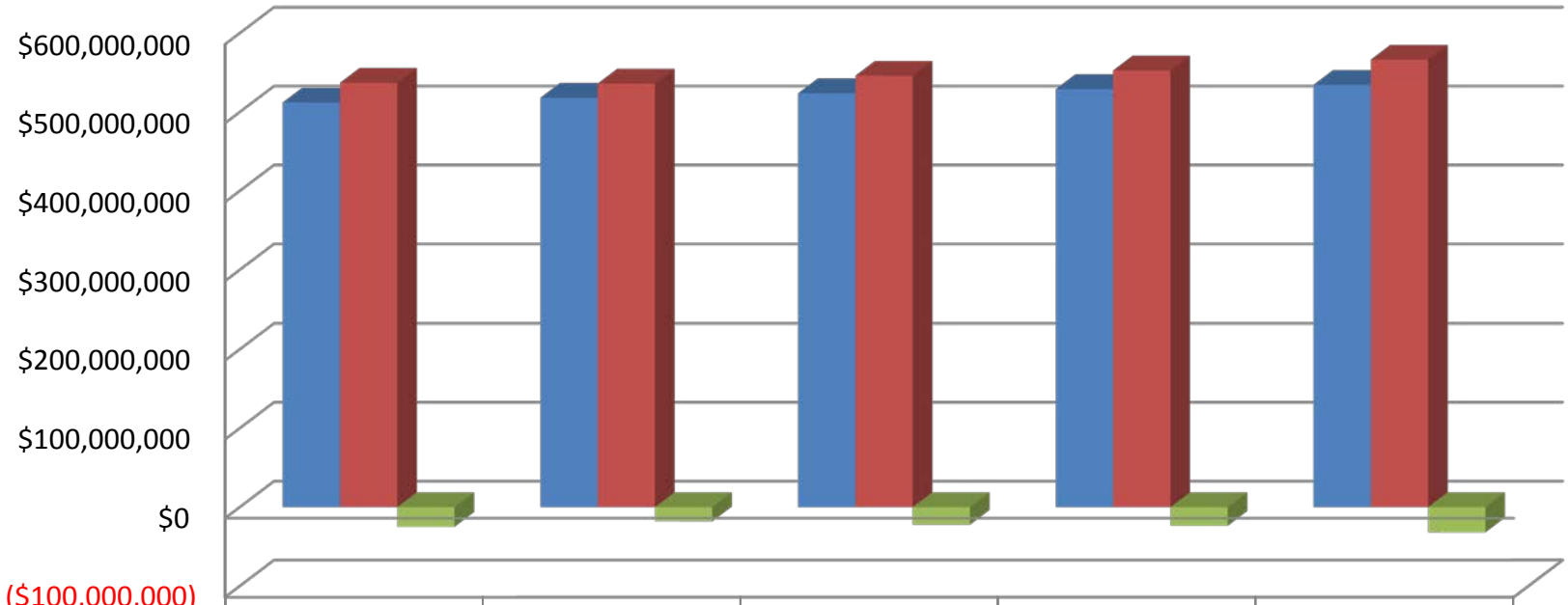




73.4% of the general fund costs are attributable to Public Safety and Non-Departmental, which includes debt service and other required obligations that must be funded irrespective of the number of staff employed.

Sixty-two percent of the budget is comprised of Personnel expenses, of which Police Services is 46% and Fire & Rescue services is 21% of the total.

# EXPENSE OVERVIEW

## General Fund Operating Expense Projections FY 14- FY 18




| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|---|---|---|---|---|---|
| Revenues | $512,092,482 | $518,026,374 | $523,710,382 | $529,054,304 | $534,462,989 |
| Expenses | $536,999,540 | $536,021,072 | $545,982,149 | $552,676,647 | $566,379,195 |
| Gap | ($24,907,059) | ($17,994,699) | ($22,271,767) | ($23,622,343) | ($31,916,206) |

# Fund Balance Overview


- Introduction 4
- Revenue Overview 10
- Expense Overview 16
- **Fund Balance Overview 21**
- Deficit Fund Balances and Other Payments 24
- Recommendations 27

