City of
Atlanta



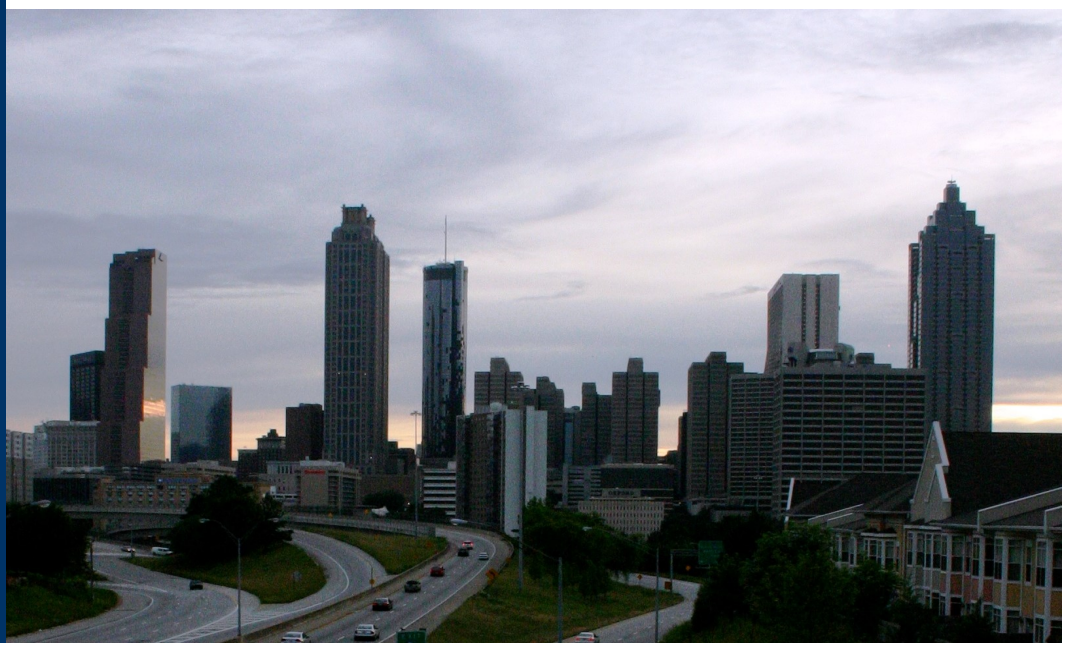




Fiscal Year 2016

Adopted Budget

Kasim Reed
Mayor




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PREFACE

READER'S GUIDE

CERTIFICATE OF ACHIEVEMENT

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THE HONORABLE MAYOR KASIM REED

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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 FY2016 Adopted Budget Book and outlines its contents. The FY2016 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*** – the City's Government Finance Officers Association (GFOA) Award, the City's History, the Mayor's Biography, a preview of the Atlanta City Council and how it operates, an overview of City officials, and organizational structure.

- ***Messages –*** provides the Mayor and Chief Financial Officer's transmittal letters, which presents the framework for the City's operations, services, and financial position adopted in FY2016.

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

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

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

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

- ***Capital Projects Status*** - provides an expense budget summary for capital projects, which are non-recurring in nature. This section includes projected expenditures for FY2016 to FY2020 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 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 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 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 Human Services improves and enhances the lives of the residents of the City of Atlanta through service coordination, program development, advocacy and resource mobilization. Utilizing federal and state funding, the Office contracts with a network of agencies to ensure the social service needs of citizens are met.

The Office of Intergovernmental Affairs was established to create and maintain working relationships with state, federal and local government entities; consular and diplomatic corps, bi-lateral chambers of commerce and international

Items Included:

Departmental Overview

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

Operating Budget Highlights

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

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$7,870,826	$11,658,007	$13,814,283	Salaries, Regular	$14,653,531	$839,248
-	-	$9,039	Salaries, Perm Part-Time	$4,520	($4,520)
-	-	-	Salaries, Sworn	-	-
$671,997	$894,644	$444,895	Salaries, Extra Help	$1,232,699	$787,804
-	-	-	Salaries, Extra Help-Sworn	-	-
$25,396	$66,003	$71,434	Overtime	$71,916	$482
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$1,105,433	$1,633,551	$1,917,702	Pen Cont Gen Emp Pen Fd	$2,363,365	$445,662
$289,047	$453,019	$415,477	Defined Contribution	$514,603	$99,126
$388,194	$355,388	$92,946	Workers' Compensation	$248,126	$155,180
$1,101,951	$1,647,311	$2,224,746	Other Personnel Costs	$2,293,235	$68,489
$11,452,844	$16,707,922	$18,990,522	*TOTAL PERSONNEL*	$21,381,996	$2,391,474
			OTHER EXPENSES		
$8,204,329	$12,537,747	$15,649,777	Purchased / Contracted Services	$16,691,742	$1,041,964
$4,160,795	$4,165,766	$4,489,012	Supplies	$4,168,850	($320,162)
$8,991	$470,012	$193,296	Capital Outlays	$275,691	$82,395
$918,291	$78,282	$34,202	Interfund / Interdepartmental Charges	$91,749	$57,546
$33,615	$23,841	$277,003	Other Costs	$280,027	$3,024
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$1,902,024	$247,734	-	Other Financing Uses	$3,175,730	$3,175,730
$15,228,045	$17,523,382	$20,643,291	*TOTAL OTHER EXPENSES*	$24,683,789	$4,040,498
$26,680,888	$34,231,304	$39,633,813	TOTAL PERSONNEL AND OTHER EXPENSES	$46,065,785	$6,431,972

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$329,809	$576,435	$875,472	Airport Revenue Fund	$864,664	($10,807)
$72,632	$383,464	$715,526	Building Permits Fund	$719,240	$3,715
$1,217,840	$333,391	$0	Fleet Service Fund	-	$0
$22,021,068	$27,643,441	$30,441,021	General Fund	$35,509,429	$5,068,408
-	$39,827	$0	Parks Facilities Revenue Fund	$0	$0
$40,653	$275,405	$789,861	Solid Waste Services Revenue Fund	$791,358	$1,497
$2,998,887	$4,979,342	$6,811,933	Water & Wastewater Revenue Fund	$8,181,092	$1,369,159
$26,680,888	$34,231,304	$39,633,813	TOTAL EXPENSES	$46,065,785	$6,431,972

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
169.00	221.00	271.00	Full Time Equivalent	297.00	26.00



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Atlanta

Georgia

For the Fiscal Year Beginning

July 1, 2014

Executive Director


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THE HISTORY OF THE CITY OF ATLANTA

Atlanta was founded in 1837 as the end of the Western & Atlantic railroad line. It was first named Marthasville in honor of the then-governor's daughter, nicknamed Terminus for its rail location, and then changed soon after to Atlanta, the feminine of Atlantic – as in the railroad. Today the fast-growing city remains a transportation hub, not just for the country but also for the world. Hartsfield-Jackson Atlanta International Airport is 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 the metro area is the world headquarters for 15 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 447,000, but the metro population has grown nearly 46%, from 2.9 million to 4.2 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.


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THE HONORABLE KASIM REED



Kasim Reed is the 59th Mayor of the City of Atlanta. He was elected to a second term on November 5, 2013 and took the oath of office on January 6, 2014. Elected with a clear mandate for fiscal reform, Mayor Reed has increased core city services and reduced the City's spending during the worst recession in 80 years.

Since taking office, he has hired more than 900 police officers and created the largest police force in the city's history, re-opened all of the city's recreation centers as safe havens for young people and improved fire-rescue response times. 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 six years of balanced budgets with no property tax increases, and its cash reserves have grown from $7.4 million to more than $127 million.

Mayor Reed has received numerous accolades since taking office. In 2013, he was ranked among the top ten most influential African-Americans 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. The Joint Center for Political and Economic Studies in Washington D.C. honored him with the Louis E. Martin Great American Award, saying he "heralds a new and creative approach to leadership." In 2011, Governing Magazine named Mayor Reed as one of the top state and local government officials of the year. 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, and in publications including The New York Times, The Wall Street Journal, The Washington Post, and Delta Sky Magazine. 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, the Gathering of Leaders and recently delivered his first TED talk at TEDCity2.0.

As a champion for Atlanta and the State of Georgia, Mayor Reed serves on a number of advisory committees. He 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. In November 2013, he joined Vice President Joe Biden to tour the Panama Canal and advocate for the deepening of the Port of Savannah; Georgia's largest economic development project to date. He is a member of the Aspen Institute-Rodel Fellowship Class of 2007, Leadership Georgia Class of 2000 and Leadership Atlanta Class of 1998.

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 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.

Mayor Reed enjoys attending sports events and reading. Some favorite books include Master of the Senate by Robert Caro and The Narrative of the Life of Frederick Douglass by Frederick Douglass. He likes playing golf with his father, Junius Reed, and calls his mother, Sylvia Reed, his "best friend." He also enjoys spending time with his three older brothers: Chuck, Carlton and Tracy.

The mayor lives in the Cascade community of Southwest Atlanta with his wife, Sarah-Elizabeth, and their daughter, Maria Kristan. He is a member of Cascade United Methodist Church.

ATLANTA CITY COUNCIL MEMBERS

ATLANTA CITY COUNCIL


Michael Julian Bond
Post 1 At-Large


Mary Norwood
Post 2 At-Large


Andre Dickens
Post 3-At-Large


Carla Smith
District 1


Kwanza Hall
District 2


Ivory Lee Young, Jr.
District 3


Cleta Winslow
District 4


Natalyn Archibong
District 5


Alex Wan
District 6


Howard Shook
District 7


Yolanda Adrean
District 8


Felicia Moore
District 9


C.T. Martin
District 10

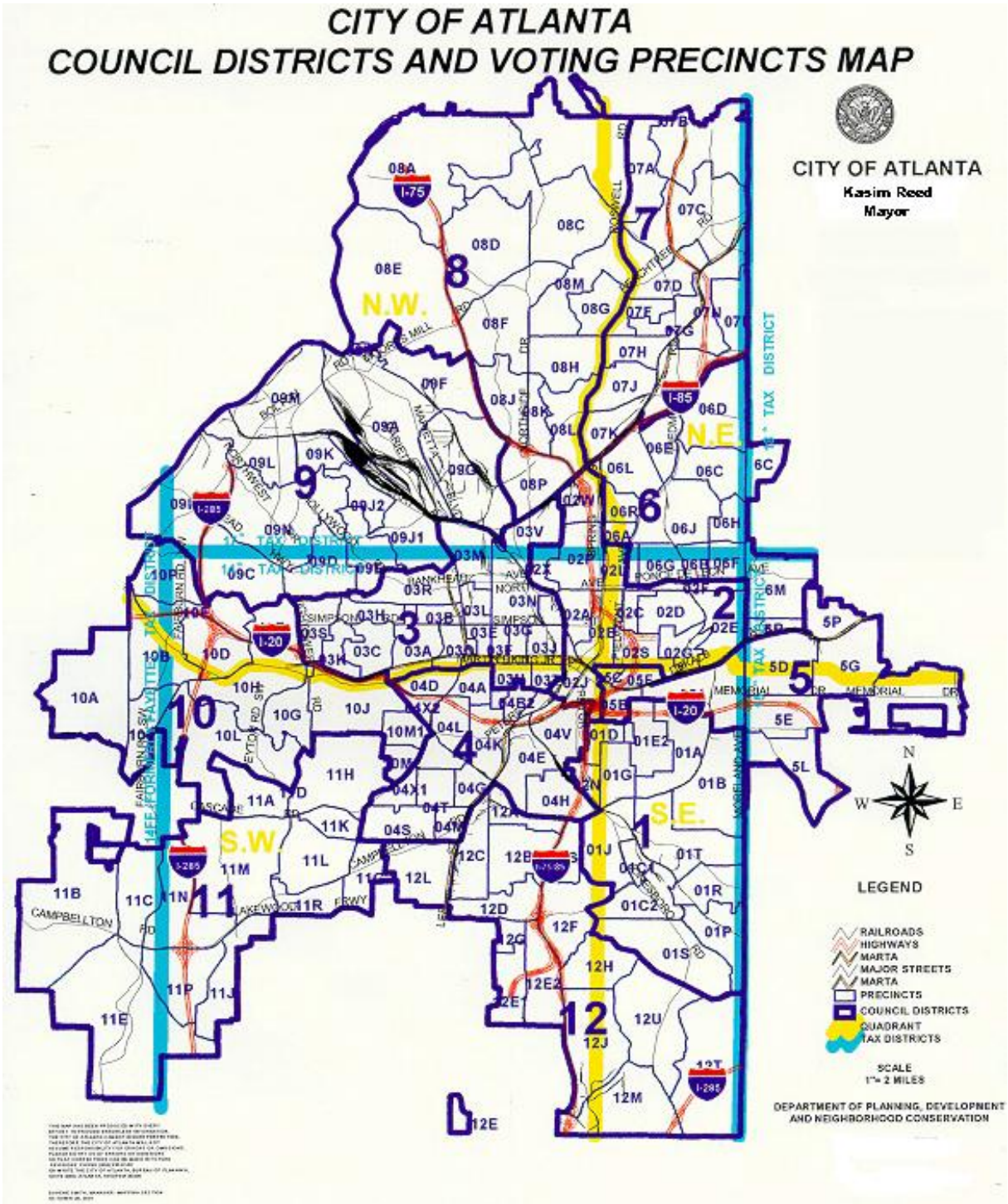

Keisha Lance Bottoms
District 11


Joyce Sheperd
District 12

ATLANTA


Ceasar C. Mitchell
Atlanta City Council President

COUNCIL DISTRICTS MAP



HOW THE CITY COUNCIL WORKS

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

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

THE CITY CHARTER:

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

ABOUT THE ATLANTA CITY COUNCIL

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

Council members are elected to four-year terms commencing with the first Monday in January. The current Council began its term January 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, who serve part-time, are paid $60,300 annually. The Council president is paid $62,000 annually. An independent committee of city residents determines salaries.


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CITY OFFICIALS



Kasim Reed
Mayor

Michael Geisler
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*	Mary Norwood *Post 2, At-Large*	Andre Dickens *Post 3, At-Large*

Rhonda Dauphin-Johnson
Municipal Clerk

JUDICIAL OFFICERS

COURT OPERATIONS	Christopher E. Ward *Chief Judge*
PUBLIC DEFENDER	Rosalie Joy *Interim Public Defender*
SOLICITOR	Raines F. Carter *Solicitor*

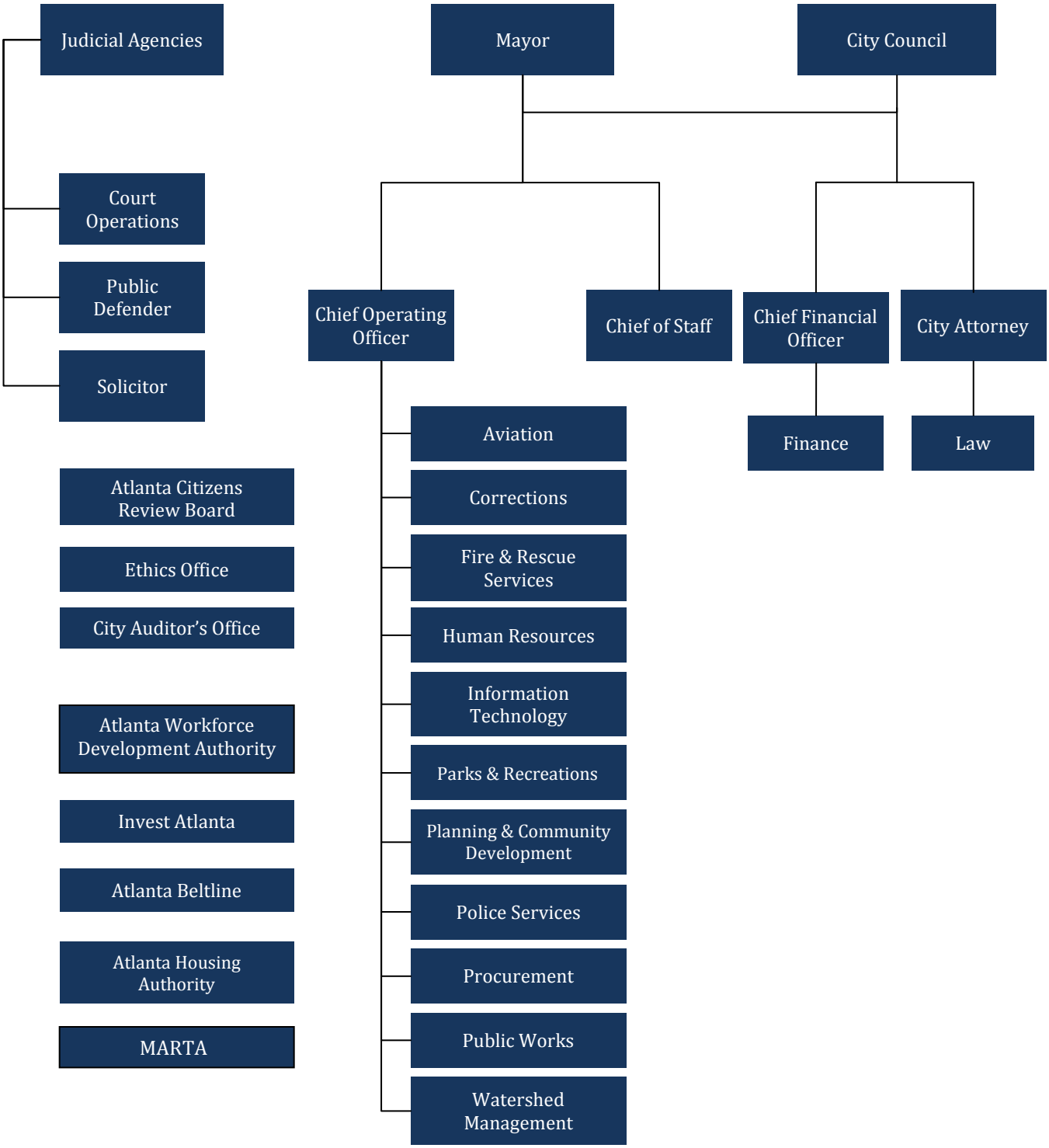
BOARD OFFICERS

ATLANTA CITIZENS REVIEW DIRECTOR	Samuel Reid *Executive Director*
ETHICS OFFICER	Nina Hickson *Ethics Officer*
CITY AUDITOR	Leslie Ward *City Auditor*

DEPARTMENT OFFICERS

AVIATION	Miguel Southwell *General Manager*
CORRECTIONS	Patrick Labat *Corrections Chief*
FINANCE	J. Anthony Beard *Chief Financial Officer*
FIRE & RESCUE SERVICES	Joel Baker *Fire Chief*
HUMAN RESOURCES	Yvonne Yancy *Commissioner*
INFORMATION TECHNOLOGY	Samir Saini *Chief Information Officer*
LAW	Cathy Hampton *City Attorney*
PARKS & RECREATION	Amy Phuong *Commissioner*
PLANNING & COMMUNITY DEVELOPMENT	Tim Keane *Commissioner*
POLICE SERVICES	George N. Turner *Police Chief*
PROCUREMENT	Adam L. Smith *Chief Procurement Officer*
PUBLIC WORKS	Richard Mendoza *Commissioner*
WATERSHED MANAGEMENT	Jo Ann J. Macrina *Commissioner*

CITY ORGANIZATIONAL STRUCTURE




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MESSAGES

THE MAYOR'S MESSAGE

THE CHIEF FINANCIAL OFFICER'S MESSAGE

ADOPTED BUDGET
FY 2016


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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:

I have the honor of transmitting to you the *FY2016 Adopted Budget* for the City of Atlanta.

This budget demonstrates the actions taken in the last six years under my administration to restore the City's financial health and become a fiscally accountable and strong city. As the City emerges from the worst economic downturn in eighty years, it did not tap into its reserve fund to balance the fiscal year 2016 budget. We have worked diligently to produce a budget that makes critical investments in economic development and necessary improvements in city services for our residents.

The 2016 budget prioritizes investments in infrastructure, public safety, and efficiency; all identified as key issues by Atlanta residents in the 2015 City of Atlanta citizen satisfaction survey. Key investments include $1.4 million allocated towards paid family leave for city employees, making Atlanta the first municipal government in the metropolitan region to offer this benefit, and $2.1 million for afterschool programming. Additional investments include $1 million for the planning and development of the Westside Atlanta community, and a $1.5 million increase in funding for code enforcement, demolition, and remediation of vacant and blighted properties.

This budget also reflects our commitment to being a world-class, effective and efficient government. During this fiscal year, we will embark on the largest above ground infrastructure investment in more than thirty years to improve the look, feel and experience of our city.

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 and making Atlanta a place of which we can all be proud.

Sincerely,

Mayor Kasim Reed


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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:

It is with great pleasure that I transmit the City of Atlanta's FY2016 Adopted Budget for the fiscal year ending June 30, 2016. The adopted budget represents a collaborative effort by the Mayor, City Council, and all City Staff, to produce a responsible plan that balances our priorities with the resources available. This budget builds on the momentum we have set forth to position Atlanta at the forefront of revitalization and economic development while continuing on a path of financial stability.

The City's ongoing partnership with the Selig Center for Economic Growth has provided us with important and independent economic data, analyses, metrics and forecasts that are integrated into our multi-year revenue model and used in our decision making process. A review of the S&P Case-Shiller index supports continued 2015 tax digest growth consistent with the 2014 tax digest. The FY2016 rollback of tax revenues attributed to positive reassessment is estimated at $17.9MM. The projected new construction tax digest growth is estimated at 2.3% or $5MM.

The FY2016 Adopted Budget also includes revenue anticipations of $5.3 million in new sources of income derived from the Blue Ribbon Commission's Comprehensive Fee Study. The budget also reflects increases attributed to growth in revenues from Local Option Sales & Hotel/Motel Taxes, General Business License and Permits, Lease Rentals, and Ad Valorem Tax collections from prior years. These other increases reflect the overall improvement in the City's diverse local economic base and real estate sector. Moreover, the increases in our FY2016 budget are consistent with improvements in key economic metrics including Gross Metro Product, Personal Income, and Employment Growth.

The City continues to demonstrate fiscal responsibility by executing a comprehensive, multi-year financial plan. Our general fund balance continues to increase through a committed effort of cost containment and optimization of revenue collection. Financial stabilization is evident as general fund revenues have exceeded general expenditures the past five years. Furthermore, I am pleased to report that we ended Fiscal Year 2014 with a general fund balance of $142.0MM; a $3.8MM increase from FY2013, and a total general fund balance increase of $134.6MM since the beginning of Mayor Reed's Administration.

As Chief Financial Officer, one of my key financial strategic goals has been to maintain healthy fund balance reserve levels that can provide the City with the resources to respond to extraordinary or unforeseen events. As further indication of strong financial management, this is the first year during the Reed Administration that we have been able to adopt the budget without using fund balance.

The adopted budget has also made provisions for the $250 million Renew Atlanta 2015 Infrastructure Bond to address the city's $900 million infrastructure backlog. The bond will expand our green spaces and improve our roads, bridges, and sidewalks. This citywide infrastructure investment has added $11.4 million of annual debt service costs that has been factored into the budget as well.

As we continue to witness a positive economic outlook and increase in consumer confidence, we will streamline services that optimize the City's ability to leverage financing to help address the City's infrastructure backlog. The coming years represent an unprecedented opportunity to not only increase our investment in critical infrastructure needs but to continue our focus on strong financial principles and practices. This could not be more evident in support of the priorities and investments outlined in the *Mayoral Strategic Initiatives and Priorities* section of this document.

It is our duty to ensure our citizens remain confident in our ability to manage the operations as well as the finances of the City. I look forward to supporting all initiatives to move the City of Atlanta forward.

Sincerely,



J. Anthony Beard, Chief Financial Officer

INTRODUCTION

BUDGET OVERVIEW

ECONOMIC AND DEMOGRAPHIC INFORMATION

FOR ATLANTA PERFORMANCE HIGHLIGHTS

ADOPTED BUDGET
FY 2016


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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 tentative budget.

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

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

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

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

BUDGET COMMISSION

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

The legally adopted budget is consistent with Generally Accepted Accounting Principles (GAAP) for the funds. The modified accrual basis of accounting is used for reporting the governmental fund financial statements. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectable within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, principal and interest on general long-term debt, compensated absences, claims and judgments, and worker's compensation are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources. The full accrual basis of accounting is used for proprietary funds. The difference between the fiscal year used for financial reporting and the budget period are primarily due to the timing of revenues based on the modified accrual basis of accounting, project length budgets, and grant budgets tied to the grantor's fiscal year.

After the initial annual budget is adopted, it may be amended for interdepartmental transfers of appropriations with the approval of City Council. Intradepartmental transfers of appropriation may be initiated by a department head with the approval of the Chief Operating Officer, the Chair of the City Council Finance/Executive Committee, and Chief Financial Officer. Total appropriations for any fund may be increased if, during the year, sources of revenue become available to the City 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 4.2 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	Annual Growth Rate	DeKalb County	Annual Growth Rate	State of Georgia	Annual Growth Rate
2014	456,002	1.82%	996,319	1.18%	722,161	1.01%	10,097,343	1.03%
2013	447,841	0.92%	984,721	0.69%	714,935	0.94%	9,994,759	0.76%
2012	443,775	2.62%	977,950	2.90%	708,304	1.48%	9,919,000	1.08%
2011	432,427	2.96%	949,359	3.23%	679,953	0.88%	9,813,201	1.03%
2010	420,003	(12.63%)	920,581	(10.95%)	691,893	(7.41%)	9,687,653	(1.44%)
2009	480,700	3.3%	1,033,756	1.9%	747,274	1.0%	9,829,211	1.3%

(1) U.S. Census Bureau conducts a population survey every 10 years (year 2012-2014 are estimates).

Source: U.S. Census Bureau: State and County Quick Faces 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	2014	2013	2012	2011	2010	2009
City of Atlanta						
Employed	2,611,226	2,487,338	2,518,397	2,468,133	2,379,498	2,441,723
Unemployed	205,944	229,343	227,602	242,370	275,215	258,656
Total	2,817,170	2,716,681	2,745,999	2,710,503	2,654,713	2,700,379
County of Fulton						
Employed	470,200	423,787	419,127	408,858	426,277	437,425
Unemployed	38,056	41,892	44,661	44,145	52,146	47,308
Total	508,256	465,679	463,788	453,003	478,423	484,733
County of DeKalb						
Employed	339,750	332,317	334,971	333,211	337,000	345,813
Unemployed	28,184	31,658	34,217	34,574	40,233	36,836
Total	367,934	363,975	369,188	367,785	377,233	382,649
Unemployment Rates						
City	8.3 %	10.50%	8.30%	9.20%	10.00%	10.30%
County-Fulton	7.5%	10.70%	9.60%	9.70%	10.90%	9.80%
County-DeKalb	7.7%	8.60%	9.30%	9.40%	10.70%	9.60%
State	6.6%	7.20%	8.10%	9.40%	10.40%	10.40%
United States	6.2%	7.60%	7.60%	8.50%	9.60%	9.70%

Source: Georgia Employment Development Department, Labor Market Information Division for the State and County; U.S. Bureau of Labor, Department of Labor (Revised February 2013) https://explorer.dol.state.ga.us/mis/current/laborforce.pdf.

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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	
	2013	% of Total	2014	% of Total	2014	% of Total
Agriculture, Forestry, Fishing and Hunting	1,829	0.1	1,900	0.1	25,000	0.6
Natural Resources and Mining	2,800	0.1	1,000	0.0	4,800	0.1
Construction	88,000	3.9	97,000	4.1	156,000	3.9
Manufacturing	149,000	6.6	151,000	6.4	365,000	0.9
Trade, Transportation and Utilities	512,000	22.6	527,000	22.4	861,000	21.3
Information	80,000	3.5	85,000	3.6	107,000	2.6
Financial Activities	142,000	6.3	145,000	6.2	219,000	5.5
Professional and Business Services	398,000	17.6	419,000	17.8	617,000	15.2
Educational Health Services	281,000	12.4	290,000	12.4	500,000	12.4
Leisure and Hospitality	243,000	10.7	254,000	10.8	427,000	10.6
Other Services	66,000	2.9	70,000	3.0	118,000	2.9
Government	306,000	13.5	304,000	12.9	636,000	15.7
Total	2,269,629	100.0	2,344,900	99.7	4,035,800	91.7

Source: Georgia Department of Labor, Industry Mix Analysis. These data represent jobs that are covered by unemployment insurance laws. https://explorer.dol.state.ga.us/industrymix/

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
Delta Air Lines, Inc.	Transportation	4,357	2.20%
The Coca-Cola Company	Marketing and Manufacturing	3,498	1.77%
Accenture LLP	Consulting	2,200	1.11%
AT & T Services Inc.	Telecommunication	2,179	1.10%
Turner Broadcasting System, Inc.	Media/Entertainment	2,057	1.04%
Cable News Network	Media	1,823	0.92%
Air Service Corp	Transportation	1,733	0.88%
Allied Barton Security Services	Security Services	1,467	0.74%
Tenet Health System , Inc.	Healthcare	1,359	0.69%
Deloitte	Consulting	1,195	0.60%

Source: City of Atlanta, 2014 Comprehensive Annual Financial Report; Total employment data from City of Atlanta, Office of Revenue, Business License division

EFFECTIVE BUYING INCOME

"Effective Buying Income" ("EBI"), also referred to as "disposable" or "after tax" income, consist of money income less personal tax and certain non-tax payments. *Table 5* summarizes the most recent available total effective buying income and median household effective buying income for the City, State and United States for the calendar years 2009 through 2014.

Table 5
City, State and U.S.
Effective Buying
Income
Calendar Years 2009 Through 2014

Year/Area	Personal Income	Per Capita Personal Income
2014		
City	*N/A	*N/A
State	352,608,643	34,921
United States	12,967,969,165	40,670
2013		
City	$228,134,733	$41,307
State	338,058,864	33,832
United States	12,491,246,000	39,513
2012		
City	$223,568,847	$40,738
State	371,487,864	37,229
United States	13,729,063,000	44,200
2011		
City	$212,830,075	$39,826
State	353,142,249	36,422
United States	12,949,905,000	42,332
2010		
City	$208,107,000	$37,493
State	338,001,435	34,341
United States	12,357,113,000	40,144
2009		
City	$119,746,764	$37,793
State	333,996,035	34,348
United States	12,174,900,000	39,379

* Data is not available at this time.

Source: U.S. Department of Commerce, Bureau of Economic Analysis, City of Atlanta, Department of Finance, Revenue Division

RETAIL SALES

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

Table 6
City of Atlanta Taxable Sales
(Thousands)

	2014	2013	2012	2011	2010
Apparel	18,998,569	17,850,436	16,580,846	15,018,633	12,439,283
General	28,589,995	27,904,200	27,039,064	25,998,883	25,299,989
Food	47,615,673	46,045,787	43,734,850	42,915,609	41,927,156
Utilities	13,670,177	13,656,404	17,896,727	15,045,446	13,649,898
Home	18,805,957	18,348,802	19,491,984	18,250,585	15,740,145
Lumber	2,153,877	1,583,663	1,399,828	1,446,422	1,719,402
Automotive	3,213,541	7,931,123	8,626,631	7,802,866	6,936,404
Miscellaneous Services	77,927,751	74,785,185	71,880,203	67,953,109	70,243,849
TOTAL	**210,975,540**	**208,105,600**	**206,650,133**	**194,431,553**	**187,956,126**
Manufacturers	13,000,446	11,307,180	11,840,788	12,627,803	12,403,848
TOTAL ALL OUTLETS	**223,975,986**	**219,412,779**	**218,490,921**	**207,059,356**	**200,359,974**

Source: 2014 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

Year	2014	2013	2012	2011	2010
Valuation[1]					
Residential [2]	$215,861,487	$145,216,485	$280,053,344	$61,620,910	$71,586,868
Total	**$215,861,487**	**$145,216,485**	**$280,053,344**	**$61,620,910**	**$71,586,868**
Number of					
Single[3]	522	394	270	136	182
Multi-[4]	201	179	191	90	352
Total	**723**	**573**	**461**	**226**	**534**

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

Source: Department of 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
(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	Amount	Percentage of Levy
June 30, 2009	198,378	190,475	96.02%	6,615	197,091	99.35%
June 30, 2010	264,371	257,062	97.24%	5,311	262,373	99.24%
June 30, 2011	240,586	234,895	97.63%	3,720	238,615	99.18%
June 30, 2012	222,633	218,472	98.13%	2,676	221,148	99.33%
June 30, 2013	219,177	214,494	97.86%	2,638	217,132	99.07%
June 30, 2014	222,103	218,184	98.24%	-	218,184	98.24%

(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: 2014 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
2010	1.00%	7.00%
2011	1.00%	7.00%
2012	1.00%	7.00%
2013	1.00%	7.00%
2014	1.00%	7.00%

Source: Sales Tax Rates, Georgia Department of Revenue and the 2014 Comprehensive Annual Financial Report


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FOR ATLANTA PERFORMANCE HIGHLIGHTS

FOR (Focus On Results) Atlanta is the City of Atlanta's performance management program within the COO'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 web page, which is available through the City's website at http://www.atlantaga.gov/index.aspx?page=133. The website includes performance highlights of the City's FOR Atlanta program as well as performance scorecards for departments and offices participating in the program.

Citywide Strategic Performance Measures

The following summarizes the City's performance against key priorities in 2014. A more detailed summary can be found online as part of the 2014 Innovation Delivery and Performance Report.

- **Public Safety:** Major crimes are down 21% since shortly after Chief Turner and Mayor Reed took office. Major crimes, including homicides, are down to levels not seen since the 1960s. In 2009, 80% of 911 calls were answered within 10 seconds. However, as a result of continued focus, the 911 center has consistently answered over 90% of calls within 10 seconds for the past four years, ensuring that citizen reported emergencies receive prompt attention. As a result of investment in staff and improved training, there has been a 25% improvement in AFRD's fire response time. In 2014 90% of responses arrived on scene within 7.3 minutes, down from 9.2 minutes in 2009. Targeted investments in technology upgrades, increased staffing levels, and restructured protocols have led to Fire Priority 1 calls now being dispatched on average 1.5 minutes faster than in January 2012, an improvement of ~60%.
- **Youth Development and Human Capital:** Thirty-three Recreation Centers are open as of December 2014 –sixteen of which were re-opened during Mayor Reed's first year in Office. During the summer of 2014, four splash pads and thirteen outdoor pools were opened, including the city's first ADA friendly zero depth entry pool. As a result of Mayor Reed's investment and the implementation of targeted youth programming by the Department of Parks and Recreation, the City has more than tripled enrollment in after school programs from less than 410 children in 2011 to more than 1,490 at the end of 2014.
- **Economic Development:** The Office of Buildings issued 25,500 building and technical permits in FY14, a 70% increase on the number issued in FY10. The Office of Buildings permitted $2.67B of new construction investment in FY14, a large increase on the $1.0B permitted in FY10. Hartsfield-Jackson Atlanta International Airport accommodated more than 96M passengers in 2014 - breaking its previous record of 95.5M set in 2012. The airport is on track to retain its title as world's busiest airport in 2014, a title it has held since 1998. The City of Atlanta is also taking decisive action to revitalize distressed communities by partnering with civic, business, philanthropic, and faith based communities to establish the Westside Future Fund, setting a target of collecting $30M to improve the health, education and

welfare of the current residents of the west side's vitally important communities.

- **Government Excellence and Efficiency:** 2014 saw the launch of the 3-1-1 Customer Service Call Center, which serves as a one-stop shop for city services and handles more than 30,000 calls every month. The call center also ensures that the city is accountable, responsive, and efficient: average call handle time is only 4 ½ minutes and more than half of calls are answered within 20 seconds. In March 2014, Mayor Reed launched the Blue Ribbon Commission on Waste and Efficiency in Government to recommend actionable and achievable steps that could be taken to improve the city's overall efficiency and strengthen its fiscal health. After reviewing recommendations, Mayor Reed approved an initial work program of 14 savings initiatives that are set to reduce annual operating expenses by $30M+ and free up tax dollars for a wave of new infrastructure investments.
- **Infrastructure:** DPW has substantially reduced the amount of time it takes to complete citizen requests. Compared to December of 2013, the Office of Transportation has gone from completing 77% of requested services on-time to completing 89% of services on-time: meaning potholes, street lights, and traffic signals are repaired faster. Solid Waste Services has gone from completing 75% of requested services on-time to completing 98% of services on time in December 2014: meaning on-time pick up of garbage, recycling, and yard trimmings with less missed pickups, on-time delivery of replacement bins, on-time street sweeping, and improved response to reported illegal dumping. The Department of Parks and Recreation continues to provide exceptional public spaces, completing 98% of litter and tree limb removals on schedule, 98% of garbage pick-up, and 84% of mulching and mowing.

Budget Summaries

Fund Structure

Operating and capital funds

Summary of All Funds

Summary of operating budget by funds

Summary of operating budget by fund and department

Summary of operating budget by fund and account group

Summary of Revenues and Expenses

Summary of fund balance

Summary of Personnel Changes

Adopted Budget
FY 2016


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FUND STRUCTURE

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

GOVERNMENTAL FUNDS

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

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

PROPRIETARY FUNDS

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

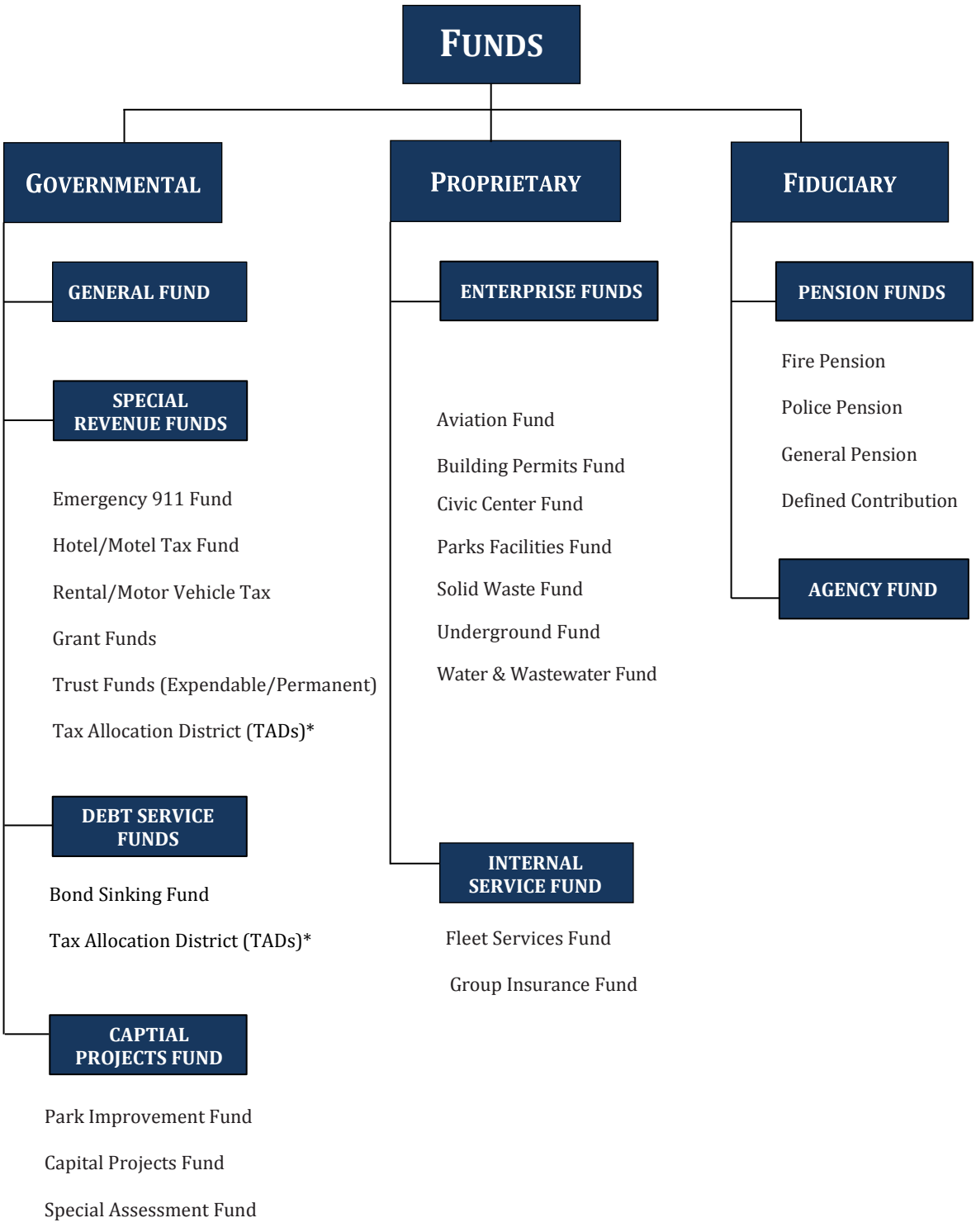
- Enterprise Funds are designed to be self-supporting. The Department of Watershed Management (DWM) Fund accounts for all activities associated with the provision and management of clean water, wastewater and storm water systems, and water pollution control services to individuals, organizations and other governmental units within and around the City. The Department of Aviation (DOA) Fund accounts for the activities of the William B. Hartsfield -Maynard H. Jackson Atlanta International Airport. Other enterprises funds include Parks Facilities Fund (Cyclorama), Underground Atlanta, Solid Waste Services, Civic Center, and the 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 pension funds and the agency fund cannot be used for governmental programs, they are not budgeted, but are included in our audited financial statements.

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

CITY OF ATLANTA FUND STRUCTURE



* *Some TADs are special revenue and debt servicing.*

OPERATING AND CAPITAL FUNDS

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

OPERATING FUND STRUCTURE

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

Enterprise Funds are designed to be self-supported by user charges or fees. The Department of Aviation, Civic Center, Parks 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 Fund* are from user fees or charges for specific services provided. This fund should be self-sufficient and charge adequate fees to pay for the level of service provided. The primary sources of revenues are garbage pick-up/disposal, recycling, street sweeping and rubbish collection.

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

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

- The *E911 Fund* is to support the E-911 call center call taking and dispatching operation.

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

CAPITAL FUND STRUCTURE

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

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

SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

Actual FY 2014	Adopted FY 2015	GOVERNMENTAL FUNDS	Adopted FY 2016
562,116,165	567,938,805	General Fund	593,110,637
562,116,165	567,938,805	Sub - Total	593,110,637
		Special Revenue Funds	
16,341,495	16,930,728	Emergency 911 Fund	18,024,974
11,144,815	12,918,974	Community Development Block Grant Fund	17,466,227
43,140,949	55,952,263	Intergovernmental Grant Fund	70,754,633
190,456	-	Empowerment Zone Fund	-
5,892,020	4,702,235	Job Training Grant Fund	4,767,928
2,100,691	7,807,517	Home Investment Partnerships Program Fund	8,454,589
509,697	4,705,015	Section 108 Loan Trust Fund	-
12,668,875	33,136,146	Atlantic Station TAD Fund	27,172,456
40,643,106	91,671,637	Westside TAD Fund	65,567,909
26,569,802	9,197,403	NW Atlanta TAD Fund	8,958,418
772,788	4,760,700	Princeton Lakes TAD Fund	5,780,700
4,814,301	69,413,077	Eastside TAD Fund	75,582,998
31,135,295	23,435,924	Atlanta Beltline TAD	24,206,070
58,916	1,834,088	Campbellton Road TAD Fund	2,280,588
54,104	2,307,247	Hollowell/M.L. King TAD Fund	2,500,922
96,581	1,151,200	Metropolitan Parkway TAD Fund	1,369,830
37,269	4,665	Stadium Neighborhoods TAD Fund	3,300
58,013,709	55,445,813	Hotel/Motel Tax Fund	58,148,818
1,145,976	964,579	Rental/Motor Vehicle Tax	955,703
3,794,677	-	Affordable Housing Fund	-
124,267,717	121,137,496	Special 1% Sales And Use Tax Fund	125,000,000
17,713,752	42,288,794	Trust Fund	38,719,132
401,106,990	559,765,500	Sub - Total	555,715,195

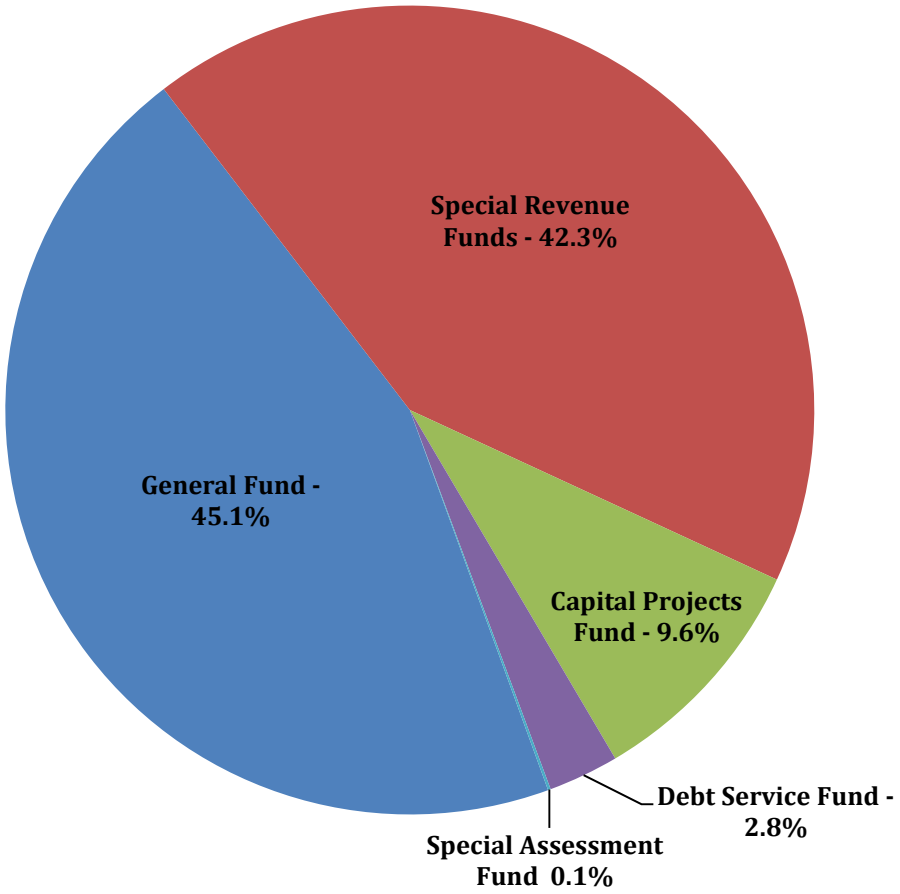
SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

Actual FY 2014	Adopted FY 2015	GOVERNMENTAL FUNDS	Adopted FY 2016
		Capital Projects Fund	
-	337,115	Annual Bond Fund	337,116
1,297,820	362,572	1994 Referendum G.O. Bond Fund	363,456
800,406	31,927	1996 G.O. Public Improvement Bond Part B	31,927
364,745	248,693	1997 G.O. Public Improvement Bond Fund	248,693
645,423	21,237	2001 Quality Of Life Fund	-
1,222,779	200,017	2004 Quality Of Life Fund	198,991
2,437,461	9,935,900	2005A Park Improvement Bond Fund	6,428,071
1,073,091	1,721,272	2008A Quality Of Life Improvement	1,633,073
		2014A Park Improvement Revenue Refunding	4,629,186
		2014B Park Improvement Revenue Refunding	1,939
		2015 Series GO Public Improvement (Infrastructure)	25,000,000
13,899,009	12,847,429	Park Improvement Fund	13,225,947
1,365,830	30,365,150	General Government Capital Fund	33,702,660
10,183,616	36,756,913	Capital Finance Fund	33,828,503
(3,490,240)	9,152,436	Capital Asset - Finance Fund	5,848,868
5,542,653	5,154,893	Capital Finance - Recovery	953,857
-	187,464	2002 Traffic Court Facility Bond	187,464
35,342,593	107,323,018	Sub - Total	126,619,751
		Debt Service Fund	
26,091,723	26,063,808	Bond Sinking Fund	37,086,980
26,091,723	26,063,808	Sub - Total	37,086,980

SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

Actual FY 2014	Adopted FY 2015	GOVERNMENTAL FUNDS	Adopted FY 2016
		Special Assessment Fund	
529,617	1,292,903	Special Assessment Fund	1,298,272
529,617	1,292,903	Sub - Total	1,298,272
1,025,187,089	1,262,384,034	**GRAND TOTAL - GOVERNMENTAL FUNDS**	1,313,830,836

FY 2016 GOVERNMENTAL FUNDS



SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

Actual FY 2014	Adopted FY 2015	PROPRIETARY FUNDS	Adopted FY 2016
		Airport Funds	
505,279,574	489,331,014	Airport Revenue Fund	514,980,305
225,901,408	689,450,893	Airport Renewal & Extension Fund	862,853,379
168,215,352	647,514,595	Airport Passenger Facility Charge Fund	816,508,344
2,723,543	4,240,130	2000 Airport Revenue Bond Fund	3,037,574
2,927,423	2,976,663	2004 Airport Revenue Bond Fund	1,439
1,119,776	1,170,685	2004 Airport PFC Bond Fund	1,261
6,265,437	5,247,617	2004 Airport Revenue Bond Fund F-K	1,029,175
(1,119,776)	-	2004 Airport PFC Bond Fund F-K	-
22,998,590	70,542,429	Conrac Customer Service Facility Ch	91,482,722
287,147,702	519,721,173	Airport Facility Revenue Bond Sinking Fund	493,998,665
-	2,900,738	2010A Bond General Airport Revenue	2,900,738
2,011,838	707,373	2010B Bond PFC & Sub Lien General Revenue	628,159
10,019,639	33,743,948	2010A/B Airport Commercial Paper Series	26,351,724
7,932,893	26,903,365	2012A Bond General Airport	19,137,376
6,423,774	2,664,590	2012B Bond General Airport	8,134,872
30,992,977	114,928,630	2012C Bond General Airport	74,044,802
579,826,169	-	2014A PFC Revenue Refunding Bond	-
166,448,684	-	2014B PFC General Airport Revenue Refund	-
204,261,174	-	2014C PFC General Airport Revenue Refund	-
2,229,376,177	2,612,043,843	Sub Total	2,915,090,535
		Water and Wastewater Funds	
569,227,730	514,650,481	Water and Wastewater Revenue Fund	531,175,591
101,272,907	604,225,149	Water & Wastewater Renewal & Extension	558,617,211
632	393,056	1993 Water & Wastewater Bond Fund	393,056
-	707,161	1997 Water & Wastewater Bond Fund	707,161
1,714,395	961,198	1999 Water And Wastewater Bond Fund	-
8,675,877	20,305,368	2001 Water & Wastewater Bond Fund	20,305,368
21,977,794	29,182,332	2004 Water & Wastewater Bond Fund	18,510,025
223,860,686	449,056,745	Water & Wastewater Sinking Fund	428,953,529
33,355,593	120,829,674	Series 2009A Water & Wastewater Revenue Bond Fund	120,829,674
337,657,533	336,328,365	2013A-1 Water & Wastewater Bond Fund	-
224,539,347	222,905,481	2013B Water & Wastewater Bond Fund	-
1,522,282,494	2,299,545,010	Sub Total	1,679,491,615