# Fund Balance Overview

'000

## General Fund Balance

| | |
|---|---|
| Fund Balance at June 30, 2009 | 7,393 |
| FY 2010 Surplus | 65,040 |
| Fund Balance at June 30, 2010 | 72,433 |
| FY 2011 Surplus | 21,917 |
| Fund Balance at June 30, 2011 | 94,350 |
| FY 2012 Surplus | 32,370 |
| Fund Balance at June 30, 2012 | 126,720 |

| GASB54 Category | Amount |
|---|---|
| Nonspendable | 4,377 |
| Restricted | 15,231 |
| Assigned | 26,877 |
| Unassigned | 80,235 |
| **Total** | **126,720** |

# FUND BALANCE OVERVIEW

'000

## Projected General Fund Balance Change During FY 2013

| | | | |
|---|---|---|---|
| FY 2013 Revenues Approved by City Council | 542,280 | | |
| Less: Prior Year Fund Balance | (15,633) | | |
| Net Projected Revenues as of 6/30/2013 | | 526,647 | |
| | | | |
| FY 2012 Expenses Approved by Council | 542,280 | | |
| Less: GF department projection variance | (21,285) | | |
| Net Projected Expenses as of 6/30/2013 | | 522,359 | |
| | | | |
| Net Estimated FY 2012 Surplus from Operations | | | 4,288 |
| **Projected General Fund Balance at June 30, 2013** | | | **131,008** |

| GASB54 Category | Amount |
|---|---|
| Nonspendable | 4,893 |
| Restricted | 14,250 |
| Committed | 0 |
| Assigned | 26,877 |
| Unassigned | 84,988 |
| **Total** | **131,008** |
| Unrestricted | 111,865 |

# Deficit Fund Balances and Other Payments


- Introduction 4
- Revenue Overview 10
- Expense Overview 16
- Fund Balance Overview 21
- **Deficit Fund Balances and Other Payments 24**
- Recommendations 27

# Deficit Fund Balances and Other Payments

- **Capital Finance Fund**
  - As of the close of FY 2012, the amount due to the general fund is $5MM, a reduction of $8M from FY 2011.
  - The Commissioner of Parks is currently researching the options of increased events and cost containment in order to address the recurring operating deficit.
- **Civic Center Fund**
  - The FY 2012 annual deficit was $283K and the total amount due to the general fund is $721K, which is an increase of $226K from FY 2011.
  - The Commissioner of Parks, Recreation and Cultural Affairs is currently researching the options of increased events and cost containment in order to address the recurring operating deficit.
- **E911 – Emergency Telephone System**
  - As of the close of FY 2012, the amount due to the general fund is $23MM, a decrease of $7MM from FY 2011.
  - The city has submitted a fee increase request to the General Assembly to increase the E911 fee from $1.50 . The budget assumes the rate increase will cover operations and the existing fund deficit balance.
- **Fleet Services Fund**
  - The FY 2012 annual deficit was $6.6MM and the total amount due to the general fund is $30M, an increase of $5M from FY 2011.
  - Fleet services is currently reviewing its rate structure and the utilization of fleet inventory.

# Deficit Fund Balances and Other Payments

- **Parks Facilities Fund (Cyclorama)**
  - As of the close of FY 2012, the total amount due to the general fund is $126K, a decrease of $32K from FY 2011.
  - The Commissioner of Parks, Recreation, and Cultural Affairs is currently researching the options of increased events and cost containment in order to address the recurring operating deficit.

- **Solid Waste Fund**
  - As of the close of FY 2012, the amount due to the general fund is $21MM, a decrease of $3M from FY 2011.
  - Since raising the recycling fee from $30 to $88, the solid waste fund has realized a surplus. Fifty percent of the surplus remains in the fund to address the deficit fund balance.

- **Underground Atlanta Fund**
  - The FY 2012 annual deficit was $1.6MM and the total fund balance deficit is $8.5M, an increase of $400K from FY 2011.
  - Currently the general fund subsidizes the underground fund and covers the debt and operating costs. Restructuring the debt will decrease the general fund subsidy and address the current fund balance deficit.