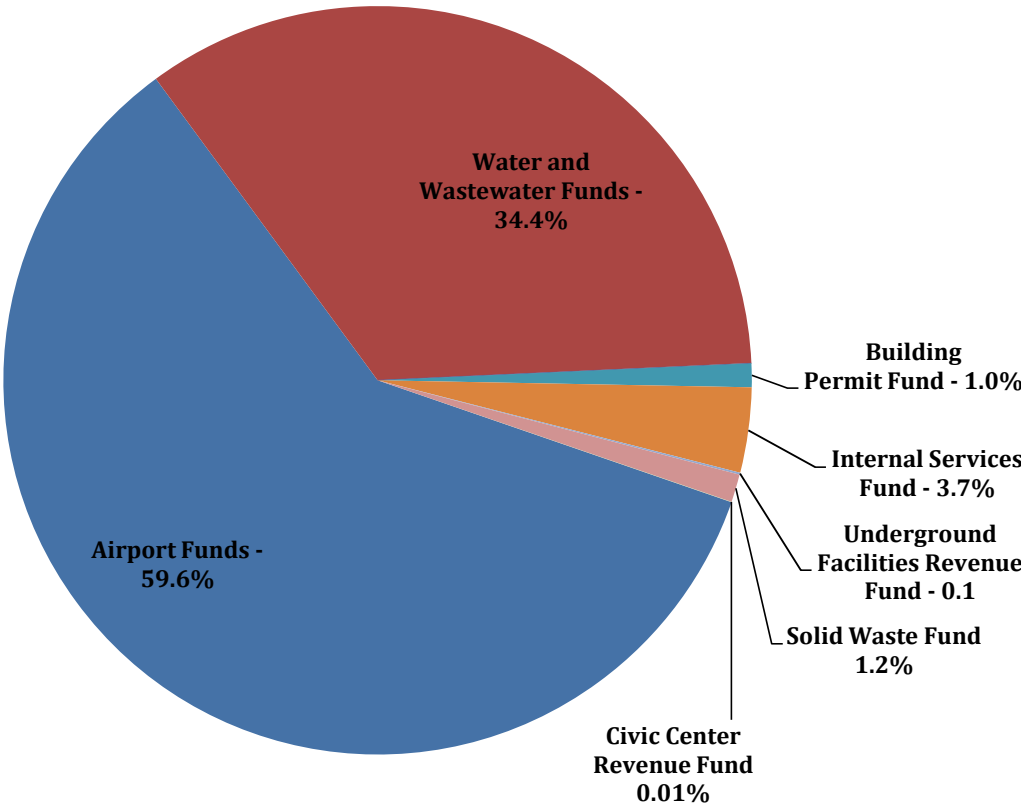
SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

Actual FY 2014	Adopted FY 2015	PROPRIETARY FUNDS	Adopted FY 2016
		Parks and Recreation Facilities Fund	
513,515	496,017	Parks Facilities Revenue Fund	225,000
830	-	Parks Facilities Renewal & Extension Fund	-
514,345	496,017	Sub Total	225,000
		Solid Waste Management Facilities Construction Fund	
2,226,129	1,475,708	Solid Waste Management Facility Construction Fund	-
2,226,129	1,475,708	Sub Total	-
		Building Permits Fund	
39,067,461	18,648,639	Building Permits Fund	21,700,226
88,847	17,287,992	Building Permits Fund Renewal & Extension Fund	28,752,815
39,156,309	35,936,631	Sub Total	50,453,041
		Internal Services Fund	
34,396,025	31,820,970	Fleet Service Fund	33,126,728
131,334,147	135,638,333	Group Insurance Fund	146,181,336
165,730,172	167,459,303	Sub Total	179,308,064
		Underground Facilities Revenue Fund	
21,625,347	11,109,554	Underground Atlanta Revenue Fund	4,000,000
21,625,347	11,109,554	Sub Total	4,000,000
		2006 A&B Downtown Parking Project Fund	
1,869,356	-	2006 A&B Downtown Parking Project Fund	-
1,869,356	-	Sub Total	-

SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

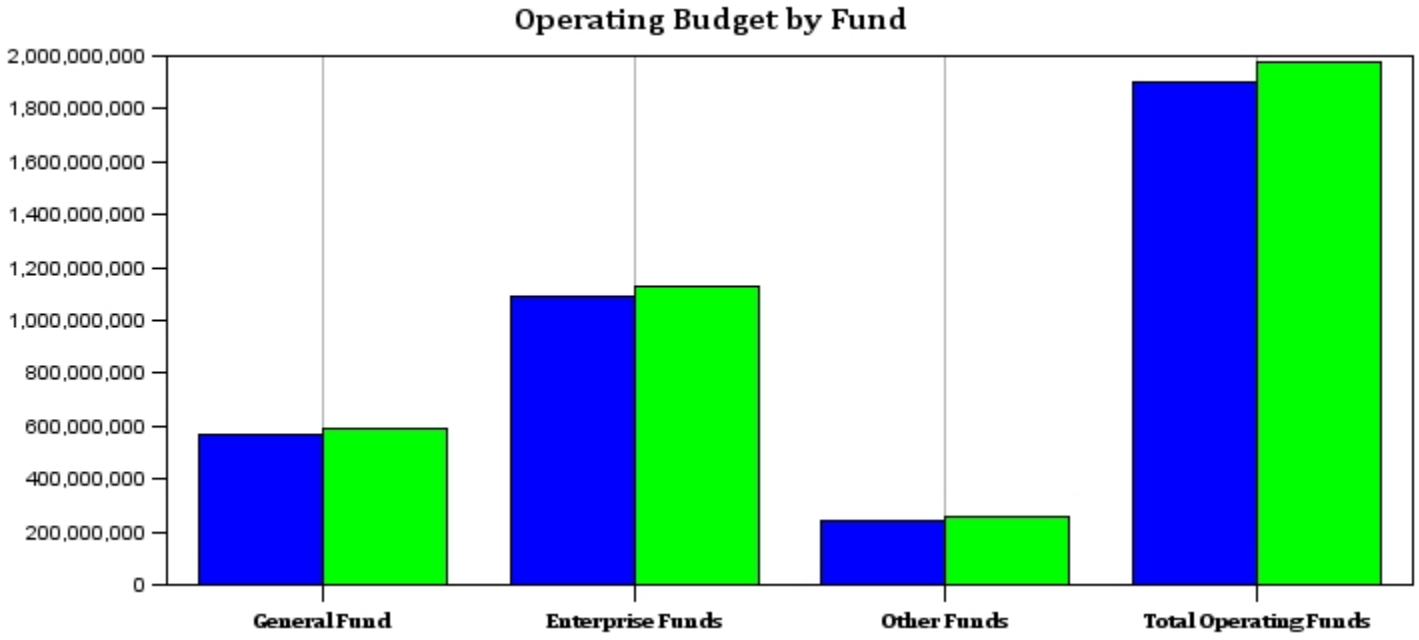
Actual FY 2014	Adopted FY 2015	PROPRIETARY FUNDS	Adopted FY 2016
		Solid Waste Fund	
52,164,833	53,306,438	Solid Waste Services Revenue Fund	55,316,071
15,451,837	6,679,291	Solid Waste Renewal & Extension Fund	3,830,000
67,616,670	59,985,729	Sub Total	59,146,071
		Civic Center Revenue Fund	
1,952,324	1,697,611	Civic Center Revenue Fund	500,000
-	-	Civic Center Renewal & Extension Fund	
1,952,324	1,697,611	Sub Total	500,000
4,052,349,323	5,189,749,406	**GRAND TOTAL - PROPRIETARY FUNDS**	4,888,214,326

FY 2016 PROPRIETARY FUNDS



SUMMARY OF OPERATING BUDGET BY FUNDS
Adopted

	FY14 Actual	FY15 Adopted Budget	FY16 Budget	$ Incr/Decr	% Incr/Decr
General Fund	**$562,116,165**	**$567,938,805**	**$593,110,637**	**$25,171,832**	**4.43%**
Enterprise Funds					
Airport Revenue Fund	$505,279,574	$489,331,014	$514,980,305	$25,649,291	5.24%
Building Permits Fund	$39,067,461	$18,648,639	$21,700,226	$3,051,587	16.36%
Civic Center Revenue Fund	$1,952,324	$1,697,611	$500,000	($1,197,611)	(70.55%)
Parks Facilities Revenue Fund	$513,515	$496,017	$225,000	($271,017)	(54.64%)
Solid Waste Services Revenue Fund	$52,164,833	$53,306,439	$55,316,071	$2,009,632	3.77%
Underground Atl Facil Revenue Fund	$21,625,347	$11,109,554	$4,000,000	($7,109,554)	(63.99%)
Water & Wastewater Revenue Fund	$569,227,730	$514,650,481	$531,175,591	$16,525,110	3.21%
Total Enterprise Funds	**$1,189,830,785**	**$1,089,239,756**	**$1,127,897,193**	**$38,657,437**	**3.55%**
Other Funds					
Emergency 911 Telephone Fund	$16,341,495	$16,930,728	$18,024,974	$1,094,246	6.46%
Fleet Service Fund	$34,396,025	$31,820,970	$33,126,728	$1,305,758	4.10%
Group Insurance Fund	$131,334,147	$135,638,333	$146,181,336	$10,543,003	7.77%
Hotel/Motel Tax Fund	$58,013,709	$55,445,813	$58,148,818	$2,703,005	4.88%
Rental/Motor Vehicle Tax Fund	$1,145,976	$964,579	$955,703	($8,876)	(0.92%)
Total Other Funds	**$241,231,353**	**$240,800,423**	**$256,437,559**	**$15,637,136**	**6.49%**
Total Operating Funds	**$1,993,178,302**	**$1,897,978,984**	**$1,977,445,389**	**$79,466,405**	**4.19%**



FY15	$567,938,805	$1,089,239,756	$240,800,423	$1,897,978,984
FY16	$593,110,637	$1,127,897,193	$256,437,559	$1,977,445,389

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


RESURGENS
1847
1865
ATLANTA GA

SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT
Adopted

Fund/Department	FY14 Actual	FY15 Adopted Budget	FY16 Budget	$ Incr/Decr	% Incr/Decr
General Fund					
City Council	$7,147,416	$8,777,321	$12,051,901	$3,274,580	37.31%
Executive Offices	$27,643,441	$30,441,021	$35,509,429	$5,068,408	16.65%
Department Of Information Technology	$26,874,889	$28,544,179	$31,511,780	$2,967,601	10.40%
Department Of Law	$5,360,830	$6,281,031	$6,322,519	$41,488	0.66%
Department Of Corrections	$30,140,360	$31,402,983	$32,891,933	$1,488,950	4.74%
Department Of Finance	$11,471,936	$13,494,301	$14,052,442	$558,141	4.14%
Department Of Procurement	$889,518	$880,765	$920,160	$39,395	4.47%
Department Of Public Works	$36,787,246	$26,268,816	$33,983,188	$7,714,372	29.37%
Dept Of Parks & Recreation	$29,049,850	$30,770,765	$34,627,420	$3,856,655	12.53%
Judicial Agencies	$8,661,403	$12,572,950	$13,981,468	$1,408,518	11.20%
Non-Departmental	$115,326,005	$98,544,369	$97,849,962	($694,407)	(0.70%)
Department Of Human Resources	$4,330,064	$5,277,167	$5,742,519	$465,352	8.82%
Department Of Fire Services	$79,099,365	$83,688,946	$82,295,737	($1,393,209)	(1.66%)
Department Of Police Services	$170,251,844	$177,874,473	$174,588,091	($3,286,382)	(1.85%)
Dept Of Planning & Community Development	$2,021,582	$2,729,556	$3,844,463	$1,114,907	40.85%
Department Of The Solicitor	$3,607,200	$4,879,036	$6,483,101	$1,604,065	32.88%
Department Of Ethics	$412,533	$500,636	$428,132	($72,504)	(14.48%)
Atlanta Citizens Review Board	$407,299	$645,800	$767,309	$121,509	18.82%
Department Of Audit	$1,050,153	$1,634,397	$1,768,098	$133,701	8.18%
Department Of Public Defender	$1,583,232	$2,730,293	$3,490,987	$760,694	27.86%
Total General Fund	**$562,116,165**	**$567,938,805**	**$593,110,637**	**$25,171,832**	**4.43%**
Enterprise Funds					
Airport Revenue Fund					
Executive Offices	$576,435	$875,472	$864,664	($10,808)	(1.23%)
Department Of Information Technology	$836,425	$1,164,571	$1,273,892	$109,321	9.39%
Department Of Law	$3,634,142	$5,018,921	$5,599,899	$580,978	11.58%
Department Of Finance	$269,170	$506,189	$518,060	$11,871	2.35%
Department Of Procurement	$859,768	$791,203	$898,611	$107,408	13.58%
Department Of Aviation	$160,664,545	$175,389,819	$194,842,941	$19,453,122	11.09%
Non-Departmental	$295,248,857	$260,389,127	$265,410,309	$5,021,182	1.93%
Department Of Human Resources	$1,323,056	$1,945,078	$1,949,298	$4,220	0.22%
Department Of Fire Services	$24,506,448	$23,801,817	$23,411,568	($390,249)	(1.64%)
Department Of Police Services	$16,689,078	$18,459,920	$19,036,554	$576,634	3.12%
Dept Of Planning & Community Development	$27,902	-	-		
Department Of Ethics	-	-	$91,744	$91,744	
Department Of Audit	$643,749	$988,897	$1,082,766	$93,869	9.49%
Total Airport Revenue Fund	**$505,279,574**	**$489,331,014**	**$514,980,305**	**$25,649,291**	**5.24%**
Building Permits Fund					
Executive Offices	$383,464	$715,526	$719,240	$3,714	0.52%
Department Of Information Technology	$637,479	$503,530	$414,919	($88,611)	(17.60%)
Department Of Law	-	-	$155,247	$155,247	
Department Of Finance	-	-	$57,014	$57,014	
Department Of Public Works	$147	-	$0	$0	
Non-Departmental	$29,374,251	$1,921,155	$3,287,516	$1,366,361	71.12%
Dept Of Planning & Community Development	$8,672,120	$15,508,430	$17,066,290	$1,557,860	10.05%
Total Building Permits Fund	**$39,067,461**	**$18,648,639**	**$21,700,226**	**$3,051,587**	**16.36%**
Civic Center Revenue Fund					
Dept Of Parks & Recreation	$1,897,527	$1,644,689	$500,000	($1,144,689)	(69.60%)
Non-Departmental	$54,797	$52,922	$0	($52,922)	(100.00%)
Total Civic Center Revenue Fund	**$1,952,324**	**$1,697,611**	**$500,000**	**($1,197,611)**	**(70.55%)**
Parks Facilities Revenue Fund					
Executive Offices	$39,827	$0	$0	$0	
Dept Of Parks & Recreation	$458,190	$475,475	$204,387	($271,088)	(57.01%)
Non-Departmental	$15,498	$20,542	$20,613	$71	0.35%
Total Parks Facilities Revenue Fund	**$513,51**	**$496,017**	**$225,000**	**($271,017)**	**(54.64%)**

SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT
Adopted

Fund/Department	FY14 Actual	FY15 Adopted Budget	FY16 Budget	$ Incr/Decr	% Incr/Decr
Solid Waste Services Revenue Fund					
Executive Offices	$275,405	$789,861	$791,358	$1,497	0.19%
Department Of Information Technology	$420,361	$548,800	$830,057	$281,257	51.25%
Department Of Finance	$636,313	$790,821	$828,903	$38,082	4.82%
Department Of Public Works	$40,539,444	$45,735,096	$47,263,590	$1,528,494	3.34%
Non-Departmental	$9,951,036	$5,043,112	$5,071,216	$28,104	0.56%
Department Of Human Resources	$342,275	$398,749	$530,947	$132,198	33.15%
Total Solid Waste Services Revenue Fund	**$52,164,833**	**$53,306,439**	**$55,316,071**	**$2,009,632**	**3.77%**
Underground Atl Facil Revenue Fund					
Non-Departmental	$21,625,347	$11,109,554	$4,000,000	($7,109,554)	(63.99%)
Water & Wastewater Revenue Fund					
Executive Offices	$4,979,342	$6,811,933	$8,181,092	$1,369,159	20.10%
Department Of Information Technology	$3,362,926	$4,178,842	$5,490,532	$1,311,690	31.39%
Department Of Law	$6,067,388	$6,878,275	$6,711,524	($166,751)	(2.42%)
Department Of Finance	$1,010,644	$1,191,726	$1,274,424	$82,698	6.94%
Department Of Procurement	$1,260,683	$1,247,085	$1,266,139	$19,054	1.53%
Department Of Public Works	$850,238	$801,958	$1,027,133	$225,175	28.08%
Department Of Watershed Management	$151,388,841	$155,221,027	$168,237,943	$13,016,916	8.39%
Non-Departmental	$397,359,471	$334,918,548	$334,970,429	$51,881	0.02%
Department Of Human Resources	$2,324,214	$2,456,518	$2,660,442	$203,924	8.30%
Department Of Police Services	-	-	$128,087	$128,087	
Department Of The Solicitor	-	-	$90,855	$90,855	
Department Of Ethics	-	-	$91,744	$91,744	
Department Of Audit	$623,983	$944,568	$1,045,246	$100,678	10.66%
Total Water & Wastewater Revenue Fund	**$569,227,730**	**$514,650,481**	**$531,175,591**	**$16,525,110**	**3.21%**
Other Funds					
Emergency Telephone System					
Department Of Information Technology	$393,479	$442,752	$450,181	$7,429	1.68%
Department Of Police Services	$15,948,016	$16,487,976	$17,574,793	$1,086,817	6.59%
Total Emergency Telephone System	**$16,341,495**	**$16,930,728**	**$18,024,974**	**$1,094,246**	**6.46%**
Fleet Service Fund					
Executive Offices	$333,391	$0	-	$0	
Department Of Information Technology	$15	$0	$0	$0	
Department Of Public Works	$29,678,922	$28,592,581	$29,955,495	$1,362,914	4.77%
Non-Departmental	$4,383,697	$3,016,252	$3,018,280	$2,028	0.07%
Department Of Human Resources	-	$212,137	$152,952	($59,185)	(27.90%)
Department Of Police Services	-	$0	-	$0	
Total Fleet Service Fund	**$34,396,025**	**$31,820,970**	**$33,126,728**	**$1,305,758**	**4.10%**
Group Insurance Fund					
Department Of Finance	-	$0	$0	$0	
Department Of Public Works	$50	-	-		
Non-Departmental	$129,931,679	$133,384,702	$143,954,209	$10,569,507	7.92%
Department Of Human Resources	$1,402,418	$2,253,631	$2,227,127	($26,504)	(1.18%)
Total Group Insurance Fund	**$131,334,147**	**$135,638,333**	**$146,181,336**	**$10,543,003**	**7.77%**
Hotel/Motel Tax Fund					
Non-Departmental	$58,013,709	$55,445,813	$58,148,818	$2,703,005	4.88%
Total Hotel/Motel Tax Fund	**$58,013,709**	**$55,445,813**	**$58,148,818**	**$2,703,005**	**4.88%**
Rental/Motor Vehicle Tax Fund					
Non-Departmental	$1,145,976	$964,579	$955,703	($8,876)	(0.92%)
Total Rental/Motor Vehicle Tax Fund	**$1,145,976**	**$964,579**	**$955,703**	**($8,876)**	**(0.92%)**
Total Operating Funds	**$1,993,178,302**	**$1,897,978,984**	**$1,977,445,389**	**$79,466,405**	**4.19%**

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Adopted

General Fund

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 Budget
$72,559,016	$84,623,872	Salaries, Regular	$93,612,011
$1,777,980	$2,931,694	Salaries, Perm Part-Time	$2,925,967
$130,632,189	$136,712,042	Salaries, Sworn	$136,764,733
$5,587,458	$5,840,205	Salaries, Extra Help	$5,817,413
$2,459,559	$1,394,461	Salaries, Extra Help-Sworn	$1,721,533
$13,790,748	$6,974,488	Overtime	$9,538,341
$15,533,367	$16,268,526	Pen Cont Fire Pen Fd	$12,784,813
$27,299,177	$29,486,895	Pen Cont Police Pen Fd	$22,802,678
$15,434,336	$16,620,217	Pen Cont Gen Emp Pen Fd	$20,087,255
$3,332,944	$3,587,833	Defined Contribution	$3,947,375
$6,728,611	$8,981,740	Workers' Compensation	$7,322,662
$35,935,192	$39,486,997	Other Personnel Costs	$42,247,019
$331,070,575	**$352,908,971**	***Sub Total***	**$359,571,799**
$70,092,544	$68,097,193	Purchased / Contracted Services	$82,317,804
$40,284,661	$42,776,447	Supplies	$40,701,390
$2,474,843	$1,113,766	Capital Outlays	$1,391,994
$12,989,495	$15,680,987	Interfund / Interdepartmental Charges	$15,244,179
$35,173,908	$37,722,854	Other Costs	$38,283,390
$22,888,585	$23,218,500	Debt Service	$17,070,204
-	$5,704,725	Conversion / Summary	$18,827,768
$47,141,553	$20,715,360	Other Financing Uses	$19,702,108
$231,045,590	**$215,029,833**	***Sub Total***	**$233,538,838**
$562,116,165	**$567,938,805**	***Total***	**$593,110,637**

ENTERPRISE FUNDS

Airport Revenue Fund

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 Budget
$31,472,316	$38,112,229	Salaries, Regular	$41,483,480
$765	$14,039	Salaries, Perm Part-Time	$4,520
$19,415,585	$19,865,916	Salaries, Sworn	$20,177,451
$432,676	$228,830	Salaries, Extra Help	$376,500
-	-	Salaries, Extra Help-Sworn	-
$6,296,167	$5,781,633	Overtime	$5,957,945
$5,019,445	$4,678,673	Pen Cont Fire Pen Fd	$3,712,822
$2,385,551	$2,916,127	Pen Cont Police Pen Fd	$2,352,562
$4,764,369	$5,842,708	Pen Cont Gen Emp Pen Fd	$5,899,095
$1,066,911	$1,083,992	Defined Contribution	$1,269,719
$602,953	$321,803	Workers' Compensation	$478,918
$8,473,510	$8,973,258	Other Personnel Costs	$10,300,316
$79,930,247	**$87,819,209**	***Sub Total***	**$92,013,326**
$109,490,545	$117,581,595	Purchased / Contracted Services	$134,875,260
$14,412,252	$14,942,652	Supplies	$15,168,388
$580,724	$280,958	Capital Outlays	$303,000
$11,223,916	$13,223,834	Interfund / Interdepartmental Charges	$13,319,314
$6,053,233	$9,020,149	Other Costs	$7,984,190
-	-	Debt Service	-
-	$89,398,765	Conversion / Summary	$81,635,876
$283,588,656	$157,063,852	Other Financing Uses	$169,680,951
$425,349,327	**$401,511,805**	***Sub Total***	**$422,966,979**
$505,279,574	**$489,331,014**	***Total***	**$514,980,305**

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Adopted

Building Permits Fund

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 Budget
$4,960,964	$8,120,007	Salaries, Regular	$8,594,654
$320	-	Salaries, Perm Part-Time	$0
-	-	Salaries, Sworn	-
$386,612	$455,200	Salaries, Extra Help	$450,681
-	-	Salaries, Extra Help-Sworn	-
$1,851	$0	Overtime	$3,113
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
$708,041	$1,216,691	Pen Cont Gen Emp Pen Fd	$1,189,522
$158,416	$255,493	Defined Contribution	$264,599
$2,324	$23,395	Workers' Compensation	$2,131
$813,117	$1,471,207	Other Personnel Costs	$1,355,486
$7,031,645	**$11,541,993**	***Sub Total***	**$11,860,188**
$1,201,576	$4,534,262	Purchased / Contracted Services	$6,015,840
$114,496	$288,752	Supplies	$315,438
$1,300,467	$20,880	Capital Outlays	$162,480
$269,417	$1,468,083	Interfund / Interdepartmental Charges	$948,788
$308,198	$312,368	Other Costs	$286,476
-	-	Debt Service	-
-	$482,302	Conversion / Summary	$2,111,016
$28,841,662	-	Other Financing Uses	$0
$32,035,817	**$7,106,646**	***Sub Total***	**$9,840,038**
$39,067,461	**$18,648,639**	***Total***	**$21,700,226**

Civic Center Revenue Fund

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 Budget
$508,321	$558,486	Salaries, Regular	$0
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	$0	Salaries, Extra Help	$0
-	-	Salaries, Extra Help-Sworn	-
$5,839	$7,392	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
$109,578	$142,914	Pen Cont Gen Emp Pen Fd	-
$2,887	$4,945	Defined Contribution	-
-	-	Workers' Compensation	-
$89,397	$114,927	Other Personnel Costs	$0
$716,022	**$828,664**	***Sub Total***	**$0**
$408,989	$130,008	Purchased / Contracted Services	$325,000
$768,745	$677,935	Supplies	$175,000
-	-	Capital Outlays	-
-	$2,242	Interfund / Interdepartmental Charges	-
$46,694	$52,790	Other Costs	$0
$11,875	$5,973	Debt Service	$0
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
$1,236,302	**$868,947**	***Sub Total***	**$500,000**
$1,952,324	**$1,697,611**	***Total***	**$500,000**

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Adopted

Parks Facilities Revenue Fund

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 Budget
$195,115	$178,909	Salaries, Regular	$0
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	-	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
$102	-	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
$37,931	$29,805	Pen Cont Gen Emp Pen Fd	-
$5,954	$4,114	Defined Contribution	-
-	-	Workers' Compensation	-
$47,082	$43,948	Other Personnel Costs	$0
$286,184	**$256,777**	***Sub Total***	**$0**
$158,733	$161,498	Purchased / Contracted Services	$150,376
$45,238	$51,201	Supplies	$54,011
-	-	Capital Outlays	-
-	$0	Interfund / Interdepartmental Charges	$0
$22,822	$26,302	Other Costs	$20,258
$538	$240	Debt Service	$355
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
$227,332	**$239,241**	***Sub Total***	**$225,000**
$513,515	**$496,017**	***Total***	**$225,000**

Solid Waste Services Revenue Fund

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 Budget
$11,943,462	$14,032,873	Salaries, Regular	$16,195,221
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
$1,291,420	$1,436,195	Salaries, Extra Help	$372,746
-	-	Salaries, Extra Help-Sworn	-
$2,445,483	$2,259,483	Overtime	$1,830,516
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
$2,861,665	$3,463,073	Pen Cont Gen Emp Pen Fd	$4,566,472
$155,912	$221,799	Defined Contribution	$351,776
$1,381,676	$1,462,195	Workers' Compensation	$1,514,098
$2,451,791	$3,221,567	Other Personnel Costs	$3,889,688
$22,531,409	**$26,097,184**	***Sub Total***	**$28,720,516**
$8,352,876	$11,956,173	Purchased / Contracted Services	$10,586,426
$1,343,781	$2,915,514	Supplies	$1,543,977
$860,238	$508,474	Capital Outlays	$682,800
$11,165,322	$9,197,381	Interfund / Interdepartmental Charges	$11,897,045
$1,799,141	$1,412,366	Other Costs	$1,412,366
$23,662	$174,978	Debt Service	$0
-	$683,459	Conversion / Summary	$0
$6,088,404	$360,909	Other Financing Uses	$472,941
$29,633,424	**$27,209,255**	***Sub Total***	**$26,595,555**
$52,164,833	**$53,306,439**	***Total***	**$55,316,071**

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Adopted

Underground Atl Facil Revenue Fund

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 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***	**-**
$12,231,392	$2,940,147	Purchased / Contracted Services	$0
-	-	Supplies	-
$0	-	Capital Outlays	-
-	$0	Interfund / Interdepartmental Charges	-
$63,218	$48,157	Other Costs	-
$8,294,275	$8,121,250	Debt Service	$4,000,000
-	-	Conversion / Summary	-
$1,036,463	-	Other Financing Uses	-
$21,625,347	**$11,109,554**	***Sub Total***	**$4,000,000**
$21,625,347	**$11,109,554**	***Total***	**$4,000,000**

Water & Wastewater Revenue Fund

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 Budget
$50,097,374	$60,361,006	Salaries, Regular	$63,174,583
$765	$5,000	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	$88,275
$3,315,487	$332,735	Salaries, Extra Help	$605,507
-	-	Salaries, Extra Help-Sworn	-
$3,316,654	$1,106,427	Overtime	$1,098,657
-	-	Pen Cont Fire Pen Fd	-
$568	-	Pen Cont Police Pen Fd	$22,704
$10,221,771	$11,705,987	Pen Cont Gen Emp Pen Fd	$12,882,670
$1,239,940	$1,410,961	Defined Contribution	$1,601,483
$1,482,489	$1,069,598	Workers' Compensation	$1,529,377
$8,518,357	$10,224,730	Other Personnel Costs	$11,131,832
$78,193,405	**$86,216,443**	***Sub Total***	**$92,135,088**
$37,039,766	$48,320,470	Purchased / Contracted Services	$51,381,652
$41,589,256	$29,770,283	Supplies	$38,333,746
$2,060,446	$49,620	Capital Outlays	$21,080
$15,297,068	$18,030,293	Interfund / Interdepartmental Charges	$17,007,363
$13,574,126	$19,431,368	Other Costs	$24,090,889
$9,865,391	$23,705,841	Debt Service	$23,500,062
-	$37,099,512	Conversion / Summary	$40,499,563
$371,608,271	$252,026,652	Other Financing Uses	$244,206,147
$491,034,325	**$428,434,038**	***Sub Total***	**$439,040,503**
$569,227,730	**$514,650,481**	***Total***	**$531,175,591**

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Adopted

OTHER FUNDS

Emergency Telephone System

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 Budget
$6,265,446	$7,018,786	Salaries, Regular	$7,118,299
-	-	Salaries, Perm Part-Time	-
$61,692	$64,220	Salaries, Sworn	-
$125,524	$116,434	Salaries, Extra Help	$105,156
-	-	Salaries, Extra Help-Sworn	-
$1,247,627	$683,835	Overtime	$684,995
-	-	Pen Cont Fire Pen Fd	-
$32,468	$150,890	Pen Cont Police Pen Fd	$82,834
$1,630,945	$1,635,143	Pen Cont Gen Emp Pen Fd	$2,045,145
$79,346	$101,041	Defined Contribution	$128,287
$7,683	$2,822	Workers' Compensation	$7,948
$1,154,985	$1,394,476	Other Personnel Costs	$1,472,943
$10,605,716	**$11,167,645**	***Sub Total***	**$11,645,608**
$5,699,722	$5,734,279	Purchased / Contracted Services	$6,356,877
$35,259	$28,804	Supplies	$20,702
$799	$0	Capital Outlays	$1,787
-	-	Interfund / Interdepartmental Charges	-
-	-	Other Costs	-
-	-	Debt Service	-
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
$5,735,779	**$5,763,083**	***Sub Total***	**$6,379,366**
$16,341,495	**$16,930,728**	***Total***	**$18,024,974**

Fleet Service Fund

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 Budget
$6,731,570	$6,800,754	Salaries, Regular	$7,912,536
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
$221,867	$164,385	Salaries, Extra Help	$112,623
-	-	Salaries, Extra Help-Sworn	-
$379,227	$216,761	Overtime	$387,375
-	$18,757	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
$1,737,861	$1,623,299	Pen Cont Gen Emp Pen Fd	$2,245,370
$100,966	$98,849	Defined Contribution	$152,910
$357,336	$136,618	Workers' Compensation	$25,036
$1,170,107	$1,281,165	Other Personnel Costs	$1,509,482
$10,698,935	**$10,340,588**	***Sub Total***	**$12,345,332**
$3,067,593	$2,906,568	Purchased / Contracted Services	$2,824,045
$16,233,611	$15,557,563	Supplies	$14,908,070
$11,536	-	Capital Outlays	$31,000
$4,100,804	$2,869,155	Interfund / Interdepartmental Charges	$2,871,310
$0	$0	Other Costs	-
$283,546	$147,098	Debt Service	$146,970
-	$0	Conversion / Summary	-
-	-	Other Financing Uses	-
$23,697,090	**$21,480,383**	***Sub Total***	**$20,781,395**
$34,396,025	**$31,820,970**	***Total***	**$33,126,728**

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Adopted

Group Insurance Fund

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 Budget
$802,670	$750,037	Salaries, Regular	$738,603
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
$44,719	$58,273	Salaries, Extra Help	$41,405
-	-	Salaries, Extra Help-Sworn	-
$8	-	Overtime	$0
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
$100,486	$76,316	Pen Cont Gen Emp Pen Fd	$88,466
$33,230	$26,102	Defined Contribution	$25,581
$5,081	$2,242	Workers' Compensation	$4,974
$900,740	$1,086,072	Other Personnel Costs	$1,139,562
$1,886,934	**$1,999,042**	***Sub Total***	**$2,038,591**
$272,902	$217,142	Purchased / Contracted Services	$210,907
$26,616	$12,257	Supplies	$10,629
-	-	Capital Outlays	-
$34,698	$1,845,338	Interfund / Interdepartmental Charges	$1,690,365
$129,152,917	$121,881,517	Other Costs	$128,721,913
($39,920)	$0	Debt Service	$0
-	$9,683,036	Conversion / Summary	$13,508,931
-	-	Other Financing Uses	-
$129,447,213	**$133,639,290**	***Sub Total***	**$144,142,745**
$131,334,147	**$135,638,333**	***Total***	**$146,181,336**

Hotel/Motel Tax Fund

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 Budget
-	-	Salaries, Regular	-
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	-	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
-	-	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
-	-	Pen Cont Gen Emp Pen Fd	-
-	-	Defined Contribution	-
-	-	Workers' Compensation	-
		Other Personnel Costs	
-	**-**	***Sub Total***	**-**
-	-	Purchased / Contracted Services	-
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
-	-	Depreciation And Amortization	-
$43,516,083	$41,589,905	Other Costs	$43,617,429
-	-	Debt Service	-
-	-	Conversion / Summary	-
$14,497,626	$13,855,908	Other Financing Uses	$14,531,389
$58,013,709	**$55,445,813**	***Sub Total***	**$58,148,818**
$58,013,709	**$55,445,813**	***Total***	**$58,148,818**

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Adopted

Rental/Motor Vehicle Tax Fund

FY14 Actual	FY15 Adopted	DESCRIPTION	FY16 Budget
-	-	Salaries, Regular	-
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	-	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
-	-	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
-	-	Pen Cont Gen Emp Pen Fd	-
-	-	Defined Contribution	-
-	-	Workers' Compensation	-
		Other Personnel Costs	
-	**-**	***Sub Total***	**-**
-	-	Purchased / Contracted Services	-
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
-	-	Depreciation And Amortization	-
$1,145,976	$964,579	Other Costs	$955,703
-	-	Debt Service	-
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
$1,145,976	**$964,579**	***Sub Total***	**$955,703**
$1,145,976	**$964,579**	***Total***	**$955,703**
$1,993,178,302	**$1,897,978,984**	***Grand Total***	**$1,977,445,389**

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


RESURGENS
1847
1865
ATLANTA GA

SUMMARY OF REVENUES AND EXPENSES

General Fund

Revenues	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Property Tax Revenue	$174,755,563	$173,604,522	$184,619,115
Local Option Sales Tax Revenue	$99,708,269	$100,052,197	$101,516,578
Hotel/Motel Tax Revenue	$14,497,626	$13,861,453	$14,931,390
Public Utility Franchise Revenue	$40,124,533	$48,553,328	$43,395,742
Business License Revenue	$48,563,631	$43,575,339	$49,047,636
Insurance Premium Revenue	$21,664,289	$21,945,924	$22,889,796
Other License/Permits Revenue	$18,513,226	$18,662,499	$22,605,226
Alcohol Revenue	$16,079,598	$16,184,951	$16,776,607
Fines/Forfeitures Revenue	$24,206,481	$31,106,342	$30,094,852
Real Estate Transfer Revenue	$1,564,433	$1,611,299	$2,042,713
Intangible Recording Revenue	$3,923,598	$4,210,650	$4,262,020
Land and Building Rentals Revenue	$7,035,645	$6,491,463	$8,170,332
Other Revenue	$67,415,095	$56,273,700	$62,660,574
Indirect Costs	$27,885,580	$31,805,137	$30,098,055
Total Revenues	**$565,937,565**	**$567,938,805**	**$593,110,637**

Expenditures	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Personnel Services And Employee Benefits	$331,070,575	$352,908,971	$359,571,799
Purchased / Contracted Services	$70,092,544	$68,097,193	$82,317,804
Supplies	$40,284,661	$42,776,447	$40,701,390
Capital Outlays	$2,474,843	$1,113,766	$1,391,994
Interfund / Interdepartmental Charges	$12,989,495	$15,680,987	$15,244,179
Other Costs	$35,173,908	$37,722,854	$38,283,390
Debt Service	$22,888,585	$23,218,500	$17,070,204
Conversion / Summary	-	$5,704,725	$18,827,768
Other Financing Uses	$47,141,553	$20,715,360	$19,702,108
Total Expenditures	**$562,116,165**	**$567,938,805**	**$593,110,637**

SUMMARY OF REVENUES AND EXPENSES

Airport Revenue Fund

Revenues	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Licenses And Permits	$39,592	$32,004	$32,004
Charges For Services	$487,984,154	$485,647,818	$510,925,985
Investment Income	$864,652	$0	$0
Miscellaneous Revenues	$7,830,400	$3,651,192	$4,022,316
Other Financing Sources	$835,834	$0	$0
Total Revenues	**$497,554,632**	**$489,331,014**	**$514,980,305**

Expenditures	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Personnel Services And Employee Benefits	$79,930,247	$87,819,209	$92,013,326
Purchased / Contracted Services	$109,490,545	$117,581,595	$134,875,260
Supplies	$14,412,252	$14,942,652	$15,168,388
Capital Outlays	$580,724	$280,958	$303,000
Interfund / Interdepartmental Charges	$11,223,916	$13,223,834	$13,319,314
Other Costs	$6,053,233	$9,020,149	$7,984,190
Conversion / Summary	-	$89,398,765	$81,635,876
Other Financing Uses	$283,588,656	$157,063,852	$169,680,951
Total Expenditures	**$505,279,574**	**$489,331,014**	**$514,980,305**

SUMMARY OF REVENUES AND EXPENSES

Building Permits Fund

Revenues	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Licenses And Permits	$21,483,990	$18,603,306	$21,698,831
Charges For Services	$57,005	$45,333	$1,395
Investment Income	$215,841	$0	$0
Total Revenues	**$21,756,836**	**$18,648,639**	**$21,700,226**

Expenditures	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Personnel Services And Employee Benefits	$7,031,645	$11,541,993	$11,860,188
Purchased / Contracted Services	$1,201,576	$4,534,262	$6,015,840
Supplies	$114,496	$288,752	$315,438
Capital Outlays	$1,300,467	$20,880	$162,480
Interfund / Interdepartmental Charges	$269,417	$1,468,083	$948,788
Other Costs	$308,198	$312,368	$286,476
Conversion / Summary	-	$482,302	$2,111,016
Other Financing Uses	$28,841,662	-	$0
Total Expenditures	**$39,067,461**	**$18,648,639**	**$21,700,226**

SUMMARY OF REVENUES AND EXPENSES

Civic Center Revenue Fund

Revenues	FY14 Actuals	FY15 Adopted	FY16 Budget
Charges For Services	$115,548	$172,560	$0
Miscellaneous Revenues	$1,444,782	$1,525,051	$500,000
Total Revenues	**$1,560,330**	**$1,697,611**	**$500,000**

Expenditures	FY14 Actuals	FY15 Adopted	FY16 Budget
Personnel Services And Employee Benefits	$716,022	$828,664	$0
Purchased / Contracted Services	$408,989	$130,008	$325,000
Supplies	$768,745	$677,935	$175,000
Interfund / Interdepartmental Charges	-	$2,242	-
Other Costs	$46,694	$52,790	$0
Debt Service	$11,875	$5,973	$0
Total Expenditures	**$1,952,324**	**$1,697,611**	**$500,000**

SUMMARY OF REVENUES AND EXPENSES

Parks Facilities Revenue Fund

Revenues	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Charges For Services	$512,630	$496,017	$225,000
Total Revenues	**$512,630**	**$496,017**	**$225,000**

Expenditures	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Personnel Services And Employee Benefits	$286,184	$256,777	$0
Purchased / Contracted Services	$158,733	$161,498	$150,376
Supplies	$45,238	$51,201	$54,011
Interfund / Interdepartmental Charges	-	$0	$0
Other Costs	$22,822	$26,302	$20,258
Debt Service	$538	$240	$355
Total Expenditures	**$513,515**	**$496,017**	**$225,000**

SUMMARY OF REVENUES AND EXPENSES

Solid Waste Services Revenue Fund

Revenues	FY14 Actuals	FY15 Adopted	FY16 Budget
Taxes	$1,805,511	$750,000	$954,747
Charges For Services	$53,760,351	$52,122,547	$54,258,340
Investment Income	$25,689	$0	$102,983
Miscellaneous Revenues	-	$433,892	$0
Other Financing Sources	$4,927	$0	$0
Total Revenues	**$55,596,478**	**$53,306,439**	**$55,316,071**

Expenditures	FY14 Actuals	FY15 Adopted	FY16 Budget
Personnel Services And Employee Benefits	$22,531,409	$26,097,184	$28,720,516
Purchased / Contracted Services	$8,352,876	$11,956,173	$10,586,426
Supplies	$1,343,781	$2,915,514	$1,543,977
Capital Outlays	$860,238	$508,474	$682,800
Interfund / Interdepartmental Charges	$11,165,322	$9,197,381	$11,897,045
Other Costs	$1,799,141	$1,412,366	$1,412,366
Debt Service	$23,662	$174,978	$0
Conversion / Summary	-	$683,459	$0
Other Financing Uses	$6,088,404	$360,909	$472,941
Total Expenditures	**$52,164,833**	**$53,306,439**	**$55,316,071**

SUMMARY OF REVENUES AND EXPENSES

Underground Atl Facil Revenue Fund

Revenues	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Investment Income	$24,046	$0	$0
Miscellaneous Revenues	$2,309,199	$1,887,608	$0
Other Financing Sources	$9,196,742	$9,221,946	$4,000,000
Total Revenues	**$11,529,987**	**$11,109,554**	**$4,000,000**

Expenditures	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Purchased / Contracted Services	$12,231,392	$2,940,147	$0
Other Costs	$63,218	$48,157	-
Debt Service	$8,294,275	$8,121,250	$4,000,000
Other Financing Uses	$1,036,463	-	-
Total Expenditures	**$21,625,347**	**$11,109,554**	**$4,000,000**

SUMMARY OF REVENUES AND EXPENSES

Water & Wastewater Revenue Fund

Revenues	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Charges For Services	$431,788,438	$441,814,922	$443,522,530
Investment Income	$605,354	$71,959	$71,959
Miscellaneous Revenues	$160,078	$81,102	$81,102
Other Financing Sources	$124,267,717	$72,682,498	$87,500,000
Total Revenues	**$556,821,587**	**$514,650,481**	**$531,175,591**

Expenditures	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Personnel Services And Employee Benefits	$78,193,405	$86,216,443	$92,135,088
Purchased / Contracted Services	$37,039,766	$48,320,470	$51,381,652
Supplies	$41,589,256	$29,770,283	$38,333,746
Capital Outlays	$2,060,446	$49,620	$21,080
Interfund / Interdepartmental Charges	$15,297,068	$18,030,293	$17,007,363
Other Costs	$13,574,126	$19,431,368	$24,090,889
Debt Service	$9,865,391	$23,705,841	$23,500,062
Conversion / Summary	-	$37,099,512	$40,499,563
Other Financing Uses	$371,608,271	$252,026,652	$244,206,147
Total Expenditures	**$569,227,730**	**$514,650,481**	**$531,175,591**

SUMMARY OF REVENUES AND EXPENSES

Emergency Telephone System

Revenues	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Taxes	($1)	-	$0
Charges For Services	$10,852,769	$11,415,700	$18,024,974
Fines And Forfeiture	($83)	$0	$0
Other Financing Sources	$7,162,801	$5,515,028	$0
Total Revenues	**$18,015,487**	**$16,930,728**	**$18,024,974**

Expenditures	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Personnel Services And Employee Benefits	$10,605,716	$11,167,645	$11,645,608
Purchased / Contracted Services	$5,699,722	$5,734,279	$6,356,877
Supplies	$35,259	$28,804	$20,702
Capital Outlays	$799	$0	$1,787
Total Expenditures	**$16,341,495**	**$16,930,728**	**$18,024,974**

SUMMARY OF REVENUES AND EXPENSES

Fleet Service Fund

Revenues	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Charges For Services	$28,032,485	$31,820,970	$33,126,728
Miscellaneous Revenues	$21,947	$0	$0
Other Financing Sources	$6,000,000	$0	$0
Total Revenues	**$34,054,432**	**$31,820,970**	**$33,126,728**

Expenditures	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Personnel Services And Employee Benefits	$10,698,935	$10,340,588	$12,345,332
Purchased / Contracted Services	$3,067,593	$2,906,568	$2,824,045
Supplies	$16,233,611	$15,557,563	$14,908,070
Capital Outlays	$11,536	-	$31,000
Interfund / Interdepartmental Charges	$4,100,804	$2,869,155	$2,871,310
Debt Service	$283,546	$147,098	$146,970
Total Expenditures	**$34,396,025**	**$31,820,970**	**$33,126,728**

SUMMARY OF REVENUES AND EXPENSES

Group Insurance Fund

Revenues	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Charges For Services	$128,898,318	$135,606,368	$145,161,864
Investment Income	$113,668	$0	$99,148
Miscellaneous Revenues	$889,072	$0	$886,762
Other Financing Sources	$0	$31,965	$33,563
Total Revenues	**$129,901,058**	**$135,638,333**	**$146,181,336**

Expenditures	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Personnel Services And Employee Benefits	$1,886,934	$1,999,042	$2,038,591
Purchased / Contracted Services	$272,902	$217,142	$210,907
Supplies	$26,616	$12,257	$10,629
Interfund / Interdepartmental Charges	$34,698	$1,845,338	$1,690,365
Other Costs	$129,152,917	$121,881,517	$128,721,913
Debt Service	($39,920)	$0	$0
Conversion / Summary	-	$9,683,036	$13,508,931
Total Expenditures	**$131,334,147**	**$135,638,333**	**$146,181,336**

SUMMARY OF REVENUES AND EXPENSES

Hotel/Motel Tax Fund

Revenues	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Taxes	$58,013,339	$55,445,813	$58,148,818
Licenses And Permits	$370	$0	$0
Total Revenues	**$58,013,709**	**$55,445,813**	**$58,148,818**

Expenditures	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Other Costs	$43,516,083	$41,589,905	$43,617,429
Other Financing Uses	$14,497,626	$13,855,908	$14,531,389
Total Expenditures	**$58,013,709**	**$55,445,813**	**$58,148,818**

SUMMARY OF REVENUES AND EXPENSES

Rental/Motor Vehicle Tax Fund

Revenues	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Taxes	$1,145,976	$964,579	$955,703
Total Revenues	**$1,145,976**	**$964,579**	**$955,703**

Expenditures	**FY14 Actuals**	**FY15 Adopted**	**FY16 Budget**
Other Costs	$1,145,976	$964,579	$955,703
Total Expenditures	**$1,145,976**	**$964,579**	**$955,703**


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SUMMARY OF FUND BALANCE

	Beginning Fund Balance	*Revenues*	*Expenditures*	FY15 Net Change in Fund Balance	Unaudited Ending Fund Balance 2015	% Change in Fund Balance
General Fund	141,985,399	591,262,173	(581,374,297)	9,887,877	151,873,276	6.96%
Special Revenue Funds						
Community Development Block Grant Fund	233,514	7,007,885	(6,036,075)	971,810	1,205,324	416.17%
Emergency 911 Fund	(12,815,910)	27,820,931	(15,989,423)	11,831,508	(984,402)	-92.32%
Intergovernmental Grant Fund	252,684	31,564,523	(32,685,675)	(1,121,152)	(868,468)	-443.70%
Empowerment Zone Fund	(139,670)	-	(10,720)	(10,720)	(150,390)	7.67%
Job Training Grant Fund	397,875	7,371,040	(7,497,038)	(125,998)	271,877	-31.67%
Home Investment Partnerships Program Fund	423,472	2,575,223	(2,525,590)	49,633	473,105	11.72%
Rental Rehabilitation Fund	603	-	-	-	603	0.00%
Sec 108 Loan Trust Fund	5,632,778	2,806	187,328	190,135	5,822,913	3.38%
Atlantic Station TAD Fund	33,030,356	16,815,026	(13,081,403)	3,733,624	36,763,979	11.30%
Westside TAD Fund	78,530,353	13,509,688	(25,261,091)	(11,751,403)	66,778,950	-14.96%
NW Atlanta TAD Fund	9,619,218	2,555,309	(2,678,325)	(123,016)	9,496,202	-1.28%
Princeton Lakes TAD Fund	5,878,727	2,032,382	(776,093)	1,256,289	7,135,017	21.37%
Eastside TAD Fund	64,412,537	11,859,135	(4,331,830)	7,527,305	71,939,842	11.69%
Atlanta Beltline TAD	10,927,676	23,116,458	(28,595,926)	(5,479,468)	5,448,208	-50.14%
Campbellton Road TAD Fund	2,541,800	66,279	(303,159)	(236,879)	2,304,920	-9.32%
Hollowell/M.L. King TAD Fund	2,159,826	353,419	(42,861)	310,557	2,470,383	14.38%
Metropolitan Parkway TAD Fund	1,235,048	206,813	(36,331)	170,482	1,405,530	13.80%
Stadium Neighborhoods TAD Fund	53,226	1,517	(20,901)	(19,384)	33,841	-36.42%
Rental/Motor Vehicle Tax	-	1,333,414	(1,333,414)	-	-	0.00%
Hotel/Motel Tax Fund	-	64,330,343	(64,330,343)	-	-	0.00%
Affordable Housing Fund	7,061,867	2,869,177	(2,869,177)	-	7,061,867	100.00%
Special 1% Sales And Use Tax Fund	-	131,578,685	(131,578,685)	-	-	0.00%
Perpetual Care	311,858	14,249	-	14,249	326,107	100.00%
Trust Fund	35,548,068	18,932,137	(20,791,629)	(1,859,492)	33,688,576	-5.23%
Special Revenue Total	245,295,904	365,916,440	(360,588,360)	5,328,080	250,623,984	26.44%
Capital Projects Fund						
Annual Bond Fund	340,734	2,888	-	2,888	343,622	0.85%
1993 School Improvement Bond	20,142	31	-	31	20,173	0.15%
1994 Referendum G.O. Bond Fund	363,457	554	-	554	364,011	0.15%
1996 G.O. Public Improvement Bond Part B	32,284	49	-	49	32,333	0.15%
1997 G.O. Public Improvement Bond Fund	249,090	380	-	380	249,469	0.15%
2000 Park Improvement Bond Fund	11,891	18	-	18	11,909	0.15%
2001 Quality Of Life Fund	21,551	139	-	139	21,689	0.64%
2004 Quality Of Life Fund	198,992	1,101	(5,434)	(4,334)	194,658	-2.18%
2005 B Go Project Fund	(9,069)	-	9,069	9,069	-	0.00%
2005A Park Improvement Bond Fund	9,211,784	782	(3,439,657)	(3,438,875)	5,772,909	-37.33%
Public Safety Facility Fund	1	6,011,870	(6,011,869)	1	2	79.23%
2008A Quality Of Life Improvement	1,634,143	1,686	(29,951)	(28,265)	1,605,878	-1.73%
GO Refunding Series 2014A	-	18,501,572	(18,491,474)	10,098	10,098	
GO Refunding Series 2014B	-	40,820,761	(40,811,947)	8,814	8,814	
2014A Park Improvement Revenue Refunding Bond	-	5,066,347	(434,998)	4,631,349	4,631,349	
2014B Park Improvement Revenue Refunding Bond	-	62,384	(62,384)	-	-	
2015 Infrastructure Bond Fund	-	215,336,684	(819,410)	214,517,274	214,517,274	
2015 Municipal Facilities Bond Fund	-	73,330,707	(331,833)	72,998,874	72,998,874	
Capital Finance Fund	14,025,790	8,498,808	(13,745,545)	(5,246,737)	8,779,053	-37.41%
Special Assessment Fund	2,404,252	87,965	-	87,965	2,492,216	3.66%
Solid Waste Management Fac Const Fund	2,469,356	2,107,222	(2,110,056)	(2,835)	2,466,522	-0.11%
Capital Asset - Finance Fund	25,889,733	1,869,547	(9,132,597)	(7,263,049)	18,626,683	-28.05%
Capital Finance - Recovery	(2,070,242)	3,821,750	(2,086,158)	1,735,593	(334,649)	0.00%
General Government Capital Fund	29,394,228	6,607,729	(1,965,862)	4,641,867	34,036,095	15.79%
Park Improvement Fund	3,021,504	10,510,205	(11,006,819)	(496,614)	2,524,890	-16.44%
2002 Traffic Court Facility Bond	187,923	286	-	286	188,209	0.15%
Sub - Total	**87,397,545**	**392,641,464**	**(110,476,926)**	**282,164,538**	**369,562,083**	**-22.17%**
Debt Service Fund						
Bond Sinking Fund	66,646,615	31,821,569	(64,709,453)	(32,887,884)	33,758,731	-49.35%
Government Grand Total	541,325,464	1,381,641,647	(1,117,149,036)	264,492,611	805,818,075	-38.11%

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.

Job Training Grant Fund
Increased grant funding.

Home Investment Partnerships Program Fund
Reduction in grant expenditures.

Atlantic Station TAD Fund
Total tax increment was $16,215,088.49. Increased by $2,081,663 because property value increased from prior year. Total expenses were $12,880,082. Most expenses consistent with prior year. Except for Bond interest 2006 increased by $444,940.

Westside TAD Fund
Total tax increment was $13,113,086. Increased by $633,364 because property value increased from prior year. Insurance proceeds of $364,643. Total expenses were $25,229,134. Redevelopment expentures were $15,526,058. Decreased by $16,346,212 from prior year. Major projects included Morris Brown & Flatiron. ADA administrative fees were $1,271,390. Increased by $485,310 from prior year. More time spent by Invest Atlanta employees on the Westside TAD. Debt payments were $8,431,686. Increased by $1,432,863.

Princeton Lakes TAD Fund
Total tax increment was $2,031,184. Increased by $184,153 because property value increased from prior year. Total expenses were $776,794.36. Expenses consistent with prior year.

Eastside TAD Fund
Total tax increment was $11,680,420. Increased by $1,841,635 because property value increased from prior year. Total expenses were $4,538,291. Expenses consistent with prior year.

Atlanta Beltline TAD
Total tax increment was $21,858,428. Increased by $3,268,221 because property value increased from prior year. Sale proceeds of $1,244,875. Total expenses were $21,112,305. Atlanta Public School pilot payment was not made in current year. Prior year Atlanta Public School pilot payment - $1,950,000. Redevelopment for Westside Trail right-of-way decreased from $1,932,764 in prior year to $1,150.

Hollowell/M.L. King TAD Fund
Total tax increment was $352,255. Consistent with prior year. Total expenses were $38,857. Expenses consistent with prior year.

Metropolitan Parkway TAD Fund
Total tax increment was $206,898. Increased by $63,198 because property value increased from prior year. Total expenses were $42,593. Most expenses consistent with prior year. ADA administrative fees were $21,551. Decreased by $30,687. Less time spent by Invest Atlanta employees on the TAD.

Stadium Neighborhoods TAD Fund
Total tax increment was $1,494. Consistent with prior year. Total expenses were $18,537. Most expenses consistent with prior year. ADA administrative fees were $17,046. Decreased by $11,773. Less time spent by Invest Atlanta employees on the TAD.

2005A Park Improvement Bond Fund
Expenditure on remaining bond funds.

Affordable Housing Fund
Per GASB 61, City of Atlanta is required to report Atlanta Housing Opportunity Inc. as a blended component unit. This fund was created in FY14 and the Atlanta Housing financials incorporated into City books.

Perpetual Care
Per Legislation 14-O-1055, the Oakland Cemetery trust accounts were transferred from Trust Fund 7701 to the Perpetual Care Fund 4501 in FY14.

EXPLANATIONS FOR CHANGE IN FUND BALANCE

CAPITAL PROJECTS FUNDS:

2005A Park Improvement Bond Fund

Expenditures on remaining bond funds.

Public Safety Facility Fund

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

General Government Capital Fund

Increase in Impact Fee Collections driven by an increase in Transportation, Police, Fire and Parks plan development within and around the city. Collections (building permitting revenue) were 44% higher in FY15 compared to the $4,617K reported in FY14 netted with slight increase in project expenditures in FY15.

Capital Finance Fund

Expenditures related to the unspent bond proceeds.

Capital Asset - Finance Fund

Fleet purchases that haven't been reimbursed by a GMA 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.

DEBT SERVICE FUND:

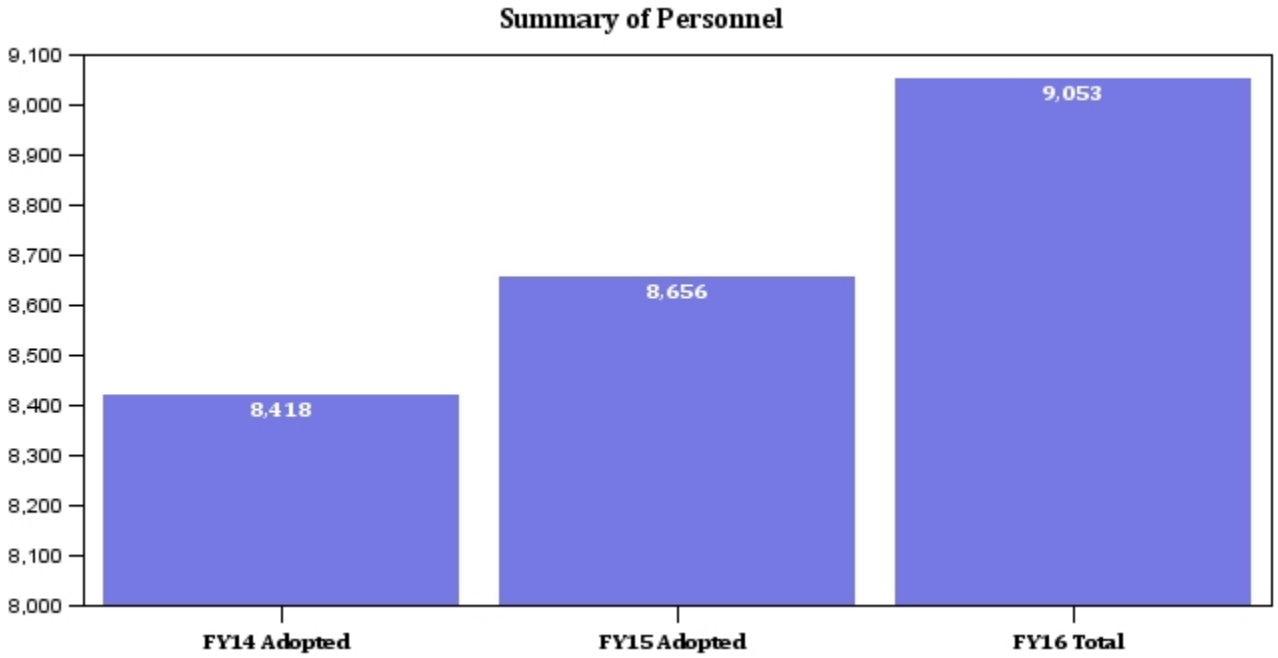
Bond Sinking Fund

Several General Obligation Bonds were defeased Oct 2014 during FY15.


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SUMMARY OF PERSONNEL CHANGES

	FY14 Adopted	FY15 Adopted	FY16 Adopted Operating	FY16 Adopted Other	FY16 Adopted Total	FY16 vs. FY15 Change
030000 City Council	47.00	48.00	49.00	-	49.00	1.00
040000 Executive Offices	240.00	289.00	297.00	19.00	316.00	27.00
050000 Department Of Information Technology	107.00	128.50	138.67	19.00	157.67	29.17
080000 Department Of Law	84.00	84.00	84.00	1.00	85.00	1.00
090000 Department Of Corrections	310.00	326.00	346.00	-	346.00	20.00
100000 Department Of Finance	164.00	157.00	138.34	14.66	153.00	(4.00)
110000 Department Of Procurement	41.00	41.00	41.00	-	41.00	0.00
130000 Department Of Public Works	793.00	806.00	870.33	51.00	921.33	115.33
140000 Dept Of Parks & Recreation	359.00	370.00	365.00	28.00	393.00	23.00
170000 Department Of Watershed Management	1,481.00	1,485.50	1,105.00	448.00	1,553.00	67.50
180000 Department Of Aviation	599.67	616.00	596.00	52.00	648.00	32.00
190000 Judicial Agencies	112.00	159.00	162.00	2.00	164.00	5.00
220000 Department Of Human Resources	143.00	127.00	129.00	5.00	134.00	7.00
230000 Department Of Fire Services	1,113.00	1,125.00	1,129.50	-	1,129.50	4.50
240000 Department Of Police Services	2,500.00	2,512.00	2,527.50	21.00	2,548.50	36.50
250000 Dept Of Planning & Community Development	248.33	271.00	160.50	111.50	272.00	1.00
260000 Department Of The Solicitor	40.00	58.00	76.00	-	76.00	18.00
270000 Department Of Ethics	3.00	3.00	4.00	-	4.00	1.00
280000 Atlanta Citizens Review Board	4.00	6.00	8.00	-	8.00	2.00
290000 Department Of Audit	11.00	13.00	16.00	-	16.00	3.00
300000 Department Of Public Defender	18.00	31.00	38.00	-	38.00	7.00
Total Full-Time Equivalent Employees	**8,418.00**	**8,656.00**	**8,280.84**	**772.16**	**9,053.00**	**397.00**




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Revenue Overview

Economic Outlook

Revenue Forecast Summary

Adopted Budget
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ECONOMIC OUTLOOK

THE U.S. ECONOMIC OUTLOOK FOR 2015

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

The 2015 US economic forecast indicates that the economic recovery that began in the second half of 2009 will be sustained. The rate of 2015 GDP growth – 2.8 percent – will be higher than in 2014 – 2.2 percent, but below the average of the last 50 years – 3.1 percent. The US is well positioned for faster growth courtesy of extensive restructuring of the private sector – including the cleanup of the financial sector, deleveraging by consumers, a more favorable balance of supply and demand for residential and non-residential properties, and a sharp drop in oil and gas prices. Also, most state and local governments have adjusted their spending and staffing to reflect their ability to generate revenue.

With the year-over-year rate of 2015, US GDP growth predicted at 2.8 percent, the US economy will be less vulnerable to economic shocks and/or policy mistakes. The two main risks to economic growth are the same in 2015 as in 2014: (1) mistakes in US fiscal or monetary policy and (2) financial panics – potentially originating in the EU. The probability of recession is only 25 percent, which is smaller than the 30 percent recession probability estimated at this time last year.

In 2015, private final domestic demand and gross private domestic investment rather than federal fiscal stimulus, net exports, or changes in private inventories will be the drivers of US GDP growth. The Federal Reserve's monetary policy stance will shift from simulative to restrictive when it begins to raise short-term policy interest rates – mid 2015 or later. Meanwhile, the federal government has yet to effectively address its massive structural budget problems, which is what is needed to move the US economy from its sub-par growth trajectory to an above average growth trajectory.

One reason US GDP growth will be higher in 2015 than in 2014 is that we are going to see more vigorous spending by US consumers. Real consumer spending will rise by 2.8 percent in 2015 compared to 2.4 percent in 2014. Spending on nondurable goods and services will make larger percentage point contributions to GDP growth in 2015. The contribution due to spending on durable goods will be about the same as in 2014. Similarly, investment spending on new home construction and intellectual property rights will make larger percentage point contributions to GDP growth in 2015, but the contribution due to spending on nonresidential structures will hold steady.

One reason consumer spending will rise faster is that people are more confident in the economic situation and therefore will be less cautious in their spending. The improving performance of the labor market also will support consumer spending. Fewer households will be deleveraging. Deleveraging means that money that people might have spent on goods and services will go to paying down debt, which heretofore has limited consumers' contribution to GDP growth.

Compared to US GDP growth, the GDP growth of our major currency trading partners will strengthen only slightly in 2015, which implies that the pace of export growth will grow much more slowly than the pace of import growth. Net exports therefore will subtract from US GDP growth in 2015. One problem is that the EU's banking and sovereign wealth problems are still far from having been resolved. While the situation in the EU is unlikely to cause a major financial panic in 2015, its growth prospects do not look good. The historical correlation between US GDP growth and EU GDP growth is extremely high, implying that little, or slow, growth in the EU will limit US GDP growth in 2015 – mainly due to fewer export opportunities. Another problem is that the US dollar is relatively strong, which will make our exports more expensive in many foreign markets.

Businesses' spending for equipment will make a positive contribution to US GDP growth in 2015. Spending on inventories will subtract slightly from US GDP growth, however, because most state and local governments have adjusted their spending and staffing to reflect available resources, their spending will contribute to GDP growth, but the fiscal drag from the federal government will restrain GDP growth.

As was the case in 2010-14, the expectation that economic growth will be sustained depends on several positive developments. First, sales of both new and existing homes as well as spending on new home construction will increase. Second, credit markets will continue to thaw. Third, new jobs – and slightly higher wages – will be created in the private sector, which will boost consumers' inflation-adjusted buying power. Fourth, businesses' spending for new equipment and software will continue to expand. Moreover, increasingly such spending will be motivated by a need to expand capacity rather than to improve efficiency. Fifth, crude oil and gasoline prices will remain at very depressed levels throughout 2015. Finally, very limited inflation should reassure the bond markets and the Federal Reserve. If most of these expectations are realized and major federal fiscal policy mistakes or external shocks are avoided, then the US economy will experience faster economic growth in 2015 than in 2014.

HOUSING

Housing will be a strong tailwind for US GDP growth. That's primarily due to cyclical factors, but it's also true that the demographic trends are gradually becoming more favorable. This traditional driver of economic growth finally got traction in 2012, and gathered momentum in 2013-14, but improvements in housing activity have been uneven both temporally and geographically.

In 2015, the number of single-family home starts for new construction will increase by about 25 percent. That large percentage gain in single-family housing starts pales in comparison to the peak-to-trough plunge in activity that occurred. As predicted, existing home prices stabilized in 2012 and rose substantially in 2013-14. Existing home prices will continue to rise, but at a rate that is very modest – about 4 percent in 2015. The remaining pockets of home price depreciation are spotty, reflected local imbalances rather than overall macroeconomic conditions. In most markets, home price appreciation therefore will continue to bolster the psyche of the consumer, households' net worth, and homeowners' ability to spend.

As the record of home price appreciation lengthens, potential homebuyers who have been waiting on the sidelines for even lower prices will increasingly opt to become homeowners. Rising rents will strongly reinforce this trend. Many investors pulled the trigger on home purchases in late 2011 or in 2012, but people who buy homes to live in them did so in increasing numbers in 2013-14. In 2015, the share of homes sold to people who live in them will rise rapidly and the share sold to investors will decline sharply.

Both the single- and multi-unit residential construction subsectors will contribute to GDP growth. This broad-based upturn in housing activity will add 0.5 percentage points to US GDP in 2015. That's significantly more than the 0.3. 0.3, and 0.1 percentage point contributions in 2012, 2013, and 2014, respectively. Residential construction was a neutral factor in 2011. These contributions are noteworthy given that residential construction subtracted 0.5 percent from U.S. GDP growth in 2006, 1.1 percent in 2007, 1.1 percent in 2008, 0.7 percent in 2009, 0.1 percent in 2010.

Going forward, the performance of the housing market will depend primarily on the performance of the labor market, mortgage rates, and credit conditions. Employment and personal income growth are expected in 2015. Those new jobs, and bigger paychecks – plus appreciating home values – will give more people the wherewithal and the confidence to buy homes, ensuring the sustainability of the housing market's recovery. A rising proportion of high paying jobs will help bolster housing activity.

Mortgage rates will remain a tremendous bargain, but will move higher by about 50 basis points in 2015. Home mortgages should be somewhat easier to obtain, however. Credit conditions will ease due to improving home values in most markets. Despite overall improvement, credit will remain tight for riskier loans. Although lending standards for new home construction and new residential developments will get a bit easier, credit lines and money to builders will still be somewhat scarce, restricting the supply of newly built homes. Also, low – perhaps overly conservative – appraised values will stymie conventional lending as well as housing turnover. A scarcity of developed lots also will slow recovery of the housing market.

Despite recent home price gains, many households owe more on their mortgages than their homes are worth, which limits the availability of financing, especially for those with lower credit scores. Additionally, many more homeowners are in near negative equity situations. These households will not be able to absorb the transactions costs involved in selling their homes, make a significant down payment, or qualify for a new mortgage. These homeowners are stuck in their current homes, unable to trade up or trade down.

A potentially powerful demand side support for homebuilding is the rebound in the rate of household formation, which was quite depressed in 2008-2013. Job growth will be the key to unlocking the pent-up demand for housing that built up as young adults opted to stay a home a bit longer. Moreover, improving job prospects will partially reverse the recent surge in college enrollment and might also slow the rate at which student loan debt is piling up. Indeed, record breaking levels of student loan debt is one reason why young adults are delaying moving out on their own, getting married, having children, and buying a starter house.

NONRESIDENTIAL CONSTRUCTION

Although slightly higher interest rates will be a mild headwind, spending for new nonresidential construction will increase modestly in 2015, continuing the weak up cycle that began in the second quarter of 2013. Credit conditions will ease for those looking to build nonresidential structures, but will remain very tight in markets with high vacancy rates. Employment and population growth gradually will generate gains in net occupancy. Tenants will still have the upper hand in lease negotiations, but to a lesser degree than they did in 2009-2014. There will be some negative trends: There will be less spending on power plants as well as oil and gas exploration. Public spending on nonresidential construction also will be weak due to lagging revenue collections. These trends imply that the current up cycle in the nonresidential real estate will gain traction, but also will lack vigor.

Office and retail vacancy rates will remain elevated, but will improve due to limited deliveries of space as well as less sublease space coming onto the market. Demand for

new office space will increase the most in markets that benefit from growth of high technology industries. Retail construction will continue to be limited by abundant supplies of existing space as well as online competition, but pockets of new retail development will appear in the most desirable locations. Industrial development will continue to benefit from rising levels of industrial production and capacity utilization, with new development focused on locations with logistical advantages.

Less positively, spending for publicly funded structures will remain close to recessionary lows in many jurisdictions. The primary problem is that weak real estate markets have led to downward – or at least slowed upward – adjustments in assessed property values. Typically, such adjustments lag movements in market prices by several years. Additionally, property tax bases are only just beginning to respond to the upturn in home prices.

CONSUMER SPENDING

Consumers' inflation-adjusted contribution to GDP growth will be positive, and larger in 2015 than it was in 2014. The deleveraging process – which already is quite advanced among US households – will continue to be gradual rather than abrupt. In 2015, steady, albeit moderate, job creation coupled with a limited amount of wage and salary growth will help to repair household balance sheets. Some additional loosening of still tighter than normal credit conditions also will support consumer spending in 2015. The gain in inflation-adjusted consumer spending therefore will be about 2.8 percent, which is higher than the 2.4 percent gain estimated for 2014.

One reason why consumer spending will continue to grow is that household finances are improving. Going into the recession, household finances were in terrible shape. US consumers were heavily indebted and very short on savings. Indeed, by almost any measure households were extremely overextended. For example, the household debt service ratio – debt payments divided by after-tax income – stood at an all-time high of nearly 14% in 2005-2008. If you add in other financial obligations, such as automobile lease payments, rental payments on tenant-occupied property, homeowner's insurance, and property tax payments, you get a financial obligation ratio that was nearly 19 percent. That's also an all-time high.

A depressed household savings rate also reflected consumers' largess. The household savings rate fell to the lowest levels experienced since the Great Depression. Essentially, households opted to boost current spending by extracting more and more wealth from their homes – this, of course, was facilitated by lax credit standards. The house became the ATM.

In 2015, homes prices will continue to rise, albeit much more gradually. Credit conditions will continue to loosen. Equity prices also will be on the increase, but further gains will come much more slowly than in recent years.

As households shifted their priorities from spending to savings, the savings rate has risen from its cyclical trough of only 2 percent in 2005 to 5 percent in 2014. It will hold steady at 5 percent in 2015. So, a higher savings rate will not be a headwind in 2015. But, over the long term, many households will find that level of savings will be inadequate to maintain current living standards in retirement. The household savings rate therefore needs to rise to 7 or 8 percent by 2020. That's quite attainable – a 9 percent savings rate prevailed from 1961-1990. In short, a rising savings rate will be a secular headwind for consumer spending that will intensify through the end of the decade, but it will not intensify in 2015.

The restoration of the discipline of saving represents an overdue return to normalcy that is helping households unwind some of the imbalances that developed in their balance sheets. For example, the household financial obligation ratio was over 250 basis points lower in 2014 than it was in 2007. In fact, the

household financial obligation ratio has returned to the levels that prevailed in the early-1980s and the early-1990s. A lower financial obligation – or debt service – ratio not only frees up spending, but it also allows households to more easily service their debt. Similarly, outstanding mortgage debt has fallen from 107 percent of disposable personal income in 2007 to 76 percent in 2014. It will decline to 75 percent of disposable personal income in 2015. Prior to the housing boom, the ratio of outstanding mortgage debt to disposable personal income was about 80 percent.

The protracted period of household deleveraging has been painful, but it is also necessary. The statistics show that deleveraging is well advanced. One concern is that continued volatility in the financial markets may cause jittery consumers to push up the household savings rate very sharply in 2015, which would precipitate a recession. Fortunately, that scenario is not very likely.

One factor behind deleveraging was the unprecedented cycle of wealth destruction that erased 19 percent – $13.3 trillion – of households' net worth. That's a huge number. Households' net worth began to recover in the second quarter of 2009, which lessened one of the pressures that caused consumers to pull back sharply on spending. In the third quarter of 2012, households finally recovered all of their nominal losses, but on an inflation-adjusted basis net worth was still 8 percent ($4.4 billion) below its pre-recession peak. On an inflation-adjusted basis, full recovery of the wealth that was lost did not occur until the third quarter of 2013. As of mid-2014, households' inflation-adjusted net worth was 7 percent above its pre-recession peak. On a nominal basis, households' net worth exceeded the pre-recession peak by 20 percent.

The large wealth losses that accompanied the Great Recession not only crippled consumer spending but also dramatically reduced the amount of funds available to launch, or expand, small businesses. Personal wealth – not the credit markets – is the primary source of funding for new small businesses. Demographic trends (e.g. an aging population tends to become more risk adverse), more business regulations, and the failure of many small community banks also are behind the extremely low levels of new business formation prevailing in the wake of the Great Recession.

At this juncture, job creation – and the income growth that accompanies it – is absolutely vital to the outlook for both consumer spending and the overall economy. The forecast anticipates that the nation's job machine will remain in second gear in 2015, however. Job growth therefore will be adequate to boost US GDP growth from 2.2 percent to 2.8 percent, but inadequate to raise the rate of GDP growth above its long-term average of 3.1 percent. Growth in both the number of jobs and the number of hours worked per job are two factors that will support this income growth. The proportion of high paying jobs created also is likely to rise slightly.

In 2015, consumers' spending for durable goods will increase faster than spending for nondurable goods and services. Among durables, outlays for motor vehicles will increase very rapidly. Outlays for information processing equipment and recreational goods also will grow quickly. Spending on nondurables such as pharmaceuticals and other medical products will rise briskly, but spending for food & beverages and clothing & footwear will rise moderately. Among services, spending on vehicle leasing will increase the fastest. Providers of health care, food services, and insurance will see above average growth in spending. In contrast, consumers' outlays for utilities will grow relatively slowly.

LABOR MARKETS

On an annual average basis, total nonfarm employment will increase by 1.8 percent in 2015, which is the same as the 1.8 percent gain estimated for 2014. Courtesy of the upturn in

housing, job growth will be very broadly based. Companies will hire as domestic demand for goods and services expands. Meanwhile, venture capital – which fuels job creation – will be more available than it was in 2008-14. 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 2.8 percent GDP growth therefore will generate 1.8 percent job growth. Moreover, GDP growth will outpace productivity growth in 2015, which will push firms to hire additional staff as end markets expand. The faster pace of GDP growth will sustain job growth, but job growth will not accelerate. Net job creation will be strong enough to slowly reduce the elevated unemployment rate, which will drop from 6.3 percent to 5.8 percent on an annual average basis.

Although net hiring will expand, several factors will limit the gains. First, below average GDP growth limits the impetus to hire. Second, the U.S. economy has exhibited extreme volatility, which will cause employers to hesitate before adding to permanent staff. Third, the outsourcing of US jobs to developing countries will continue to spread from blue-collar occupations in manufacturing to white-collar occupations in high tech and service industries. Fourth, uncertainties regarding federal fiscal, tax, and regulatory policies will restrain hiring. Fifth, the federal government will be downsizing its workforces, and this restructuring will be permanent rather than cyclical. Sixth, the Federal Reserve will begin to tighten monetary policy. Finally, some of the new jobs that businesses will need to create will not match the skill sets of the unemployed. Fortunately, structural unemployment stemming from labor force immobility will diminish as housing markets improve. But, structural unemployment due to the skills mismatch is unlikely to diminish and probably will worsen due to recent cuts in spending by many state and local government for adult/technical education and training.

In the coming year, construction companies will post the fastest rate of employment growth. Professional and business services will see the second fastest rate of job growth. Natural resources and mining will see the third fastest rate of job growth. Additionally, transportation and warehousing will see the fourth fastest rate of job growth. Education, health services, leisure and hospitality, and wholesale trade subsectors also will see solid employment gains. Providers of financial activities will see limited, but positive employment growth. Information is not expected to lose or gain significant numbers of jobs, but within this broad sector, wireless telecommunications firms will be hiring even as wired carriers and publishers are reducing their staffing levels. The Federal government and utilities are the only major sectors expected to lose jobs.

US manufacturers will continue to hire, primarily due to cyclical factors such as consumers and businesses' growing demand for durable goods rather than long-term structural shifts in competitiveness. For example, the up-cycle for housing will provide a strong tailwind to US manufacturers. Nonetheless, because the economies of EU and Japan have performed poorly, manufacturers who want, or need, to locate in developed economies increasingly will opt for locations in North America. The US ranks very high in manufacturing competitiveness in terms of talent-based innovation, the legal system, property rights, and physical infrastructure. China outranks the US in terms of both its low costs and its high levels of government investment in manufacturing/innovation focused research and development. Appreciation of China's currency, the tightening of its labor markets, and low US natural gas prices are helping to shrink the cost advantage of manufacturing in China, but overall progress will be very slow as such; gains will be significantly offset by rising regulatory and health care costs in the US.

Durable goods manufacturing sub-sectors with the best immediate prospects for job growth include wood products, machinery, furniture, and fabricated metal products. In contrast, manufacturers of nondurable goods will be subtracting from their workforces, but

at a very modest rate. Among nondurables subsectors, only food, chemicals, and plastics/rubber manufacturers will see positive job growth. Jobs will be lost in the textile, apparel, paper, and printing industries.

CORPORATE PROFITS

After-tax corporate profits are already at very high levels, but should eke out low single digit percentage point gains in 2015. Excellent expense management, low debt burdens, and more broadly based – albeit moderate – growth in demand for goods and services will be the primary factors supporting profit growth. In 2015, financing also should be somewhat easier to obtain, albeit more expensive. Nonetheless, continued easing of lending conditions improves prospects for profits earned by smaller companies. The upturn in the housing market will be the primary factor contributing to the broadening of the base of profit growth. Growth in spending for business equipment bodes well for profits earned by technology-oriented companies. The upturn in housing markets will generate profits for many home-related industries. Productivity growth is likely to be stronger in 2015 than it was in 2014, which is a panacea for profits as well as the overall economy. It also bears keeping in mind that profit growth is very sensitive to movements in GDP. The pace of US GDP growth will accelerate in 2015, which augers well for domestically generated corporate profits.

On the negative side, the year-over-year comparisons will be extremely tough to beat. Businesses' pricing power is not expected to firm significantly. Moreover, it's important to recognize that financial institutions' profit margins will be sensitive to problems stemming from Europe's sovereign debt crisis as well as higher interest rates. Indeed, the strong US dollar as well as slow expansion of foreign GDP – especially the lackluster performance of the EU – will limit sales prospects for many export-oriented companies.

BUSINESS SPENDING

After dropping sharply in 2008-09, nonresidential fixed investment was a major driver of GDP growth in 2010-2014. Due to slightly faster growth in both corporate profits and end markets, the year-over-year percentage increases in business spending for equipment will be larger in 2015 than in 2014. Such spending will grow almost three times faster than GDP, reflecting the need to replace equipment, to improve productivity, and to become less labor intensive. Strong cash flows and easier credit – albeit somewhat more expensive – will fuel such spending.

It helps that corporate discipline with respect to capital outlays over the course of the 2001-2014 was excellent. Additionally, lending standards will continue to ease in 2015. In addition, 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 or higher interest rates. But, after-tax corporate profits will grow more slowly in 2015 than in 2014, partially because profits are already at high levels relative to the overall size of the economy.

Business spending for communications equipment will post the largest year-over-year percentage gains. Substantially higher spending also is expected for industrial equipment as well as computers and peripherals. Spending for transportation equipment will increase only slightly in 2015.

Slightly below average levels of capacity utilization will be a mild – ebbing – headwind for business spending for equipment and software. The US economy is not quite at the point where strong GDP growth generates more GDP growth because inadequate capacity begins to encourage more capital spending. However, if much of the excess capacity is either in the wrong location or in the wrong industry, then the push to GDP growth could be larger than expected. The rate of capacity utilization in all industries was 79.2 percent in mid-2014, which is up considerably from 66.9 percent in mid-2009. But, the long-run (1972-

2012) average rate of capacity utilization for all industries in the US is 80.1 percent. Capacity utilization varies dramatically by industry. In mid-2014, capacity utilization for industries producing crude products was 87.0 percent, which is above its long-run average and therefore should spur capacity additions. For goods at the finished stage, capacity utilization was 77.6 percent, a rate that's also above its long-run average. In contrast, capacity utilization for goods at the primary and semi-finished stages of production was only 77.4 percent, a rate 3.4 percentage points below its long-run average.

INTERNATIONAL TRADE

In 2015, both real exports and imports are expected to grow almost twice as fast as US GDP, reflecting the ongoing globalization of input and product markets. Since imports will rise faster than exports, the trade gap will widen in 2015. Hence, net exports will be a negative factor in terms of its contribution to 2015 US GDP growth. The main obstacles to faster US export growth will be the strength of the US dollar and economic weakness in the Eurozone. In contrast, many emerging market countries will grow faster in 2015 than in 2014. One reason why imports will grow strongly in 2015 will be faster growth of domestic consumer spending, which implies faster growth of imports of finished goods as well as more outbound US tourists.

In 2015, US export growth will be broadly based, and growth will be faster in emerging-market economies than in developed economies. Increases are expected for all of the major categories of goods and services. Exports of goods will grow at about the same pace as exports of services. Export growth will be fastest for vehicles & parts and industrial materials and supplies. Export growth will be slowest for foods, feeds, and beverages. Emerging-market countries in particular are expected to spend more on equipment and infrastructure. Industrial materials, foods, consumer goods, and inbound tourism will see more moderate gains. It should be noted that the broad-based quality of US export growth reduces the chances that export growth will stall in 2015.

INFLATION

If oil prices remain depressed, consumer price inflation will rise by only 0.4 percent in 2015, compared to 1.6 percent in 2014. That's well below the range that the Federal Reserve appears to be targeting – 2 percent. Higher housing prices – rents – and higher medical prices will drive the increase. There are no signs that inflation will soon be a problem, and the usual drivers of inflation will not be much more intense in 2015 than in 2014. For example, the pace of 2015 GDP growth will be below average and only 0.6 percent higher than in 2014. In addition, consumer spending and employment will both grow moderately and there is still excess capacity in a large number of economic sectors, illustrated by the elevated unemployment rate.

Once US economic growth builds up some steam, the Federal Reserve will move to 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 very low. The Federal Reserve is likely to keep rates on hold until mid-2015. The precise timing and magnitude of the future rate increases by the Federal Reserve also will depend on both the magnitude and perceived durability of the expansion.

It does not appear that the employment situation has improved to the point where labor market conditions will support accelerating inflation. Heightened competition for jobs from both domestic and foreign workers also will help to keep the lid on US wages and benefits by dampening workers expectations even as consumer prices rise.

The outlook for inflation beyond 2015 is less sanguine, however. Because inflation is a monetary phenomenon, the magnitude of recent monetary stimulus increases the risk of

inflation. Additionally, the federal debt has skyrocketed in absolute terms as well as in terms of its percentage of GDP. That creates pressure to monetize the debt. Over the next decade, inflation could exceed the 3 percent average of the last 30 years. In addition, despite the lack of a good substitute, the US dollar may 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 US dollar assets. Of course, the federal debt does not have to produce more inflation; it may instead simply force US interest rates higher to attract the needed capital. Over the long term, keeping inflation and interest rates in check means fully embracing sound federal fiscal policy.

THE GEORGIA ECONOMIC OUTLOOK FOR 2015

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In 2015, Georgia's economy will continue to recover from the Great Recession. The pace of growth will be moderate, but significantly faster than in 2014. Because the massive restructuring of Georgia's private sector is complete, the risk of another recession will be lower in 2015 – 25 percent – than in 2014. The two main risks likely to trigger a new recession are mistakes in fiscal and/or monetary policies and contagion of financial panics originating overseas. The risk of recession is the same for Georgia as for the nation.

The 2015 baseline forecast calls for Georgia's inflation-adjusted GDP to increase by 3.3 percent, which exceeds the 2.5 percent growth estimated for 2014. Georgia's 2015 GDP growth rate will be 0.5 percentage points higher than the 2.8 percent rate estimated for US GDP. The positive differential reflects (1) projects in the economic development pipeline, (2) strategic shifts in the state's economic development strategy, (3) leverage from the housing recovery, (4) slightly more supportive demographic forces, and (5) low oil and gas prices. The state's nominal personal income will grow by 5 percent in 2015, which is higher than the 4.1 percent gain expected for the US. Georgia's nonfarm employment will rise by 2.4 percent in 2015, which exceeds the 1.8 percent gain estimated for the US. It also exceeds the 2.0 percent job gain estimated for Georgia in 2014. One headwind facing Georgia in 2015 is federal fiscal austerity, especially cuts in federal defense spending. Another headwind – albeit weak – will be a gradual shift in the stance of monetary policy from accommodative too restrictive.

Georgia suffered disproportionately greater job losses during the "Great Recession" and so far, has recovered more slowly. Georgia lost 340,000 jobs, or 8.1 percent of the state's pre-recession employment peak. In contrast, the country lost 6.3 percent of its jobs. By mid-2014, Georgia had recovered 76% of those lost jobs. Compare this with our nation having replaced 100% of its lost jobs. Five years into the economic recovery and Georgia was still down 83,000 jobs. Fortunately, Georgia's employment will grow by 2.4% in 2015. If that rate of growth is realized, Georgia will replace all the jobs lost to the "Great Recession" by mid-2015, or only about one year behind the US.

The lack of new business formation is one underappreciated reason why Georgia's job recovery has been slow. It is new companies that typically create almost all net new jobs. Business formation requires cash. The typical entrepreneur often obtains the funds needed to start, or expand, their business by borrowing, using their home as collateral. That's been a problem for Georgia's entrepreneurs because (1) home price depreciation was much more intense here than it was nationally and (2) Georgia led the nation in bank failures. Federal Housing Finance Agency data show that the peak-to-trough home price decline was 28 percent in Georgia compared to 21 percent nationally. Consequently, much of the home equity that people traditionally use to start a business evaporated. Meanwhile, Georgia's relatively high number of bank failures further restricted relationship-based lending to small businesses and entrepreneurs, especially outside the core of the Atlanta area. The good news is that Georgia's home prices are on the upswing – up about 27 percent (as of mid-2014) from their lowest point. But, the lag between the market value of people's homes and their appraised values will continue to restrain lending to Georgia's entrepreneurs.

Georgia's unemployment rate for 2015 will average 6.5 percent, or about 0.8 percentage points lower than the 7.3 percent rate estimated for 2014. Private sector job growth will be very balanced in 2015. The fastest job growth will occur in construction, followed by professional and business services, and mining and logging. Education and health services will see above-average gains. Below-average job growth is expected for leisure and hospitality and manufacturing. Positive, but slow job growth is projected for financial activities and information. In contrast, job losses will continue in the government sector, which is the only major economic sector expected to lose jobs in 2015.

PROSPECTS FOR SERVICE PRODUCING INDUSTRIES IN 2015

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 – initially did not participate and continued to cut jobs. The 2015 forecast indicates that all Georgia's major categories of service-related businesses will expand, with the broader base of growth reflecting the upturn in housing markets, growing demand for information and high technology services, and more competitive economic development incentives. Improving economic conditions – especially the up cycle in real estate – and improving demographic trends will help Georgia's beleaguered financial institutions, but the compliance costs of re-regulations and less mortgage refinancing will be headwinds.

Recent project announcements have brought, or will soon bring, substantial job gains at headquarters operations – Beaulier International Group, Dasan Machineries, Halyard Health, Bainbridge Manufacturing, Arab Shipping Company, Aalto Scientific, PulteGroup, Air Watch, Porsche, Carter's Incorporated, and Mitsubishi Electric. IT companies also have announced major projects, including Ernst & Young, CBS Corporation, Infosys. Healthcare IT is an emerging industry that promises to create thousands of high-paying jobs over the next decade. Transactions processing, cyber security, and development of software and mobile apps also will see job growth. For example, Fiserv has announced plans to add 500 jobs to its operations in Alpharetta.

Services businesses that either lower costs or provide necessities should do well. The outlook for health services is excellent. After all, the population of persons with multiple chronic health conditions that require medical care continues to grow rapidly regardless of the peaks and troughs of the business cycle or the uncertainties created by healthcare reforms. Recent and continuing increases in spending for new equipment and software will underpin higher demand for computer services for businesses.

Upturns in residential and nonresidential development will spur demand for architects and engineers. Georgia's strong transportation and logistics infrastructure coupled with cyclical increases in economic activity will spur job growth in the logistics and distribution industry. Recent announcements include: Total Quality Logistics, United Arab Shipping Company, and Ollie's new Southeast distribution center. The growth advanced manufacturing will create opportunities for firms that provide very specialized services (e.g., West Penn Testing Group). The faster pace of economic growth will bring relief to many consulting firms, but tight government budgets will limit the gains for firms with many public-sector clients.

PROSPECTS FOR MANUFACTURING IN 2015

In the first decade of the new millennium, Georgia has lost nearly 200 thousand – or four out of every ten – manufacturing jobs. The purge ended in 2010. Over the last four years there have been many major project announcements in Georgia, bolstering prospects for job growth in aircraft (e.g., Gulfstream), automobile (e.g., KIA & it's growing roster of in-state suppliers,

construction equipment (Caterpillar), flooring (e.g., Engineered Floors, Beaulieu International Group, Surya), chemical (e.g., Southern Ionics, Otsuka Chemical), and appliance (e.g., Keurig Green Mountain) manufacturing. In 2015, Georgia will see substantial increases in advanced manufacturing activity and employment, including Topper Print Co, Dasan Machineries, Aalto Scientific, and Gerresheimer.

Cyclical economic recovery, low domestic natural gas prices, rising production costs in China – and other overseas locations – are some of the factors behind the expected increases in manufacturing activity. Concerns about product quality and management of the risks associated with increasingly complex – time-sensitive – supply chains also make domestic manufacturing more attractive than manufacturing overseas. Additional factors that will help Georgia attract manufacturers include a superior transportation, logistics, and distribution infrastructure, low costs of doing business relative to other regions, a favorable tax structure, and very competitive economic development incentives.

Manufacturers' contribution to Georgia's GDP will rise rapidly in 2015, but the incoming employment data imply that manufacturing jobs are not coming back too quickly. The state added 5,600 manufacturing jobs in 2011, 4,000 jobs in 2012, 2,600 jobs in 2013, and an estimated 5,700 jobs in 2014. Manufacturing employment will rise by only 6,500 jobs in 2015. That will sustain the cyclical recovery in manufacturing employment, but at that pace it will take about three decades to replace the manufacturing jobs that were lost. In terms of factory jobs, the talk of a manufacturing renaissance in Georgia is overdone, but the sector's output is growing much faster than its employment. Additionally, the multiplier effects of factory jobs are often higher than jobs in most non-manufacturing industries.

To become a state where manufacturing activity – as well as jobs – truly concentrates Georgia will need to: (1) develop a better educated, more highly skilled, and more productive manufacturing workforce that can use the newest technologies; (2) become a more fertile ground for developing and quickly adopting innovative productivity-enhancing technologies. In developed economies, the manufacturers that thrive will be extremely capital intensive, not very labor intensive, and very productive. The minimum skill requirements for factory workers therefore will rise rapidly as manufacturers utilize much more sophisticated manufacturing technologies. And, that's especially true for the types of factories that will be built in the US, or other highly development economies. The construction of the Georgia BioScience Training Center, which will support training for Baxter International's new facility, is a good example of providing much needed skills to Georgia's workers while simultaneously incentivizing life sciences companies.

PRIVATE-SECTOR RESTRUCTURING

The main reason why Georgia got hit harder than the nation by the Great Recession – and underperformed during the first three years of the recovery – was the state's heavy dependence on real estate development and homebuilding as well as closely allied industries such as building materials manufacturing and real estate financing. Prior to the housing bust, Georgia – like many other Sunbelt states – had become very dependent on a the in-migration of new residents and new businesses to beget yet another round of new development that was based in part on servicing the previous round of new development. Not enough of Georgia's economic growth was based on educating its own people, innovation, courting emerging high-tech industries, and promoting the growth of in-state capital markets. The financial crisis and the bursting of the housing bubble caused the inflows of people and businesses to end very abruptly. The sudden drought of new construction and the dearth of new residents precipitated a large and painful restructuring of Georgia's economy. The restructuring process was extremely drawn out due to the weakness

of the national economy. In addition, it takes a long time to deleverage.

The financial crisis and the real estate bust did more damage to Georgia's financial activities sector than to the nation's financial sector. For example, the peak-to-trough drop in statewide employment in financial activities was 12 percent compared to a drop of 9.6 percent for the US. The outsized job losses in financial activities reflected overexposure to construction, land development, and commercial real estate loans, which caused Georgia to lead the nation in the number of failed banks. The large number of bank failures also slowed Georgia's economic recovery because they reduced relationship-based lending to small businesses and entrepreneurs. Net job losses in Georgia's financial activities industry ended in 2010, with the sector adding jobs in 2011-14. Financial activities will see 1.6 percent job growth in 2015.

Georgia suffered from restructuring in areas unrelated to the bursting of the property bubble. For example, the state's information industry – which is heavily concentrated in Atlanta – began restructuring and losing jobs back in 2001 when the technology bubble burst. A decade later, in 2011, one-third of Georgia's information jobs were gone. Although the wired telecommunications subsector will remain in secular decline, employment in Georgia's overall information industry began to recover in 2012 and expanded modestly in 2013-14. Despite massive cutbacks at Turner Broadcasting, Georgia's information industry is likely to see another year of modest job growth in 2015. The gains reflect three factors: surging demand for newer innovative wireless services and high-volume data applications; Atlanta's deep and broad pools of IT-savvy workers – often young college graduates; and media jobs in film and television that reflect generous economic development incentives. Most of the growth of the film industry is taking place in either the Atlanta MSA or the Savannah MSA.

As the direct and indirect effects of restructuring and the real estate bubble fade, Georgia's sub-par pace of economic recovery caught up and eventually paced that of the nation. For example, in 2012, Georgia's rate of GDP growth fell short of the rate of US GDP growth by 0.8 percentage points – 1.5 percent growth in Georgia's GDP versus 2.3 percent growth in US GDP. In 2013, the differential shrunk to only 0.4 percentage points – 1.8 percent Growth in Georgia's GDP versus 2.2 percent growth in US GDP. In 2014, Georgia's economy performed slightly better than the U.S. economy – 2.5 percent growth in Georgia's GDP versus 2.2 percent growth in US GDP. In 2015, a 3.3 percent advance in Georgia's GDP will exceed the 2.8 percent advance projected for US GDP by 0.5 percentage points.

PUBLIC-SECTOR RESTRUCTURING

The last remaining large imbalance – "bubble" – is hard to miss – its government spending. The restructuring of Georgia's private sector is complete, but the public sector still needs a lot of work. Public sector restructuring constitutes the strongest remaining headwind for Georgia's economy. The challenges are immense, especially at the federal level. In 2013, governments at all levels accounted for 17.2 percent of statewide employment, exceeding the US average of 16.4 percent.

Of the three levels of government, GA's state government has made the most progress adjusting its spending and staffing to reflect available revenue. The biggest remaining challenge for state government is uncertainty regarding federal funding for mandated programs such as Medicaid. Pension liabilities and retiree health care costs will be the second and third biggest challenges. Similar to state government, local governments will struggle with reductions in federal and state funding; pension liabilities; and retiree health care costs. But, on top of those challenges, some local governments have yet to fully reconcile their reduced ability to generate revenue with their

spending and staffing levels. That's mostly because local governments are extremely dependent on property taxes for revenue. The property bust decimated both residential and commercial property values. Although real estate prices are now rising, assessed property values always lag market values – often by 2 or 3 years. Nonetheless, the headwind to the economy from restructuring local government has almost died away.

A new era of federal fiscal austerity is just beginning. The restructuring of our federal government is a headwind for Georgia's economy that will remain strong for at least a decade. Fortunately, Georgia is not overly exposed to federal fiscal austerity. Data for 2013 indicates that Federal spending accounts for only 11.3 percent of Georgia's GDP, which is below the US average – 16.2 percent (these percentages do not include interest on the debt and other spending that is not easily allocated to individual states). Nonetheless, regions of the state with large military bases are quite dependent on federal spending. Location quotients, which measure the relative importance of an industry to GDP puts the federal government's military impact in Georgia at nearly twice the US average.

Going forward, the damage to Georgia's economy will depend on what lawmakers decide to cut. If the cuts continue to focus on defense spending, it's going to be tough on those Georgia communities that are very dependent economically on large military bases. In contrast, Georgia would only take an average or below average hit if the focus of federal restructuring were to shift from the federal agency budgets towards the specific entitlement programs that are the root causes of the budget problems. After all, the major federal budget busters are Social Security, Medicare, and Medicaid rather than the federal agency budgets. Ultimately our federal lawmakers will have to focus on these very popular entitlement programs rather than discretionary spending, but that's unlikely to happen in either 2015 or 2016.

FEDERAL RESERVE POLICY

Federal Reserve actions to increase short-term policy interest rates – 2015 or later – will be a slightly stronger headwind for Georgia than for the nation as a whole. The shift in Federal Reserve policy from an accommodative to a restrictive stance will create more economic drag in Georgia than in many other states. That is because Georgians carry relatively more debt and have relatively less savings. Additionally, interest-sensitive economic sectors (e.g. construction, real estate development, building materials manufacturing, forestry) have a greater impact on Georgia's overall growth than on the nation's overall growth. Of course, to some extent the Federal Reserve will just be ratifying the investor driven increases in interest rates that began a couple of years ago.

HOUSING RECOVERY

Home building and real estate development have long been extremely important to GA's economy. This traditional driver of growth finally got traction in 2012 and continued to recover in 2013-14. Housing and real estate development will be a powerful tailwind for Georgia's economy in 2015, helping the state's economy to outperform the nation's economy. The number of single-family home starts for new construction will increase by 20%. Georgia gets a three for one from the housing recovery because (1) home builders and realtors benefit directly and (2) demand increases for goods produced by Georgia's large floor covering, building materials, and forestry industries. Plus, (3) our large transportation and logistics industry benefits from higher levels of activity in construction – a very transportation intensive activity.

Georgia's housing market is responding to a more favorable balance of supply and demand. Increased demand for housing will come mostly from 2.3% job growth. Those new jobs, and slightly bigger paychecks – plus appreciating home values – will give more people the wherewithal, and the confidence, to

buy homes. That will sustain the housing market's recovery. Furthermore, rent affordability is at an all-time low. Meanwhile, mortgage rates remain a tremendous bargain from a historical perspective, but mortgage rates have risen above their recent historic lows and will continue to move higher as the Federal Reserve reverses its easing policies.