# Recommendations


- Introduction 4
- Revenue Overview 10
- Expense Overview 16
- Fund Balance Overview 21
- Deficit Fund Balances and Other Payments 24
- **Recommendations 27**

# RECOMMENDATIONS

A well-aligned portfolio of revenue growth and expense reduction initiatives should be pursued to make the City structurally sound.

- Continue to thoroughly plan for City costs and revenues to avoid surprises.
- Take action on new revenue opportunities.
- Pursue revenue expansion at the state and federal level.
- Continue to question every dollar of expense as to its benefit.
- Accumulate restricted reserves to build a strong general fund and correct other fund deficit positions.
- Invest in the City's employees.
- Continue to leverage technology and automation, higher value work, and improve service delivery.
- Review debt portfolio for refunding opportunities.
- Integrate Capital Improvement Plan and Short Term Work Program into the five year plan.

# GLOSSARY

| | |
|---|---|
| ACI: | Airports Council International |
| ACTIVITY: | An action or set of actions directed at a specific purpose or purposes |
| ADID: | Atlanta Downtown Improvement District |
| AFCRA: | Atlanta Fulton County Recreation Authority |
| ANNUAL BUDGET: | A budget developed and enacted to apply to a single fiscal year. |
| ANTICIPATION: | See "Estimated Receipts" |
| APD: | Atlanta Police Department |
| APS: | Atlanta Public Schools |
| ASQ: | Airport Service Quality |
| AWDA: | Atlanta Workforce Development Authority |
| AMWA: | Association of Metropolitan Water Agencies |
| APPROPRIATION: | The legal authorization given by the City Council to make expenditures and incur obligations using city funds. |
| BASE BUDGET: | The budget required to maintain the current level of service in the succeeding fiscal year. During budget development, a distinction is made between the base budget required to fund a continuation of existing service levels and program change requests for additional resources for new activities or change to services levels. |
| BALANCED BUDGET: | A budget in which estimated revenues equal estimated expenditures. |
| BUDGET COMMISSION: | Established in the Charter of the City of Atlanta, the Budget Commission is composed of the Mayor, Chairman of the Finance Committee, the Commissioner of Finance, and two members of Council, and sets the levels of estimated revenue for budget purposes. |
| CAP: | Central Atlanta Progress |
| CDBG: | Community Development Block Grant |
| CID: | Community Improvement District |
| CIP: | Capital Improvement Program |
| COA: | City of Atlanta |

| | |
|---|---|
| COST CENTER: | A segregated set of expenditure accounts within a fund, separated for the purpose of identifying specific resources that will be applied toward a specific goal. |
| CSB: | Civil Service Board |
| CSO: | Combined Sewer Overflow |
| CY: | Calendar Year |
| DB: | Defined Benefit |
| DC: | Defined Contribution |
| DEBT SERVICE: | Payment of interest and principal on an obligation resulting from the issuance of bonds. |
| DPW: | Department of Public Works |
| DUI: | Driving Under the Influence |
| DWM: | Department of Watershed Management |
| EAP: | Employee Assistance Program |
| EECBG: | Energy Efficiency and Conservation Block Grant |
| EEO: | Equal Employment Opportunity |
| EFFECTIVENESS: | The extent to which the outcome of an action or set of actions produces the desired results or impact |
| EFFICIENCY: | A ratio between input (resources) and output (production) |
| EMT: | Emergency Medical Technician |
| ENTERPRISE FUND: | A fund which pays for its costs of operations from user fees and does not generally receive property tax support |
| EPA: | Environmental Protection Agency (Federal Agency) |
| EPD: | Environmental Protection Division (State Agency) |
| 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”. |
| 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. |
| FLSA: | Fair Labor Standards Act |
| 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. |
| GAWP: | Georgia Association of Water Professionals |
| GDOT | Georgia Department of Transportation |
| GDP: | Gross Domestic Product |
| GEFA: | Georgia Environmental Facilities Authority |
| GMA: | Georgia Municipal Association |
| GO BOND: | General Obligation Bond |
| GRTA: | Georgia Regional Transportation Authority |
| HIDTA: | High Intensity Drug Trafficking Area |
| HJAIA: | Hartsfield-Jackson Atlanta International Airport |
| INTERNAL SERVICES FUND: | A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies, on a cost-reimbursement basis. |
| IGA: | Intergovernmental Agreement |
| IOJ: | Injured on job |
| JAG: | Justice Assistance Grant |
| LED: | Light Emitting Diodes |
| LEED: | Leadership in Energy and Environmental Design |
| 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. |
| LPA: | Legal Program Assistant |
| MANAGEMENT OBJECTIVE: | Specific, measurable things to be accomplished which have the characteristic of being able to be controlled or affected by management decisions and direction. |
| MARTA: | Metropolitan Atlanta Rapid Transit Authority |