Supplies of new homes are still constrained by years of underbuilding. Additionally, there's a scarcity of listings of existing homes, and it is especially acute in for homes in the bottom value tier. That's partially because almost 30 percent of Georgia's homeowners are underwater on their mortgages and are therefore unlikely to put their homes up for sale. It's especially troubling that the negative equity is extremely concentrated in the low price, or starter home segment of the market. That hurts the trade up market. Also, many homeowners realize they will not qualify for a new mortgage. So, lots of homeowners will stay put even though negative equity is receding.

In Georgia, another reason why listings are scarce is that many homeowners are simply unwilling to accept today's depressed home prices. For long-time homeowners, today's prices mean real losses rather than the paper losses incurred in states where home prices surged during the housing boom. The current housing situation does not resemble anything close to a true "sellers" market. Listings are scarce mostly because home prices are still below the levels needed to get homeowners who would like to sell to consider putting their homes on the market. As of mid-2014, Georgia existing single-family home prices were still 8 percent below their pre-recession levels. Once home prices rise above reservation prices, existing homes will come onto the market in very large numbers, preventing a true "sellers" market from developing. There's a huge pent up demand to sell, but not at todays' depressed prices. So, this is still a buyer's market.

It comes as no surprise that the recent rebound in home prices is causing credit conditions to ease. However, appraised values lag market values. Therefore, low appraised values will continue to hold back conventional lending as well as housing turnover. Another restraint on housing activity is that many of Georgia's homeowners with mortgages still owe more on their mortgages than their homes are worth. That severely limits the availability of financing. Additionally, even more Georgia households with mortgages can't absorb the transactions costs involved in selling their homes, much less make a down payment. These homeowners are stuck in their current homes. So, the trade-up market for homes is not functioning normally, but its improving.

Existing single-family home prices will rise by 6% in Georgia in 2015. Lower priced homes will appreciate the fastest. That is partially because the lowest tier has the most ground to make up and remains the farthest from full price recovery. But, it also reflects investors' interest in purchasing inexpensive single-family homes for use as rental properties. In contrast, price appreciation for upper tier homes will depend mostly on the trade up market, which is still not functioning normally.

As potential homebuyers see a record of price appreciation, more will opt to become homeowners. Rising rents will reinforce this trend. In 2012, investors were the main force behind home sales. In 2013-14, people who buy homes to live in them joined investors to become a second major force powering home sales. However, as home prices rise and the number of distressed properties shrinks, home sales to investors are dropping. Sustaining the recovery of the housing market through 2015 means that trade-up buyers and first-time buyers must become more active. That up cycle has begun, but it's not too vigorous. In essence, a huge pent-up supply of household formation is accumulating because high levels of student-loan debt, low income growth, and job insecurity are causing more young people to opt to live in doubled up households rather than striking out on the own.

There are still a lot of negative forces for housing, several of which already were discussed. One additional negative is that the image of housing as an investment has been damaged and will not be repaired quickly. Yet, another problem is that more federal regulation will keep credit tighter and more expensive that might otherwise have been the case. Of course, the biggest negative impacts of Dodd-Frank and qualified mortgage regulations will not be felt for a number of years.

ECONOMIC DEVELOPMENT

In 2012, Georgia's leaders passed key economic development legislation that made Georgia more competitive. The result is an increased number of large relocation and expansion projects announced 2012-14 that will provide a tailwind to Georgia's economic growth in 2015. Examples of these projects include Baxter International's new facility that will add 1,500 biotechnology jobs; GM's IT-innovation center in Roswell that will bring 1,000 high-tech jobs, several floor covering manufacturers have announced expansion plans that will bring up to 3,000 jobs, Caterpillar's new facility adds 1,400 jobs in the Athens area, Ernst & Young's new global IT center in Alpharetta creates 400 new high-tech jobs, Chime Solutions will open a call center in Morrow that will create over 1,100 jobs. Keurig will create 550 new jobs in Douglas County. Fiserv will add 500 jobs at a new location in Alpharetta. In addition, Georgia continues to attract automobile parts suppliers: Inalfa Roof Systems will add 100 new jobs to the 300 that it had already announced at its manufacturing plant in Cherokee County.

Due to cost, logistics, and tax advantages, Georgia is very competitive with other states when it comes to landing economic development projects. As noted above, these advantages began to bear more fruit in 2012-14. That is partially because Georgia made several strategic shifts in its economic development strategy, including the creation of a large deal closing fund and the elimination of sales and use taxes on energy used in manufacturing. Legislation passed in 2012 made Georgia more competitive, but Georgia will have to be very aggressive in closing the right deals. Georgia should target industries that expand the economic base and have good potential for long-term growth. Georgia must invest strategically and grow clusters in areas ranging from bio-technology to advanced manufacturing. The focus should be on innovation-based companies. Of course, Georgia must also make sure that its statutory incentives remain competitive – the statutory incentives help to get Georgia short-listed by site selection professionals. Then, only after Georgia is short listed, do those critical deal closing incentives come into play.

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

EDUCATIONAL ACHIEVEMENT

To fully leverage Georgia's new economic development policies, its restructured private-sector economy, and manufacturers' renewed interest in producing domestically Georgia needs to adjust its priorities to put much greater emphasis on educational achievement. That will be critical in terms of improving Georgia's competitiveness, which ultimately determines our standard of living. Success in

recruiting new business and industry and retaining existing industry increasingly will be determined by the availability of labor that is qualified to utilize the latest advanced technologies.

The challenge is immense: Georgia trails many other states when it comes to educating its children. According to the National Center for Education Statistics, Georgia's eighth graders rank 40th among the states in math, 34th in reading, 31st in science, and 27th in writing.

Ultimately, in a flat world a failure to educate our children lowers Georgian's relative standard of living. That's definitely showing up in the incoming data. After rising for decades, per capita person income in Georgia peaked at 95% of the US average in 1996. Since then we've seen an almost continuous slide of per capita income in Georgia relative to the US. The data for 2012 per capita person income in Georgia is at only 86 percent of the national average, a level last seen in 1989. We dropped 15 places in the national rankings from 25th highest per capita personal income in 1996 to 40th in 2012.

For Georgia's economy to outperform the average state's economy by the large margins that we got use to in the 1970s, 80s, and 90s, we need to improve Georgia's competitiveness by improving educational achievement. That will go a long way towards assuring that Georgia's economic performance is once again among the best in the nation.

DEMOGRAPHICS

Demographic forces are a third factor behind Georgia's improving economic performance. For decades, Georgia depended on a growth model that was based on high levels of in-migration. That growth model stopped working during the Great Recession due to a dysfunctional housing market, the weak labor market, and high levels of student loan debt. In fact, household formation dropped to its lowest levels since the 1940s. Even as Georgia's economic developers achieved greater success in terms of recruiting new industry, net migration of people to Georgia did not bottom out until 2013. Indeed, net migration to Georgia over 2008-2014 was only about one-fifth what it was over 2001-2007 – less than 100,000 in the eight years since the Great Recession began compared to almost 500,000 in the eight years preceding the recession.

Due to job growth and the housing recovery, geographic mobility will increase in 2015, and this increased mobility will increase net domestic and net international migration to Georgia. Jobs will attract young adults who will be more mobile than they were prior to the housing bust. Georgia's population will grow at a pace that exceeds the national average in 2015 – 1.0 percent for Georgia versus 0.8 percent for the US. Net domestic migration will rise to about 5,000 people in 2014, up from a net loss of 6,347 people in 2013. Domestic net migration will rise to about 15,000 people in 2015 and 20,000 in 2016. Nonetheless, Georgia's higher rate of population growth will become even more dependent on net international migration of about 25,000 people in 2014 and 30,000 in 2015. Georgia's population growth also will benefit from a slight increase in number of births as households become more confident in the current situation and their expectations for the future. Population growth therefore will be a stronger driver of the state's GDP in 2015 than in 2008-2014, but it will be far less powerful than in prior decades.

RETIREES

Prior to the Great Recession, the stars were aligned for Georgia's retiree industry. It was widely recognized that the nation's elderly population would grow much faster than the total population, increasing the economic importance of the elderly. Freed from the geographic constraints of living near their jobs, many retiring baby boomers are expected to move to places more suited to a leisurely

lifestyle. In addition, compared to recent generations of retirees, baby boomers are well traveled and highly educated, two factors strongly associated with retiree migration. Another factor promoting mobility is that at age 65, many baby boomers will retire in relatively good health and can reasonably expect to live another two decades. A high proportion of the oldest baby boomers would be able to draw upon traditional pensions as well as Social Security and Medicare. In addition, by 2007, household net worth reached an all-time high.

The financial crisis and the bursting of bubbles in the nation's property markets abruptly choked off the inflow of retirees to Georgia (and elsewhere). For primarily economic reasons, people stopped moving. The Selig Center estimates that 68 percent of the decrease in the nation's overall mobility rate was due to economic conditions and only 32 percent was due to continuing long-term trends.

Despite the sharp drop in mobility, the state-to-state migration data for the period 2007-2011 indicates that Georgia remained very competitive in attracting the shrinking number of retirees who did move. As the U.S. economy recovers from the recession, mobility will almost certainly increase. The next up-cycle of state-to-state retiree migration probably started in 2014, and it should gain momentum in 2015. The oldest baby boomers turned 65 in 2011, but the state-to-state migration data show that comparatively few have moved to a new home. As economic conditions improve and housing markets normalize, retirees who stayed put will opt to move to places better suited to a more relaxed lifestyle. Georgia's will be in a good position to attract this pent-up supply of retirees who would prefer to move in search of the amenities they desire in their retirement years. Moreover, new census projections show that from 2015 to 2030, the US population over 65 will grow by 53 percent compared to only 3 percent for the population 18 to 64 years. So barring a major pandemic, economic catastrophe, or a dramatic increase in traditional retirement age, the prospects are excellent for retiree-based economic development.

PROSPECTS FOR ATLANTA IN 2015

A revival of population growth and the housing recovery will strongly underpin Atlanta's ongoing economic recovery. A high concentration of college-educated workers will continue to attract high technology companies in life sciences, research & development, IT, professional and business services, and advanced manufacturing. New high tech (e.g., healthcare IT and mobile apps) is growing rapidly in Atlanta. Compared to other large metropolitan areas with strong links to global markets the costs of living and doing business in the Atlanta MSA are low. The pool of talent also is large and deep for occupations that do not require college degrees. Businesses also are attracted by Atlanta's extensive multi-modal transportation and distribution system.

On an annual average basis, the 28-county Atlanta MSA will add 69,100 jobs in 2015, a year-over-year increase of 2.8 percent. Atlanta IT companies, distribution companies, institutions of higher education, health care providers, life sciences companies and headquarters operations will keep the job machine in forward gear. Many of the larger projects recently announced by the Georgia Department of Economic Development were located in the 28-county metropolitan area. Atlanta's outsized information industry will benefit from expanding film and television production as well as surging demand for more sophisticated wireless services, but Turner's downsizing will sharply limit overall sectorial job growth in 2015.

Major improvements at Hartsfield-Jackson International Airport bode well for Atlanta's growth, especially the completion of the new international terminal. Fewer operations by Southwest Airlines – in the wake of its merger with AirTran – will continue to be a headwind.

The airport makes the Atlanta area an ideal location to operate corporate headquarters or facilities that produce highly perishable biomedical products. The airport improvements also will help Atlanta to become even more popular as a destination for tourists, persons attending business meetings & conventions, trade shows, as well as sporting/cultural events.

One major plus for Atlanta in this new era of federal fiscal austerity is that the metro area is not too dependent on federal jobs. Only 4.0 percent of the Atlanta area's nonfarm earnings come from federal employment versus 7.7 percent for the state as a whole. Atlanta is not the home of a major military base. State and local government accounts for only 8.9 percent of earnings in metro Atlanta versus 11.4 percent for the state. So, public restructuring will be less problematic for Atlanta's growth than for growth elsewhere in Georgia or for the nation as a whole.

UNITED STATES BASELINE FORECAST 2014-2015

United States	2010	2011	2012	2013	2014	2015
Gross Domestic Product, Bil. of 2009	$14,783.8	15,020.6	15,369.2	15,710.3	16,055.9	16,505.5
Percent change	2.5	1.6	2.3	2.2	2.2	2.8
Nonfarm Employment (Mil.)	130.3	131.8	134.1	136.4	138.8	141.5
Percent change	-0.7	1.2	1.7	1.7	1.8	1.9
Personal Income, Bil. of 2009	$12,227.2	12,676.1	13,093.9	13,211.9	13,524.6	13,995.1
Percent change	1.2	3.7	3.3	0.9	2.4	3.5
Personal Income, Bil. of	$12,429.3	13,202.0	13,887.7	14,166.9	14,705.2	15,308.2
Percent change	2.8	6.2	5.2	2.0	3.8	4.1
Civilian Unemployment Rate (%)	9.6	8.9	8.1	7.4	6.3	5.8
CPI-U, Ann. % Chg.	1.6	3.2	2.1	1.5	1.6	0.4

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/15/2014.

UNITED STATES BASELINE FORECAST 2015-2020

United States	2015	2016	2017	2018	2019	2020
Gross Domestic Product, Bil. of 2009	$16,505.5	16,967.6	17,425.8	17,844.0	18,254.4	18,656.0
Percent change	2.8	2.8	2.7	2.4	2.3	2.2
Nonfarm Employment (Mil.)	141.5	143.7	145.9	147.5	148.8	150.0
Percent change	1.9	1.6	1.5	1.1	0.9	0.8
Personal Income, Bil. of 2009	$13,995.1	14,379.3	14,744.7	15,075.6	15,428.6	15,759.4
Percent change	3.5	2.7	2.5	2.2	2.3	2.1
Personal Income, Bil. of	$15,308.2	16,042.9	16,829.1	17,636.8	18,501.1	19,389.1
Percent change	4.1	4.8	4.9	4.8	4.9	4.8
Civilian Unemployment Rate (%)	5.8	5.5	5.3	5.3	5.2	5.0
CPI-U, Ann. % Chg.	0.4	2.1	2.2	2.4	2.5	2.7

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/15/2014.

GEORGIA BASELINE FORECAST, 2014-2015

Georgia	2010	2011	2012	2013	2014	2015
Gross Domestic Product, Bil of 2009	$407.0	410.8	416.9	424.6	435.2	449.6
Percent change	0.7	0.9	1.5	1.8	2.5	3.3
Nonfarm Employment (thousands)	3861.2	3901.4	3954.9	4033.4	4114.5	4212.0
Percent change	-1.0	1.0	1.4	2.0	2.0	2.4
Personal Income, Bil of	$333.6	357.3	369.1	378.2	394.8	414.5
Percent change	0.9	7.1	3.3	2.4	4.4	5.0
Housing Permits, Total	17,265	18,493	24,350	35,600	37,517	45,134
Percent change	-5.3	7.1	31.7	46.2	5.4	20.3
Unemployment Rate (percent)	10.2	9.9	9.0	8.2	7.3	6.5

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/15/2014.

GEORGIA BASELINE FORECAST, 2015-2020

Georgia	2015	2016	2017	2018	2019	2020
Gross Domestic Product, Bil of 2009	$449.6	464.4	477.9	490.3	503.1	515.6
Percent change	3.3	3.3	2.9	2.6	2.6	2.5
Nonfarm Employment (thousands)	4212.0	4308.8	4399.3	4474.1	4545.7	4613.9
Percent change	2.4	2.3	2.1	1.7	1.6	1.5
Personal Income, Bil of	$414.5	437.3	461.8	486.3	513.0	540.2
Percent change	5.0	5.5	5.6	5.3	5.5	5.3
Housing Permits, Total	45,134	50,271	53,107	54,864	56,318	57,642
Percent change	20.3	11.4	5.6	3.3	2.7	2.4
Unemployment Rate (percent)	6.5	6.0	5.5	5.2	5.0	4.9

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/15/2014.

ATLANTA MSA BASELINE FORECAST, 2014-2015

Atlanta, MSA	2010	2011	2012	2013	2014	2015
Real Gross Metro Product, Bil of 2009	$274.9	278.3	282.5	288.2	296.5	307.8
Percent change	0.8	1.2	1.5	2.0	2.9	3.8
Nonfarm Employment (thousands)	2270.5	2306.0	2349.9	2411.0	2468.9	2538.0
Percent change	-0.9	1.6	1.9	2.6	2.4	2.8
Personal Income, Bil of	$198.9	214.0	222.2	228.1	239.3	252.4
Percent change	0.4	7.6	3.8	2.7	4.9	5.5
Housing Permits, Total	7575	8634	14380	24300	25,709	31,648
Percent change	15.9	14.0	66.6	69.0	5.8	23.1
Unemployment Rate (percent)	10.1	9.8	8.8	7.9	7.1	6.3

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/15/2014.

ATLANTA MSA BASELINE FORECAST, 2015-2020

Atlanta, MSA	2015	2016	2017	2018	2019	2020
Real Gross Metro Product, Bil of 2005	$307.8	319.2	329.7	339.6	349.1	358.5
Percent change	3.8	3.7	3.3	3.0	2.8	2.7
Nonfarm Employment (thousands)	2538.0	2606.5	2671.7	2727.8	2782.4	2832.4
Percent change	2.8	2.7	2.5	2.1	2.0	1.8
Personal Income, Bil of	$252.4	267.3	283.4	299.5	316.6	334.0
Percent change	5.5	5.9	6.0	5.7	5.7	5.5
Housing Permits, Total	31,648	35,414	37,575	38,890	40,018	41,018
Percent change	23.1	11.9	6.1	3.5	2.9	2.5
Unemployment Rate (percent)	6.3	5.8	5.4	5.0	4.8	4.7

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/15/2014.

REVENUE FORECAST SUMMARY

FORECAST METHODOLOGY

The City's Department of Finance-Office of Revenue 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 seven-year partnership has enabled City management to gain important independent economic analyses and metrics, which are integrated into our multi-year revenue model. Key metrics are S&P Case-Shiller Index, Atlanta Gross Metro Product, Atlanta Unemployment rate, Manufacturing Shipments, Building Permits, Construction Activity, 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 Office of Revenue uses Muni Cast Financial modeling software by inputting the aforementioned key metrics tool as further enhancement in our multi-year forecasting.

CITY CHARTER REQUIREMENT

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

REVENUE ANTICIPATIONS

The FY 2016 General Fund Revenue Anticipation is $593 million. The increased Revenue Anticipation includes $5.3 million in new sources of income derived from a Blue Ribbon Commission study. The budget also reflects increases attributed to growth in revenues from Local Option Sales & Hotel/Motel Taxes, General Business License and Permits, Lease Rentals, and Ad Valorem Tax collections from prior years. These other increases reflect the overall improvement in the City's diverse local economic base and real estate sector. Moreover, the increases in our FY 2016 budget are consistent with improvements in key economic metrics including Gross Metro Product, Personal Income, and Employment Growth. A review of the S&P Case-Shiller index supports continued 2015 tax digest growth consistent with the 2014 tax digest. The FY 2016 rollback of tax revenues attributed to positive reassessment are estimated at $17.9M. The projected new construction tax digest growth is estimated at 2.3% or $5M.

The City's property tax base is a primary component of City General Fund revenues accounting for one-third of General Fund revenues. Property tax revenues have continued the increase, which began in 2014 due to an improved housing market. The City continues to demonstrate a measured response by continuing to estimate property tax revenue growth conservatively.

More discussion on Property Tax revenue assumptions is provided later in the trend narrative. Sales tax revenue is the next largest share of General Fund revenues accounting for nearly 17% 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 Gross Metro Product indexes, disposable income and unemployment levels. The lodging market, which is the driver for hotel/motel tax revenues are expected to be another important contributor to the City's economic recovery.

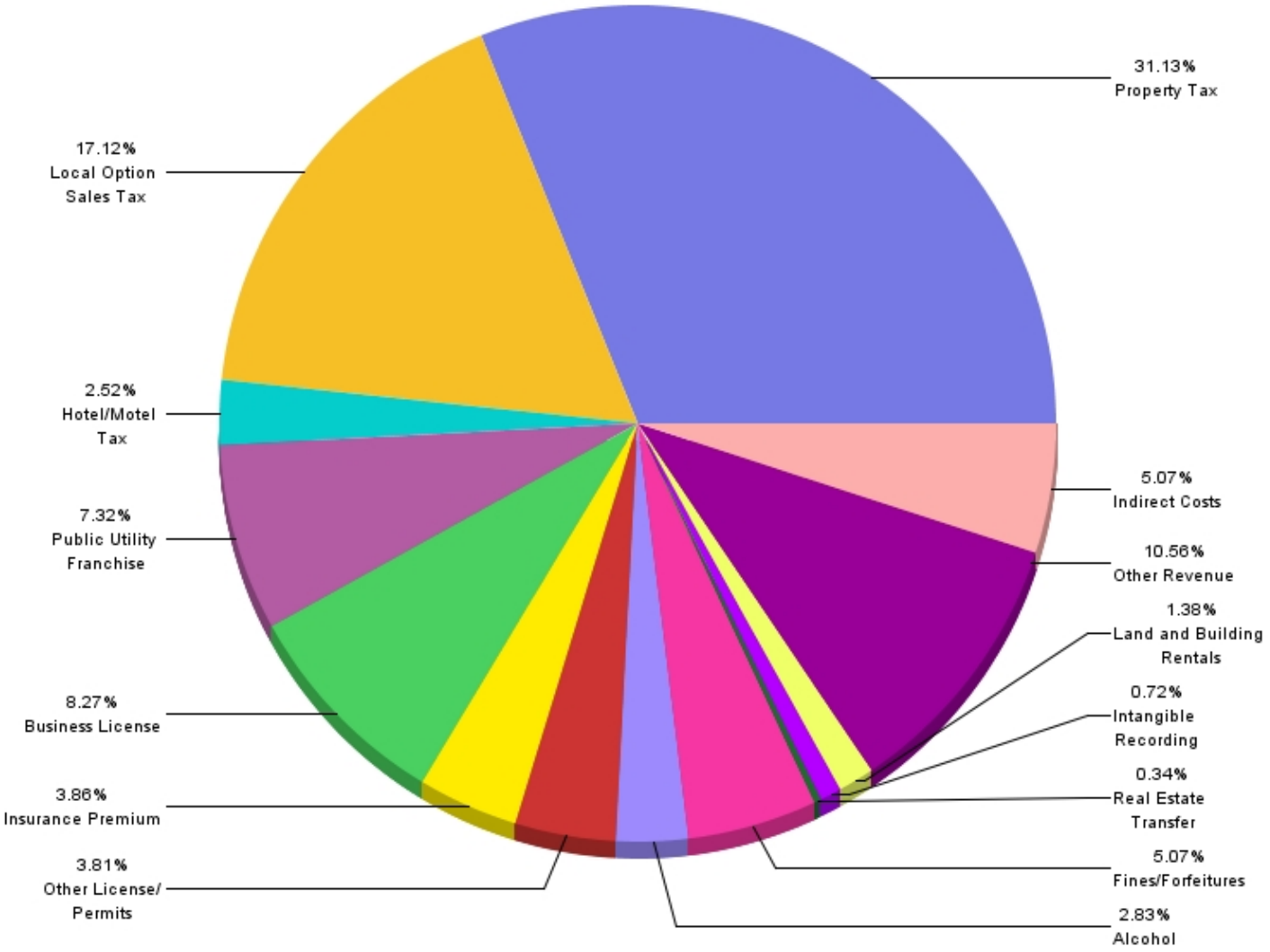
PKF Consulting Research provides additional insight under the hotel/motel forecast narrative section.

The FY 2016 General Fund Revenue anticipations are consistent with the City Charter requirements and the City Finance team continues to exercise fiscal discipline in the revenue forecast. It is important to note, that General Fund Revenues have exceeded General Fund Expenditures the past 5 fiscal years (FY 2011 through FY 2015).

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

REVENUE BY MAJOR CATEGORY
General Fund

	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	%
Property Tax Revenue	171,660,192	174,755,563	173,604,522	184,619,115	31.13
Local Option Sales Tax Revenue	99,871,620	99,708,269	100,052,197	101,516,578	17.12
Hotel/Motel Tax Revenue	13,528,369	14,497,626	13,861,453	14,931,390	2.52
Public Utility Franchise Revenue	42,127,576	40,124,533	48,553,328	43,395,742	7.32
Business License Revenue	38,816,566	48,563,631	43,575,339	49,047,636	8.27
Insurance Premium Revenue	20,924,594	21,664,289	21,945,924	22,889,796	3.86
Other License/Permits Revenue	16,827,418	18,513,226	18,662,499	22,605,226	3.81
Alcohol Revenue	15,498,569	16,079,598	16,184,951	16,776,607	2.83
Fines/Forfeitures Revenue	22,201,686	24,206,481	31,106,342	30,094,852	5.07
Real Estate Transfer Revenue	1,608,321	1,564,433	1,611,299	2,042,713	0.34
Intangible Recording Revenue	4,953,485	3,923,598	4,210,650	4,262,020	0.72
Land and Building Rentals Revenue	6,600,080	7,035,645	6,491,463	8,170,332	1.38
Other Revenue	47,868,202	67,415,095	56,273,700	62,660,574	10.56
Indirect Costs	30,048,172	27,885,580	31,805,137	30,098,055	5.07
Total	$532,534,851	$565,937,565	$567,938,805	$593,110,637	100%



GENERAL FUND

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 tax digest peaked in 2008 at $27.6 billion. The 2013 tax digest represented the first year of tax digest growth in five years following the Great Recession. The 2013 tax digest increased by 3% with a net tax digest of $22 billion compared to $21.3 billion in 2012. The 2014 tax digest continued the positive trend, and the net digest increased to $22.4 billion. The 2014 tax base breakdown is the following, residential base accounts for 47% and non-residential accounts for 53% of the City's tax digest.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Current Property Tax	$171,660,192	$174,755,563	$173,604,522	$184,619,115

FY 2016 Budget Anticipation:

The City property tax anticipation currently assumes a rollback of property taxes due to positive reassessment. The projected positive reassessment tax digest growth is estimated at 9.9%. The projected new construction tax digest growth is estimated at 2.3%. The 1999 Taxpayers Bill of Rights allows municipalities to retain new construction growth without any additional public hearing and tax notice requirements. The collection rate assumption is 98% and is consistent with historical collection rates. According to the Selig Center Economic Outlook, "Georgia's housing market is responding to a more favorable balance of supply and demand. Increased demand for housing will come mostly from 2.3% job growth." The report forecasts that existing single-family home prices will rise by 6% in Georgia in 2015. The S&P Case-Shiller Atlanta Home Price Index as of May 2015 is 123.25 as compared to 87.87 as of May 2012, which represents a 40.3% increase over that period. Over the Pre-Recession to Recovery horizon, the Atlanta Case-Shiller Index peaked at 136.47 in July 2007 while the Great Recession low was 82.54 in March 2012.

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 40.43%.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Local Option Sales Tax	$99,871,620	$99,708,269	$100,052,197	$101,516,578

FY 2016 Budget Anticipation:

Sales tax is one of the most economically sensitive government revenue sources with a close correlation to the Atlanta Gross Metropolitan Product, employment, and personal income levels. Sales tax revenue over the forecast period is projected at 1.1%. The Selig report indicates "On an annual average basis, the 28-county Atlanta MSA will add 69,100 jobs in 2015, a year-over-year increase of 2.8% percent. Atlanta therefore will account for 71 percent of the state's net job growth."

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. The Hotel Motel Tax rate is 8% on rent for occupancy of a guestroom in a hotel in the City.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Hotel/Motel Tax	$13,528,369	$14,497,626	$13,861,453	$14,931,390

FY 2016 Budget Anticipation:

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 hotel/motel forecast. PKF 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. PKF is projecting robust increases in FY 2016 (lower priced 5.3% increase and upper priced 6.1% increase in Rev-PAR growth). PKF Consulting indicates "Looking towards 2015, Atlanta RevPAR is expected to grow 6%. Atlanta market occupancy levels are expected to range from 66.5% to 67% during the 5 year hotel forecast period."

PKF Consulting and Federal Reserve Bank Beige Book excerpt states "The development of various new entertainment venues has increased demand for leisure travel and business travel has been solid to date. Overall, hospitality contacts maintain a positive outlook."

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 the fee is based on 5% of gross receipts. The Telecommunications Act of 2008 (O.C.G.A. 46-5-1) invalidated existing municipal franchise agreements as of December 31, 2012 and streamlined the required compensation for a municipal authority from a percentage of gross receipts to a cap of 3% of actual local service revenues which reduced the City's revenue stream in this category. Due to current population trends and utility rate increases, this revenue category has not been adversely impacted.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Public Utility Franchise Fee	$42,127,576	$40,124,533	$48,553,328	$43,395,742

FY 2016 Budget Anticipation:

This revenue source correlates with Atlanta per capita trends. As the population grows, the demand for public utilities increases which generates additional franchise revenue. The most recent population data forecasts a 1.2% increase in new residents.

Indirect Cost Recovery

The City allocates a portion of general services costs such as purchasing, accounting, budgeting, personnel administration, and certain other indirect costs based on allocation methodology determined by an independent cost allocation plan.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Indirect Cost Recovery	$30,048,172	$27,885,580	$31,805,137	$30,098,055

FY 2016 Budget Anticipation:

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

General Business/License Tax

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
General Business/License Tax	$38,816,566	$48,563,631	$43,575,339	$49,047,636

FY 2016 Budget Anticipation:

The forecast for general business/license tax revenue is based on 1.1% growth in Gross Metro Product. Improvements in employment levels and consumer demand as discussed earlier in this section are key metrics for the 5 year forecast in this category. Businesses also are attracted by Atlanta's extensive multi-modal transportation and distribution system. According to the Selig

Center, "the Atlanta MSA will add 69,100 jobs in 2015, a year-over-year increase of 2.8 percent. Atlanta therefore will account for 71 percent of the state's net job growth. Atlanta's high concentration of service producing industries, IT companies, distribution companies, institutions of higher education, health care providers, life sciences companies and headquarters operations will keep the job machine in forward gear."

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 insurance premium tax is remitted to the Georgia Department of Insurance. The City's share is based on the population of the City relative to all incorporated cities and the State population.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Insurance Premium Tax	$20,924,594	$21,664,289	$21,945,924	$22,889,796

FY 2016 Budget Anticipation:

The forecast is stable at 1% because 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 1.4% increase in new residents. According to the Office of Planning's 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).

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Other Licenses/Permits	$16,827,418	$18,513,226	$18,662,499	$22,605,226

FY 2016 Budget Anticipation:

The forecast metric has been revised to reflect Gross Metro Product growth of 1.1%. The other licenses/permits category is correlated to infrastructure investments and the 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.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Alcohol Tax	$15,498,569	$16,079,598	$16,184,951	$16,776,607

FY 2016 Budget Anticipation:

The forecast reflects a 3.7% increase, which is tied to taxable sales from food and drinking establishments. Alcohol consumption has tended to be inelastic and recession resilient.

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 types.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Fines/Forfeitures	$22,201,686	$24,206,481	$31,106,342	$30,094,852

FY 2016 Budget Anticipation:

The forecast reflects sustained enforcement of traffic infractions.

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 include mortgages, deeds to secure debt bonds for title, or any other real estate security instrument that gives the lender a resource to be used if the principal obligation is not paid.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Intangible Recording Tax	$4,953,485	$3,923,598	$4,210,650	$4,262,020

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.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Real Estate Transfer Tax	$1,608,321	$1,564,433	$1,611,299	$2,042,713

FY 2016 Budget Anticipation: (Intangible Recording and Real Estate Transfer):

These revenue categories are impacted by trends in the housing market. According to the Selig Center Economic Outlook, "Georgia's housing market is responding to a more favorable balance of supply and demand. Increased demand for housing will come mostly from 2.3% job growth." The report forecasts that existing single-family home prices will rise 6% in Georgia in 2015. The S&P Case-Shiller Atlanta Home Price Index as of May 2015 is 123.25 as compared to 87.87 as of May 2012, which represents a 40.3% increase over that period. Over the Pre-Recession to Recovery horizon, the Atlanta Case-Shiller Index peaked at 136.47 in July 2007 while the Great Recession low was 82.54 in March 2012.

Land and Building Rentals

Land and building rentals consist of revenue received from cell towers, various parks and recreation rentals, and corrections revenue from housing inmates.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Land/Building Rentals	$6,600,080	$7,035,645	$6,491,463	$8,170,332

FY 2016 Budget Anticipation:

Revenue from this category is heavily dependent on disposable income. Based on the Selig Center Economic Report "Spending for new nonresidential construction will increase modestly in 2015, continuing the weak up cycle that began in the second quarter of 2013. Credit conditions will ease for those looking to build nonresidential structures, but will remain very tight in markets with high vacancy rates."

Other Revenues

This category consists of various revenue sources including delinquent property taxes, motor vehicle ad valorem taxes, public safety, public works, recreation & entertainment fees, investment income and operating transfers from other funds.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Other Revenues	$47,868,202	$67,415,095	$56,273,700	$62,660,574

FY 2016 Budget Anticipation:

The Revenue budgeted for this category is consistent with historical amounts. The increase in revenue in FY 2014 above FY 2013 was due to a re-class of revenues related to Water & Sewer Franchise fees.

OFFICE OF REVENUE COMPREHENSIVE FEE STUDY

In July 2014, the City Office of Revenue and the Mayor's Office of Innovation Delivery & Performance implemented a Comprehensive Fees Cost Recovery Program. The program scope includes a full review of Appendix B (Fees and Fines) of the City Code of Ordinance.

AS A RESULT, THE OFFICE OF REVENUE IDENTIFIED $5.3 MILLION IN ADDITIONAL GENERAL FUND REVENUES FROM THE COMPREHENSIVE FEE STUDY:

Sale of Certificates of Public Necesssity	$1.8 MILLION (NON-RECURRING)
Commercial Parking Permit	$1.8 Million
Towing/Wrecker Fee Increase	$1 MILLION
Fire Inspection Fee Increase	$501 Thousand
Right-of-Way Permit	$250 Thousand
Total	**$5.3 Million**

FY 2016 Revenue Package

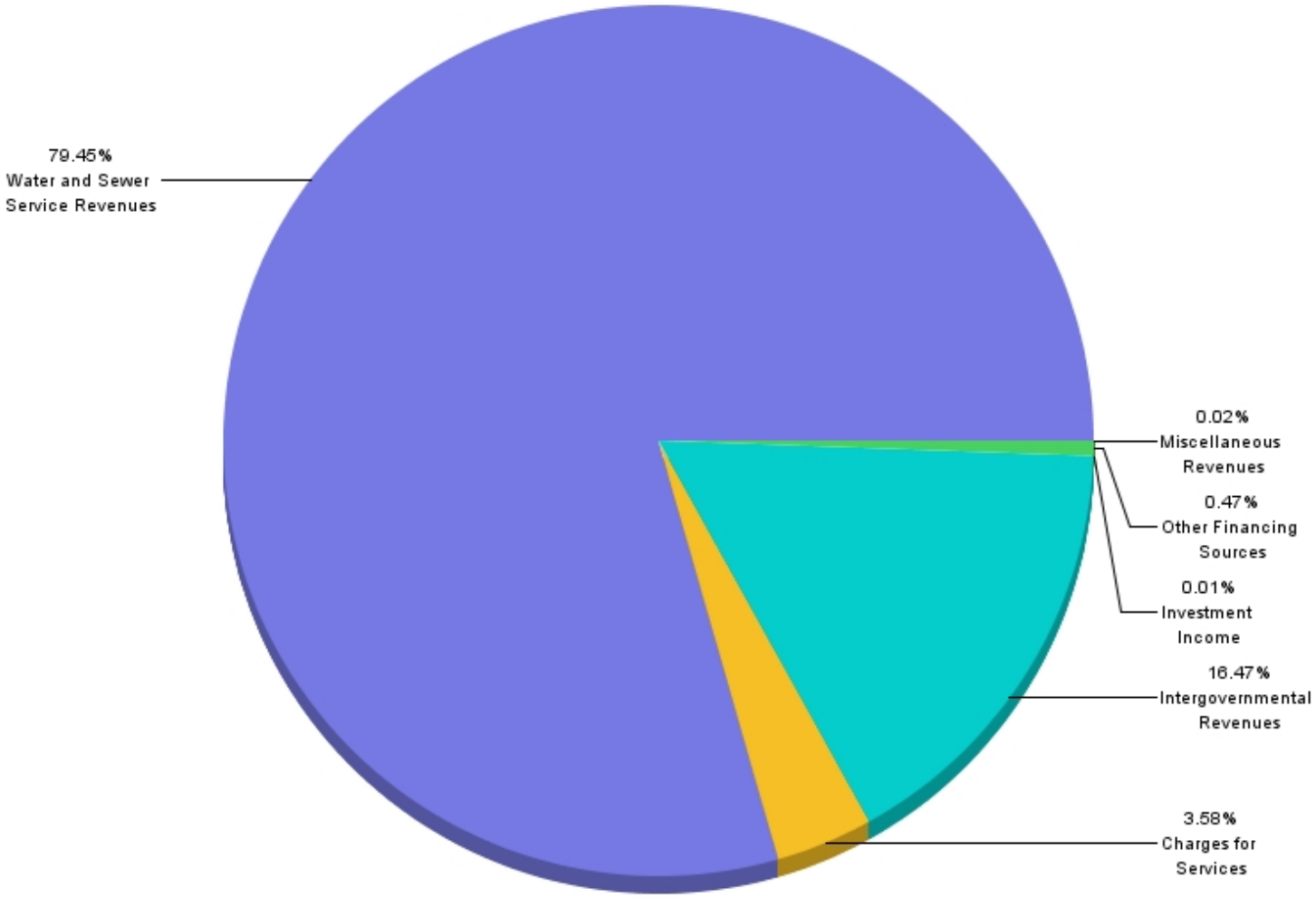
A portion of the aforementioned items were included in the City's Legislative Cycle (Revenue Package) to align with FY 2016 Budget Calendar. The City Revenue team continues to hold Revenue Roundtable meetings with departments to ensure that standard operating procedures are updated to achieve these revenue objectives.

OVERALL GENERAL FUND FORECAST

The improving local economy as indicated by Atlanta Gross Metro Product forecasted at 3.4% and an increasing S&P Case-Shiller Index all support a General Fund Revenue forecast growth rate of 4%. The Fiscal Year 2016 General Fund revenue budget statutorily referred to as Revenue Anticipation is based on 2 .3% new construction tax digest growth and rollback of the current Millage rate from 9.75 mills to 8.89 mills. The property tax revenue base accounts for one-third of General Fund revenues hence the emphasis on this important City revenue stream. The Muni Cast financial model and the Selig Center economic report has enabled the City team to better understand, and respond to the underlying economic drivers of City revenues.

REVENUE BY MAJOR CATEGORY
Water & Wastewater Revenue Fund

	FY13 Actual	FY14 Actual	FY15 Adopted	FY16 Adopted	%
Water and Sewer Service Revenues	430,151,853	427,877,359	414,131,017	422,032,907	79.45
Charges for Services	14,485,575	2,058,852	25,197,030	19,002,748	3.58
Intergovernmental Revenues	119,364,341	124,267,717	72,682,498	87,500,000	16.47
Investment Income	71,613	20,117	71,959	71,959	0.01
Other Financing Sources	2,537,370	2,540,411	2,486,875	2,486,875	0.47
Miscellaneous Revenues	36,185	57,130	81,102	81,102	0.02
Total	$566,646,938	$556,821,587	$514,650,481	$531,175,591	100%



WATER AND WASTEWATER FUND

The Water and Wastewater Fund was established to account for all transactions associated with the operation, development, and maintenance of the City's expansive water and wastewater infrastructure system. The system is financed by user charges for water and wastewater services and the Municipal Option Sales Tax. The Department of Watershed Management has implemented a department wide reorganization, which has streamlined operations and aligned similar functions. The departmental reorganization was executed with an overall goal of reducing operations and maintenance expenses.

Water and Sewer Service Revenue

This category includes Water and Wastewater Service Charges.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Water and Sewer Service Revenue	$430,151,853	$427,877,359	$414,131,017	$422,032,907

FY 2016 Budget Anticipation:

Projected revenue of $422M for FY 2016 is $7.9M higher than the FY 2015 Budget of $414.1M. The increase is due primarily to an expected increase in anticipated customer consumption. The Department does not plan to increase its water and sewer rates in FY 2016.

Charges for Services

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Charges for Services	$14,485,575	$2,058,852	$25,197,030	$19,002,748

FY 2016 Budget Anticipation:

The FY 2016 projection of $18.8M is lower than the FY 2015 Budget of $25.1M. The decrease is due primarily to an anticipated reduction in fees collected from inter-jurisdictional customers and miscellaneous fees charged to government, commercial and residential customers.

Intergovernmental Revenues

The Municipal Option Sales Tax (MOST) was established under authorizing legislation by the State and was initially placed in effect for a four-year term beginning on October 1, 2004. In

March 2008 and again in March 2012, respectively, City of Atlanta voters elected to renew the MOST for an additional four-year term.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Intergovernmental Revenue	$119,364,341	$124,267,717	$72,682,498	$87,500,000

FY 2016 Budget Anticipation:

The FY 2016 anticipated revenues from the Municipal Option Sales Tax are $122M, which is slightly greater than the amount anticipated in FY 2015. For FY16, $87.5M of the MOST proceeds have been anticipated in the Water & Wastewater Revenue Fund and $37.5M in the Water & Wastewater Renewal & Extension Fund.

Investment Income

This category is for interest earned by the Water and Wastewater Revenue Fund equity in the Cash Pool. The Fund earns interest on its equity Investment in Cash Pool and as a result of the Cash Pool MOU.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Investment Income	$71,613	$20,117	$71,959	$71,959

FY 2016 Budget Anticipation:

The FY 2016 anticipated revenues from Investment Income are expected to remain flat.

Other Financing Sources

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Other Financing Sources	$2,537,370	$2,540,411	$2,486,875	$2,486,875

FY 2016 Budget Anticipation:

The FY 2016 fee of $2.4M remained the same from the amount budgeted for FY 2015.

Miscellaneous Revenues

This category includes revenue for recoveries of prior year delinquent accounts/arrearages.

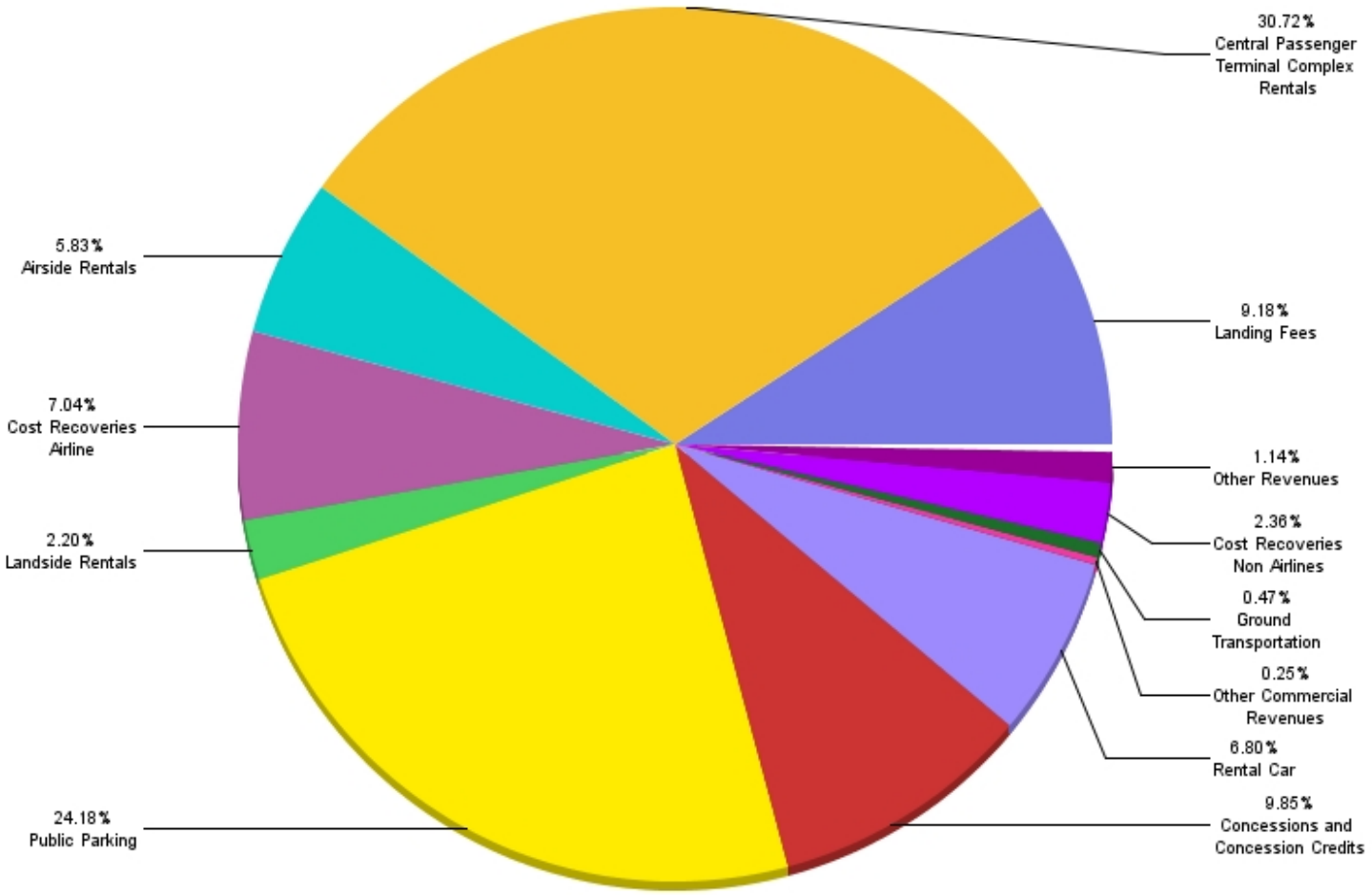
Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Miscellaneous Revenues	$36,185	$57,130	$81,102	$81,102

FY 2016 Budget Anticipation:

For FY16 there is a proposal to eliminate the citywide convenience fees collected for credit card payments. The Department based its estimate on revenues generated in prior fiscal years.

REVENUE BY MAJOR CATEGORY
Airport Revenue Fund

	FY13 Actuals	FY14 Actuals	FY15 Adopted	FY16 Adopted	%
Aeronautical Revenues					
Landing Fees	47,416,163	47,084,092	47,044,416	47,251,106	9.18
Central Passenger Terminal Complex Rentals	153,024,192	145,737,965	144,358,896	158,226,233	30.72
Airside Rentals	22,502,715	28,748,011	27,829,656	30,011,767	5.83
Cost Recoveries : Airline	35,786,194	36,858,883	35,689,608	36,270,317	7.04
Sup-Total Aeronautical Revenues	258,729,264	258,428,952	254,922,576	271,759,423	52.77
Non-Aeronautical Revenues					
Landside Rentals	16,086,584	11,844,599	12,042,324	11,321,388	2.20
Public Parking	117,424,935	118,461,572	120,007,260	124,499,358	24.18
Concessions	93,189,492	97,874,188	100,254,833	107,915,459	20.96
Concession Credits	(49,146,522)	(49,728,130)	(51,129,965)	(57,195,194)	(11.11)
Rental Car	31,765,198	32,380,185	32,321,969	35,021,140	6.80
Other Commercial Revenues	2,357,610	3,329,459	1,280,000	1,280,000	0.25
Ground Transportation	1,841,831	1,956,261	2,039,300	2,395,954	0.47
Cost Recoveries : Non Airlines	9,137,845	11,865,816	11,937,924	12,136,812	2.36
Interest Income	(464,443)	864,652	-	-	-
Other Revenues	8,686,562	10,277,078	5,654,793	5,845,965	1.14
Miscellaneous Revenue	439,473	-	-	-	-
Sub-Total Non-Aeronautical Revenues	231,318,565	239,125,681	234,408,438	243,220,882	47.23
Total	$490,047,829	$497,554,632	$489,331,014	$514,980,305	100%



AVIATION REVENUE FUND

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

Aeronautical

Landing Fees

The Department of Aviation collects landing fees from two different sources: 1) basic landing fees and 2) Airfield Improvement Program (AIP) landing fees. The basic landing fee for signatory airlines at ATL 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.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Landing Fees	$47,416,163	$47,084,092	$47,044,416	$47,251,106

FY16 Budget Anticipation:

Landing Fees are expected to remain relatively flat through FY20. Enplaned passenger traffic is expected to increase; however, overall aircraft operations are trending down as airlines move to larger aircraft and increase efficiency.

Central Passenger Terminal Complex (CPTC) Rentals

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.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
CPTC Rentals	$153,024,192	$145,737,965	$144,358,896	$158,226,233

FY16 Budget Anticipation:

Several new Tenant Finish projects to be completed in FY16 will generate approximately $9 million of incremental revenue, beginning in FY16. Nominal growth is expected for the next few years; however, this could change as new projects are brought on line.

Airside Rentals

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Airside Rentals	$22,502,715	$28,748,011	$27,829,656	$30,011,767

FY16 Budget Anticipation:

This revenue stream will remain relatively flat. All leases for space at North Cargo have expired and are currently being rented on a month-to-month basis. We expect some tenants to sign new agreements; however, some will either rent other spaces or consolidate with other tenants. The Airport's property business unit is in the process of obtaining real estate appraisals, and developing a new leasing policy. Once this process is complete, all rentals will be based on this appraised fair market value rate.

CPTC 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 Plane Train between concourses.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
CPTC Cost Recoveries	$35,786,194	$36,858,883	$35,689,608	$36,270,317

FY16 Budget Anticipation:

This category will increase during the next five years. This is due to the anticipated increase in the cost of operations and maintenance related to the Plane Train and fire and police personnel cost. Operating and maintenance expenses are projected to increase by 3% for inflation.

Non-Aeronautical

Landside Rentals

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Landside Rentals	$16,086,584	$11,844,599	$12,042,324	$11,321,388

FY16 Budget Anticipation:

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

Public Parking

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Public Parking	$117,424,935	$118,461,572	$120,007,260	$124,499,358

FY16 Budget Anticipation:

We are reflecting nominal increases in parking revenue over the next several years. Certain projects are on the horizon that could significantly impact our parking capacity. Efforts will be made to maximize the use of available capacity, and mitigate the impact of any potential loss.

Inside Concessions

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Inside Concessions	$93,189,492	$97,874,188	$100,254,833	$107,915,459

FY16 Budget Anticipation:

Inside concession revenue will continue to increase over the next 5 years. FY16 reflects an increase over FY15 as all outlets are expected to be open in FY16. The new agreements increased the rental rates of the Airport's food & beverage outlets. The projected increase of 3.5% in enplanements as well as O & D will continue to have a positive impact on concessions.

Inside Concessions Credit

Fifty percent of all concessions revenues are shared with the contracting airlines. Additionally, the Airport's portion of certain operational costs is reflected in this account.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Inside Concessions Cr.	($49,146,522)	($49,728,130)	($51,129,965)	($57,195,194)

FY16 Budget Anticipation:

This credit will reflect changes in direct correlation to Inside Concessions.

Rental Car

The Airport maintains a consolidated rental car center (RCC) which houses 13 rental car companies and 8,700 parking spaces. Each of the rental car companies pays the Department of Aviation 10% of annual gross sales in return for occupying RCC space. Like the Airport's concessionaires, the rental car companies are subject to MAG and they reimburse the Airport for utilities.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Rental Car	$31,765,198	$32,380,185	$32,321,969	$35,021,140

FY16 Budget Anticipation:

The Airport is anticipating growth in the future years; including a projected increase in originating/destination passengers of 5.9%. The origination and destination metric is a main driver in the anticipated revenue increase.

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.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Ground Transportation	$1,841,831	$1,956,261	$2,039,300	$2,395,954

FY16 Budget Anticipation:

Without increases in the rates, the revenues collected from ground transportation services will experience gradual increases over time in line with overall passenger traffic. The Downtown Shuttle agreement, ATL's agreement with major hotels in downtown Atlanta, was signed in FY15 and will generate additional revenues in FY16.

Other Commercial Revenues

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Other Commercial Revenues	$11,044,172	$13,606,537	$6,934,793	$7,125,965

*Other Commercial Revenues equals Other Commercial Revenues and Other Revenues on the Airport Revenue Fund Summary page 126.

FY16 Budget Anticipation:

This category is expected to remain flat. We will continue to recover the operating and maintenance cost from the cell phone providers. However, we no longer generate revenues from public telephones and there are no expected increases in Security charges; which comprise most of this category.

Cost Recoveries: Non-Airline

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Cost Recoveries: Non-Airline	$9,137,845	$11,865,816	$11,937,924	$12,136,812

FY16 Budget Anticipation:

We continue to experience an increase in utilities, especially water and sewer, which is provided by the City of College Park. The maintenance contract for the SkyTrain is expected to increase due to the five year required maintenance for all 12 cars. These increases in cost translate to additional revenue since utilities and maintenance are 100% reimbursable.

Emergency Telephone System Fund

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
E-911 Revenue	$22,643,031	$18,015,487	$16,930,728	$18,024,974

FY 2016 Budget Anticipation:

This fund operates in a deficit position of approximately $6 million annually due to insufficient landline and wireless fees to cover operating expenses. The City E-911 revenue forecast correlates to per capita and telecommunication subscriber trends. The new public safety access fee is expected to fully recover all E-911 expenditures.

Parks Facilities Revenue Fund

The Parks Facilities Revenue Fund was created to support the Cyclorama restoration project, and is supported by ticket and attraction user fees.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Parks Facilities Fees	$475,195	$512,630	$496,017	$225,000

FY 2016 Budget Anticipation:

Park Facility revenue has averaged $485 thousand in prior fiscal years. It is forecasted to receive only $225 thousand in FY16 due to a pending sale of the facility, which is currently up for bid.

Underground Atlanta Fund

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. This fund is supported by parking and lease revenues.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Underground Atlanta Fees	$14,538,427	$11,529,987	$11,109,554	*$4,000,000

FY 2016 Budget Anticipation:

Underground Atlanta revenue continues to be impacted by limited national brand name retailers and a decline in visitors attributed to the World of Coca-Cola relocating near the Georgia Aquarium. Underground Atlanta's parking and lease income has averaged about $2 million annually, and included an annual General Fund subsidy of approximately $4 million.

* ***The Underground operations budgeted revenues are being prorated due to the uncertainty of the actual date of closing on the sale of the property.***

Atlanta Civic Center Fund

The Civic Center Fund accounts for the collection of income associated with the operation of the Boisfeuillet Jones Atlanta Civic Center. These funds are derived from income generated primarily from ticket sales (surcharges), building and land rentals.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Civic Center Fees	$1,196,089	$1,560,330	$1,697,611	$500,000

FY 2016 Budget Anticipation:

The Civic Center Fund has exhibited declining revenues due to competition from other private venues. Civic Center Fund revenue has averaged approximately $1.5 million in prior years and is forecasted to receive only $500 thousand in FY16 due to a pending sale of the facility which is currently up for bid.

Hotel/Motel Tax Fund

The Hotel/Motel Tax Fund revenue is derived from an 8% rate on rent for occupancy of a guestroom in a hotel in the City. The tax is shared between the City, Atlanta Conventions & Visitors Bureau, Georgia World Congress Center, and the 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 parties.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Hotel/Motel Tax	$54,419,419	$58,013,709	$55,445,813	$58,148,818

FY 2016 Budget Anticipation:

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 hotel/motel forecast. PKF 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. PKF is projecting robust increases in FY 2016 (lower priced 5.3% increase and upper priced 6.1% increase in Rev-PAR growth. PKF Consulting indicates "Looking towards 2015, Atlanta RevPAR is expected to grow 6%. Atlanta market occupancy levels are expected to range from 66.5% to 67% during the 5 year hotel forecast period."

PKF Consulting and Federal Reserve Bank Beige Book excerpt states "The development of various new entertainment venues has increased demand for leisure travel and business travel has been solid to date. Overall, hospitality contacts maintain a positive outlook."

Solid Waste Services Revenue Fund

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Solid Waste Services Revenue	$52,847,986	$55,596,478	$53,306,439	$55,316,071

FY 2016 Budget Anticipation:

Solid Waste Fund revenues are comprised of user fees to cover the cost of operations. Minor growth is forecasted and reflects a modest trend in new construction and redevelopment within the service area.

Rental/Motor Vehicle Tax Fund

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Rental/Motor Vehicle Tax	$963,628	$1,145,976	$964,579	$955,703

FY 2016 Budget Anticipation:

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

Building Permits Fund

The Building Permits Fund accounts for the collection of income and disbursement of funds associated with the operation of all building permitting activity. The Building Permits Fund was established in November 2011 as an enterprise fund.

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Building Permits Revenue	$18,418,190	$21,756,836	$18,648,639	$21,700,226

FY 2016 Budget Anticipation:

Building Permits Fund revenues correlate with the construction sector and are highly elastic with economic cycles and construction related growth. Construction sector employment is forecasted to continue to increase due to recovery in the housing market and resumption of commercial activity.

Based on the Selig Center Economic Report "Spending for new nonresidential construction will increase modestly in 2015, continuing the weak up cycle that began in the second quarter of 2013. Credit conditions will ease for those looking to build nonresidential structures, but will remain very tight in markets with high vacancy rates."

Fleet Services Fund

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

Major Revenue Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Fleet Services Revenue	$25,721,869	$34,054,432	$31,820,970	$33,126,728

FY 2016 Budget Anticipation:

The Fleet Services Fund source of income is derived from charge-back recovery to the participating City departments. Revenues are forecasted to increase which coincides with the projected trend in expenditures. Current efforts are underway to address the structural deficit.


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Operational Summaries

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

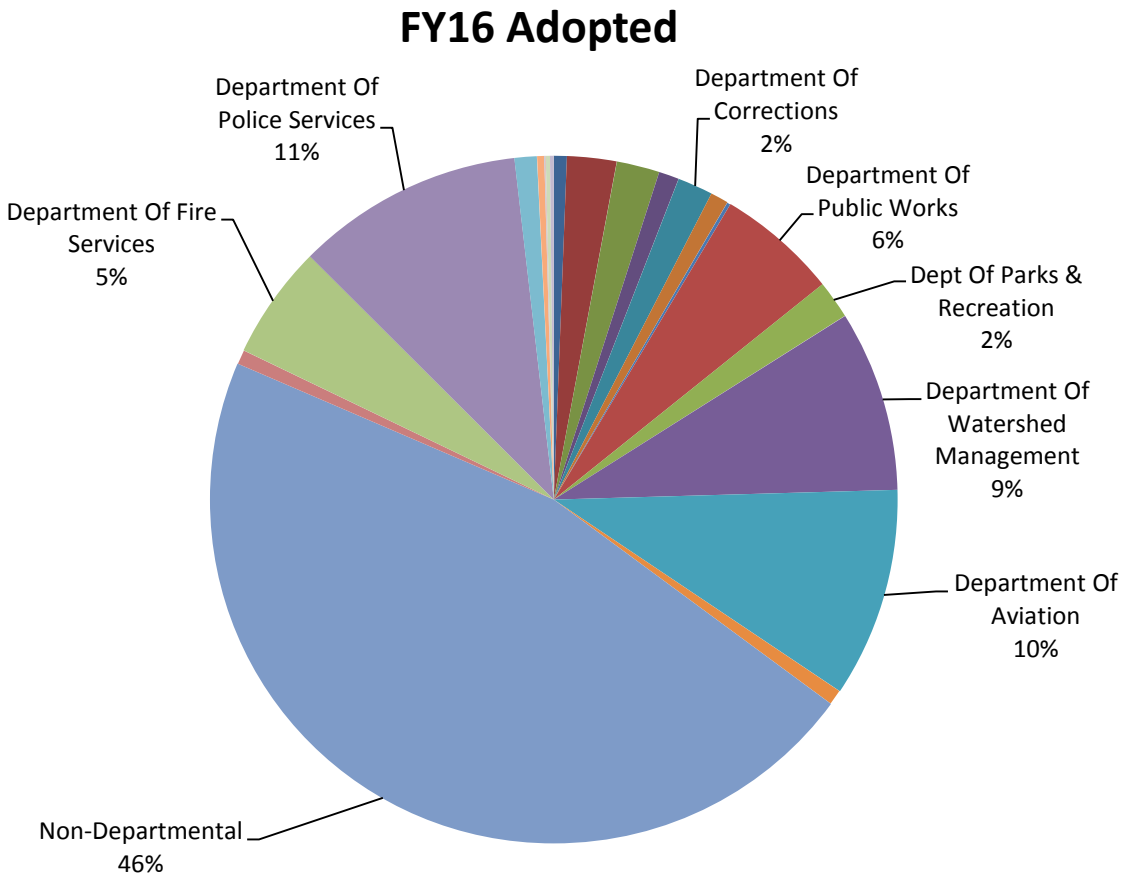
Adopted Budget
FY 2016


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OPERATIONAL DEPARTMENTAL SUMMARY

The **executive body** carries out the laws that have been instituted by the City Council. It is responsible for the day-to-day operations of city government departments. The **legislative body**, comprised of the City Council, makes the laws that govern the city. It is responsible for the development of policies, which serve as operational guidelines, and establishes the parameters for the administration of city government. The **judicial body** is comprised of Court Operations, the Public Defender's office as well as the Solicitor's office and is responsible for interpreting the law. In addition to the three bodies of City government, there are three boards, which are comprised of the Atlanta Citizens Review Board, the 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 2013 to 2016. There is also an explanation of major variances between FY2015 Adopted and the FY2016 Adopted budgets.



As depicted in the preceding chart, the operating budget totals $1.97B, and the largest percent of the total or 46% 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.


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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 ordinances, 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: **Mary Norwood**

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

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

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

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

Divisions/Offices Descriptions

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

Research staffs all Council Committees, committee public hearings, work sessions, and task forces. In addition to conducting research on behalf of Councilmembers, staff drafts legislation, serves as intergovernmental liaison and as public liaison to explain issues and legislation, represents Councilmembers at various meetings as requested, and assists with constituent complaints and information requests.

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

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

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

The *Office of the Municipal Clerk* (OMC) or as it is more commonly referred - "the Clerk's Office" - is the City of Atlanta's information source regarding all of its legislative actions and many other areas of citizen interest and concern. The Municipal Clerk serves as administrator of the City Council's legislative actions and is the designated custodian of the governing authority's legislative record. As custodian of the City's legislative record, the Municipal Clerk publishes and maintains the City of Atlanta Charter and Code of Ordinances. The Charter and Code volumes contain all laws of the City. The Municipal Clerk is also the custodian of the Official Seal of the City and must attest the Mayor's signature and affix that seal to all City contracts. Additionally, the Mayor's Executive and Administrative Orders are housed in the Clerk's Office. A record of all City Boards, Commissions, Authorities, is maintained by OMC as well.

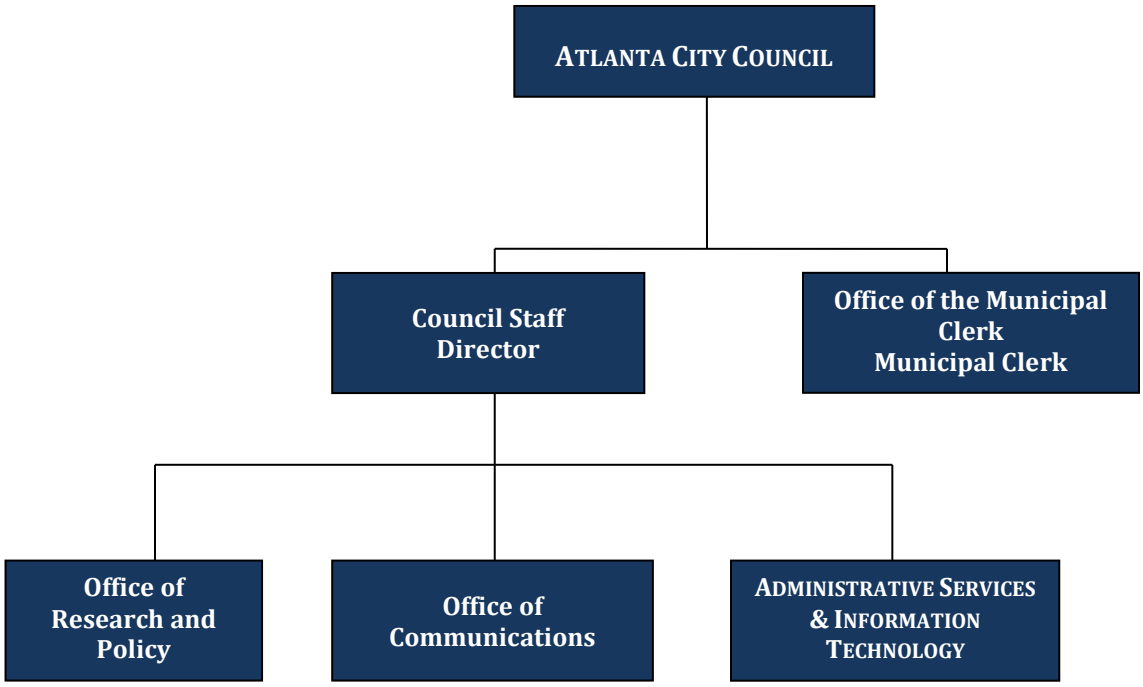
The Municipal Clerk also serves as the City's Election Superintendent and administers election related matters including general questions, candidate qualifying proceedings, State mandated

financial and campaign disclosure filings by candidates and office holders, citizens' elected official recall and referendum efforts. Atlanta's election results can also be obtained from the Clerk's Office.

Claims against the City and notices of building permit signs as well as City financial disclosures made by designated officials, employees and appointed members of boards, commissions and authorities are filed in the Clerk's Office. Atlanta's "Clerk's Office" routinely responds to requests for information from elected officials, employees and citizens of the City of Atlanta as well as to requests from other local, state, national and international governments and a worldwide public. The common denominator is that each requestor whether in-person, by mail, phone, fax or e-mail is always greeted by a friendly, capable, willing and available OMC staff person who will assist in all research efforts.

ORGANIZATIONAL CHART

City Council



FY16 OPERATING BUDGET HIGHLIGHTS
City Council
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$2,142,683	$2,459,442	$3,124,207	Salaries, Regular	$3,161,644	$37,437
$1,624,090	$1,750,779	$2,903,569	Salaries, Perm Part-Time	$2,903,569	-
-	-	-	Salaries, Sworn	-	-
$471,389	$384,827	$232,314	Salaries, Extra Help	$264,784	$32,470
-	-	-	Salaries, Extra Help-Sworn	-	-
$751	$392	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$553,118	$607,582	$560,945	Pen Cont Gen Emp Pen Fd	$535,053	($25,892)
$106,938	$117,582	$74,652	Defined Contribution	$80,264	$5,612
$6,985	$36,549	$1,924	Workers' Compensation	$1,360	($564)
$504,072	$531,400	$435,874	Other Personnel Costs	$434,589	($1,284)
$5,410,028	*$5,888,552*	*$7,333,485*	*TOTAL PERSONNEL*	*$7,381,264*	*$47,779*
			OTHER EXPENSES		
$452,858	$440,720	$877,750	Purchased / Contracted Services	$886,724	$8,975
$39,055	$57,799	$83,154	Supplies	$83,887	$734
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$460,309	$755,204	$482,932	Other Costs	$3,700,025	$3,217,093
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$5,000	$5,140	-	Other Financing Uses	-	-
$957,221	*$1,258,864*	*$1,443,836*	*TOTAL OTHER EXPENSES*	*$4,670,637*	*$3,226,801*
$6,367,249	**$7,147,416**	**$8,777,321**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$12,051,901**	**$3,274,580**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$6,367,249	$7,147,416	$8,777,321	General Fund	$12,051,901	$3,274,580
$6,367,249	**$7,147,416**	**$8,777,321**	**TOTAL EXPENSES**	**$12,051,901**	**$3,274,580**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
46.00	47.00	48.00	Full Time Equivalent	49.00	1.00

FY16 OPERATING BUDGET HIGHLIGHTS
City Council
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$37,437	Increase due to salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$32,470	Increase due to salary adjustments.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($25,892)	Decrease due to pension rate and personnel adjustments.
Defined Contribution	$5,612	Increase due to personnel adjustments.
Workers' Compensation	($564)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	($1,284)	Decrease due to health rate adjustment.
TOTAL PERSONNEL	$47,779	
OTHER EXPENSES		
Purchased / Contracted Services	$8,975	Increase due to professional services for City Clerk operations.
Supplies	$734	Increase due to non-consumable supplies for City Clerk operations.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$3,217,093	Increase due to legislation for transfer of Council Carryforward to each Council district office.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$3,226,801	
TOTAL PERSONNEL AND OTHER EXPENSES	**$3,274,580**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$3,274,580	
TOTAL EXPENSES	**$3,274,580**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	1.00	Increase in FTE for FY' 16 due to creation of Legislative Assistant, Sr. position.

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

The Office of Intergovernmental Affairs was established to create and maintain working relationships with state, federal and local government entities; 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 International Affairs plans, develops and implements the international activities in the Office of the Mayor. The Office assists in facilitating trade, economic development, tourism and cultural initiatives of the City of Atlanta through liaison with

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

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

The Office of Film and Entertainment is the destination point for all entertainment production (film/television/music) needs in Atlanta including but not limited to permitting, inter agency assistance (police, fire, transportation, and public works) locations and community relations. This office will market Atlanta industry-wide to help create more jobs, 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: developing programming (for after school, recreational, cultural, seniors, etc.), maintaining facilities (make parks & facilities safe, clean and inviting) and planning and community engagement.

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

The 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 61 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 a special projects team that drives progress on mayoral priorities and delivers high-impact solutions to Atlanta's most pressing needs. The team brings a rigorous focus to identifying, designing and implementing solutions to major urban challenges selected by the Mayor, working in collaboration with city operating

departments as well as external partners to identify the best ideas, prioritize them by feasibility and impact, and then develop the framework and secure the support to ensure successful implementation. To date, the team's focus areas have included reducing street homelessness and improving customer service, including seeding ATL311. In its first two years, the Team was funded through a grant from Bloomberg Philanthropies.

Focus on Results (FOR) Atlanta, the City's performance management program, is charged with delivering tangible and lasting improvements across City services by collaborating with departments to drive performance improvement. The FOR Atlanta Team assesses City services and identifies opportunities to improve service efficiency and quality through data-driven decision-making, business process efficiencies, organizational strategies and technology applications. The program also produces monthly performance dashboards assessing performance of key city services and Administration priorities.

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.

FY2015 Accomplishments

Facilities Management Division
- Renovated and reopened the City Hall Cafeteria.
- Temporarily relocated City Council offices to begin renovations.
- Completed the renovations and relocation of the Law Department.
- Renovated and repaired the historic finishes in the Old Chambers, Mitchell Street Foyer, and the Commissioner's office in Human Resources.
- Purchased and installed matching historic lightening in Old Council Chambers.
- Upgraded the X-ray Scanning machines in City Hall.
- Renovated space @ 72 Marietta for EAP and Human Services to move from 818 Pollard.
- Installed Way-finders (Message Boards) @ 72 Marietta.
- In-House design for Citywide Restacking Plan is in progress.
- The new Crime Lab construction is in process.
- Began demolition, completed design of Fire Station 7, and started renovations.
- Design for Fire Station 22 95% completed.
- Excavation of trash and debris from 143 Alabama Street.
- Coordinated the furniture and lock installation for the Atlanta Street Car Project.
- Coordination underway to implement citywide facilities conditions assessment.
- Resurfaced and restriped the concrete flooring on the loading dock and made it ADA compliant.
- Renovated space at 818 Pollard and moved Code Enforcement into that space.
- Renovated the front atrium of 72 Marietta and made it into an art gallery.
- Completed City Hall South Parking Garage ADA upgrades.
- Completed City Hall Tower ADA upgrades.
- Completed J.C. Birding ADA upgrades.
- Completed Municipal Court ADA upgrades.

Real Estate Division
- Disposition – Sold two surplus properties for a total of $450,000.
- Conveyed the property rights needed to GDOT for the Spring St. Viaduct, receiving $226,000 in compensation.
- Acquisition – Completed acquisition of the property rights from 24 parcels for the Atlanta Streetcar Project.
- Leasing – Secured a 12,000 square-foot lease for the Office of the Public Defender.
- Worked with Google to identify hut sites for its fiber network and obtained appraisals on eight sites that will be leased.
- Introduced Live Thrive Atlanta to DPW and coordinated the Use Agreement for the Center for Hard to Recycle Materials (CHaRM).
- Completed four APD lease renewals.
- Added two new leases of city-owned property producing $42,000 (net) annually.
- Added one new telecom ground lease producing $18,000 (net) annually.
- Added 11 new/renewed leases in the city's three Neighborhood Centers.
- Property Management – Expended $219,500 in various improvements to the city's three Neighborhood Centers.

Office of Customer Care/311 Technology Team
- ATL311 officially launched on October 22, 2014. It serves as the City of Atlanta's first non-emergency customer service center that gives the residents, visitors, and business owners one centralized location for City services.
- On October 22nd, just one day after its launch, ATL311 hosted delegates from the Call Center

Association of Japan, who toured the center and held a Q&A session with ATL311 management staff.
- In December 2014, ATL311 Director Joann Butler, was mentioned in an article published in Central America which discussed 311 centers throughout the United States. http://publications.iadb.org/handle/11319/6765
- ATL311's Customer Relationship Management (CRM) system is fully hosted on Oracle's Managed Cloud Services, which is the first customer service center in Georgia to utilize this model. It has enabled ATL311 to rapidly build and deploy rich applications and services.
- ATL311 provided significant support to the City during winter storms in 2014 and 2015.
- Launch of 24 hour service Portal that has: (1) Online Attachments Functionality enables Customers to upload up to 3 attachment files which remain stored in Siebel with submittal of a Web SRs at www.atl311.com. (2) Business Customer Functionality allows ATL311 to pre-register contact information for Business Customers who frequently submit Web SRs.

Office of Film & Entertainment
- Helped centralize permitting for film and Public Works through Film App. locations in Atlanta, e.g. Hartsfield-Jackson Atlanta International Airport, Marta, Phillips Arena, Porsche, etc.
- Worked in conjunction with the CoA sexual assault PSA committee to procure talent for the visual messaging of the city's sexual assault campaign, Take A Stand (Tika Sumpter & Gabrielle Union).
- Identified space for lease for feature films at the Georgia International Convention Center, Atlanta Civic Center and Morris Brown College.
- Signed a memorandum of understanding with the Rio de Janeiro Film Commission.
- Participated in the selection committee of the Sarah Jones Opportunity in conjunction with Warner Bros. Studios, IATSE Local 600 & SIM Digital.
- Participated in Georgia Night in Los Angeles, a yearly appreciation event held by the Georgia Film, Music & Digital Entertainment Office to thank Los Angeles-based studios and stakeholders for doing entertainment business in Georgia. We host numerous Film Studios, production companies, and industry related business.

Office of Cultural Affairs
- The Public Art Program's Collections Management restored the Noguchi Playscape at Piedmont Park with support from Herman Miller.
- The Atlanta Public Art Tour App was launched and features tours of Downtown, Atlanta Streetcar, Folk Art Park, and Art in Parks.
- Elevate, presented for the 4th year, engaged 14,000 visitors to Downtown Atlanta and collaborated with the Goat Farm and France/Atlanta to present temporary public art over 7 days with works by 123 participating artists.
- Gallery 72 in 2 City Plaza opened and continues Atlanta's commitment to presenting significant exhibitions of work by local, national, and internationally acclaimed artists in public spaces by spotlighting an exhibition on the 150th Commemoration of the Battle of Atlanta, curated by Atlanta artist Radcliffe Bailey and presenting the Annual Walthall Fellowship exhibition in collaboration with Wonderroot.
- Cultural Experience Project marked the 10th year of providing cultural field trips to APS students from Pre-K to 12th grade with over $4,000,000 in cash and ticket donations and over 330,000 student admissions over the life of the program.
- Contracts for Arts Services grants totaling $1,011,000 supported 92 arts organizations and projects. Power2give.org/Atlanta hit a major milestone this year, generating over $1,000,000 in new funding for arts projects in the City of Atlanta since launching in August 2012.
- Midday Arts Café connected City of Atlanta employees with artists supported in partnership with the Department of Human Resources through 12 lunch-and-learn presentations.
- The Neighborhood Arts Grants were launched to ensure that Contracts for Arts investments have a broader geographic reach with additional grants of $27,000 directly to neighborhoods.
- The 37th annual Atlanta Jazz Festival attracted over 100,000 attendees over the 31 Days of Jazz and the Memorial Day festival at Piedmont Park.
- Chastain Art Center served over 2,000 community members through classes, exhibitions, and special events.
- The Atlanta Cyclorama and Civil War Museum celebrated the four-year long commemoration of the 150th Anniversary of the Civil War and

Battle of Atlanta with a series of lectures, film screenings, and family events.

Office of Communications

- Live meetings are now programmed twice a week.
- All meetings now re-air on the SAME day.
- Meetings are now archived in an automated system on the COA website. The meetings are available within a few hours of the live meeting 'on demand'.
- Produced (30) minute program on the 50th Anniversary of Selma.
- Produced all technical aspects of 2014 Streetcar launch.
- Channel 26 moved to a new programming system called Tightrope. The new system gives us the capability to broadcast weather, time, live traffic, program council meetings the same day.
- Tightrope allows Channel 26 to make emergency updates remotely from anywhere in the world. (Snow Coverage).
- Our live web stream can now be viewed on all media platforms, such as tablets, Androids and iPhones. Channel 26 is the first station in the region to have such technology.

Office of Special Events

- Trained APD zone commanders at the Atlanta Police Academy on the outdoor event permitting process with a focus on security and traffic planning.
- Trained the AFRD fire chiefs at the COA Public Safety Headquarters on the outdoor event permitting process with a focus on fire safety and emergency services planning.
- Trained returning and new Festival Monitors on the outdoor event permitting process & the festival monitor section of the Code of Ordinance.
- Trained NPU leaders (hosted by the Office of Planning) on the outdoor event ordinance, including the NPU recommendation process.
- Implemented the online special event permit application portal for event organizer.
- Improved the permitting process and timing to better serve event organizers and provide advance notification of upcoming outdoor events to impacted residents.
- Implemented bi-weekly meetings with event organizers and city departments to review outdoor event permit applications & mitigate any public safety issues.
- Strengthened and streamlined communication for NPU and civic association leaders by implementing regular monthly conference calls to mitigate the impact of outdoor events.
- Consistently represented the Mayor's Office of Special Events at monthly NPU meetings.
- Assisted with neighborhood (NPU) traffic study during the Music Midtown festival to review parking & traffic patterns surrounding Piedmont Park during class A events.
- Successfully mitigated sensitive outdoor event issues.
- Assisted with Older Atlantan's Day, Forever Young Ball, UNCF Mayor's Masked Ball, UNCF Evening of Stars press conference and awards ceremony.

Office of International Affairs

- Coordinated Mayor Kasim Reed's participation in the World Economic Forum New Champions held in Tianjin, China on September 10-12, 2014. The 'Summer Davos' attracted over 1,700 entrepreneurs and decision-makers from around the world. The City of Atlanta was selected to participate in the WEF Project Mainstream in order to create a favorable environment for the circular economy. Consequently, the City of Atlanta was selected as a finalist for the Circular Economy Awards in Davos in January 2015, among 200 applicants.
- Welcomed 32 scholars from the Sub-Saharan region as part of President Barack Obama's Young African Leaders Initiative (YALI), an initiative supported by universities such as Clark Atlanta University and the Georgia Institute of Technology.
- Participated in The AtlAS Conference on "Africa Related International Arbitration" held in Atlanta on November 3-4, 2014 that aimed at enhancing business opportunities in Africa. Mayor Reed also gave remarks at the "Discover Global Market: Sub-Saharan Africa" Event organized by the U.S. Department of Commerce in Atlanta on November 5-6, 2014.
- Since July 2014, staff has represented Mayor Reed at over 100 international events held in Atlanta. This represents an increase of 100% in comparison with the previous fiscal year.
- Welcomed about 90 foreign delegations, representing over a 60% increase in comparison with the previous fiscal year.
- Hosted its first "Experience Atlanta" Consular Corps Tour. Atlanta hosts over 70 consulates and foreign trade officers. The Experience

Atlanta tour was an opportunity for the Mayor's Office to introduce these foreign diplomats to Atlanta, inform them of new city initiatives, and connect them with city leaders.

- International Affairs Director Claire Angelle attended the Sustainable Airport Areas International Seminar organized by HubStart Paris held in Shanghai on June 30-July 2, along with representatives from Hartsfield-Jackson Atlanta International Airport and the Atlanta Regional Commission.
- Partnered with Hartsfield–Jackson Atlanta International Airport unveiled a digital panel recognizing Atlanta's 18 Sister City relationships. The digital panel is now displayed on seven 3D kiosks through the Maynard Jackson International Terminal. The ribbon-cutting ceremony was held at the airport's international terminal on August 13, 2014.
- Launched in August its 'Year-in-Review' newsletter, a ten-page document highlighting the milestones accomplished by the Office since its reopening in July of 2013.

Innovation Delivery Team

- Atlanta 311: In the Cloud.
- Seamless Docs (Office of Revenue soft launch).
- Consolidated Online Payment Portal.
- Department of Procurement Reform.
- Reaccreditation support for Atlanta Fire & Rescue.
- Airport Analysis Completed - Changes implemented.
- Data Science for Social Good work.
- Budget Process Reform and Departmental Guidance.
- Municipal Court Amnesty Program launch
- E-citation launch.
- Bench Warrant Unit launch.
- Municipal Courts Case Management Refresh.

FY2016 Adopted Program Highlights

Office of Program Management/Performance

- 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.

Innovation Delivery Team

- Effective Project Management: Create, execute and manage projects to deliver specified project goals and targets.
- Improve Relationship Building/ Collaboration: Proactively create opportunities to use unique knowledge and skills to improve the work of other team members, management and departments. Partner with internal and external stakeholders to drive success. Build and nurture effective relationships across key stakeholders.
- Clear Communication: Effectively facilitate meetings and communicates project progress, risks, issues, opportunities, and key decisions in a timely manner.
- Lead in Problem Solving: leverage data and use analytical/evidence based approach to navigate project planning, issues, risks, and decisions.

FOR Atlanta

- Vision – Define who we are and what we want to do.
- Assertiveness – Have a bias to move forward in the face of uncertainty.
- Delivery – For all work, start by figuring out what is going to be delivered at the end; focus all efforts on getting it there.
- Publicity – Get our name out, both internally and externally.

Facilities Management Division

- Implement a Fixed Assets program to track surplus furniture and equipment.
- Started the repair of the Automatic Transfer Switches (ATS) in City Hall.
- Continue with major projects under the Citywide Restacking Plan for City Hall.
- Complete the design and renovation for upgrades to the Mayor's Suite.
- Complete the design and renovation for upgrades to the City Council offices.

Real Estate Division

- Assume responsibility for right -of -way acquisition on Public Works' projects.
- Revise the city's Real Estate Code.
- Office of Customer Care/311 Technology Team.
- ATL311 Customer service agents to answer 80% of calls within 20 seconds.
- ATL311 Customer service agents to maintain less than 5% abandonment rate on average.
- To maintain service level agreements (SLA's) with supporting departments, i.e. DWM and Public Works back-office.

Office of Communications

- To improve upon storage systems for video, increase our capacities in our studio and increase the efficiency of our workflow.
- Channel 26 will continue to produce broadcast-level stories, PSAs, and special projects for the City of Atlanta and its valued residents.

Office of International Affairs

- Trade mission to France & Germany.
- Atlanta Metropolitan Export Plan (MEP) implementation.
- Foreign Direct Investment (FDI) regional strategy. The goal of this initiative is to develop and implement a regional strategy in regard to FDI attraction (similar to what the Atlanta MEP stands for in the domain of exports).

Office of Film & Entertainment

- Informational/Educational/marketing PSA or pamphlet for local neighborhoods about "what happens when a movie wants to film in my neighborhood."
- Identify all city residents involved in film industry broken down by zip code and income generated.
- Continued goal of permit enforcement on the streets.
- Education program partnership for entry level film jobs with AWDA and IATSE.
- Centralize permitting system between city agencies that impact the public right-of-way.

Office of Special Events

- Develop marketing and promotions plan to attract and feature outdoor events in the city.
- Expand the online portal to include the internal approval process by; create a "communications hub" for each special event liaison in each department.
- Continue to improve MOSE online portal to increase usability of event organizers.
- Implement a survey of end users of the MOSE portal for anonymous feedback and improvements.
- Continue to evolve the Festival Monitor Program, including the hiring of additional Festival Monitors, implementing a uniformed appearance to the program.

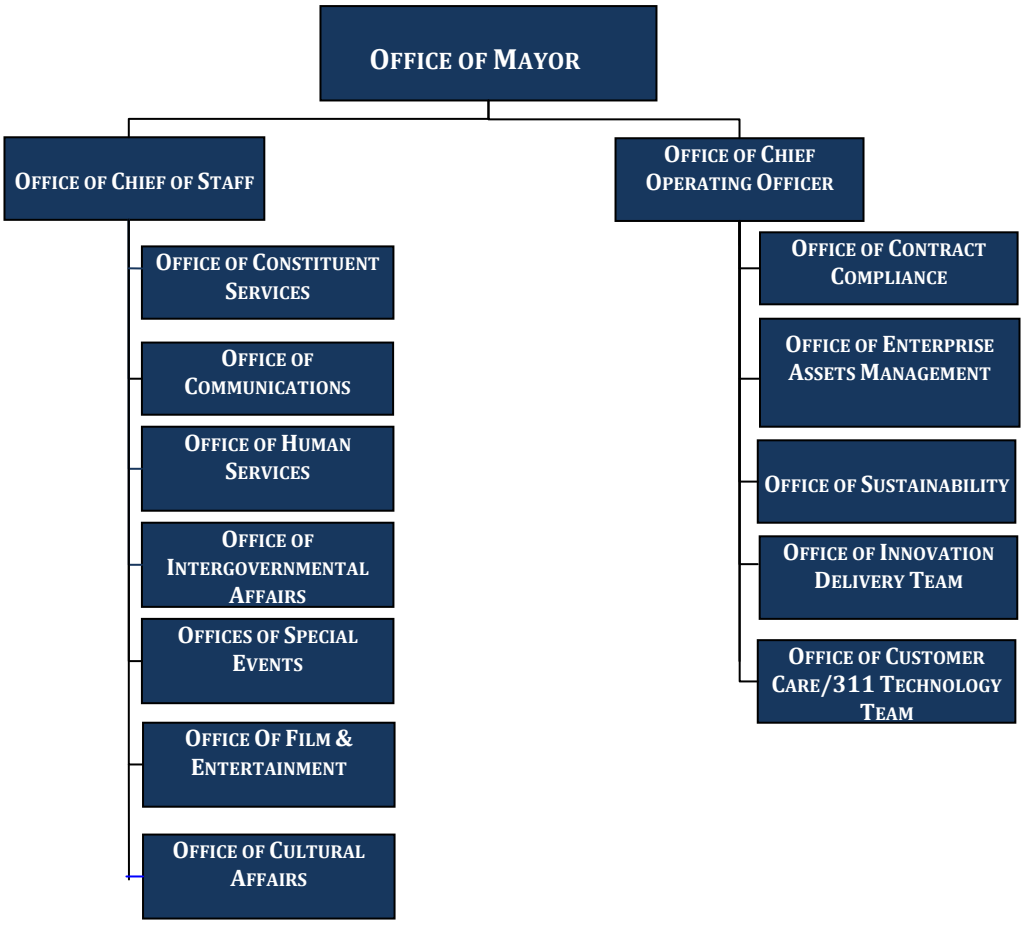
Office of Cultural Affairs

- Public Art Program will begin process to commission 10-20 public artworks by local, regional and national artists sited in neighborhoods throughout the city. Permanent artworks will be commissioned with a budget project range of $20,000 to $100,000 and a total budget of $1.5 Million. The investment into the cultural infrastructure of Atlanta's neighborhoods is anticipated to begin in calendar year 2016 /2017, and the projects are anticipated to conclude by calendar year 2019.
- Begin process to restore, relocate and highlight Atlanta's Public Art Collection. Utilizing the expertise of the Mayor's Office of Cultural Affairs Public Art collection management staff, contractors and professional conservators, a plan has been devised to restore and preserve the Atlanta Public Art Collection appraised at over $23 million. The 2015 Restoration and Maintenance plan identifies restoration, relocation and embellishment projects to be implemented under the Infrastructure Bond Public Art Program. All art objects are to be restored, relocated or embellished utilizing standard professional practices and policies stipulated in the City of Atlanta Public Art Master Plan.
- Establish a Destination Sculpture Park themed on Civil & Human Rights. In an effort to best represent Atlanta's most important legacy, infrastructure amenities and new artworks will be placed in Freedom Park to support the theme of Human and Civil Rights. Projects associated with the Sculpture park include site design, new public art, signage and infrastructure enhancements to the park. Total Budget $1.4 million.
- The Mayor's Office of Cultural Affairs will provide $1.25 million in grants to arts organizations, artists, and arts projects through Contracts for Arts Services including Neighborhood Arts Grants and power2give.org/Atlanta.

- For the 2015-16 School Years, Cultural Experience Project will serve 31,400 students at no cost to APS schools or students.
- Celebrate the 38th annual Atlanta Jazz Festival which will attract over 100,000 attendees over the 31 Days of Jazz and the Memorial Day festival at Piedmont Park.
- Chastain Art Center will continue to serve over 2,000 community members through classes, exhibitions, and special events and summer camps.

ORGANIZATIONAL CHART

Executive Offices



PERFORMANCE METRICS

Executive Office

PERFORMANCE MEASURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 TARGET	FY2016 TARGET
Economic Development				
Number of firms certified to participate in Equal Business Opportunity Program	961	969	996	NA
Percentage City Contracts Paid to Minority and Female Owned Firms	MBE-29.2% FBE-11.2%	MBE-22.9% FBE-13.6%	MBE-23% FBE-13.3%	NA
City Infrastructure				
Tons of CO2e greenhouse gas emissions	542,384	528,034	525,394	NA


RESURGENS
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1865
ATLANTA GA

FY16 OPERATING BUDGET HIGHLIGHTS
Executive Offices

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$7,870,826	$11,658,007	$13,814,283	Salaries, Regular	$14,653,531	$839,248
-	-	$9,039	Salaries, Perm Part-Time	$4,520	($4,520)
-	-	-	Salaries, Sworn	-	-
$671,997	$894,644	$444,895	Salaries, Extra Help	$1,232,699	$787,804
-	-	-	Salaries, Extra Help-Sworn	-	-
$25,396	$66,003	$71,434	Overtime	$71,916	$482
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$1,105,433	$1,633,551	$1,917,702	Pen Cont Gen Emp Pen Fd	$2,363,365	$445,662
$289,047	$453,019	$415,477	Defined Contribution	$514,603	$99,126
$388,194	$355,388	$92,946	Workers' Compensation	$248,126	$155,180
$1,101,951	$1,647,311	$2,224,746	Other Personnel Costs	$2,293,235	$68,489
$11,452,844	$16,707,922	$18,990,522	*TOTAL PERSONNEL*	$21,381,996	$2,391,474
			OTHER EXPENSES		
$8,204,329	$12,537,747	$15,649,777	Purchased / Contracted Services	$16,691,742	$1,041,964
$4,160,795	$4,165,766	$4,489,012	Supplies	$4,168,850	($320,162)
$8,991	$470,012	$193,296	Capital Outlays	$275,691	$82,395
$918,291	$78,282	$34,202	Interfund / Interdepartmental Charges	$91,749	$57,546
$33,615	$23,841	$277,003	Other Costs	$280,027	$3,024
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$1,902,024	$247,734	-	Other Financing Uses	$3,175,730	$3,175,730
$15,228,045	$17,523,382	$20,643,291	*TOTAL OTHER EXPENSES*	$24,683,789	$4,040,498
$26,680,888	**$34,231,304**	**$39,633,813**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$46,065,785**	**$6,431,972**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$329,809	$576,435	$875,472	Airport Revenue Fund	$864,664	($10,807)
$72,632	$383,464	$715,526	Building Permits Fund	$719,240	$3,715
$1,217,840	$333,391	$0	Fleet Service Fund	-	$0
$22,021,068	$27,643,441	$30,441,021	General Fund	$35,509,429	$5,068,408
-	$39,827	$0	Parks Facilities Revenue Fund	$0	$0
$40,653	$275,405	$789,861	Solid Waste Services Revenue Fund	$791,358	$1,497
$2,998,887	$4,979,342	$6,811,933	Water & Wastewater Revenue Fund	$8,181,092	$1,369,159
$26,680,888	**$34,231,304**	**$39,633,813**	**TOTAL EXPENSES**	**$46,065,785**	**$6,431,972**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
169.00	221.00	271.00	Full Time Equivalent	297.00	26.00

FY16 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Airport Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$235,268	$415,269	$461,642	Salaries, Regular	$452,461	($9,181)
-	-	$9,039	Salaries, Perm Part-Time	$4,520	($4,520)
-	-	-	Salaries, Sworn	-	-
-	$8,146	$0	Salaries, Extra Help	$0	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	$136	-	Overtime	$0	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$33,146	$58,898	$76,228	Pen Cont Gen Emp Pen Fd	$84,614	$8,386
$7,263	$13,787	$14,415	Defined Contribution	$14,508	$93
-	-	-	Workers' Compensation	-	-
$54,029	$71,469	$78,147	Other Personnel Costs	$76,312	($1,836)
$329,706	*$567,705*	*$639,472*	*TOTAL PERSONNEL*	*$632,415*	*($7,056)*
			OTHER EXPENSES		
$104	$2,740	$190,700	Purchased / Contracted Services	$190,522	($178)
-	-	$27,800	Supplies	$26,727	($1,073)
-	$5,990	$17,500	Capital Outlays	$15,000	($2,500)
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$104	*$8,730*	*$236,000*	*TOTAL OTHER EXPENSES*	*$232,249*	*($3,751)*
$329,809	**$576,435**	**$875,472**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$864,664**	**($10,807)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$329,809	$576,435	$875,472	Airport Revenue Fund	$864,664	($10,807)
$329,809	**$576,435**	**$875,472**	**TOTAL EXPENSES**	**$864,664**	**($10,807)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
7.00	9.30	9.80	Full Time Equivalent	8.80	(1.00)

FY16 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($9,181)	Decrease due to personnel adjustmentó.
Salaries, Perm Part-Time	($4,520)	Decrease due to reduction in perm, part-time salaries for Office of Contract Compliance.
Salaries, Sworn	-	
Salaries, Extra Help	$0	
Salaries, Extra Help-Sworn	-	
Overtime	$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$8,386	Increase due to pension rate adjustment.
Defined Contribution	$93	Increase due to personnel adjustmentó.
Workers' Compensation	-	
Other Personnel Costs	($1,836)	Decrease due to reduction in comp retention bonus.
TOTAL PERSONNEL	($7,056)	
OTHER EXPENSES		
Purchased / Contracted Services	($178)	Decrease due to contracted services less than anticipated.
Supplies	($1,073)	Decrease due to supplies less than anticipated.
Capital Outlays	($2,500)	Decrease due to reduction in computer purchases.
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($3,751)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($10,807)**	

FUND	VARIANCE (16-15)	EXPLANATION
Airport Revenue Fund	($10,807)	
TOTAL EXPENSES	**($10,807)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	(1.00)	Decrease due to reduction in 1 unfunded position.

FY16 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Building Permits Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$49,144	$260,869	$277,839	Salaries, Regular	$277,550	($288)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	$12,246	$0	Salaries, Extra Help	-	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	$1,208	$0	Overtime	$0	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$14,077	$59,286	$52,550	Pen Cont Gen Emp Pen Fd	$55,072	$2,522
-	$3,634	$7,098	Defined Contribution	$9,334	$2,236
-	$390	-	Workers' Compensation	$382	$382
$9,410	$45,830	$50,289	Other Personnel Costs	$49,152	($1,137)
$72,632	*$383,464*	*$387,776*	*TOTAL PERSONNEL*	*$391,490*	*$3,715*
			OTHER EXPENSES		
-	-	$306,870	Purchased / Contracted Services	$306,870	-
-	-	-	Supplies	-	-
-	-	$20,880	Capital Outlays	$20,880	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	*$327,750*	*TOTAL OTHER EXPENSES*	*$327,750*	-
$72,632	**$383,464**	**$715,526**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$719,240**	**$3,715**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$72,632	$383,464	$715,526	Building Permits Fund	$719,240	$3,715
$72,632	**$383,464**	**$715,526**	**TOTAL EXPENSES**	**$719,240**	**$3,715**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	1.95	5.70	Full Time Equivalent	5.70	-

FY16 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Building Permits Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($288)	Decrease due to personnel salary adjustment.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$0	
Salaries, Extra Help-Sworn	-	
Overtime	$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$2,522	Increase due to pension rate adjustment.
Defined Contribution	$2,236	Increase due to personnel adjustments.
Workers' Compensation	$382	Increase due to workers' comp more than anticipated.
Other Personnel Costs	($1,137)	Decrease due to reduction in comp retention bonus.
TOTAL PERSONNEL	$3,715	
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	**$3,715**	

FUND	VARIANCE (16-15)	EXPLANATION
Building Permits Fund	$3,715	
TOTAL EXPENSES	**$3,715**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Executive Offices
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$7,108,330	$9,136,297	$10,597,305	Salaries, Regular	$10,658,768	$61,463
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$671,997	$821,295	$444,894	Salaries, Extra Help	$1,155,836	$710,943
-	-	-	Salaries, Extra Help-Sworn	-	-
$24,443	$40,366	$71,434	Overtime	$71,916	$482
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$941,988	$1,079,361	$1,299,810	Pen Cont Gen Emp Pen Fd	$1,392,883	$93,072
$276,721	$394,986	$329,790	Defined Contribution	$393,598	$63,808
$55,937	$21,606	$92,946	Workers' Compensation	$247,744	$154,798
$952,384	$1,221,273	$1,584,251	Other Personnel Costs	$1,513,431	($70,821)
$10,031,801	*$12,715,184*	*$14,420,430*	*TOTAL PERSONNEL*	*$15,434,175*	*$1,013,745*
			OTHER EXPENSES		
$6,746,669	$10,173,995	$11,396,877	Purchased / Contracted Services	$12,422,894	$1,026,016
$4,160,795	$3,948,345	$4,441,212	Supplies	$4,136,123	($305,089)
$8,991	$456,059	$121,296	Capital Outlays	$218,731	$97,435
$32,708	$78,282	$34,202	Interfund / Interdepartmental Charges	$91,749	$57,546
$33,615	$23,841	$27,003	Other Costs	$30,027	$3,024
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$1,006,489	$247,734	-	Other Financing Uses	$3,175,730	$3,175,730
$11,989,267	*$14,928,257*	*$16,020,591*	*TOTAL OTHER EXPENSES*	*$20,075,254*	*$4,054,663*
$22,021,068	**$27,643,441**	**$30,441,021**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$35,509,429**	**$5,068,408**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$22,021,068	$27,643,441	$30,441,021	General Fund	$35,509,429	$5,068,408
$22,021,068	**$27,643,441**	**$30,441,021**	**TOTAL EXPENSES**	**$35,509,429**	**$5,068,408**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
162.00	168.80	179.80	Full Time Equivalent	205.80	26.00

FY16 OPERATING BUDGET HIGHLIGHTS
Executive Offices
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$61,463	Increase due to transfers and new positions.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$710,943	Increase due to the Chief of Staff office, 13 employees are paid as extra help.
Salaries, Extra Help-Sworn	-	
Overtime	$482	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$93,072	Increase due to pension rate adjustment.
Defined Contribution	$63,808	Increase due to pension rate and personnel adjustments.
Workers' Compensation	$154,798	Increase due to workers' comp more than anticipated.
Other Personnel Costs	($70,821)	Decrease due to reduction in comp retention bonus and health rate adjustment.
TOTAL PERSONNEL	$1,013,745	
OTHER EXPENSES		
Purchased / Contracted Services	$1,026,016	Increase due to additional funding for Drive Cam Devices, Hansen Maintenance, Rycars Roofing, Retired APD (5 add 'l officers), City Hall Cafeteria maintenance cost.
Supplies	($305,089)	Decrease due to utility savings in OEAM.
Capital Outlays	$97,435	Increase due to the purchase of Channel 26 equipment.
Interfund / Interdepartmental Charges	$57,546	Increase due to addition of maintenance vehicles in OEAM.
Other Costs	$3,024	Increase due to unrestricted contingencies and bank charges more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	$3,175,730	
TOTAL OTHER EXPENSES	$4,054,663	
TOTAL PERSONNEL AND OTHER EXPENSES	**$5,068,408**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$5,068,408	
TOTAL EXPENSES	**$5,068,408**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	26.00	Increase due to transfers and position creations.