| | |
|---|---|
| MEASURE: | An absolute indicator of the attainment of an objective. May be simply a determinable result, or may consist of statistical data. |
| MILL: | A measure of the rate of ad valorem (property taxation, representing one ($1) dollar of tax per one thousand ($1,000) dollars of assessed property value. |
| MSA: | Metropolitan Statistical Area |
| NACWA: | National Association of Clean Water Agencies |
| NEO: | New Employee Orientation |
| 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. |
| NPEDS: | National Pollutant Discharge Elimination System |
| OBJECTIVE: | Specific, measurable thing to be accomplished. |
| OEAM: | Office of Enterprise and Asset Management |
| OPEB: | Other Post Employment Benefits |
| OPERATING BUDGET: | The annual budget for the routine, ongoing activities and work program of an organized unit, as opposed to budgets which may also be established for capital projects, grant funded projects, and other activities of a non-permanent nature. |
| PILOT: | Payment In Lieu of Taxes |
| PPT: | Permanent Part Time |
| 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. |
| 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 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 |
| SRTA: | State Road and Toll-way Authority |
| TAD: | Tax Allocation District |

| | |
|---|---|
| TAN: | Tax Allocation Notes |
| TIACA: | The International Air Cargo Association |
| TMDL: | Total Maximum Daily Loads |
| UASI: | Urban Areas Security Initiative |
| URFA: | Urban Residential Finance Authority, a subsidy of the Atlanta Development Authority |
| USER FEES: | The payment of a fee for direct receipt of a public service by the person benefiting from the service. |
| WC: | Worker's Compensation |
| WORKLOAD: | A measure of quantity produced, processed, handled, or otherwise acted upon or with by an organizational unit. Workload is preferably indicated with respect to a specific, identifiable period of time |
| WORK PROGRAM: | The detailed set of things to be accomplished, within specified time periods, for an organizational unit. |


RESURGENS
1847
1865
ATLANTA GA

# ACKNOWLEDGMENTS


**STEERING COMMITTEE**

Duriya Farooqui
*Chief Operating Officer*

J. Anthony Beard
*Chief Financial Officer*

Hans Utz
*Deputy Chief Operating Officer*

Gwendolyn Smith
*Deputy Chief Financial Officer*

Carol A. King
*Budget Chief*

Gary Donaldson
*Revenue Chief*

**EXECUTIVE COMMITTEE**

Peter Andrews
James Beam
J. Anthony Beard
Candace Byrd
Youlanda Carr
Duriya Farooqui
Cathy D. Hampton
Sonji Jacobs
Stefan Jaskulak
Carol A. King
Katrina Taylor
Hans Utz
Yvonne Cowser-Yancy

**INFORMATION TECHNOLOGY SUPPORT**

Michael Dogan
Danielle Jones
Hannah Molette
Thierry Munyengango
Jaci Vickers
Jianrong Zhang

**HUMAN RESOURCES**

James Beam
Thomasina Robinson
Yvonne Yancy

**GRANTS**

Lee Hannah
Eugene Kirschbaum
Tam Le
Genet Prince
Cynthia Sellers

**OFFICE OF BUDGET & FISCAL POLICY**

Carol A. King, Budget Chief

Youlanda Carr, CPA
*Director*

Shawn A. Gabriel
*Director*

Larrica Mosley
*Data Reporting Analyst*

Pamela Holmes, Budget Manager
Antrameka Knight, Budget Manager

Charlynn Parker, Financial Analyst, Sr.
Kimberly Tallon, Financial Analyst, Sr.

***Commissioners and Department Budget Managers/Analysts***

***In Memory of Rick Taylor***


RESURGENS
1847
1865
ATLANTA GA