FY16 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Solid Waste Services Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$30,165	$195,051	$325,629	Salaries, Regular	$337,971	$12,342
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	$12,223	$0	Salaries, Extra Help	-	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$23	$911	$0	Overtime	-	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$6,912	$36,153	$65,392	Pen Cont Gen Emp Pen Fd	$74,703	$9,312
$176	$3,941	$4,753	Defined Contribution	$8,901	$4,148
-	-	-	Workers' Compensation	-	-
$3,376	$27,126	$66,337	Other Personnel Costs	$65,836	($501)
$40,653	*$275,405*	*$462,111*	*TOTAL PERSONNEL*	*$487,411*	*$25,300*
			OTHER EXPENSES		
-	-	$327,750	Purchased / Contracted Services	$303,947	($23,803)
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	*$327,750*	*TOTAL OTHER EXPENSES*	*$303,947*	*($23,803)*
$40,653	**$275,405**	**$789,861**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$791,358**	**$1,497**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$40,653	$275,405	$789,861	Solid Waste Services Revenue Fund	$791,358	$1,497
$40,653	**$275,405**	**$789,861**	**TOTAL EXPENSES**	**$791,358**	**$1,497**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	1.95	7.70	Full Time Equivalent	7.70	-

FY16 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$12,342	Increase due to vacant positions being budgeted at the midpoint.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$0	
Salaries, Extra Help-Sworn	-	
Overtime	$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$9,312	Increase due to pension rate adjustment.
Defined Contribution	$4,148	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	($501)	Decrease due to reduction in comp retention bonus.
TOTAL PERSONNEL	$25,300	
OTHER EXPENSES		
Purchased / Contracted Services	($23,803)	Decrease due to reduction in rental lease printers and wireless line.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($23,803)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,497**	

FUND	VARIANCE (16-15)	EXPLANATION
Solid Waste Services Revenue Fund	$1,497	
TOTAL EXPENSES	**$1,497**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$447,919	$1,619,552	$2,151,868	Salaries, Regular	$2,926,781	$774,913
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	$40,735	$0	Salaries, Extra Help	$76,863	$76,862
-	-	-	Salaries, Extra Help-Sworn	-	-
$930	$23,383	$0	Overtime	-	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$109,310	$395,066	$423,723	Pen Cont Gen Emp Pen Fd	$756,092	$332,370
$4,887	$35,844	$59,421	Defined Contribution	$88,262	$28,841
-	-	-	Workers' Compensation	-	-
$82,750	$278,367	$445,722	Other Personnel Costs	$588,505	$142,783
$645,796	*$2,392,946*	*$3,080,733*	*TOTAL PERSONNEL*	*$4,436,503*	*$1,355,770*
			OTHER EXPENSES		
$1,457,556	$2,361,012	$3,427,580	Purchased / Contracted Services	$3,467,509	$39,929
-	$217,421	$20,000	Supplies	$6,000	($14,000)
-	$7,963	$33,620	Capital Outlays	$21,080	($12,540)
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	$250,000	Other Costs	$250,000	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$895,535	-	-	Other Financing Uses	-	-
$2,353,091	*$2,586,395*	*$3,731,200*	*TOTAL OTHER EXPENSES*	*$3,744,589*	*$13,389*
$2,998,887	**$4,979,342**	**$6,811,933**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$8,181,092**	**$1,369,159**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$2,998,887	$4,979,342	$6,811,933	Water & Wastewater Revenue Fund	$8,181,092	$1,369,159
$2,998,887	**$4,979,342**	**$6,811,933**	**TOTAL EXPENSES**	**$8,181,092**	**$1,369,159**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	39.00	68.00	Full Time Equivalent	69.00	1.00

FY16 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$774,913	Increase due to 14 previously unfunded positions being funded at the midpoint.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$76,862	Increase due to extra help positions needed for additional capacity in ATL311.
Salaries, Extra Help-Sworn	-	
Overtime	$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$332,370	Increase due to pension rate adjustment.
Defined Contribution	$28,841	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$142,783	Increase due to health rate adjustment.
TOTAL PERSONNEL	$1,355,770	
OTHER EXPENSES		
Purchased / Contracted Services	$39,929	Increase due to funding for emergency operational supplies in ATL311.
Supplies	($14,000)	Decrease due to supply needs less than anticipated.
Capital Outlays	($12,540)	Decrease due to reduction in computer purchases.
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$13,389	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,369,159**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	$1,369,159	
TOTAL EXPENSES	**$1,369,159**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	1.00	Increase due to 1 additional position in ATL311.


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INFORMATION TECHNOLOGY

Mission Statement

To serve as a catalyst for civic enablement by providing consistently reliable IT operational services, best-in-class customer service, & innovative technology solutions to city stakeholders, citizens, and businesses.

Core Functions

- Centralized Services
  - Infrastructure
  - Service Desk
  - Enterprise Applications
  - Information Security
  - Project Governance
- City Service Group Services
  - Application Management
  - Business Process Consultants
  - Data Reporting
  - Project Management

Summary of Operations

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

Divisions/Offices Descriptions

Office of Business, Performance, & Accountability has responsibilities for business management (budget, vendors, contracts, legislation, inventory) and overall Performance and Accountability for the department (key performance metrics, strategic plan scorecard, internal audits, organizational performance, and employee development).

Centralized Services:
Office of Infrastructure & Service Management will oversee the Enterprise Service Desk Operations, Infrastructure Operations, and the Fiber Atlanta Services Team. The Service Desk Operations directly oversees all helpdesk and desktop support services across Watershed, Aviation, and General Fund. This shared service group enables us to significantly improve overall customer service satisfaction and ensure consistent service quality across all City departments.

Division of Infrastructure & Operations manages all server, network, and telecommunications infrastructure and resources for both Watershed and General Fund. City services include application and data hosting, network connectivity, telecom services, and data storage/retrieval.

Division of Fiber Atlanta Services Team (FAST) will plan, design, install and support growing fiber network needs to maximize efficiency and realize the benefits of a master-planned fiber network to improve city operations and citizen services.

Office of Enterprise Applications is responsible for managing enterprise applications, excluding those in City Administrative Services like Oracle ERP. Consists of applications like Enterprise GIS, SharePoint, Document Management Systems, and the city's website.

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

Office of Project Management (PMO) Governance oversees the project governance of all projects with a technology component across Watershed and General Fund. Services include project status reporting, budget tracking, and risk/issue management.

Offices of Business Relationship Management
In contrast to the centralized services, these areas are more closely aligned to the business to provide support for all departments, which are divided into five (5) City Service Group areas: Public Safety & Justice Services (PSJ), City Operations Services (COS), City Administrative Services (CAS), Watershed Management Services (WMS), and Aviation Services (AVS).

Each City Service Group has a dedicated Business Relationship Manager (Deputy CIO) that has overall IT service delivery responsibilities, while directly managing four centralized IT services:

- Applications Management for all department applications.
- Business Process Consulting services to support business idea development, process mapping and re-engineering.
- Data & Reporting Services to help extract useful information from information systems.
- Project Management Services to support the management of IT related projects.

Goals

- Ensure IT Infrastructure Reliability & Security
- Enhance IT Customer Service Quality & Delivery
- Improve IT Operational Efficiency & Effectiveness
- Enable City Efficiency & Effectiveness
- Enhance City Services to our Citizens
- Transform Atlanta into a "Smart City"

Objectives

- **Achieve IT Operational Excellence**
  Run IT like a service business providing consistently reliable, scalable, and secure technology and best-in-class customer service quality.

- **Drive Civic Enablement**
  Partner with city stakeholders to improve the efficiency & effectiveness of city services thru process re-engineering and technology solution adoption.

FY2015 Accomplishments

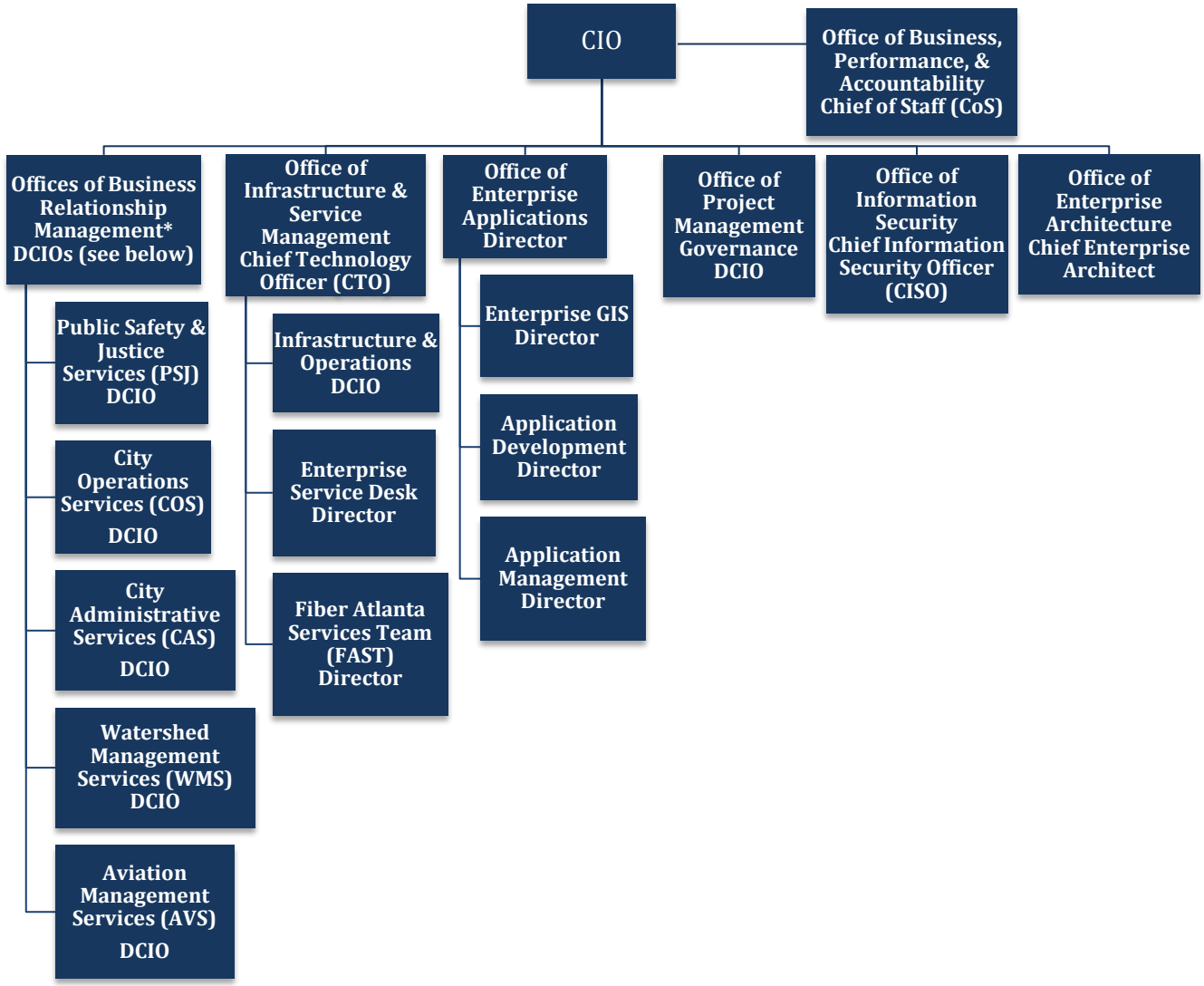
- enQuesta Water Billing System Upgrade
- Siebel 311 to Hansen Work Order Integration
- MARTA CCTV Camera Integration
- APS CCTV Camera Integration
- City Hall Wi-Fi
- EMC Avamar Backup Appliance
- EMC Vplex Appliance
- Data Center relocation to 72 Marietta St.
- CIS Utility Payment Solution Upgrade (enQuesta)
- 311 City Infrastructure SR Improvement
- Enterprise Warehouse Inventory- Parts Consolidation & Control (P1 WSM)
- Courts Imaging Viewer Migration (netDMS)
- 311 Siebel CRM Hosting
- 311 CRM Integration OPUS Phase 1
- EGIS Program-311 Integration Siebel
- Code for America Courts Website and Apps
- Atlanta Fire and Rescue Accreditation - IT Support
- Human Resource Pension Consolidation
- Paid Time Off

FY2016 Adopted Program Highlights

- Data Center Facility Modernization
- Data Center Consolidation
- System Reliability Improvements
- Enterprise Network Refresh
- Enterprise Voice-Over-IP Rollout
- Client Computing Device Refresh
- Enterprise VDI Deployment
- Exchange Email Migration to Office365 Cloud
- VPN Standardization & Enhancement
- Storage Area Network (SAN) Standardization & Enhancement
- Data Storage Backup Standardization & Enhancement
- Disaster Recovery Planning & Test Exercise
- Access Control and Cryptography
- Physical and Environmental Security
- Information Security Incident Management
- Adoption of IT Service Management Best Practice
- Service Desk & PMO Standardization
- Enterprise Data Analytics & Reporting
- Enterprise Document Life-Cycle Automation
- Oracle R12/Fusion System Upgrade – Finance/HR/Procurement
- Municipal Fiber Installations
- Land and License Mgmt. System Upgrades
- Asset Maintenance Mgmt. Consolidation & Upgrades
- Open Data Portal Enhancements

ORGANIZATIONAL CHART

Information Technology



**Each Business Relationship Manager (Deputy CIO) reports to the CIO but has dotted line reporting into the associated department heads serving as one source for information management and technology needs. They will each have direct responsibility for managing a team for Applications, Business Process Consulting, Data Reporting/Analytics, Project Management and functioning as a liaison for all centralized service needs such as a Service Desk, Server, Network, and Telecom.*

PERFORMANCE METRICS

Information Technology

PERFORMANCE MEASURE	FY 2013 ACTUAL	FY 2014 ACTUAL	FY2015 TARGET	FY2016 TARGET
Merit and Excellence				
Application Availability (%)	N/A	N/A	86.59%	99.00%
Ticket Resolution in SLA (%)	N/A	N/A	82.00%	85.00%
Customer Satisfaction (%)	N/A	N/A	85.00%	90.00%

*The Department of Information Technology began reporting on new metrics for FY2015


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FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$5,566,469	$5,825,792	$6,877,280	Salaries, Regular	$9,812,897	$2,935,616
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$412,669	$93,959	$0	Salaries, Extra Help	$200,985	$200,985
-	-	-	Salaries, Extra Help-Sworn	-	-
$455	$2,476	$441	Overtime	$201	($240)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$588,578	$617,484	$710,336	Pen Cont Gen Emp Pen Fd	$694,797	($15,540)
$236,386	$238,665	$219,622	Defined Contribution	$354,596	$134,974
$548	$1,075	$2,399	Workers' Compensation	$943	($1,456)
$720,141	$761,980	$877,174	Other Personnel Costs	$1,217,752	$340,578
$7,525,246	$7,541,431	$8,687,254	*TOTAL PERSONNEL*	$12,282,171	$3,594,917
			OTHER EXPENSES		
$20,690,527	$20,061,665	$21,862,058	Purchased / Contracted Services	$22,875,723	$1,013,665
$748,374	$1,536,196	$637,393	Supplies	$1,861,975	$1,224,582
$3,351,534	$3,359,946	$379,749	Capital Outlays	$891,436	$511,686
$10,913	$16,109	$11,069	Interfund / Interdepartmental Charges	$19,281	$8,212
$24,837	$10,228	$13,280	Other Costs	$34,000	$20,720
-	-	-	Debt Service	-	-
-	-	$746,224	Conversion / Summary	$0	($746,224)
$336,812	-	$3,045,646	Other Financing Uses	$2,006,776	($1,038,870)
$25,162,996	$24,984,143	$26,695,419	*TOTAL OTHER EXPENSES*	$27,689,190	$993,771
$32,688,242	**$32,525,574**	**$35,382,673**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$39,971,361**	**$4,588,688**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$434,813	$836,425	$1,164,571	Airport Revenue Fund	$1,273,892	$109,321
$627,637	$637,479	$503,530	Building Permits Fund	$414,919	($88,611)
$224,577	$393,479	$442,752	Emergency Telephone System	$450,181	$7,430
$803	$15	$0	Fleet Service Fund	$0	$0
$26,588,252	$26,874,889	$28,544,179	General Fund	$31,511,780	$2,967,601
$521,228	$420,361	$548,800	Solid Waste Services Revenue Fund	$830,057	$281,257
$4,290,932	$3,362,926	$4,178,842	Water & Wastewater Revenue Fund	$5,490,532	$1,311,690
$32,688,242	**$32,525,574**	**$35,382,673**	**TOTAL EXPENSES**	**$39,971,361**	**$4,588,688**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
95.50	107.00	109.50	Full Time Equivalent	138.67	29.17

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology
Airport Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$37,735	$39,447	$144,915	Salaries, Regular	$214,365	$69,449
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$29,489	$2,170	$0	Salaries, Extra Help	-	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$1,465	$462	$11,326	Pen Cont Gen Emp Pen Fd	-	($11,326)
$3,735	$2,400	$6,217	Defined Contribution	$9,196	$2,979
-	-	-	Workers' Compensation	-	-
$4,531	$2,862	$15,260	Other Personnel Costs	$23,287	$8,027
$76,954	*$47,341*	*$177,719*	*TOTAL PERSONNEL*	*$246,848*	*$69,129*
			OTHER EXPENSES		
$10,667	$400,168	$382,000	Purchased / Contracted Services	$508,980	$126,979
$1,653	$15,084	-	Supplies	-	-
$345,538	$373,832	$0	Capital Outlays	-	$0
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	$86,788	Conversion / Summary	-	($86,788)
-	-	$518,064	Other Financing Uses	$518,064	$0
$357,859	*$789,084*	*$986,852*	*TOTAL OTHER EXPENSES*	*$1,027,044*	*$40,192*
$434,813	**$836,425**	**$1,164,571**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,273,892**	**$109,321**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$434,813	$836,425	$1,164,571	Airport Revenue Fund	$1,273,892	$109,321
$434,813	**$836,425**	**$1,164,571**	**TOTAL EXPENSES**	**$1,273,892**	**$109,321**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
0.50	1.50	1.88	Full Time Equivalent	2.54	0.66

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$69,449	Increase due to split-funded positions to support 311 and new IT strategies.
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	($11,326)	Decrease due to pension rate adjustment.
Defined Contribution	$2,979	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$8,027	Increase due to split-funded positions to support 311 and new IT strategies.
TOTAL PERSONNEL	$69,129	
OTHER EXPENSES		
Purchased / Contracted Services	$126,979	Increase due to enterprise related expenses such as ERP and KRONOS systems.
Supplies	-	
Capital Outlays	$0	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	($86,788)	Decrease due to the 311 Call Center and eDiscovery projects ending.
Other Financing Uses	$0	
TOTAL OTHER EXPENSES	$40,192	
TOTAL PERSONNEL AND OTHER EXPENSES	**$109,321**	

FUND	VARIANCE (16-15)	EXPLANATION
Airport Revenue Fund	$109,321	
TOTAL EXPENSES	**$109,321**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	0.66	Increase due to 3 split-funded positions to support new IT strategies.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology
Building Permits Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$353	$30,000	$154,506	Salaries, Regular	$146,979	($7,527)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$44,245	$3,229	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$2,190	$668	-	Pen Cont Gen Emp Pen Fd	-	-
$2,229	$1,851	$6,628	Defined Contribution	$6,305	($323)
-	-	-	Workers' Compensation	-	-
$3,036	$2,028	$15,432	Other Personnel Costs	$16,830	$1,398
$52,053	*$37,776*	*$176,567*	*TOTAL PERSONNEL*	*$170,115*	*($6,452)*
			OTHER EXPENSES		
$15,613	$66,533	$175,755	Purchased / Contracted Services	$103,205	($72,550)
$2,480	$24,329	-	Supplies	-	-
$557,491	$508,841	-	Capital Outlays	$141,600	$141,600
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	$151,208	Conversion / Summary	-	($151,208)
-	-	-	Other Financing Uses	-	-
$575,584	*$599,703*	*$326,963*	*TOTAL OTHER EXPENSES*	*$244,805*	*($82,158)*
$627,637	**$637,479**	**$503,530**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$414,919**	**($88,611)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$627,637	$637,479	$503,530	Building Permits Fund	$414,919	($88,611)
$627,637	**$637,479**	**$503,530**	**TOTAL EXPENSES**	**$414,919**	**($88,611)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	1.80	1.85	Full Time Equivalent	1.85	0.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology
Building Permits Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($7,527)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	($323)	Decrease due to pension rate and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$1,398	Increase due to health rate adjustment.
TOTAL PERSONNEL	($6,452)	
OTHER EXPENSES		
Purchased / Contracted Services	($72,550)	Decrease due to the end of 311 Call Center and eDiscovery projects.
Supplies	-	
Capital Outlays	$141,600	Increase due to enterprise related expenses such as ERP and KRONOS systems.
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	($151,208)	Decrease due to the end of 311 Call Center and eDiscovery projects.
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($82,158)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($88,611)**	

FUND	VARIANCE (16-15)	EXPLANATION
Building Permits Fund	($88,611)	
TOTAL EXPENSES	**($88,611)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	0.00	

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology
Emergency Telephone System

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$174,742	$282,316	$335,064	Salaries, Regular	$332,122	($2,942)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$14,919	$44,348	$54,583	Pen Cont Gen Emp Pen Fd	$65,043	$10,460
$7,452	$9,146	$8,574	Defined Contribution	$8,448	($126)
-	-	-	Workers' Compensation	-	-
$27,465	$57,669	$44,530	Other Personnel Costs	$44,568	$37
$224,577	*$393,479*	*$442,752*	*TOTAL PERSONNEL*	*$450,181*	*$7,430*
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	*TOTAL OTHER EXPENSES*	-	-
$224,577	**$393,479**	**$442,752**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$450,181**	**$7,430**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$224,577	$393,479	$442,752	Emergency Telephone System	$450,181	$7,430
$224,577	**$393,479**	**$442,752**	**TOTAL EXPENSES**	**$450,181**	**$7,430**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
5.00	5.00	5.00	Full Time Equivalent	5.00	-

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology
Emergency Telephone System

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($2,942)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$10,460	Increase due to pension rate adjustment.
Defined Contribution	($126)	Decrease due to pension rate and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$37	Increase due to health rate adjustment.
TOTAL PERSONNEL	$7,430	
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	**$7,430**	

FUND	VARIANCE (16-15)	EXPLANATION
Emergency Telephone System	$7,430	
TOTAL EXPENSES	**$7,430**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$5,314,610	$5,395,262	$5,820,922	Salaries, Regular	$8,511,639	$2,690,717
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$147,231	$81,913	$0	Salaries, Extra Help	$200,985	$200,985
-	-	-	Salaries, Extra Help-Sworn	-	-
$455	$2,476	$441	Overtime	$201	($240)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$560,820	$568,996	$633,102	Pen Cont Gen Emp Pen Fd	$629,754	($3,348)
$211,066	$220,323	$180,104	Defined Contribution	$304,572	$124,468
-	$1,075	$2,399	Workers' Compensation	$943	($1,456)
$669,445	$694,327	$764,463	Other Personnel Costs	$1,071,159	$306,696
$6,903,627	*$6,964,373*	*$7,401,432*	*TOTAL PERSONNEL*	*$10,719,252*	*$3,317,820*
			OTHER EXPENSES		
$18,089,498	$17,505,882	$19,062,386	Purchased / Contracted Services	$18,275,937	($786,449)
$731,198	$1,476,994	$637,393	Supplies	$1,713,475	$1,076,082
$491,367	$901,303	$379,750	Capital Outlays	$749,836	$370,085
$10,913	$16,109	$11,069	Interfund / Interdepartmental Charges	$19,281	$8,212
$24,837	$10,228	$13,280	Other Costs	$34,000	$20,720
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$336,812	-	$1,038,870	Other Financing Uses	-	($1,038,870)
$19,684,625	*$19,910,516*	*$21,142,747*	*TOTAL OTHER EXPENSES*	*$20,792,528*	*($350,220)*
$26,588,252	**$26,874,889**	**$28,544,179**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$31,511,780**	**$2,967,601**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$26,588,252	$26,874,889	$28,544,179	General Fund	$31,511,780	$2,967,601
$26,588,252	**$26,874,889**	**$28,544,179**	**TOTAL EXPENSES**	**$31,511,780**	**$2,967,601**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
89.50	94.40	96.08	Full Time Equivalent	122.27	26.19

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$2,690,717	Increase due to new positions created to support new IT strategies.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$200,985	Increase due to anticipated need to support new IT strategies.
Salaries, Extra Help-Sworn	-	
Overtime	($240)	Decrease due to reduced anticipated use of overtime.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($3,348)	Decrease due to pension rate adjustment.
Defined Contribution	$124,468	Increase due to pension rate and personnel adjustments.
Workers' Compensation	($1,456)	Decrease due to workers' comp less than anticipated
Other Personnel Costs	$306,696	Increase due to personnel adjustments.
TOTAL PERSONNEL	$3,317,820	
OTHER EXPENSES		
Purchased / Contracted Services	($786,449)	Decrease due to anticipated savings in contracts due to consolidation efforts.
Supplies	$1,076,082	Increase due to new IT strategies.
Capital Outlays	$370,085	Increased due to new IT strategies and ATLone project costs.
Interfund / Interdepartmental Charges	$8,212	Increase due to motor/fuel costs more than anticipated.
Other Costs	$20,720	Increase due to new IT strategies.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	($1,038,870)	Decrease due to one time funding for Oracle E-Business suite upgrade and enhancements.
TOTAL OTHER EXPENSES	($350,220)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$2,967,601**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$2,967,601	
TOTAL EXPENSES	**$2,967,601**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	26.19	Increase due to positions created to support new IT strategies.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology
Solid Waste Services Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$353	$7,755	$63,065	Salaries, Regular	$56,653	($6,412)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$44,245	$3,252	$0	Salaries, Extra Help	-	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$1,942	$622	-	Pen Cont Gen Emp Pen Fd	-	-
$2,229	$516	$2,705	Defined Contribution	$2,430	($275)
-	-	-	Workers' Compensation	-	-
$3,036	$394	$4,583	Other Personnel Costs	$5,670	$1,087
$51,806	*$12,540*	*$70,353*	*TOTAL PERSONNEL*	*$64,753*	*($5,600)*
			OTHER EXPENSES		
$16,001	$39,034	-	Purchased / Contracted Services	$404,395	$404,395
$2,480	$4,258	$0	Supplies	-	$0
$450,941	$364,529	$0	Capital Outlays	-	$0
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	$117,538	Conversion / Summary	-	($117,538)
-	-	$360,909	Other Financing Uses	$360,909	$0
$469,423	*$407,822*	*$478,447*	*TOTAL OTHER EXPENSES*	*$765,304*	*$286,857*
$521,228	**$420,361**	**$548,800**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$830,057**	**$281,257**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$521,228	$420,361	$548,800	Solid Waste Services Revenue Fund	$830,057	$281,257
$521,228	**$420,361**	**$548,800**	**TOTAL EXPENSES**	**$830,057**	**$281,257**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	0.60	0.60	Full Time Equivalent	0.61	0.01

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($6,412)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$0	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	($275)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$1,087	Increase due to health rate adjustment.
TOTAL PERSONNEL	($5,600)	
OTHER EXPENSES		
Purchased / Contracted Services	$404,395	Increase due to planned Network upgrades.
Supplies	$0	
Capital Outlays	$0	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	($117,538)	Decrease due to the end of 311 Call Center and eDiscovery projects.
Other Financing Uses	$0	
TOTAL OTHER EXPENSES	$286,857	
TOTAL PERSONNEL AND OTHER EXPENSES	**$281,257**	

FUND	VARIANCE (16-15)	EXPLANATION
Solid Waste Services Revenue Fund	$281,257	
TOTAL EXPENSES	**$281,257**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	0.01	Increase due to new split-funded position.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$38,677	$71,012	$358,808	Salaries, Regular	$551,139	$192,331
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$147,457	$3,394	$0	Salaries, Extra Help	-	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$7,243	$2,388	$11,326	Pen Cont Gen Emp Pen Fd	-	($11,326)
$9,676	$4,428	$15,393	Defined Contribution	$23,644	$8,251
-	-	-	Workers' Compensation	-	-
$12,628	$4,700	$32,906	Other Personnel Costs	$56,239	$23,333
$215,681	*$85,922*	*$418,433*	*TOTAL PERSONNEL*	*$631,022*	*$212,590*
			OTHER EXPENSES		
$2,558,492	$2,050,033	$2,241,917	Purchased / Contracted Services	$3,583,207	$1,341,290
$10,563	$15,530	$0	Supplies	$148,500	$148,500
$1,506,197	$1,211,441	$0	Capital Outlays	-	$0
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	$390,690	Conversion / Summary	-	($390,690)
-	-	$1,127,803	Other Financing Uses	$1,127,803	$0
$4,075,251	*$3,277,004*	*$3,760,410*	*TOTAL OTHER EXPENSES*	*$4,859,510*	*$1,099,100*
$4,290,932	**$3,362,926**	**$4,178,842**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$5,490,532**	**$1,311,690**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$4,290,932	$3,362,926	$4,178,842	Water & Wastewater Revenue Fund	$5,490,532	$1,311,690
$4,290,932	**$3,362,926**	**$4,178,842**	**TOTAL EXPENSES**	**$5,490,532**	**$1,311,690**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
0.50	3.70	4.09	Full Time Equivalent	6.40	2.31

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Information Technology
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$192,331	Increase due to split-funded positions to support 311 and new IT strategies.
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	($11,326)	Decrease due to pension rate adjustment.
Defined Contribution	$8,251	Increase due to split-funded positions to support 311 and new IT strategies.
Workers' Compensation	-	
Other Personnel Costs	$23,333	Increase due to health rate adjustment and personnel adjustments.
TOTAL PERSONNEL	$212,590	
OTHER EXPENSES		
Purchased / Contracted Services	$1,341,290	Increase due to additional telecomm equipment costs.
Supplies	$148,500	Increase due to enterprise related expenses such as ERP and KRONOS systems.
Capital Outlays	$0	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	($390,690)	Decrease due to the end of 311 Call Center and eDiscovery projects.
Other Financing Uses	$0	
TOTAL OTHER EXPENSES	$1,099,100	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,311,690**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	$1,311,690	
TOTAL EXPENSES	**$1,311,690**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	2.31	Increase due to split-funded positions to support new IT strategies.


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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. In that role, the City Attorney provides legal counsel to the Mayor and to the Atlanta City Council. The Department of Law is vested with exclusive authority and jurisdiction in all matters of law relating to the executive and legislative branches of city government and every department, office, division, bureau, institution, commission, committee, board and 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 officials and employees in civil litigation arising from the performance of their official duties; provides written legal opinions on questions of law connected with the interest of the City of Atlanta to the Mayor, any department head, and 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 service that is consistent with the usual and customary duties of municipal corporation counsel. It is important to note that the Department of Law does not provide legal advice to members of the public. Its services are limited to the provision of legal advice, counsel, and representation to the Mayor, City Council members, city officials and departments in all civil matters regarding the City of Atlanta, Georgia.

Divisions/Offices Descriptions

The Department is comprised of six 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 and pursues lawful recovery of revenue on behalf of the City of Atlanta.

The Finance Practice Group provides legal counsel to the Mayor, City Council, Department of Planning and Community Development, Office of Planning, Office of Buildings, Office of Code Enforcement, Urban Design Commission, Office of Housing, Department of Finance, 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' Office of Transportation, the License Review Board, Office of Contract Compliance and other boards and authorities. This Group 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, Invest Atlanta 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 with airlines, vendors and contractors doing business with or at the Airport. This Group supports the Airport's construction program and is responsible for procurement, real estate, and environmental, intellectual property and 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 related to the City of Atlanta's compliance with federal, state and local laws and regulations. This Unit is responsible for conducting thorough and impartial investigations into the affairs of any City of Atlanta department, board, 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 had any dealings with the City of Atlanta or any department, board, bureau, commission, institution, authority, retirement system or other instrumentality or agency thereof.

Goals

- Delivering best-in-class legal services by retaining in-house attorneys who provide exemplary legal representation and by recruiting additional attorneys of the same caliber.
- Maximizing the Law Department's effectiveness by offering high-quality training and other career development opportunities to all Department staff.
- Reducing settlements and other litigation payouts by tracking payment trends, allocating costs among departments and recommending remedial actions.
- Working proactively to reduce liability by identifying, preparing and delivering relevant training to City employees and elected officials in areas where risk is identified.
- Facilitating City-wide efforts to provide excellent customer service by identifying legal solutions to public concerns.

FY2015 Accomplishments

- *Borders v. City of Atlanta*: The Law Department successfully defended the City's 2011 pension reform against a constitutional challenge to the increase of employee pension contributions. On November 10, 2014, the Fulton County Superior Court affirmed the legality of the pension changes and dismissed Plaintiffs' class action lawsuit in its entirety. The class of 6,000 plaintiffs sought to reverse pension changes which have already saved the City more than thirty-six million dollars ($36,000,000) and will save more than one hundred sixty million dollars ($160,000,000) over the next 30 years. Plaintiffs appealed the court's decision to the Georgia Supreme Court. The Law Department looks forward to presenting its case before the Supreme Court and remains confident that the Superior Court's Order will be affirmed.
- *Demita v. City of Atlanta*: The Supreme Court of Georgia denied the petition for certiorari on December 11, 2014, thus upholding the reversal of the trial court's judgment against the City for two hundred twenty-seven thousand, four hundred thirty-three dollars ($227,433) by the Georgia Court of Appeals. Plaintiff contended that the City was liable for flood damage to her property alleging that the City's street and curbing

were inadequately maintained. In this case alone, the estimated cost of the infrastructure improvements needed to remedy the problem was close to one million dollars ($1,000,000) in addition to the Plaintiff's claim for four hundred fifty thousand dollars ($450,000) in damages. Given that similar problems can be identified at other locations throughout the City, this decision potentially saves millions of dollars in City funds.

- *City of Atlanta v. Barto Mitcham*: Barto Mitcham filed a negligence action against the City and the Atlanta Police Chief, alleging that Mitcham was seriously injured as a result of Defendants' failure to provide him necessary medical treatment while in their custody. Defendants answered the complaint and filed a joint motion to dismiss on sovereign immunity grounds. The trial court denied the motion, and the Court of Appeals affirmed, finding that Mitcham's claims were not barred by sovereign immunity because the provision of "medical attention or care for an inmate is a ministerial act which does not involve the exercise of discretion". The Georgia Supreme Court reversed, affirming that the provision of medical care by the City to inmates in its custody is a governmental function, thus immunizing it from any claims that the care was negligently provided. The reversal clarifies the long-standing doctrine that a municipality is entitled to sovereign immunity for tort claims, critical to its ability and duty to deliver services that ensure public safety.
- *McCrary v. City of Atlanta and Mersier v. City of Atlanta*: The City obtained a reversal from the Court of Appeals of the trial court's denial of its motions for summary judgment. Plaintiffs filed a wrongful death suit against the City related to a motor vehicle accident and a police pursuit. The City's exposure for these types of cases is generally capped at seven hundred thousand dollars ($700,000), however, plaintiffs in each case asserted a nuisance cause of action against the City, which if successful, would not involve any monetary caps. Two people died in this motor vehicle accident, thus the potential exposure to the City, if the cause of action was not limited, could have easily exceeded two million dollars ($2,000,000). The Court of Appeals ruled in favor of the City, finding that there was no question of material fact on a nuisance claim and that the nuisance cause of action could not proceed. Plaintiffs' petition for certiorari was denied.
- *Proffitt v. City of Atlanta*: Plaintiff alleged a neck injury that required a fusion as a result of an officer's alleged failure to properly secure him while handcuffed in the back of a police transport wagon. On August 5, 2014, the trial court granted the City's motion for summary judgment. The City asserted that plaintiff did not provide timely ante-litem notice, and his claims were thus barred. Plaintiff's medical expenses exceeded seventy thousand dollars ($70,000), thus the City's win saved approximately two hundred thousand to two hundred fifty thousand dollars ($200,000-$250,000) in a settlement or jury verdict. Plaintiff is appealing to the Georgia Court of Appeals, and the City expects the trial court's order in its favor will be affirmed.
- *Capricorn Construction Co. v. City of Atlanta*: Capricorn filed a breach of contract action against the City in Fulton County State Court. Capricorn claimed twenty-five thousand, eight hundred eight dollars ($25,808) in contract damages and 12% statutory interest for certain construction services performed by Capricorn on behalf of the City. The City moved for summary judgment contending that it had not authorized the work and that Capricorn was charged with knowing the City's procedures for authorization. The Court granted the City's motion dismissing Capricorn's claims.
- *Camp Legal Defense Fund v. City of Atlanta*: CAMP Legal Defense Fund filed a First Amendment constitutional challenge against the City seeking injunctive relief and monetary damages due to the City's denial of CAMP's request to hold the Great Atlanta Pot Festival in Freedom Park. CAMP had a lengthy history of litigating against the City, and at issue was the constitutionality of the City's Freedom Park Restriction for Large Outdoor Festivals. The Northern District of Georgia denied CAMP's motion for preliminary injunctive relief and ultimately granted summary judgment in favor of the City. In January, the District Court awarded the City eleven thousand, seven hundred two dollars ($11,702) in attorneys' fees and expenses of litigation as a result of having to defend against CAMP's stubborn litigiousness. Plaintiff appealed to the Eleventh Circuit, and the City expects that the District Court's order in its favor will be affirmed.

- *Delta Cab Association v. City of Atlanta*: Plaintiff alleged that the City violated its members' equal protection and procedural due process rights by not issuing Certificates of Public Necessity and Convenience (CPNC) to its members, and not allowing them to form their own taxicab companies. On August 21, 2014, the Northern District of Georgia granted the City's motion for summary judgment. The Court found that Plaintiff's members did not have a constitutional right to obtain CPNCs from the City, and their procedural and equal protection rights were not violated. Plaintiff is appealing to the Eleventh Circuit, and the City expects that the District Court's order in its favor will be affirmed.
- *Southern Cross Financial LLC v. City of Atlanta*: The City settled and agreed to purchase 3 tracts of property that abut the southern side of Gun Club Landfill for two hundred seventy-five thousand dollars ($275,000). Plaintiff contended that the City had been trespassing on its property and maintaining a continuing nuisance. The Department of Public Works needed to expand its methane monitoring system for the landfill, and the City's acquisition of these properties allows it to begin this process.
- *Simmons v. Callahan and City of Atlanta*: Plaintiff dismissed her complaint against the City on August 25, 2014, the day her response to the City's motion to dismiss was due. Ms. Simmons' husband died as a passenger in a Department of Public Works sanitation truck in which Melvin Callahan the driver was accused of driving under the influence. Ms. Simmons asserted that the City negligently hired, trained and supervised Callahan and sought wrongful death damages and attorney fees related to the death of her husband. The City filed a motion for summary judgment to dismiss asserting that Plaintiff's exclusive remedy was through Georgia's Worker's Compensation Act and that sovereign immunity would bar her negligence claims against the City.
- *Smith Gambrell & Russell LLP v. City of Atlanta*: The City prevailed before Fulton County Superior Court on a Board of Zoning Adjustment appeal brought by large midtown building tenant challenging building signature sign permit by City and issued to a different tenant in same building.
- *Russell Martin, et al v. City of Atlanta*: The Court of Appeals affirmed the trial court's judgment on September 4, 2014 in an action by twenty-eight fire captains alleging that they were discriminated against in selections to Battalion Chief by Chief Dennis Rubin.
- *Atlanta Stadium Financing:* The City and Invest Atlanta prevailed before the Georgia Supreme Court, upholding validation of the Hotel-Motel Tax Revenue Bonds used to partially finance a new state-of-the-art stadium facility. The ruling affirms an order issued in May 2014 by the Fulton Superior Court validating those bonds and confirms that the actions taken by the Mayor, the Atlanta City Council, Invest Atlanta and the Georgia World Congress Center Authority, were lawful and in full compliance with applicable State laws. The new Atlanta Stadium is expected to generate one hundred fifty-five million dollars ($155,000,000) in annual revenue within the city and will secure the retention of the Atlanta Falcons in downtown Atlanta for the next 30 years.
- *Infrastructure Bond Referendum:* The Law Department participated in drafting and reviewing legislation and ballot questions, as well as advising City Officials on legal matters concerning the special election for the March 17, 2015 Infrastructure Bond Referendum. The Department's work ensured the referendum was conducted lawfully and in full compliance with applicable state laws and the City Code.
- *Underground Atlanta Purchase and Sale Agreement*: Law staff worked with Invest Atlanta and other City staff to negotiate and enter into a Purchase and Sale Agreement. Upon closing, the sale of Underground Atlanta will benefit the City by reducing the City's significant bond debt obligations.
- *Beltline Trail Grant Agreement*: The Law Department helped finalize the grant agreement with Federal Highway Administration ("FHA") and GDOT for TIGER V grant funding of the Beltline Trail, a 14' concrete bike and pedestrian trail 3 miles in length on the Atlanta Beltline's southwest side. The FHA granted eighteen million dollars ($18,000,000) towards the construction of the trail.
- *The Municipalities Continuing Disclosure Cooperation Initiative*: The Municipalities Continuing Disclosure Cooperation Initiative (the "MCDC Initiative") is intended to address potentially widespread violations of the federal securities laws by municipal issuers and underwriters of municipal securities in connection with certain representations

about continuing disclosures in bond offering documents. The Departments of Law and Finance performed due diligence by reaching out to third party financial institutions in connection with representations made by the City concerning its continuing disclosures for bond transactions during the applicable period under the MCDC initiative. Performing such tasks was necessary for the City to determine whether it made a potential misstatement in its continuing disclosures in bond offering documents that could have resulted in the SEC assessing penalties against the City in excess of five hundred thousand dollars ($500,000). After conducting a thorough review, the results were favorable for the City as the third party financial institutions concluded that the City's representations concerning its continuing disclosures in bond offering documents during the period under the MCDC Initiative were accurate.

- *Department of Watershed Internal Investigation*: The Law Department completed an internal investigation into certain allegations and circumstances surrounding the Department of Watershed Management. This project included investigating allegations of a potential whistleblower, conducting a review of a Department of Human Resources report, and an investigation of certain allegations regarding Atlanta's water quality.
- *General Obligation Bonds*: In conjunction with the Department of Finance, the Law Department completed refunding of General Obligation Bonds in the amount of fifty-five million dollars ($55,000,000), which resulted in a net present value savings to the City of over three million dollars ($3,000,000).
- *Recreation Authority Bonds*: In conjunction with the Department of Finance, the Law Department completed refunding of Atlanta Fulton County Recreation Authority Bonds in the amount of seventy million, six hundred twenty-five thousand dollars ($70,625,000), which resulted in a net present value savings to the City of approximately four million, eight hundred seven thousand, seven hundred sixteen dollars ($4,807,716) and approximately five million, thirty thousand dollars ($5,030,000) in bond proceeds to the Department of Parks and Recreation.
- *Watershed Bond Refunding*: In conjunction with the Department of Finance, the Law Department completed refunding of Department of Watershed Management bonds in the historic amount of one billion, two hundred thirty-seven million, four hundred five thousand dollars ($1,237,405,000). The refunding resulted in a net present value savings to the City of one hundred fifty-six million, one hundred fourteen thousand, five hundred three dollars ($156,114,503). Moreover, the average interest rate on the refunded bonds was 5.46%, and the current rate is now 3.88%.
- *College Park Payment and Sewer Agreement:* The Law Department secured payment of eight million, five hundred thousand dollars ($8,500,000) from College Park to the Department of Watershed Management under an existing sewer service agreement, and assisted the Department of Watershed Management in developing and executing a new sewer service agreement with College Park.
- *Water and Sewer Recovery*: The Law Department collected three hundred thirty-two thousand dollars ($332,000) from water billing disputes involving delinquent water/sewer charges. This effort included collecting one hundred thousand dollars ($100,000) from an apartment complex owner who also agreed to replace all leaking infrastructure upon redevelopment of the property, and collecting total outstanding charges of one hundred thirty-five thousand, five hundred dollars ($135,500) from a major university.
- *Settlement of Ad Valorem Tax Dispute*: The Law Department resolved a dispute with Clayton County regarding ad valorem property taxes at Hartsfield-Jackson Atlanta International Airport. The settlement resulted in the City receiving a six million, seven hundred thousand dollar ($6,700,000) refund.
- *Federal Aviation Administration Dismissal*: The FAA dismissed an administrative complaint against the City brought by five owners of multi-family development structures in College Park. The owners requested that the FAA initiate a formal investigation into the Airport's Noise Compatibility Program and withhold further federal funding from the Program. This decision halts those efforts.
- *City of Atlanta Local Government Seminar:* Developed and sponsored, along with the City of Atlanta Ethics Office, the third annual seminar on local government law for Atlanta City Council members, attorneys and other City staff. Presenters from the Law

Department educated attendees on subjects including open records, open meetings, attorney-client privilege, Georgia's gun law, filming tax credits and permitting, employment and procurement. The seminar was approved by the State Bar of Georgia for 6 hours of Continuing Legal Education credit, including one Ethics hour and one Professionalism hour.

- *Open Records Training:* The Department of Law conducted numerous training sessions regarding compliance with the requirements of the Georgia Open Records Act and/or Georgia Open Meetings Act. City entities receiving the training include: the Atlanta City Council; the Mayor's Cabinet; the Mayor's Office of Communications; the Atlanta Police Department; and the Departments of Procurement and Public Works.

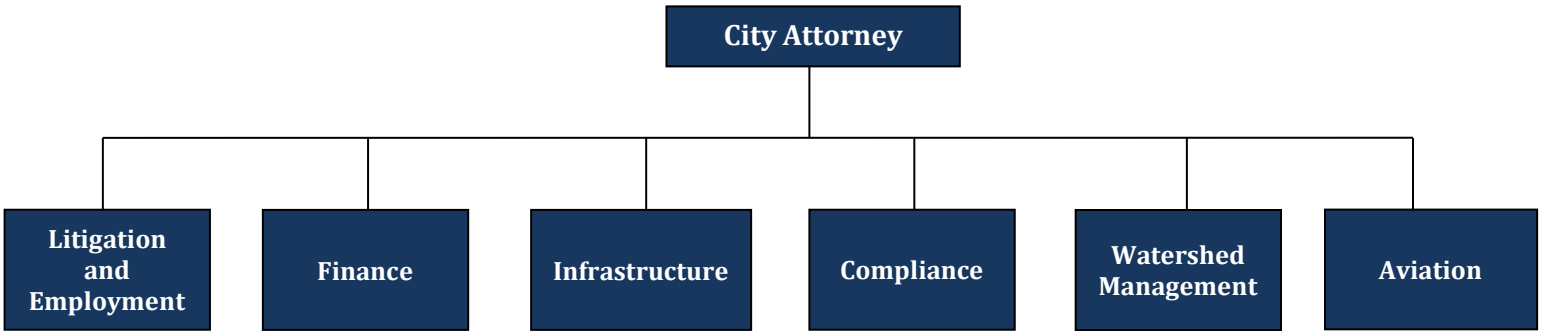
FY2016 Adopted Program Highlights

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
- Refining and revising the City of Atlanta Charter
- Engaging in proactive revenue recovery

Organizational Chart

Law



PERFORMANCE METRICS

Law

PERFORMANCE MEASURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 TARGET	FY2016 TARGET
Fiscal Stability				
Resolved litigation settlements and judgments	84	142	N/A	N/A
Total amount of claim settlements	$1,016,945	$895,798	N/A	N/A
Number of claims settled	378	307	N/A	N/A
Pending claims	1,059	988	N/A	N/A
Pending lawsuits	757	898	N/A	N/A


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FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Law

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$5,784,400	$5,819,635	$6,531,998	Salaries, Regular	$6,648,909	$116,911
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$34,493	$112,279	$537	Salaries, Extra Help	$537	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$245	$315	$19,715	Overtime	$19,716	$1
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$524,089	$559,985	$743,115	Pen Cont Gen Emp Pen Fd	$657,623	($85,492)
$250,331	$250,165	$219,946	Defined Contribution	$222,067	$2,121
$41	-	$278	Workers' Compensation	-	($278)
$580,012	$593,239	$740,468	Other Personnel Costs	$746,144	$5,676
$7,173,611	$7,335,618	$8,256,057	*TOTAL PERSONNEL*	$8,294,995	$38,938
			OTHER EXPENSES		
$7,029,806	$6,817,751	$9,850,143	Purchased / Contracted Services	$10,422,168	$572,025
$64,601	$39,605	$62,467	Supplies	$62,467	($1)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$19,083	$9,234	$9,560	Other Costs	$9,560	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$860,151	-	Other Financing Uses	-	-
$7,113,490	$7,726,741	$9,922,171	*TOTAL OTHER EXPENSES*	$10,494,194	$572,024
$14,287,100	**$15,062,359**	**$18,178,228**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$18,789,189**	**$610,961**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$3,650,526	$3,634,142	$5,018,921	Airport Revenue Fund	$5,599,899	$580,978
-	-	-	Building Permits Fund	$155,247	$155,247
$5,736,879	$5,360,830	$6,281,031	General Fund	$6,322,519	$41,488
$4,899,695	$6,067,388	$6,878,275	Water & Wastewater Revenue Fund	$6,711,524	($166,752)
$14,287,100	**$15,062,359**	**$18,178,228**	**TOTAL EXPENSES**	**$18,789,189**	**$610,961**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
81.00	83.00	83.00	Full Time Equivalent	84.00	1.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Airport Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$1,156,275	$1,080,554	$1,452,481	Salaries, Regular	$1,336,941	($115,540)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$30,190	$112,279	$0	Salaries, Extra Help	$0	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$54	$76	-	Overtime	$0	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$114,621	$120,530	$195,253	Pen Cont Gen Emp Pen Fd	$156,229	($39,024)
$47,093	$40,613	$50,700	Defined Contribution	$41,854	($8,846)
-	-	-	Workers' Compensation	-	-
$132,488	$117,948	$162,413	Other Personnel Costs	$156,800	($5,613)
$1,480,721	*$1,472,000*	*$1,860,846*	*TOTAL PERSONNEL*	*$1,691,824*	*($169,022)*
			OTHER EXPENSES		
$2,149,207	$1,745,973	$3,136,009	Purchased / Contracted Services	$3,886,009	$750,000
$14,361	$12,066	$19,566	Supplies	$19,566	$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$6,237	$3,179	$2,500	Other Costs	$2,500	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$400,925	-	Other Financing Uses	-	-
$2,169,805	*$2,162,142*	*$3,158,075*	*TOTAL OTHER EXPENSES*	*$3,908,075*	*$750,000*
$3,650,526	**$3,634,142**	**$5,018,921**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$5,599,899**	**$580,978**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$3,650,526	$3,634,142	$5,018,921	Airport Revenue Fund	$5,599,899	$580,978
$3,650,526	**$3,634,142**	**$5,018,921**	**TOTAL EXPENSES**	**$5,599,899**	**$580,978**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
16.82	17.22	17.63	Full Time Equivalent	17.29	(0.34)

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($115,540)	Decrease due to reallocation of split funded position and personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$0	
Salaries, Extra Help-Sworn	-	
Overtime	$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($39,024)	Decrease due to pension rate adjustment.
Defined Contribution	($8,846)	Decrease due to pension rate and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	($5,613)	Decrease in Group Health due to decrease in FTE count.
TOTAL PERSONNEL	($169,022)	
OTHER EXPENSES		
Purchased / Contracted Services	$750,000	Increase due to Central Passenger Terminal Complex (CPTC) negotiation, and to defend against noise litigation and protests and litigation related to Airport concession offerings.
Supplies	$0	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$0	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$750,000	
TOTAL PERSONNEL AND OTHER EXPENSES	**$580,978**	

FUND	VARIANCE (16-15)	EXPLANATION
Airport Revenue Fund	$580,978	
TOTAL EXPENSES	**$580,978**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	(0.34)	Decrease due to reallocation of split funded position.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Building Permits Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	Salaries, Regular	$115,910	$115,910
-	-	-	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	$28,481	$28,481
-	-	-	Defined Contribution	$1,212	$1,212
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	$9,645	$9,645
-	-	-	*TOTAL PERSONNEL*	*$155,247*	*$155,247*
			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**	**$155,247**	**$155,247**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
-	-	-	Building Permits Fund	$155,247	$155,247
-	**-**	**-**	**TOTAL EXPENSES**	**$155,247**	**$155,247**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	1.00	1.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Building Permits Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$115,910	Increase due to allocation of split funded positions.
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	$28,481	Increase due to pension rate adjustment.
Defined Contribution	$1,212	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$9,645	Increase in Group Health due to increase in FTE count
TOTAL PERSONNEL	$155,247	
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	**$155,247**	

FUND	VARIANCE (16-15)	EXPLANATION
Building Permits Fund	$155,247	
TOTAL EXPENSES	**$155,247**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	1.00	Increase due to allocation of split funded positions.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Law
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$3,386,902	$3,353,383	$3,577,166	Salaries, Regular	$3,679,190	$102,024
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$2,604	-	$537	Salaries, Extra Help	$537	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$114	$180	$19,715	Overtime	$19,715	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$285,729	$297,101	$351,568	Pen Cont Gen Emp Pen Fd	$314,209	($37,359)
$147,864	$149,335	$119,573	Defined Contribution	$127,078	$7,505
$41	-	$278	Workers' Compensation	-	($278)
$308,113	$314,877	$388,751	Other Personnel Costs	$388,607	($144)
$4,131,367	*$4,114,876*	*$4,457,588*	*TOTAL PERSONNEL*	*$4,529,336*	*$71,748*
			OTHER EXPENSES		
$1,566,106	$1,228,063	$1,795,532	Purchased / Contracted Services	$1,765,272	($30,259)
$32,560	$14,977	$23,352	Supplies	$23,351	$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$6,846	$2,914	$4,560	Other Costs	$4,560	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$1,605,512	*$1,245,954*	*$1,823,443*	*TOTAL OTHER EXPENSES*	*$1,793,183*	*($30,260)*
$5,736,879	**$5,360,830**	**$6,281,031**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$6,322,519**	**$41,488**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$5,736,879	$5,360,830	$6,281,031	General Fund	$6,322,519	$41,488
$5,736,879	**$5,360,830**	**$6,281,031**	**TOTAL EXPENSES**	**$6,322,519**	**$41,488**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
45.36	45.56	44.74	Full Time Equivalent	44.42	(0.32)

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Law
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$102,024	Increase due to personnel salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$0	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($37,359)	Decrease due to pension rate and personnel adjustments.
Defined Contribution	$7,505	Increase due to pension rate and personnel adjustments.
Workers' Compensation	($278)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	($144)	Decrease in Group Health due to decrease in FTE count.
TOTAL PERSONNEL	$71,748	
OTHER EXPENSES		
Purchased / Contracted Services	($30,259)	Decrease due to a reduction in Outside Counsel expenses.
Supplies	$0	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$0	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($30,260)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$41,488**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$41,488	
TOTAL EXPENSES	**$41,488**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	(0.32)	Decrease due to reallocation of split funded positions.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$1,241,222	$1,385,699	$1,502,351	Salaries, Regular	$1,516,868	$14,517
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$1,699	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$77	$59	-	Overtime	$0	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$123,739	$142,354	$196,294	Pen Cont Gen Emp Pen Fd	$158,704	($37,590)
$55,375	$60,217	$49,673	Defined Contribution	$51,923	$2,250
-	-	-	Workers' Compensation	-	-
$139,411	$160,413	$189,304	Other Personnel Costs	$191,092	$1,788
$1,561,523	*$1,748,742*	*$1,937,623*	*TOTAL PERSONNEL*	*$1,918,587*	*($19,036)*
			OTHER EXPENSES		
$3,314,493	$3,843,715	$4,918,602	Purchased / Contracted Services	$4,770,887	($147,715)
$17,680	$12,562	$19,550	Supplies	$19,550	$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$6,000	$3,142	$2,500	Other Costs	$2,500	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$459,227	-	Other Financing Uses	-	-
$3,338,172	*$4,318,645*	*$4,940,653*	*TOTAL OTHER EXPENSES*	*$4,792,936*	*($147,716)*
$4,899,695	**$6,067,388**	**$6,878,275**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$6,711,524**	**($166,752)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$4,899,695	$6,067,388	$6,878,275	Water & Wastewater Revenue Fund	$6,711,524	($166,752)
$4,899,695	**$6,067,388**	**$6,878,275**	**TOTAL EXPENSES**	**$6,711,524**	**($166,752)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
18.82	20.22	20.63	Full Time Equivalent	21.29	0.66

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$14,517	Increase due to funding for split funded positions and personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($37,590)	Decrease due to pension rate adjustment
Defined Contribution	$2,250	Increase due to pension rate and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$1,788	Increase in Group Health due to increase in FTE count.
TOTAL PERSONNEL	($19,036)	
OTHER EXPENSES		
Purchased / Contracted Services	($147,715)	Decrease due to a reduction in Outside Counsel expenses.
Supplies	$0	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$0	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($147,716)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($166,752)**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	($166,752)	
TOTAL EXPENSES	**($166,752)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	0.66	Increase due to reallocation of split funded positions.


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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.

FY2015 Accomplishments

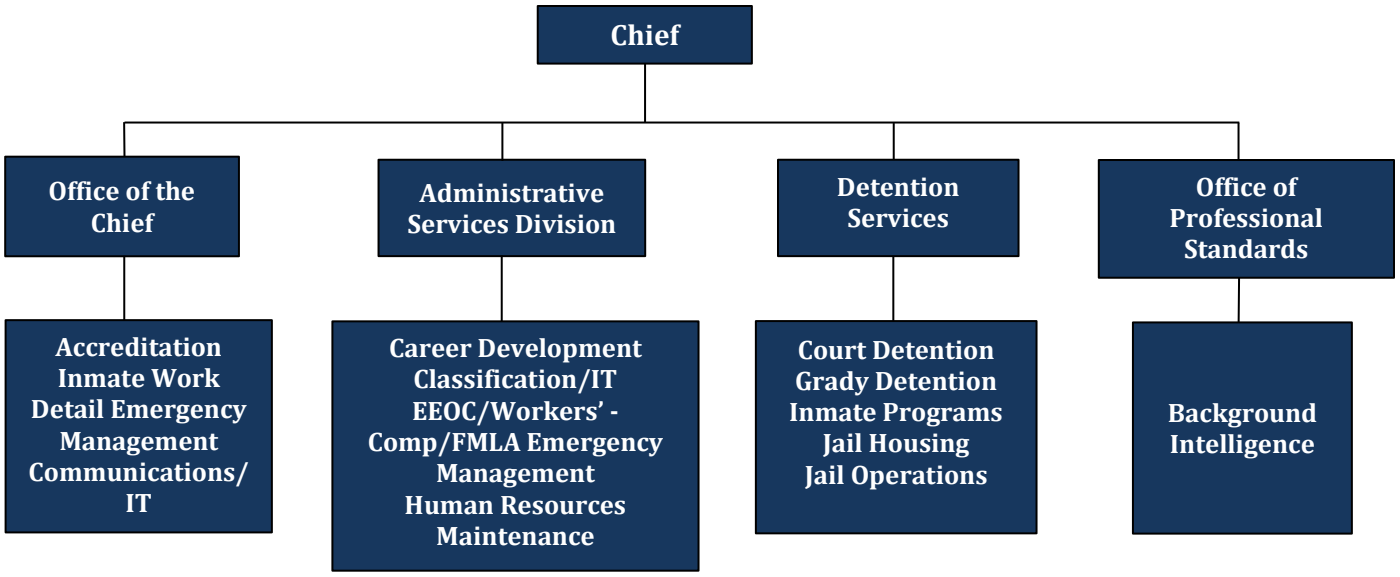
- The expansion of the inmate detail to include aiding Code Enforcement and other agencies in clearing and boarding up of dilapidated properties, thus aiding in deterring criminal activity and vagrants.
- Implementation of Grant awarded from U.S. Department of Justice, Office of Justice Programs for the Justice and Mental Health Collaboration Program.
- 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.
- Volunteering at elementary schools where employees work with students to emphasize the importance of reading through the "Real Men Read" and "Everybody Wins" mentor-styled reading programs.
- Jr. Corrections Officer Program 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).
- Deployment of the special response team, known as the VIPER team, has allowed Corrections to be instrumental in special operations such as Ferguson verdict and assisting with facility searches.
- Increased departmental presence by receiving feedback from involvement with NPU meetings, Council Town Hall Meetings and participation in National Night Out.
- Implementation of the PowerDMS system to aid future updating of policies and procedures, including verification of policies through testing and ensuring compliance of regulatory and accreditation standards.
- Replacement of additional fleet vehicles that were out of life cycle, including passenger bus, inmate transport vehicles and electric vehicle.

FY2016 Adopted Program Highlights

- Compliance with all Prison Rape Elimination Act (PREA) Standards and audit.
- Integration of all city law enforcement 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.
- Implementation of Electronic Medical Records to electronically manage patient information.
- Increase transparency, citizen views and the opportunity for training of Public Safety through the use of wearable cameras.
- Implement $20 per charge bond processing fee (amend current State Law) for possible revenue.
- Implement $10-$50 booking fee (Create State Law) for 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	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 TARGET	FY 2016 TARGET
Public Safety				
Total Number of bookings in the Jail	34,302	31,824	36,000	36,000
Average Daily Population of the Jail	479	600	600	600


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FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Corrections
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$2,056,823	$2,077,947	$2,433,652	Salaries, Regular	$2,714,818	$281,166
-	-	-	Salaries, Perm Part-Time	$3,124	$3,124
$9,129,932	$9,476,463	$11,211,577	Salaries, Sworn	$11,416,834	$205,257
$46,018	$126,124	$49,906	Salaries, Extra Help	-	($49,906)
$56,536	$59,388	$20,512	Salaries, Extra Help-Sworn	-	($20,512)
$784,746	$2,080,475	$1,078,531	Overtime	$1,446,785	$368,254
-	-	-	Pen Cont Fire Pen Fd	-	-
-	$3,228	$11,925	Pen Cont Police Pen Fd	-	($11,925)
$3,037,917	$3,225,579	$3,323,519	Pen Cont Gen Emp Pen Fd	$4,299,288	$975,769
$91,254	$118,740	$209,761	Defined Contribution	$185,805	($23,955)
$389,976	$291,501	$379,741	Workers' Compensation	$300,247	($79,494)
$2,061,601	$2,108,008	$2,687,079	Other Personnel Costs	$2,943,057	$255,978
$17,654,803	*$19,567,453*	*$21,406,203*	*TOTAL PERSONNEL*	*$23,309,959*	*$1,903,756*
			OTHER EXPENSES		
$483,220	$1,313,128	$1,638,165	Purchased / Contracted Services	$1,857,841	$219,676
$7,126,125	$9,197,968	$8,264,258	Supplies	$7,606,804	($657,454)
-	-	-	Capital Outlays	-	-
$46,503	$61,589	$47,171	Interfund / Interdepartmental Charges	$65,765	$18,594
-	$222	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	$47,186	Other Financing Uses	$51,564	$4,378
$7,655,848	*$10,572,906*	*$9,996,780*	*TOTAL OTHER EXPENSES*	*$9,581,973*	*($414,806)*
$25,310,650	**$30,140,360**	**$31,402,983**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$32,891,933**	**$1,488,950**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$25,310,650	$30,140,360	$31,402,983	General Fund	$32,891,933	$1,488,950
$25,310,650	**$30,140,360**	**$31,402,983**	**TOTAL EXPENSES**	**$32,891,933**	**$1,488,950**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
313.00	310.00	326.00	Full Time Equivalent	346.00	20.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Corrections
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$281,166	Increase due to 11 new positions converted from extra-help to full-time.
Salaries, Perm Part-Time	$3,124	Increase due to part-time staffing needs.
Salaries, Sworn	$205,257	Increase due to 9 new positions associated with PREA and an increase in salary of correction officers once probation is complete.
Salaries, Extra Help	($49,906)	Decrease due to extra help personnel converted to full-time employees.
Salaries, Extra Help-Sworn	($20,512)	Decrease due to extra help personnel converted to full-time employees.
Overtime	$368,254	Increase due to fully funding overtime.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	($11,925)	Decrease due to pension rate adjustment.
Pen Cont Gen Emp Pen Fd	$975,769	Increase due to pension rate adjustment.
Defined Contribution	($23,955)	Decrease due to pension rate and personnel adjustments.
Workers' Compensation	($79,494)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	$255,978	Increase due to health rate adjustment.
TOTAL PERSONNEL	$1,903,756	
OTHER EXPENSES		
Purchased / Contracted Services	$219,676	Increase due to the Prison Rape Elimination Act (PREA) and the lease for Office of Professional Standards (OPS).
Supplies	($657,454)	Decrease due to efficiency savings and water/sewer, natural gas and electric less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	$18,594	Increase due to motor/fuel and vehicle repair/maintenance more than anticipated.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	$4,378	Increase due to costs associated with GMA lease payment.
TOTAL OTHER EXPENSES	($414,806)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,488,950**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$1,488,950	
TOTAL EXPENSES	**$1,488,950**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	20.00	Increase due to 11 positions converted from extra-help to full-time and 9 positions from PREA.

FINANCE

Mission Statement

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

The Department of Finance serves as a strategic business partner 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 funds 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 Solutions Grants (ESG), Home Investment Partnership Program (HOME) and Housing Opportunities for Persons with AIDS (HOPWA). Grants Services also researches grant funding opportunities from federal, state, local, private and foundations. 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 FOR Atlanta 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 (ERM) has responsibility for evaluating, identifying, and analyzing the potential risk exposures of the City and recommending appropriate risk control and mitigation measures. This office also has responsibility for the administration of the City's self-insured Workers' Compensation program. ERM directs the purchase and placement of all insurance products as the City is self-insured for general liability purposes, but transfers risk by purchasing coverage in select areas. ERM is responsible for overseeing and administering the Airport's Owner Controlled Insurance Program (OCIP).

FY2015 Accomplishments

- Refunded or defeased $1.4B in outstanding debt resulting in $169M in present value savings to the City.
- Defeased $39.6M GO debt
- Refunded $55.4M GO debt
- Refunded $70.6M AFCRA debt
- Refunded $1.2B in DWM debt
- Implemented the Transcepta centralized e-Invoice solution to increase AP efficiency and payment visibility.
- Implemented Wells Fargo *Payables Manager* to enable commercial credit card payments to vendors.
- Implemented *Blackline,* an automated cloud-based journal entry process.
- Implemented first phase of Driver Risk Management (DriveCam) program to help prevent vehicle collisions and related costs, covering approximately 1/3 of the City's non-Police fleet.

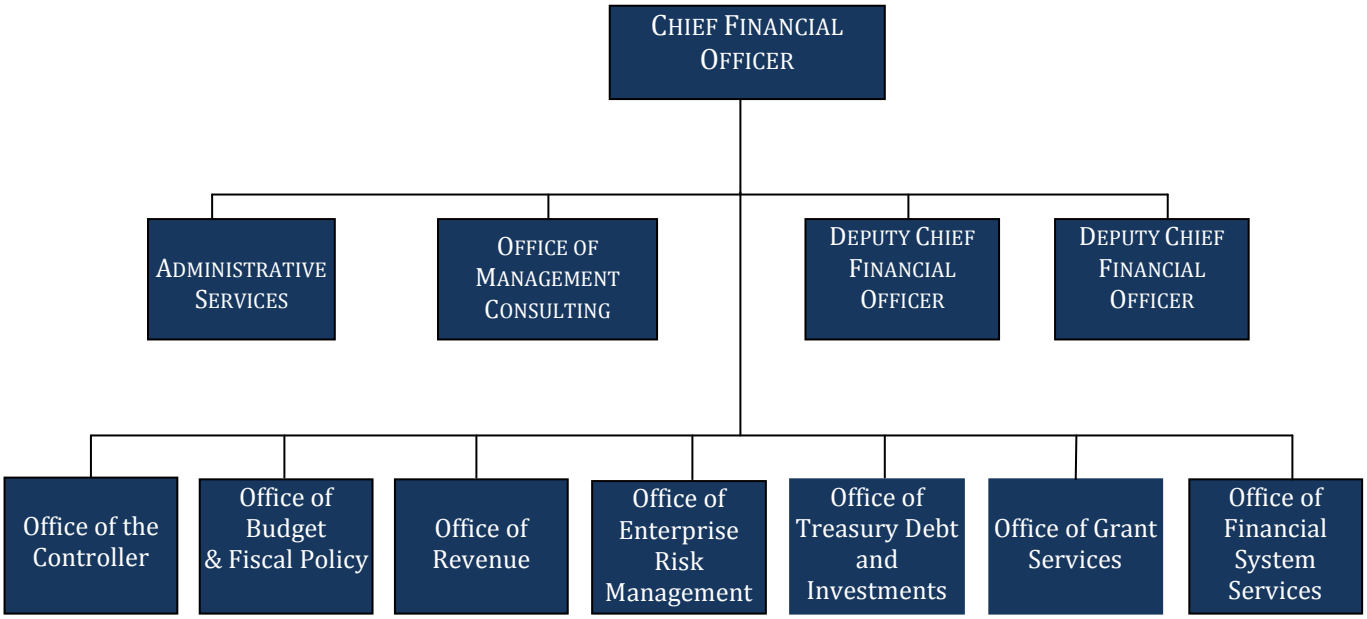
- Implemented Origami a risk management information system to collect, analyze and report risk-related data to facilitate risk mitigation.
- Completed comprehensive analysis of claims, outstanding obligations, and annual spend to better understand and manage Workers' Compensation costs.
- Automated and consolidated all Airport receivable payment types (Lockboxes, Desktop deposits, ACH, and wire transfers) into a single Interface to Oracle Financials.
- Utilized the eCivis research tool to generate $89.9M in grant awards and identified 22,267 potential grant totaling $11.13B.
- Implemented consolidated printer and copier initiative resulting in a reduction of 80% in desktop printers and improvements in cost per copy rates in excess of 66%.

FY2016 Adopted Program Highlight

- Comprehensive third party review of existing business processes with recommendations for changes, in preparation for Oracle upgrade.
- Oracle upgrade Project planning and implementation.
- Incorporate Hyperion upgrades and enhancements to include integration and interface to Oracle.
- Create Budget University Training.
- Enhance Citywide Internal Compliance & Monitoring policies and procedures.
- Integrate Hyperion with Oracle eBusiness Suite.
- Launch audit of Workers' Compensation Third Party Administrator.
- Implement a lost/stolen asset tracking process.
- Implement Phase 2 of DriveCam rollout placing Video Event Recorders in another 1/3 of the City's non-Police fleet.
- Complete Origami Risk Management Information System rollout emphasizing consistent use across the City.
- Hold inaugural City of Atlanta Investor Conference.
- Structure and execute debt refunding opportunities generating positive cash flow savings to City.
- Implement web-based Business Tax software system.
- Create Online Self-Service Function for New Business Tax Customers.
- Automate Code Compliance and Enforcement.
- Implement Receivables Management Interface.
- Consolidate Online Revenue Payments to improve Customer Service experience.

ORGANIZATIONAL CHART

Department of Finance



PERFORMANCE METRICS

Department of Finance

PERFORMANCE MEASURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 TARGET	FY2016 TARGET
Merit & Excellence				
Overall Revenue Collection Rate for Business Licenses	96%	97%	99%	99%
Fiscal Stability				
Percentage of Invoices Paid Within 30 Days	63%	69%	90%	90%
Unrestricted General Fund Reserves (in millions)	$119	$131	$118	$118

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Finance

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$7,618,515	$7,689,038	$8,719,483	Salaries, Regular	$9,039,438	$319,955
-	-	$0	Salaries, Perm Part-Time	-	$0
-	-	-	Salaries, Sworn	-	-
$226,609	$205,957	$65,349	Salaries, Extra Help	$310,928	$245,579
-	-	-	Salaries, Extra Help-Sworn	-	-
$6,274	$10,046	$6,033	Overtime	$3,731	($2,302)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$856,020	$830,855	$1,023,385	Pen Cont Gen Emp Pen Fd	$998,050	($25,335)
$291,216	$302,908	$259,619	Defined Contribution	$288,305	$28,685
$4,187	$1,291	$20,418	Workers' Compensation	$15,047	($5,371)
$961,064	$951,701	$1,251,398	Other Personnel Costs	$1,285,820	$34,422
$9,963,885	$9,991,797	$11,345,685	*TOTAL PERSONNEL*	$11,941,318	$595,633
			OTHER EXPENSES		
$1,717,779	$2,056,806	$3,020,891	Purchased / Contracted Services	$2,642,556	($378,335)
$187,900	$306,893	$309,933	Supplies	$317,228	$7,295
$0	-	-	Capital Outlays	-	-
$654	$1,920	$665	Interfund / Interdepartmental Charges	$2,321	$1,656
$1,101,348	$1,030,646	$1,285,863	Other Costs	$1,509,020	$223,157
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$20,000	-	$20,000	Other Financing Uses	$318,400	$298,400
$3,027,681	$3,396,265	$4,637,352	*TOTAL OTHER EXPENSES*	$4,789,524	$152,172
$12,991,565	**$13,388,062**	**$15,983,038**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$16,730,842**	**$747,804**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$210,142	$269,170	$506,189	Airport Revenue Fund	$518,060	$11,870
-	-	-	Building Permits Fund	$57,014	$57,014
$11,279,222	$11,471,936	$13,494,301	General Fund	$14,052,442	$558,140
-	-	$0	Group Insurance Fund	$0	$0
$603,984	$636,313	$790,821	Solid Waste Services Revenue Fund	$828,903	$38,082
$898,217	$1,010,644	$1,191,726	Water & Wastewater Revenue Fund	$1,274,424	$82,697
$12,991,565	**$13,388,062**	**$15,983,038**	**TOTAL EXPENSES**	**$16,730,842**	**$747,804**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
139.37	145.34	141.34	Full Time Equivalent	138.34	(3.00)

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Airport Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$131,580	$140,413	$246,565	Salaries, Regular	$246,565	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
($2,144)	-	$1,251	Salaries, Extra Help	$38,248	$36,997
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$23,027	$12,046	$24,357	Pen Cont Gen Emp Pen Fd	-	($24,357)
$2,985	$5,910	$10,578	Defined Contribution	$10,578	-
-	-	-	Workers' Compensation	-	-
$20,610	$17,297	$29,997	Other Personnel Costs	$29,998	$1
$176,059	*$175,666*	*$312,747*	*TOTAL PERSONNEL*	*$325,389*	*$12,642*
			OTHER EXPENSES		
$18,779	$90,774	$115,182	Purchased / Contracted Services	$116,672	$1,489
$15,304	$230	$5,344	Supplies	$3,082	($2,261)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	$2,500	$72,917	Other Costs	$72,917	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$34,083	*$93,504*	*$193,443*	*TOTAL OTHER EXPENSES*	*$192,671*	*($772)*
$210,142	**$269,170**	**$506,189**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$518,060**	**$11,870**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$210,142	$269,170	$506,189	Airport Revenue Fund	$518,060	$11,870
$210,142	**$269,170**	**$506,189**	**TOTAL EXPENSES**	**$518,060**	**$11,870**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
3.00	3.33	3.33	Full Time Equivalent	3.33	-

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$36,997	Increase due to short term support within the department.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($24,357)	Decrease due to pension rate adjustment.
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	$1	
TOTAL PERSONNEL	$12,642	
OTHER EXPENSES		
Purchased / Contracted Services	$1,489	Increase due to International Systems Strategies contractual agreement.
Supplies	($2,261)	Decrease due to consolidation of supply purchases.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$0	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($772)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$11,870**	

FUND	VARIANCE (16-15)	EXPLANATION
Airport Revenue Fund	$11,870	
TOTAL EXPENSES	**$11,870**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Building Permits Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	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	$57,014	$57,014
-	-	-	*TOTAL PERSONNEL*	*$57,014*	*$57,014*
			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**	**$57,014**	**$57,014**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
-	-	-	Building Permits Fund	$57,014	$57,014
-	**-**	**-**	**TOTAL EXPENSES**	**$57,014**	**$57,014**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Building Permits Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
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	$57,014	Increase of $57K due to transfer of a position from Fund 5051 Watershed to 5601 Building Permits.
TOTAL PERSONNEL	$57,014	
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	**$57,014**	

FUND	VARIANCE (16-15)	EXPLANATION
Building Permits Fund	$57,014	
TOTAL EXPENSES	**$57,014**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$6,538,602	$6,532,694	$7,375,818	Salaries, Regular	$7,669,553	$293,735
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$195,869	$194,458	$53,135	Salaries, Extra Help	$272,680	$219,545
-	-	-	Salaries, Extra Help-Sworn	-	-
$1,176	$6,049	$3,373	Overtime	$1,846	($1,527)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$638,670	$598,638	$784,913	Pen Cont Gen Emp Pen Fd	$719,984	($64,929)
$270,437	$279,505	$231,532	Defined Contribution	$259,960	$28,428
$4,187	$1,291	$20,418	Workers' Compensation	$15,047	($5,371)
$785,648	$766,721	$1,023,705	Other Personnel Costs	$997,696	($26,009)
$8,434,588	*$8,379,356*	*$9,492,895*	*TOTAL PERSONNEL*	*$9,936,766*	*$443,872*
			OTHER EXPENSES		
$1,578,942	$1,774,379	$2,570,153	Purchased / Contracted Services	$2,142,802	($427,351)
$143,690	$288,134	$270,559	Supplies	$288,967	$18,408
-	-	-	Capital Outlays	-	-
$654	$1,920	$665	Interfund / Interdepartmental Charges	$2,321	$1,656
$1,101,348	$1,028,146	$1,140,030	Other Costs	$1,363,186	$223,156
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$20,000	-	$20,000	Other Financing Uses	$318,400	$298,400
$2,844,634	*$3,092,579*	*$4,001,407*	*TOTAL OTHER EXPENSES*	*$4,115,675*	*$114,269*
$11,279,222	**$11,471,936**	**$13,494,301**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$14,052,442**	**$558,140**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$11,279,222	$11,471,936	$13,494,301	General Fund	$14,052,442	$558,140
$11,279,222	**$11,471,936**	**$13,494,301**	**TOTAL EXPENSES**	**$14,052,442**	**$558,140**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
114.37	119.68	115.68	Full Time Equivalent	112.68	(3.00)

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$293,735	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$219,545	Increase due to temporary positions and seasonal support within the department.
Salaries, Extra Help-Sworn	-	
Overtime	($1,527)	Decrease due to overtime needs less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($64,929)	Decrease due to pension rate adjustment.
Defined Contribution	$28,428	Increase due to personnel adjustments.
Workers' Compensation	($5,371)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	($26,009)	Decrease due to health rate adjustment.
TOTAL PERSONNEL	$443,872	
OTHER EXPENSES		
Purchased / Contracted Services	($427,351)	Decrease due to reduction in contract costs associated with the CAFR/PAFR, mail-outs of business license renewal information and other existing contracts.
Supplies	$18,408	Increase due to replacement of office furniture.
Capital Outlays	-	
Interfund / Interdepartmental Charges	$1,656	Increase due to motor/fuel costs more than anticipated.
Other Costs	$223,156	Increase due to bank charges and refunds more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	$298,400	Increase due to costs associated with GMA lease payments.
TOTAL OTHER EXPENSES	$114,269	
TOTAL PERSONNEL AND OTHER EXPENSES	**$558,140**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$558,140	
TOTAL EXPENSES	**$558,140**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	(3.00)	Decrease due to the transfer of positions.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Solid Waste Services Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$352,048	$387,255	$427,578	Salaries, Regular	$409,656	($17,922)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$1,480	$495	$306	Overtime	$307	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$78,856	$82,622	$86,481	Pen Cont Gen Emp Pen Fd	$109,411	$22,930
$2,609	$4,150	$4,536	Defined Contribution	$4,733	$197
-	-	-	Workers' Compensation	-	-
$68,204	$76,777	$80,637	Other Personnel Costs	$77,190	($3,447)
$503,196	*$551,299*	*$599,538*	*TOTAL PERSONNEL*	*$601,296*	*$1,759*
			OTHER EXPENSES		
$96,502	$73,672	$177,741	Purchased / Contracted Services	$215,747	$38,006
$4,286	$11,342	$13,542	Supplies	$11,860	($1,682)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$100,788	*$85,014*	*$191,283*	*TOTAL OTHER EXPENSES*	*$227,607*	*$36,324*
$603,984	**$636,313**	**$790,821**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$828,903**	**$38,082**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$603,984	$636,313	$790,821	Solid Waste Services Revenue Fund	$828,903	$38,082
$603,984	**$636,313**	**$790,821**	**TOTAL EXPENSES**	**$828,903**	**$38,082**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
9.00	9.00	9.00	Full Time Equivalent	9.00	-

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($17,922)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$22,930	Increase due to pension rate adjustment.
Defined Contribution	$197	Increase due to pension rate and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	($3,447)	Decrease due to health rate adjustment.
TOTAL PERSONNEL	$1,759	
OTHER EXPENSES		
Purchased / Contracted Services	$38,006	Increase due to International System Strategies contractual agreement.
Supplies	($1,682)	Decrease due to cost savings implementation.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$36,324	
TOTAL PERSONNEL AND OTHER EXPENSES	**$38,082**	

FUND	VARIANCE (16-15)	EXPLANATION
Solid Waste Services Revenue Fund	$38,082	
TOTAL EXPENSES	**$38,082**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$596,285	$628,676	$669,522	Salaries, Regular	$713,664	$44,142
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$32,884	$11,500	$10,964	Salaries, Extra Help	-	($10,964)
-	-	-	Salaries, Extra Help-Sworn	-	-
$3,618	$3,502	$2,353	Overtime	$1,578	($775)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$115,466	$137,549	$127,633	Pen Cont Gen Emp Pen Fd	$168,655	$41,022
$15,185	$13,344	$12,973	Defined Contribution	$13,034	$61
-	-	-	Workers' Compensation	-	-
$86,603	$90,906	$117,061	Other Personnel Costs	$123,922	$6,862
$850,041	*$885,477*	*$940,506*	*TOTAL PERSONNEL*	*$1,020,853*	*$80,346*
			OTHER EXPENSES		
$23,557	$117,980	$157,814	Purchased / Contracted Services	$167,334	$9,520
$24,619	$7,187	$20,489	Supplies	$13,320	($7,170)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	$72,917	Other Costs	$72,917	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$48,176	*$125,168*	*$251,220*	*TOTAL OTHER EXPENSES*	*$253,571*	*$2,351*
$898,217	**$1,010,644**	**$1,191,726**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,274,424**	**$82,697**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$898,217	$1,010,644	$1,191,726	Water & Wastewater Revenue Fund	$1,274,424	$82,697
$898,217	**$1,010,644**	**$1,191,726**	**TOTAL EXPENSES**	**$1,274,424**	**$82,697**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
13.00	13.33	13.33	Full Time Equivalent	13.33	-

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$44,142	Increase due to personnel adjustmentó.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	($10,964)	Decrease due to extra-help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	($775)	Decrease due to overtime cost less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$41,022	Increase due to pension rate adjustment.
Defined Contribution	$61	Increase due to pension rate and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$6,862	Increase due to health rate adjustment.
TOTAL PERSONNEL	$80,346	
OTHER EXPENSES		
Purchased / Contracted Services	$9,520	Increase due to training, travel and education.
Supplies	($7,170)	Decrease due to consolidation of office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$0	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$2,351	
TOTAL PERSONNEL AND OTHER EXPENSES	**$82,697**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	$82,697	
TOTAL EXPENSES	**$82,697**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	


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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 is the Aviation Group which handles contracts for Hartsfield-Jackson Atlanta International Airport ("HJAIA").

Information Systems/ERP is responsible for the management of the Procurement modules in Oracle. 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 spending.
- Enhance the Oracle Procurement modules for end users.
- Provide end user training to increase the knowledge of the procurement code, policies and practices.

FY2015 Accomplishments

- Successfully procured fifty-nine (59) annual supply contracts for thirteen (13) departments for an expansive variety of commodities totaling approximately $100,626,500.
- Successfully procured two hundred and thirty-nine (239) procurements for formal contracts totaling approximately $230,338,141.
- Successfully generated $1,062,213 with the online auction of surplus property from July 1, 2014 to date.
- Successfully combined like contracts in the commodity categories of Office Supplies and Hardware resulting in more competitive prices, greater discounts and rebates to date totaling $31,456.
- Successfully procured Citywide Managing General Contractor Services for the Department of Parks and Recreations, and the Office of Enterprise Assets Management for $5,000,000.
- Successfully procured the Summer & Afterschool Meal Program for the Centers of Hope for $1,000,000.

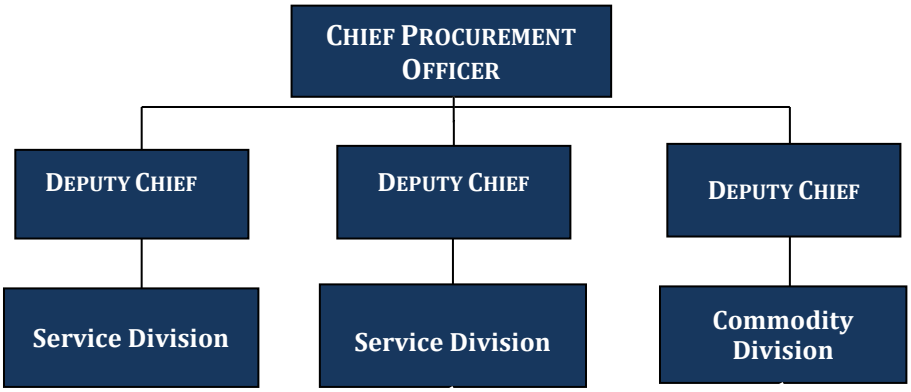
- Successfully procured Ground Transportation Shared Ride Shuttle Services with projected revenue of $271,000 per year.
- Successfully procured the Advertising Concessions for the Airport with projected revenue and rent totaling $24.2 million per year for ten years.
- Successfully procured services for Program Management Support for the airport for $7,000,000 for five years.
- Successfully procured Coffee and Bakery Concessions for the Consolidated Rental Car Facility; the first concessions in the CONRAC facility with projected revenue of $275,000 per year for ten years.
- Successfully procured services for Operations and Maintenance Services for the CONRAC Facility totaling $3.2 million per year for three years.
- Successfully procured a Sleep Unit Concessions on Concourses T & F with projected revenue of $300,000 per year.
- Successfully procured the Demolition of the City South Hanger and Ancillary Buildings at H-JAIA for $857,055.
- Successfully procured Southeast Atlanta Green Infrastructure Initiative Phase 2A Media Storage Vault on an accelerated schedule of less than 100 days.
- Implemented a new DOP website for advertising solicitations.
- Generated $28,588 in revenue from scrap metal, recycling and the sale of solicitation documents.
- Completed fifty-two (52) Open Records Requests resulting in approximately $769 in generated revenue.
- Certified forty-two (42) new companies under the Local Bidder Preference Program as set forth in the Procurement Code.
- Registered one thousand two hundred and sixty-two (1262) suppliers in the Oracle iSupplier database.
- Conducted one hundred and twenty-six (126) individual supplier training sessions for iSupplier registration and use.
- Conducted eighty-six (86) individual training sessions for internal users on Procurement modules.
- Conducted eighteen (18) formal ERP training classes for end users.
- Successfully hosted a series of Purchasing Month Outreach training (March 2015) for newly registered vendors and refresher training for citywide internal customers.
- Provided on-going training sessions to User Agencies on the procurement policies, procedures and practices.

FY2016 Adopted Program Highlights

- The Department of Procurement plans to consolidate purchasing resources throughout the city in an effort to streamline the procurement process. The consolidation of resources will result in a centralized purchasing department for the City of Atlanta.
- As a result of the purchasing function consolidation, the consolidation of Oracle responsibilities will take place during the same time. This consolidation of functional responsibilities will result in better control and monitoring of spending across the city/departments.
- Continue outreach training efforts for external and internal customers.
- The Department of Procurement will be one of the major stakeholders in the upgrade of the Oracle ERP, R12 roll out. Training will be provided for all current and new users.
- Continue efforts towards reviewing contracts, both commodities and services, to identify cost savings opportunities for the city.

ORGANIZATIONAL CHART

Department of Procurement



PERFORMANCE METRICS

Department of Procurement

PERFORMANCE MEASURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 TARGET	FY2016 TARGET
Fiscal Stability				
Post advertisement to CPO duration of all solicitations - Services	183	245	187	126
Post advertisement to duration of all solicitations - Commodities	128	48	51	90
CPO to execution duration for all solicitations – Services	75	34	30	30


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FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$1,846,612	$2,039,258	$2,127,843	Salaries, Regular	$2,196,055	$68,212
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$20,965	$35,304	$12,192	Salaries, Extra Help	$37,637	$25,446
-	-	-	Salaries, Extra Help-Sworn	-	-
$402	$261	$97	Overtime	$119	$22
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$224,270	$247,669	$249,891	Pen Cont Gen Emp Pen Fd	$255,060	$5,169
$68,897	$84,978	$70,757	Defined Contribution	$73,251	$2,495
$39,368	$149,437	$1,084	Workers' Compensation	$7,165	$6,081
$256,323	$294,543	$345,390	Other Personnel Costs	$393,624	$48,233
$2,456,837	$2,851,452	$2,807,253	*TOTAL PERSONNEL*	$2,962,911	$155,658
			OTHER EXPENSES		
$62,024	$60,524	$67,097	Purchased / Contracted Services	$97,628	$30,532
$153,442	$97,735	$43,204	Supplies	$22,613	($20,591)
$11,700	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
($11,456)	$258	$1,500	Other Costs	$1,756	$256
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$215,711	$158,518	$111,801	*TOTAL OTHER EXPENSES*	$121,998	$10,197
$2,672,547	**$3,009,970**	**$2,919,054**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$3,084,909**	**$165,855**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$739,995	$859,768	$791,203	Airport Revenue Fund	$898,611	$107,407
$866,086	$889,518	$880,765	General Fund	$920,160	$39,394
$1,066,466	$1,260,683	$1,247,085	Water & Wastewater Revenue Fund	$1,266,139	$19,054
$2,672,547	**$3,009,970**	**$2,919,054**	**TOTAL EXPENSES**	**$3,084,909**	**$165,855**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
41.00	41.00	41.00	Full Time Equivalent	41.00	0.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Airport Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$481,091	$546,679	$598,834	Salaries, Regular	$644,073	$45,239
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$18,391	($1,448)	-	Salaries, Extra Help	$10,958	$10,958
-	-	-	Salaries, Extra Help-Sworn	-	-
$192	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$40,038	$54,513	$63,573	Pen Cont Gen Emp Pen Fd	$73,455	$9,882
$23,545	$26,681	$22,637	Defined Contribution	$24,562	$1,926
$27,398	$148,661	-	Workers' Compensation	$6,490	$6,490
$66,836	$65,896	$86,714	Other Personnel Costs	$114,229	$27,514
$657,492	*$840,981*	*$771,758*	*TOTAL PERSONNEL*	*$873,767*	*$102,009*
			OTHER EXPENSES		
$10,725	$13,858	$14,046	Purchased / Contracted Services	$20,093	$6,047
$65,898	$4,930	$5,400	Supplies	$4,750	($650)
$5,881	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$82,504	*$18,788*	*$19,446*	*TOTAL OTHER EXPENSES*	*$24,843*	*$5,398*
$739,995	**$859,768**	**$791,203**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$898,611**	**$107,407**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$739,995	$859,768	$791,203	Airport Revenue Fund	$898,611	$107,407
$739,995	**$859,768**	**$791,203**	**TOTAL EXPENSES**	**$898,611**	**$107,407**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
11.34	11.34	11.34	Full Time Equivalent	12.34	1.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$45,239	Increase due to transfer of position into fund.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$10,958	Increase due to salary adjustment.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$9,882	Increase due to pension rate adjustment.
Defined Contribution	$1,926	Increase due to pension rate and personnel adjustments.
Workers' Compensation	$6,490	Increase due to workers' comp more than anticipated.
Other Personnel Costs	$27,514	Increase due to health rate adjustment.
TOTAL PERSONNEL	$102,009	
OTHER EXPENSES		
Purchased / Contracted Services	$6,047	Increase due to copier lease/usage and training expenses more than anticipated.
Supplies	($650)	Decrease due to reduction in supply needs.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$5,398	
TOTAL PERSONNEL AND OTHER EXPENSES	**$107,407**	

FUND	VARIANCE (16-15)	EXPLANATION
Airport Revenue Fund	$107,407	
TOTAL EXPENSES	**$107,407**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	1.00	Increase due to transfer of position into fund.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$650,591	$659,344	$665,380	Salaries, Regular	$670,014	$4,633
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	$14,654	$14,654
-	-	-	Salaries, Extra Help-Sworn	-	-
$107	$142	$42	Overtime	$42	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$39,592	$41,746	$38,307	Pen Cont Gen Emp Pen Fd	$36,740	($1,567)
$30,786	$31,756	$25,127	Defined Contribution	$23,892	($1,235)
$11,969	-	$308	Workers' Compensation	-	($308)
$89,147	$95,087	$90,656	Other Personnel Costs	$123,456	$32,800
$822,192	*$828,076*	*$819,820*	*TOTAL PERSONNEL*	*$868,797*	*$48,978*
			OTHER EXPENSES		
$38,982	$28,278	$40,190	Purchased / Contracted Services	$40,761	$571
$16,367	$32,906	$19,256	Supplies	$8,845	($10,411)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
($11,456)	$258	$1,500	Other Costs	$1,756	$256
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$43,893	*$61,443*	*$60,945*	*TOTAL OTHER EXPENSES*	*$51,362*	*($9,583)*
$866,086	**$889,518**	**$880,765**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$920,160**	**$39,394**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$866,086	$889,518	$880,765	General Fund	$920,160	$39,394
$866,086	**$889,518**	**$880,765**	**TOTAL EXPENSES**	**$920,160**	**$39,394**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
10.83	10.83	10.83	Full Time Equivalent	10.83	-

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$4,633	Increase due to salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$14,654	Increase due to extra-help needs.
Salaries, Extra Help-Sworn	-	
Overtime	$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($1,567)	Decrease due to pension rate adjustment.
Defined Contribution	($1,235)	Decrease due to personnel adjustments.
Workers' Compensation	($308)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	$32,800	Increase due to health rate adjustment and mandated certification.
TOTAL PERSONNEL	$48,978	
OTHER EXPENSES		
Purchased / Contracted Services	$571	Increase due to anticipated training for personnel.
Supplies	($10,411)	Decrease due to consolidation of supplies throughout department.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$256	Increase due to education material.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($9,583)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$39,394**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$39,394	
TOTAL EXPENSES	**$39,394**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$714,930	$833,236	$863,628	Salaries, Regular	$881,968	$18,339
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$2,574	$36,752	$12,192	Salaries, Extra Help	$12,025	($166)
-	-	-	Salaries, Extra Help-Sworn	-	-
$103	$119	$55	Overtime	$78	$23
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$144,641	$151,410	$148,011	Pen Cont Gen Emp Pen Fd	$144,865	($3,146)
$14,565	$26,541	$22,993	Defined Contribution	$24,797	$1,804
-	$776	$776	Workers' Compensation	$675	($101)
$100,340	$133,561	$168,020	Other Personnel Costs	$155,939	($12,080)
$977,153	*$1,182,395*	*$1,215,675*	*TOTAL PERSONNEL*	*$1,220,346*	*$4,671*
			OTHER EXPENSES		
$12,317	$18,389	$12,861	Purchased / Contracted Services	$36,775	$23,913
$71,177	$59,899	$18,548	Supplies	$9,018	($9,531)
$5,819	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$89,313	*$78,288*	*$31,410*	*TOTAL OTHER EXPENSES*	*$45,792*	*$14,382*
$1,066,466	**$1,260,683**	**$1,247,085**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,266,139**	**$19,054**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$1,066,466	$1,260,683	$1,247,085	Water & Wastewater Revenue Fund	$1,266,139	$19,054
$1,066,466	**$1,260,683**	**$1,247,085**	**TOTAL EXPENSES**	**$1,266,139**	**$19,054**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
18.83	18.83	18.83	Full Time Equivalent	17.83	(1.00)

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$18,339	Increase due to salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	($166)	Decrease due to reduction in hours worked by Intern.
Salaries, Extra Help-Sworn	-	
Overtime	$23	Increase due to overtime hours more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($3,146)	Decrease due to pension rate adjustment.
Defined Contribution	$1,804	Increase due to pension rate and personnel adjustments.
Workers' Compensation	($101)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	($12,080)	Decrease due to health rate adjustment.
TOTAL PERSONNEL	$4,671	
OTHER EXPENSES		
Purchased / Contracted Services	$23,913	Increase due to copier lease/usage and training expenses more than anticipated.
Supplies	($9,531)	Decrease due to reduction in supply needs.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$14,382	
TOTAL PERSONNEL AND OTHER EXPENSES	**$19,054**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	$19,054	
TOTAL EXPENSES	**$19,054**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	(1.00)	Decrease due to transfer of position.


RESURGENS
1847
1865
ATLANTA GA

PUBLIC WORKS

Mission Statement

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

Vision Statement

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

Core Functions

- Transportation Services
- Solid Waste Services
- Fleet Management

Summary of Operations

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

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

Divisions/Offices Descriptions

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

Office of Transportation (OOT) is responsible for overseeing and maintaining the City's transportation infrastructure in the Public Right-of-Way. It provides a variety of services to the residents of Atlanta, internal operating departments, and other agencies. This office is comprised of Transportation Engineering, Operations, Planning, Streetcar, and Capital Projects.

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

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

Goals and Objectives

The Department of Public Works has set clear performance objectives and expectations for 2016, these are:

- Improved safety controls and employee training.
- Successfully kick-off the RenewAtlanta2015 Infrastructure Bond projects.
- Meet all FOR Atlanta Stats service level agreements.
- Reliable and quality residential solid waste services.
- Improve department inventory controls and security.
- Maintain weather emergency readiness capability.

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

FY2015 Accomplishments

- Began Atlanta Streetcar Operations.
- Restored inoperable highway lights on I-166 & I75/I85 north and I75/I85 south from downtown to Hartsfield-Jackson Atlanta International Airport.
- Incorporated salt brine into the winter weather response plan.
- Initiated the concept design for MLK Jr. Drive Corridor Improvements.
- Purchased twenty (20) Compressed Natural Gas (CNG) alternative fuel solid waste trucks.
- Began installation of new CNG fueling stations at city fuel facilities.
- Finalized contract for citywide incentivized recycling.
- Established a citywide Atlanta Recycle Day recycling event at the Mall West End 3rd Saturdays in coordination with Keep Atlanta Beautiful events on the 1st and 2nd Saturdays.
- Exceeded Solid Waste Service Level Agreements for 254 consecutive days.
- Partnered with CHaRM (**C**enter for **H**ard to **R**ecycle **M**aterials) to establish a hard to recycle material location.

FY2016 Adopted Program Highlights

- Perform at or above all FOR Atlanta SLA levels for all Public Works core services.
- Improve the safety of our employees by reducing workers compensation claims by 50%.
- Complete security upgrades at fleet facilities including surveillance cameras.
- Promote succession planning and career ladder advancement by investing in our employees with training and development.

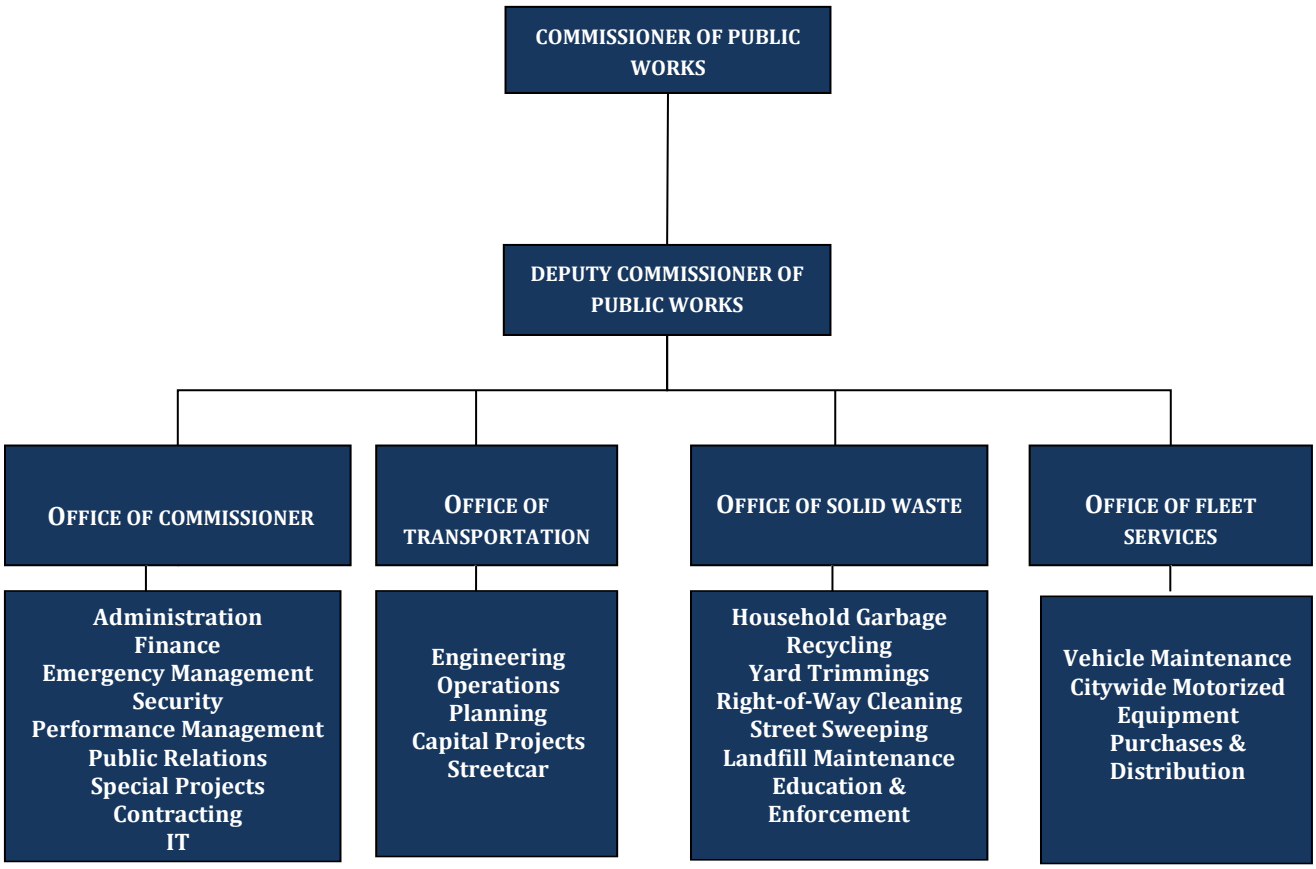
Transportation
- Begin implementation of the 2015 Renew Atlanta Infrastructure Bond Program.
- Complete Transportation Asset Condition Assessments.
- Continue upgrades to Atlanta Traffic Control Center (ATCC).
- Complete MLK Grand Blvd Concept Plan.
- Continue enhanced inventory management controls.
- Begin Transportation Infrastructure Maintenance Program.
- Begin feasibility study future on street parking program.
- Introduce pavement degradation recovery.
- Begin National Public Works Certification Process.

Fleet
- Complete Fleet Radio Frequency Identification Devices (RFID), Global Positioning System (GPS), and upgrade computer and work processes for all city owned vehicles.
- Explore managed competition opportunities for fleet operation efficiencies.

Solid Waste
- Establish a routing and optimization system to enhance service levels.
- Pilot Automatize Side Loader (ASL) recycle routes to increase service levels and reduce injuries.
- Increase the city's diversion rate from landfill by 10%.
- Explore solid waste management alternatives for next disposal contracts.
- Introduce commercial solid waste haulers fee structure.

ORGANIZATIONAL CHART

Public Works



PERFORMANCE METRICS

Public Works Services

Performance Measure	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target
Transportation				
City Infrastructure				
% of reactive bridge inspections completed within 10 days of report or request	100%	100%	90%	90%
% of bridge repairs completed within 12 business days of work order creation	67%	83%	90%	90%
% pothole repairs completed within 5 business days	88%	75%	90%	90%
% of asphalt point repairs completed within 24 business days of work order creation	75%	52%	90%	90%
% of concrete repairs completed within 32 business days of work order creation	35%	58%	90%	90%
% emergency traffic sign repairs completed within 24 hours of receipt/report	89%	89%	90%	90%
Solid Waste Services				
Merit and Excellence				
% of single family garbage pickups on scheduled day	99.9%	99.9%	99.9%	99.9%
% of yard trimmings pickups collected on scheduled day	98.7%	93.9%	99.9%	99.9%
% recycling pickups collected on scheduled day	99.4%	99.4%	99.9%	99.9%
Fleet Services				
Public Safety				
Average vehicle availability - Patrol Cars	100%	100%	100%	100%
Average vehicle availability - Motorcycles	100%	100%	100%	100%
Average vehicle availability - Aerial Buckets	79%	99%	100%	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	100%	99%	100%	100%
City Infrastructure				
Average vehicle availability - Pothole Trucks	100%	100%	100%	100%

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$23,469,994	$25,806,064	$27,432,493	Salaries, Regular	$31,366,748	$3,934,255
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$1,449,565	$2,054,783	$1,610,067	Salaries, Extra Help	$776,740	($833,326)
-	-	-	Salaries, Extra Help-Sworn	-	-
$2,873,177	$3,476,722	$2,797,697	Overtime	$2,537,635	($260,062)
-	-	$18,757	Pen Cont Fire Pen Fd	-	($18,757)
-	-	-	Pen Cont Police Pen Fd	-	-
$5,499,498	$6,149,099	$6,528,429	Pen Cont Gen Emp Pen Fd	$8,630,605	$2,102,177
$314,625	$433,082	$440,513	Defined Contribution	$680,677	$240,165
$2,004,983	$1,781,377	$1,919,225	Workers' Compensation	$1,975,249	$56,024
$4,498,903	$4,931,912	$5,943,126	Other Personnel Costs	$6,996,705	$1,053,579
$40,110,744	$44,633,039	$46,690,307	*TOTAL PERSONNEL*	$52,964,361	$6,274,054
			OTHER EXPENSES		
$14,208,320	$23,237,757	$16,152,725	Purchased / Contracted Services	$19,440,759	$3,288,034
$29,698,642	$28,927,581	$29,878,644	Supplies	$27,950,670	($1,927,974)
$343,802	$533,511	$528,181	Capital Outlays	$888,800	$360,619
$6,619,497	$8,262,479	$6,745,016	Interfund / Interdepartmental Charges	$9,891,603	$3,146,588
$20,646	$17,585	$2,679	Other Costs	$2,000	($679)
-	-	$174,978	Debt Service	$0	($174,978)
-	-	$565,921	Conversion / Summary	$0	($565,921)
$573,731	$2,244,096	$660,000	Other Financing Uses	$1,091,213	$431,213
$51,464,637	$63,223,009	$54,708,144	*TOTAL OTHER EXPENSES*	$59,265,045	$4,556,902
$91,575,381	**$107,856,048**	**$101,398,451**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$112,229,406**	**$10,830,956**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
-	$147	-	Building Permits Fund	$0	$0
-	-	-	Cash Pool	$0	$0
$29,482,911	$29,678,922	$28,592,581	Fleet Service Fund	$29,955,495	$1,362,914
$26,088,985	$36,787,246	$26,268,816	General Fund	$33,983,188	$7,714,372
-	$50	-	Group Insurance Fund	-	-
$35,190,041	$40,539,444	$45,735,096	Solid Waste Services Revenue Fund	$47,263,590	$1,528,494
$813,443	$850,238	$801,958	Water & Wastewater Revenue Fund	$1,027,133	$225,175
$91,575,381	**$107,856,048**	**$101,398,451**	**TOTAL EXPENSES**	**$112,229,406**	**$10,830,956**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
756.01	785.00	768.00	Full Time Equivalent	870.33	102.33

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Fleet Service Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$5,672,407	$6,731,570	$6,704,854	Salaries, Regular	$7,830,113	$1,125,259
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$242,151	$221,867	$95,396	Salaries, Extra Help	$78,128	($17,268)
-	-	-	Salaries, Extra Help-Sworn	-	-
$129,409	$379,227	$216,618	Overtime	$387,303	$170,685
-	-	$18,757	Pen Cont Fire Pen Fd	-	($18,757)
-	-	-	Pen Cont Police Pen Fd	-	-
$1,421,973	$1,737,861	$1,597,531	Pen Cont Gen Emp Pen Fd	$2,229,963	$632,432
$71,977	$100,966	$94,735	Defined Contribution	$149,374	$54,639
$18,160	$23,945	$136,618	Workers' Compensation	$25,036	($111,581)
$1,029,740	$1,170,107	$1,263,942	Other Personnel Costs	$1,492,463	$228,520
$8,585,817	*$10,365,543*	*$10,128,451*	*TOTAL PERSONNEL*	*$12,192,380*	*$2,063,929*
			OTHER EXPENSES		
$3,881,758	$3,068,232	$2,906,568	Purchased / Contracted Services	$2,824,045	($82,522)
$17,014,086	$16,233,611	$15,557,563	Supplies	$14,908,070	($649,493)
-	$11,536	-	Capital Outlays	$31,000	$31,000
-	-	-	Interfund / Interdepartmental Charges	-	-
$1,250	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$20,897,094	*$19,313,379*	*$18,464,130*	*TOTAL OTHER EXPENSES*	*$17,763,115*	*($701,015)*
$29,482,911	**$29,678,922**	**$28,592,581**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$29,955,495**	**$1,362,914**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$29,482,911	$29,678,922	$28,592,581	Fleet Service Fund	$29,955,495	$1,362,914
$29,482,911	**$29,678,922**	**$28,592,581**	**TOTAL EXPENSES**	**$29,955,495**	**$1,362,914**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
162.50	163.98	159.16	Full Time Equivalent	176.16	17.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$1,125,259	Increase due the creation of 17 new positions and personnel salary adjustments
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	($17,268)	Decrease due to extra help needs less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	$170,685	Increase due to support in internal user department projects.
Pen Cont Fire Pen Fd	($18,757)	Decrease due pension rate adjustment.
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$632,432	Increase due to pension rate adjustment.
Defined Contribution	$54,639	Increase due to personnel adjustments.
Workers' Compensation	($111,581)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	$228,520	Increase in group health is due to increase in FTE count.
TOTAL PERSONNEL	$2,063,929	
OTHER EXPENSES		
Purchased / Contracted Services	($82,522)	Decrease due to Purchased and Contracted Services less than anticipated.
Supplies	($649,493)	Decrease due to supplies less than anticipated.
Capital Outlays	$31,000	Increase due to replacement equipment and modernizing service trucks.
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($701,015)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,362,914**	

FUND	VARIANCE (16-15)	EXPLANATION
Fleet Service Fund	$1,362,914	
TOTAL EXPENSES	**$1,362,914**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	17.00	Increase due the creation of 17 new positions and personnel salary adjustments

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$6,759,646	$7,548,825	$7,335,248	Salaries, Regular	$8,067,836	$732,588
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$170,004	$563,762	$78,476	Salaries, Extra Help	$339,276	$260,800
-	-	-	Salaries, Extra Help-Sworn	-	-
$428,701	$579,091	$265,158	Overtime	$265,158	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$1,452,326	$1,592,444	$1,549,352	Pen Cont Gen Emp Pen Fd	$1,908,102	$358,750
$137,939	$191,151	$139,180	Defined Contribution	$201,639	$62,459
$295,541	$217,251	$286,243	Workers' Compensation	$225,855	($60,387)
$1,196,283	$1,374,694	$1,539,808	Other Personnel Costs	$1,700,872	$161,064
$10,440,440	*$12,067,220*	*$11,193,465*	*TOTAL PERSONNEL*	*$12,708,738*	*$1,515,274*
			OTHER EXPENSES		
$2,779,502	$11,930,279	$1,795,474	Purchased / Contracted Services	$6,954,376	$5,158,902
$10,927,572	$11,365,789	$11,419,109	Supplies	$11,510,483	$91,374
$209,531	$26,265	$19,707	Capital Outlays	$175,000	$155,293
$1,156,014	$1,381,371	$1,179,060	Interfund / Interdepartmental Charges	$1,653,409	$474,349
$2,194	$16,322	$2,000	Other Costs	$2,000	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$573,731	-	$660,000	Other Financing Uses	$979,181	$319,181
$15,648,545	*$24,720,027*	*$15,075,351*	*TOTAL OTHER EXPENSES*	*$21,274,449*	*$6,199,099*
$26,088,985	**$36,787,246**	**$26,268,816**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$33,983,188**	**$7,714,372**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$26,088,985	$36,787,246	$26,268,816	General Fund	$33,983,188	$7,714,372
$26,088,985	**$36,787,246**	**$26,268,816**	**TOTAL EXPENSES**	**$33,983,188**	**$7,714,372**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
216.51	222.68	216.88	Full Time Equivalent	235.21	18.33

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$732,588	Increase due to personnel adjustments, 18 new positions and one split-funded position.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$260,800	Increase due to staffing for milling machine.
Salaries, Extra Help-Sworn	-	
Overtime	$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$358,750	Increase due to pension rate adjustment.
Defined Contribution	$62,459	Increase due to pension rate and personnel adjustments.
Workers' Compensation	($60,387)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	$161,064	Increase due to increase in FTE count.
TOTAL PERSONNEL	$1,515,274	
OTHER EXPENSES		
Purchased / Contracted Services	$5,158,902	Increase due to outsourced milling in support of Local Maintenance & Improvement Grant program, speed bumps, Streets Alive and phased in allocation of infrastructure maintenance backlog (1%) as per legislation 14-O-1513.
Supplies	$91,374	Increase due to electrical rates increase for street lights.
Capital Outlays	$155,293	Increase due to small milling machine.
Interfund / Interdepartmental Charges	$474,349	Increase due to vehicle repairs and maintenance more than anticipated.
Other Costs	$0	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	$319,181	Increase due to GMA lease payments.
TOTAL OTHER EXPENSES	$6,199,099	
TOTAL PERSONNEL AND OTHER EXPENSES	**$7,714,372**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$7,714,372	
TOTAL EXPENSES	**$7,714,372**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	18.33	Increase due to personnel adjustments, 18 new positions and one split-funded position.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Solid Waste Services Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$10,585,502	$11,119,180	$12,930,997	Salaries, Regular	$14,989,507	$2,058,511
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$1,037,410	$1,269,154	$1,436,195	Salaries, Extra Help	$359,336	($1,076,859)
-	-	-	Salaries, Extra Help-Sworn	-	-
$2,200,219	$2,429,362	$2,252,341	Overtime	$1,827,611	($424,730)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$2,504,824	$2,704,291	$3,264,467	Pen Cont Gen Emp Pen Fd	$4,345,201	$1,080,734
$103,068	$138,457	$201,641	Defined Contribution	$322,607	$120,966
$1,660,373	$1,381,676	$1,462,195	Workers' Compensation	$1,514,098	$51,903
$2,179,647	$2,307,772	$3,018,599	Other Personnel Costs	$3,677,750	$659,151
$20,271,043	*$21,349,890*	*$24,566,433*	*TOTAL PERSONNEL*	*$27,036,109*	*$2,469,676*
			OTHER EXPENSES		
$7,547,059	$8,239,197	$11,450,683	Purchased / Contracted Services	$9,662,337	($1,788,346)
$1,756,984	$1,328,182	$2,901,972	Supplies	$1,532,117	($1,369,855)
$134,270	$495,709	$508,474	Capital Outlays	$682,800	$174,326
$5,463,483	$6,881,108	$5,565,956	Interfund / Interdepartmental Charges	$8,238,195	$2,672,239
$17,202	$1,263	$679	Other Costs	-	($679)
-	-	$174,978	Debt Service	-	($174,978)
-	-	$565,921	Conversion / Summary	-	($565,921)
-	$2,244,096	-	Other Financing Uses	$112,032	$112,032
$14,918,998	*$19,189,554*	*$21,168,662*	*TOTAL OTHER EXPENSES*	*$20,227,481*	*($941,182)*
$35,190,041	**$40,539,444**	**$45,735,096**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$47,263,590**	**$1,528,494**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$35,190,041	$40,539,444	$45,735,096	Solid Waste Services Revenue Fund	$47,263,590	$1,528,494
$35,190,041	**$40,539,444**	**$45,735,096**	**TOTAL EXPENSES**	**$47,263,590**	**$1,528,494**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
362.00	383.34	376.97	Full Time Equivalent	443.96	66.99

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$2,058,511	Increase due to the conversion of extra help positions to full-time and other salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	($1,076,859)	Decrease due to the conversion of temporary positions to permanent positions.
Salaries, Extra Help-Sworn	-	
Overtime	($424,730)	Decrease due to the creation of permanent staffing positions.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$1,080,734	Increase due to pension rate adjustment.
Defined Contribution	$120,966	Increase due to personnel adjustments.
Workers' Compensation	$51,903	Increase due to workers' comp more than anticipated.
Other Personnel Costs	$659,151	Increase due to increase in FTE count.
TOTAL PERSONNEL	$2,469,676	
OTHER EXPENSES		
Purchased / Contracted Services	($1,788,346)	Decrease due to a reduction in the security and disposal contracts and building repair and maintenance.
Supplies	($1,369,855)	Decrease due to a reduction in non-consumable supplies.
Capital Outlays	$174,326	Increase due to the replacement of beyond life-cycle fleet. The Fleet replacement should reduce repair and maintenance costs over time.
Interfund / Interdepartmental Charges	$2,672,239	Increase due to repair/maintenance more than anticipated.
Other Costs	($679)	Decrease due to less anticipated refunds for the budgeted year.
Debt Service	($174,978)	Decrease due to lease payments moved to another account.
Conversion / Summary	($565,921)	Decrease due to no Fund-wide reserves.
Other Financing Uses	$112,032	Increase due to the operating transfer out for the GMA lease payment.
TOTAL OTHER EXPENSES	($941,182)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,528,494**	

FUND	VARIANCE (16-15)	EXPLANATION
Solid Waste Services Revenue Fund	$1,528,494	
TOTAL EXPENSES	**$1,528,494**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	66.99	Increase due to the conversion of extra help positions to full-time, permanent positions.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$452,438	$406,490	$461,394	Salaries, Regular	$479,291	$17,897
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$114,848	$89,041	$63,580	Overtime	$57,564	($6,016)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$120,375	$114,503	$117,079	Pen Cont Gen Emp Pen Fd	$147,340	$30,261
$1,640	$2,508	$4,957	Defined Contribution	$7,056	$2,100
$30,909	$158,358	$34,170	Workers' Compensation	$210,260	$176,090
$93,232	$79,339	$120,778	Other Personnel Costs	$125,621	$4,843
$813,443	*$850,238*	*$801,958*	*TOTAL PERSONNEL*	*$1,027,133*	*$225,175*
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	*TOTAL OTHER EXPENSES*	-	-
$813,443	**$850,238**	**$801,958**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,027,133**	**$225,175**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$813,443	$850,238	$801,958	Water & Wastewater Revenue Fund	$1,027,133	$225,175
$813,443	**$850,238**	**$801,958**	**TOTAL EXPENSES**	**$1,027,133**	**$225,175**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
15.00	15.00	15.00	Full Time Equivalent	15.00	-

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$17,897	Increase due to personnel salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	($6,016)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$30,261	Increase due to pension rate adjustment.
Defined Contribution	$2,100	Increase due to personnel adjustments.
Workers' Compensation	$176,090	Increase due to workers' comp more than anticipated.
Other Personnel Costs	$4,843	Increase due to health rate adjustment.
TOTAL PERSONNEL	$225,175	
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	**$225,175**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	$225,175	
TOTAL EXPENSES	**$225,175**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	


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ATLANTA GA

DEPARTMENT OF PARKS AND RECREATION

Mission Statement

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

Core Functions

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

Summary of Operations

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 4,781 acres (5.6% 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 and unique amenities, such as the Chastain Park Amphitheater and Historic Fourth Ward Skate Park. DPR reopened all closed recreation centers in January 2011, and in 2013 the department built upon earlier pilot projects to transform ten facilities into Centers of Hope. The facility inventory currently includes 33 recreation centers (10 Centers of Hope), four indoor and 13 outdoor pools, four spray grounds, 182 tennis courts, 75 basketball courts, 110 ball fields, 111 playgrounds, 1 skatepark and five 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 365 parks: 11 are City-Wide Parks (Regional), 44 are community parks, and 69 are neighborhood parks. The remaining parks are nature preserves, paths and greenways of varying sizes, block parks, circles, triangles and beauty spots in which many are maintained with the help of Park Pride and numerous community partners.

Divisions/Offices Descriptions

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

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

The Office of Park Design is responsible for providing park & facility planning, project management, design and construction of capital projects, grants management, departmental GIS and liaison with Atlanta BeltLine, Inc.

The Management Services Office (MSO) is responsible for providing outstanding budgeting/accounting, human resources, performance analysis and management, technology, and contracting support to the Department of Parks and Recreation.

The Boisfeuillet Jones Atlanta Civic Center and *the Cyclorama* are in process of transferring ownership. DPR will continue to support the operations as these facilities transition from City inventory.

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 improvements at DPR parks, buildings, structures, pools and outdoor facilities.

FY2015 Accomplishments

- Obtained re-accreditation by the Commission for Accreditation of Park and Recreation Agencies (CAPRA) in October of 2014.
- Awarded the 2014 Georgia Parks & Recreation Association *Marketing and Visibility Publication Single-Event and Multi-Event Awards* for City/County with population of 150,001 and over.
- Upgraded work order and asset management systems to Hansen 8.0 to allow for upcoming integration into city's 311 system.
- Installed new playgrounds at Arlington, Barbara A. McCoy, Benteen, Cleveland, Esther Peachy, Grove, Lillian Cooper, MLK Jr. Park, Ormond/Grant Park, Rose Circle, Tucson Trail, Tullwater, Walker Park, and Windsor Street.
- Opened the Freedom Barkway Dog Park, and re-sodded the Skatepark multi-purpose field.
- Begun to maintain new park, Atlanta Beltline and greenspace acquisitions including: Historic Fourth Ward Park, Historic Fourth Ward Skate Park, SW Beltline Connector Trail, Northfork Trail, NE Beltline Trail, Cahaba Trail, and Watkins Park.
- Completed major lighting projects at Dean Rusk Park, John A White Park, Freedom Park, Grant Park, Dill Park, and Mozley Park and Pittman Park ballfield lights.
- Completed pavilion renovation projects at Grant Park and Washington Park (electrical) and installed a new pavilion at South Atlanta Park.
- Completed the total renovation of the Charlie Loudermilk Park.
- Completed planting of over 1,000 trees by volunteers and 900 large urban street and park trees during the planting season.
- Reconstructed three major assets: John A White Pool reconstruction, Lake Allatoona Dining Hall, and the Lake Allatoona Laundry room.
- Installed artificial turf field at Ben Hill and Anderson.
- Added additional 7,000 square feet to Ben Hill Recreation Center.
- Completed ADA improvements at Adams, Adamsville, Collier, Washington Natatorium, and Washington Tennis Center.
- Revitalized the gymnasium space at Dunbar, Ben Hill, and Thomasville.
- Launched the city's first *ATL Parks & Rec Play Mobile,* also known as a recreation center on wheels, which travels throughout Atlanta community parks to activate free play for all Atlanta youth.
- Launched the *ATL PREP (Parks and Recreation Empowerment Program)* in partnership with the Atlanta Workforce Development Agency to provide one year transitional job training work experience and mentoring for young adults.
- Partnered with the Mayor's Office of Film and Entertainment to launch *Movies in the Park*, a summer long movies series at parks throughout the City.
- Launched *Troops for Fitness*, which employs veterans to offer free fitness classes in ATL parks and recreation centers.

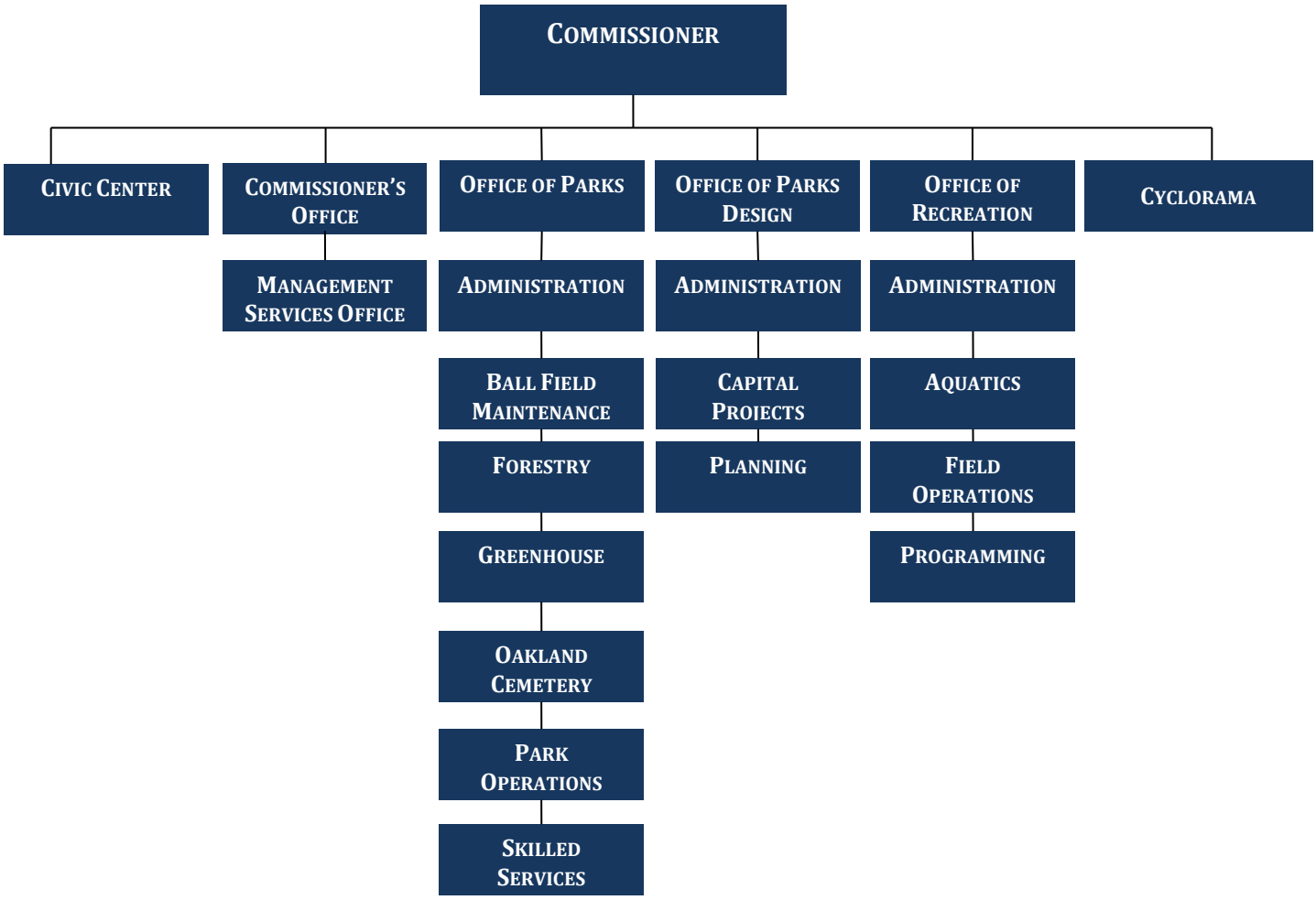
- Hosted the ATL Fitness & Wellness Experience in partnership with V-103 to encourage residents to get fit and healthy.
- Launched *Tots & Rec,* a program for toddlers ages 1 – 4; program promotes the development of social skills, emotional growth, and physical coordination as well as cognitive preparation.
- Launched *Kids @ Play*, a program for youth ages 5 – 12. *Kids @ Play* is designed to get children in the City of Atlanta "off the couch" and into parks.
- Launched early bird swim program at Grant Park during the 2014 Summer Outdoor Pool season.
- Launched a free swim program for seniors at two Atlanta outdoor pools.

FY2016 Adopted Program Highlights

- Increase the number of youth served in Centers of Hope Programming.
- Embark upon an education campaign to inform all Atlantans of both free and low-cost opportunities available at recreation centers, playgrounds, outdoor pools, sporting fields and green spaces. Specific focus on youth, young adults and seniors.
- Place new amenities, innovative programming and annual events: DPR will launch new program opportunities and large-scale events in conjunction with partners and sponsors.
- Develop a partnership management strategy that will set guidelines for developing partnerships, measure the impact of partnerships, increase the number of youth served as a part of the Centers of Hope strategy, and recognize partners for their contribution(s) to help achieve City and Agency goals.
- Develop and Implement a three-pronged membership strategy: DPR strives to register 7,500 members in FY 2016 (July 2015-June 2016).
- Eliminate all backlogged Service Requests and Work Orders across all applicable service divisions including park operations, arborist, skilled services and forestry and maintain completion metrics of 90-95% (as applicable) or better across all reporting divisions after the backlog is complete.
- Continue to encourage and implement volunteer and community initiated park enhancement projects system-wide.
- Complete planting of over 1000 trees by volunteers and 900 large urban street and park trees during the planting season.
- Increase the number of reservations on new fields and fields with newly restored lighting.
- Decrease the number of injuries and accidents within each division of DPR.
- Plan and design of the MLK Natatorium.
- Reconstruction of Anthony Flannagan, Reverend James Orange Aquatic Center and Arthur Langford.
- Community engagement and master planning for Atlanta Memorial Park.
- Design the planning of Joseph E. Boone at West Lake Park.
- Plan and design for a 1,000 square foot addition at Adams Park.
- Continue to support operations during the sale of the Boisfeuillet Jones Atlanta Civic Center.

ORGANIZATIONAL CHART

Department of Parks and Recreation



PERFORMANCE METRICS

Department of Parks and Recreation

PERFORMANCE MEASURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 TARGET	FY2016 TARGET
Youth Development				
Total Number of Enrolled in Centers of Hope Afterschool Program	1,300	1,697	1,700	1,775
Total Number of Enrolled Youth in Camp Best Friends	2,821	3,200	3,200	3,300
Total Number of Enrolled Youth in Athletics	2,933	2,807	2,812	3,000
Total Youth Centers of Hope Attendance	N/A	72,089	175,000	185,500
Merit & Excellence				
Percentage of mulching / mowing completed on schedule Percentage of litter/limb removal completed on schedule	99%	98%	95%	95%
Percentage of Arborist Inspections completed within schedule	95%	96%	85%	85%
Public Safety				
Percentage of tree removals completed within schedule	81%	84%	90%	90%
City Infrastructure				
% of active capital projects on/ahead of schedule	72%	78%	85%	85%
Total $ value of ADA citations addressed (cumulative)	$817, 719	$481,691	$500,000	$2,000,000
Fiscal Stability				
Total Recreation revenue collected	1,164,401	1,498,068	1,548,995	1,550,999
% of active capital projects on/under budget	89%	94%	85%	85%


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FY16 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$10,821,195	$10,996,504	$11,904,758	Salaries, Regular	$11,839,347	($65,411)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$1,991,037	$2,127,557	$2,091,171	Salaries, Extra Help	$2,220,442	$129,271
-	-	-	Salaries, Extra Help-Sworn	-	-
$572,615	$647,237	$338,267	Overtime	$417,928	$79,661
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$2,588,572	$2,716,356	$2,731,027	Pen Cont Gen Emp Pen Fd	$3,153,592	$422,565
$201,150	$223,223	$241,334	Defined Contribution	$281,062	$39,728
$657,833	$639,988	$609,057	Workers' Compensation	$601,831	($7,226)
$1,944,080	$2,051,849	$2,609,201	Other Personnel Costs	$2,732,317	$123,116
$18,776,483	$19,402,715	$20,524,815	*TOTAL PERSONNEL*	$21,246,519	$721,704
			OTHER EXPENSES		
$8,218,742	$4,947,616	$3,046,793	Purchased / Contracted Services	$5,960,580	$2,913,787
$5,858,369	$5,552,848	$7,155,418	Supplies	$5,855,349	($1,300,069)
$138,059	$41,236	$483,813	Capital Outlays	$0	($483,813)
$1,415,049	$1,449,419	$1,437,249	Interfund / Interdepartmental Charges	$1,708,754	$271,506
$21,077	$11,734	$13,196	Other Costs	$107	($13,089)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$40,000	$0	$229,646	Other Financing Uses	$560,498	$330,852
$15,691,295	$12,002,852	$12,366,115	*TOTAL OTHER EXPENSES*	$14,085,289	$1,719,174
$34,467,778	**$31,405,567**	**$32,890,930**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$35,331,807**	**$2,440,878**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$1,723,792	$1,897,527	$1,644,689	Civic Center Revenue Fund	$500,000	($1,144,690)
$32,276,566	$29,049,850	$30,770,765	General Fund	$34,627,420	$3,856,656
$467,420	$458,190	$475,475	Parks Facilities Revenue Fund	$204,387	($271,088)
$34,467,778	**$31,405,567**	**$32,890,930**	**TOTAL EXPENSES**	**$35,331,807**	**$2,440,878**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
339.00	333.00	346.00	Full Time Equivalent	365.00	19.00

FY16 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
Civic Center Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$440,280	$508,321	$558,486	Salaries, Regular	$0	($558,486)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$7,078	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$3,583	$5,839	$7,392	Overtime	-	($7,392)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$100,589	$109,578	$142,914	Pen Cont Gen Emp Pen Fd	-	($142,914)
$3,374	$2,887	$4,945	Defined Contribution	-	($4,945)
-	-	-	Workers' Compensation	-	-
$88,665	$89,397	$114,927	Other Personnel Costs	-	($114,927)
$643,568	*$716,022*	*$828,664*	*TOTAL PERSONNEL*	*$0*	*($828,663)*
			OTHER EXPENSES		
$423,638	$410,666	$130,008	Purchased / Contracted Services	$325,000	$194,992
$649,885	$768,745	$677,935	Supplies	$175,000	($502,935)
-	-	-	Capital Outlays	-	-
$1,797	-	$2,242	Interfund / Interdepartmental Charges	-	($2,242)
$4,903	$2,094	$5,841	Other Costs	$0	($5,841)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$1,080,224	*$1,181,505*	*$816,026*	*TOTAL OTHER EXPENSES*	*$500,000*	*($316,026)*
$1,723,792	**$1,897,527**	**$1,644,689**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$500,000**	**($1,144,690)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$1,723,792	$1,897,527	$1,644,689	Civic Center Revenue Fund	$500,000	($1,144,690)
$1,723,792	**$1,897,527**	**$1,644,689**	**TOTAL EXPENSES**	**$500,000**	**($1,144,690)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
12.50	13.00	13.00	Full Time Equivalent	13.00	-

FY16 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
Civic Center Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($558,486)	Decrease due to the sale of Civic Center and transfer of staff.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	($7,392)	Decrease due to transfer of staff.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($142,914)	Decrease due to transfer of staff.
Defined Contribution	($4,945)	Decrease due to transfer of staff.
Workers' Compensation	-	
Other Personnel Costs	($114,927)	Decrease due to transfer of staff.
TOTAL PERSONNEL	($828,663)	
OTHER EXPENSES		
Purchased / Contracted Services	$194,992	Increase due to the City's continued support of operations until Civic Center fully transitions from the City's ownership.
Supplies	($502,935)	Decrease due to Civic Center transition from City's ownership.
Capital Outlays	-	
Interfund / Interdepartmental Charges	($2,242)	Decrease due to Civic Center transition from City's ownership.
Other Costs	($5,841)	Decrease due to Civic Center transition from City's ownership.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($316,026)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($1,144,690)**	

FUND	VARIANCE (16-15)	EXPLANATION
Civic Center Revenue Fund	($1,144,690)	
TOTAL EXPENSES	**($1,144,690)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$10,215,484	$10,324,036	$11,167,363	Salaries, Regular	$11,839,347	$671,984
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$1,983,959	$2,127,557	$2,091,171	Salaries, Extra Help	$2,220,442	$129,271
-	-	-	Salaries, Extra Help-Sworn	-	-
$568,268	$641,296	$330,875	Overtime	$417,928	$87,053
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$2,453,164	$2,573,634	$2,558,308	Pen Cont Gen Emp Pen Fd	$3,153,592	$595,284
$193,156	$215,209	$232,275	Defined Contribution	$281,062	$48,787
$657,833	$639,988	$609,057	Workers' Compensation	$601,831	($7,226)
$1,816,227	$1,918,616	$2,450,326	Other Personnel Costs	$2,732,317	$281,991
$17,888,091	*$18,440,336*	*$19,439,375*	*TOTAL PERSONNEL*	*$21,246,518*	*$1,807,144*
			OTHER EXPENSES		
$7,626,734	$4,377,626	$2,755,287	Purchased / Contracted Services	$5,485,204	$2,729,917
$5,168,023	$4,738,865	$6,426,282	Supplies	$5,626,339	($799,944)
$138,059	$41,236	$483,813	Capital Outlays	-	($483,813)
$1,413,252	$1,449,419	$1,435,006	Interfund / Interdepartmental Charges	$1,708,754	$273,748
$2,408	$2,368	$1,355	Other Costs	$107	($1,249)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$40,000	-	$229,646	Other Financing Uses	$560,498	$330,852
$14,388,475	*$10,609,514*	*$11,331,390*	*TOTAL OTHER EXPENSES*	*$13,380,902*	*$2,049,512*
$32,276,566	**$29,049,850**	**$30,770,765**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$34,627,420**	**$3,856,656**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$32,276,566	$29,049,850	$30,770,765	General Fund	$34,627,420	$3,856,656
$32,276,566	**$29,049,850**	**$30,770,765**	**TOTAL EXPENSES**	**$34,627,420**	**$3,856,656**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
321.50	315.00	328.00	Full Time Equivalent	347.00	19.00

FY16 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$671,984	Increase due to staffing needs to enhance programming at recreation centers.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$129,271	Increase due to funding for Summer Programs, Camp Best Friends and Afterschool programs.
Salaries, Extra Help-Sworn	-	
Overtime	$87,053	Increase due to overtime for Forestry crews to clear road right of ways.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$595,284	Increase due to pension rate adjustment.
Defined Contribution	$48,787	Increase due to pension rate and personnel adjustments.
Workers' Compensation	($7,226)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	$281,991	Increase due to 11 position transitioned from extra help to regular full time.
TOTAL PERSONNEL	$1,807,144	
OTHER EXPENSES		
Purchased / Contracted Services	$2,729,917	Increase due to funding for recreation enrichment vendors, maintenance contracts, hot meals program, security services for outdoor pools, maintenance for two new outdoor pools, and cameras and printers.
Supplies	($799,944)	Decrease due to utilities cost less than anticipated.
Capital Outlays	($483,813)	Decrease due to reduction in vehicle purchase.
Interfund / Interdepartmental Charges	$273,748	Increase due to vehicle repair/maintenance cost more than anticipated.
Other Costs	($1,249)	Decrease due to reduction in commissioner contingencies.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	$330,852	Increase due to GMA Lease payment more than anticipated.
TOTAL OTHER EXPENSES	$2,049,512	
TOTAL PERSONNEL AND OTHER EXPENSES	**$3,856,656**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$3,856,656	
TOTAL EXPENSES	**$3,856,656**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	19.00	Created 6 positions for the recreation staff, 2 positions transferred from the Trust fund and 11 positions transitioned from extra help to regular full time positions.

FY16 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
Parks Facilities Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$165,432	$164,147	$178,909	Salaries, Regular	$0	($178,909)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$765	$102	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$34,819	$33,144	$29,805	Pen Cont Gen Emp Pen Fd	-	($29,805)
$4,620	$5,127	$4,114	Defined Contribution	-	($4,114)
-	-	-	Workers' Compensation	-	-
$39,188	$43,836	$43,948	Other Personnel Costs	-	($43,948)
$244,824	*$246,356*	*$256,777*	*TOTAL PERSONNEL*	*$0*	*($256,777)*
			OTHER EXPENSES		
$168,369	$159,324	$161,498	Purchased / Contracted Services	$150,376	($11,122)
$40,461	$45,238	$51,201	Supplies	$54,011	$2,810
-	-	-	Capital Outlays	-	-
-	-	$0	Interfund / Interdepartmental Charges	-	$0
$13,766	$7,271	$6,000	Other Costs	-	($6,000)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$222,596	*$211,833*	*$218,699*	*TOTAL OTHER EXPENSES*	*$204,387*	*($14,311)*
$467,420	**$458,190**	**$475,475**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$204,387**	**($271,088)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$467,420	$458,190	$475,475	Parks Facilities Revenue Fund	$204,387	($271,088)
$467,420	**$458,190**	**$475,475**	**TOTAL EXPENSES**	**$204,387**	**($271,088)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
5.00	5.00	5.00	Full Time Equivalent	5.00	-

FY16 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
Parks Facilities Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($178,909)	Decrease due to the sale of Cyclorama and transfer of staff.
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	($29,805)	Decrease due to transfer of staff.
Defined Contribution	($4,114)	Decrease due to transfer of staff.
Workers' Compensation	-	
Other Personnel Costs	($43,948)	Decrease due to transfer of staff.
TOTAL PERSONNEL	($256,777)	
OTHER EXPENSES		
Purchased / Contracted Services	($11,122)	Decrease due to Cyclorama transition from City's ownership.
Supplies	$2,810	Increase due to the City's continued support of operations until Cyclorama fully transitions from the City's ownership.
Capital Outlays	-	
Interfund / Interdepartmental Charges	$0	
Other Costs	($6,000)	Decrease due to Cyclorama transition from City's ownership.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($14,311)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($271,088)**	

FUND	VARIANCE (16-15)	EXPLANATION
Parks Facilities Revenue Fund	($271,088)	
TOTAL EXPENSES	**($271,088)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	


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 and 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

[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.

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 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:

- Deliver the highest quality of 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 efficiency and accountability. This initiative will work towards ensuring appropriate staffing, skill levels, and assignments 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 strategic training, succession planning, 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 measures, 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.
- Continue 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 prioritized approach is critical to maintain reliability of service, regulatory compliance, and safety while enhancing cost efficiency. This effort will:

- Utilize asset condition and criticality information to inform CIP prioritization.
- Ensure robust processes for risk-based planning, storage, and maintenance of asset data.
- 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 labor) 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 financial 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 Interjurisdictional 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 improve decision-making and activity planning. The Department maintains state-of-the-art systems, and this initiative will assure that the accurate and informative data are being routinely and efficiently collected in the right systems, are centrally stored and analyzed, and are easily accessible to key decision makers. This initiative will expedite decision-making, reduce the amount of labor and energy required to maintain service levels which will yield more efficient, higher-*quality service for our customers and community. 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.

FY2015 Accomplishments

- Bond rating improvements with 2 agencies.
- Completed bond refinancing of $1.2 billion which resulted in $148 million of present value savings.
- Over $10 million collected from delinquent Inter-Jurisdictional accounts.
- Over $8 million collected from delinquent commercial customers.
- Received GFOA award of Excellence in Financial Reporting for the fourth year in arrow.
- Completed 30% design of and procured Construction Manager at Risk for department's largest project; $275M tunnel and storage facility for reliable water supply.
- Southeast Atlanta Green Infrastructure Initiative - Phase 1 Permeable Pavers construction started - one of the largest Green Infrastructure projects in the US.
- Combined Sewer System NPDES Permit Renewal – Draft permit from EPD.
- Completed first phase of billing system (enQuesta 4) upgrade.
- Implemented customer feedback plan.
- Launched customer service center (walk-in and meter applications) at 2 City Plaza (72 Marietta).
- Performed 632.5 miles of sewer cleaning and 116.1 miles of sewer inspection.
- Standardization and deployment of security master plan initiatives.
- Hemphill Water Treatment Plant recognized by the Atlanta Better Buildings Challenge as a Top Performer for the Energy Efficiency category.
- Maintained 100 percent compliance with the Safe Drinking Water Act at Chattahoochee Water Treatment Plant and Hemphill Water Treatment Plant.

- Responded to, and resolved, over 200 sanitary and stormwater complaint referrals.
- Provided over 1000 inspections pre and post-rain event and during rain events.
- Completed GIS database update to FEMA floodplain mapping standards.
- Prevented 32 spills using a red team approach (rapid response team for sewer overflows prevention).

FY2016 Adopted Program Highlights

Department-wide:
- Begin construction on water storage at Bellwood Quarry under Water Supply Program – Phase I.
- Leverage dashboards to review real-time data trends for business process improvements.
- Implement integrated water resources Master Plan to provide more effective management of Capital Improvement Program.
- Balanced distribution of funding to address preventative maintenance.
- Increase use of technology such as mobile devices to improve real-time data management.

Customer Service:
- Initiate Advanced Metering Infrastructure (AMI) pilot project.
- Initiate remote meter reading pilot project.
- Expand customer options and features for web and mobile application.
- Implement master and budget billing options.
- Enhance customers' ability to monitor usage/consumption.

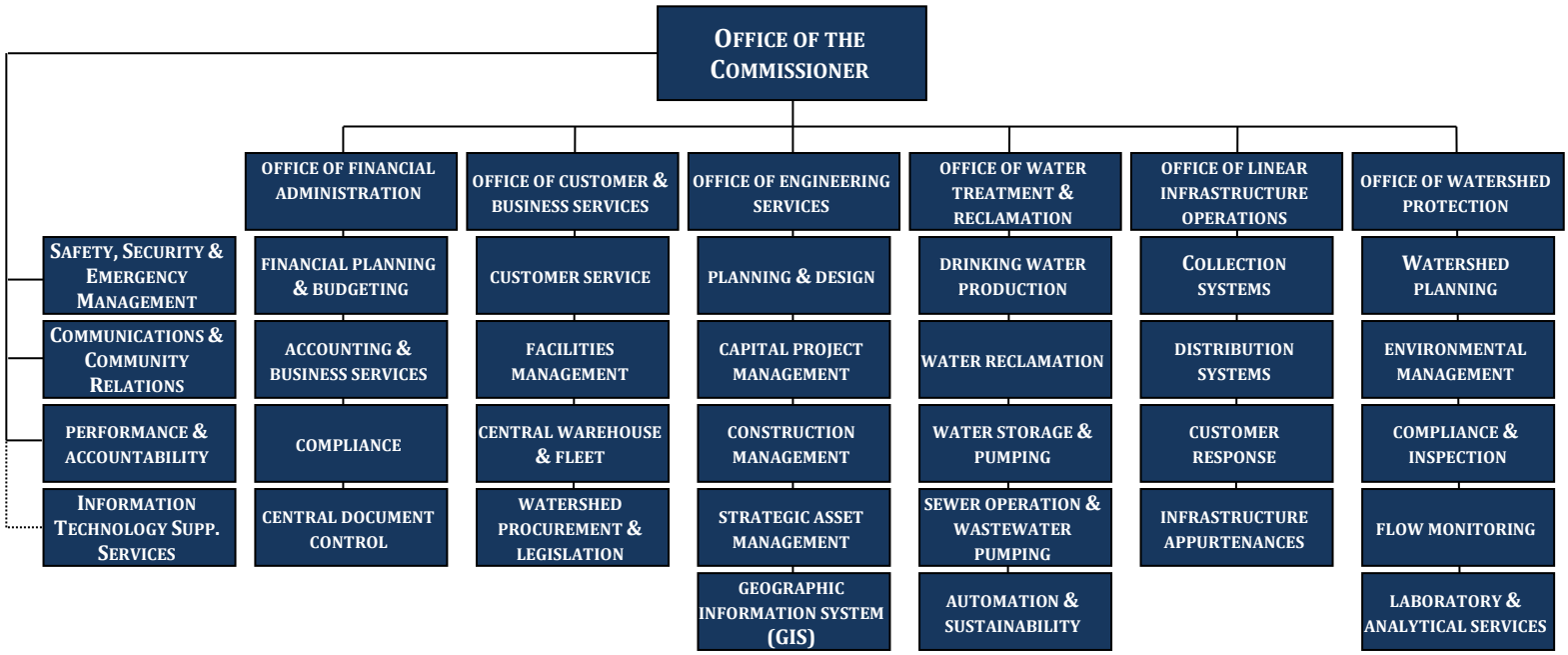
Safe Workplace:
- Continue to mature the institutionalization of safety protocols to reduce number / severity of injuries and accidents.
- Complete CCTV and Card Access installations.
- Perform safety audits and implement safety improvements at major DWM facilities.
- Reinvigorate and complete Job Specific Hazard Analysis program.

Environmental Compliance:
- Procure Design-build contractor and commence construction for Proctor Creek – Boone Boulevard Green Street Project.
- Southeast Atlanta Green Infrastructure Initiative Capacity Relief Pond.
- Work with EPA and EPD to closeout CSO Consent Decree.
- Focus on incorporating energy efficiency and green infrastructure into projects.

Efficient Operations:
- Continue to install energy efficient fixtures at DWM facilities.
- Upgrade RMC WRC headworks and grit removal systems to improve system reliability and operational efficiency, lower operational costs, and improve environmental compliance.
- Initiate Nutrient Harvesting and Biosolids Beneficial reuse in line with the Mayor's Office of Sustainability goals at R.M. Clayton Water Reclamation Center.
- Begin construction of new South River Water Reclamation Center primary clarifiers that will result in improved environmental compliance and efficient operations.
- Improve reliability of electrical systems at the Chattahoochee Water Treatment Plant.
- Construct downtown water storage tanks to improve system reliability and improve customer service.
- Empower workforce through investment in training and development, specific licenses, and certification.

ORGANIZATIONAL CHART

Watershed Management



PERFORMANCE METRICS

Watershed Management

PERFORMANCE MEASURE	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target
Customer Service				
Customer service complaints per 1,000 accounts (1)	N/A	N/A	<17.5	<17.5
Number of unplanned customer outages per 1,000 accounts	0.21	0.18	<.20	<.20
Service work orders completed within target timeframe	97%	74%	90%	90%
Estimated bills as a percent of bills mailed	0.8%	0.8%	0.5%	0.5%
Workplace Safety				
Safety incidents per 200,000 hours worked	25.7	10.5	<10.35	<10.39
Safety training hours per employee	4.83	11.93	12.38	4.5
Safety spot audit scores(2)	N/A	N/A	N/A	N/A
Rate of compliance with "dig" safety protocol	99.4	100.0	100%	100%
Environmental Compliance				
Drinking water compliance rate	100%	100%	100%	100%
Wastewater treatment compliance rate	98%	99%	100%	100%
Number of sewage spills per 100 miles of sewer	7.6	7.3	<8.5	<8.5
Number of water system breaks per 100 miles of pipe(3)	12.8	12.6	<13	<13
Operational Efficiency				
Dollars spent per million gallons of water produced (water/wastewater), $/mgal	DW 607 WW 835	DW 607 WW 835	DW 700-800 WW700-800	700-800 DW 700-800 WW
O&M cost per 100 active accounts (distribution/collection)	D 1431 C 1322	D 1358 C 1273	D 1350 C 1300	D 1350 C 1300
Purchased power per million gallons of water treated (water/wastewater), kWh/mgal	DW 2159 WW 3132	DW 2160 WW 2837	DW 2100 WW 3100	2100 DW 3000 WW

Note:

(1) Customer complaints are limited to billing complaints. Tracking of this data began in June 2013.

(2) Safety spot audit scores are unavailable; OSS program to track this metric is being created.

(3) The DWM will also look at water system leaks in the future.

(4) Real losses are defined as the physical losses of water from the distribution system, including leakage and storage overflows. The DWM will initially track this data but will also look at % total water loss in the future. The DWM reports this data to EPD annually and will update the FY14 data once the analysis has been completed.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Watershed Management
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$42,281,242	$43,324,452	$52,439,171	Salaries, Regular	$53,899,389	$1,460,218
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$2,093,545	$3,217,882	$300,000	Salaries, Extra Help	$500,000	$200,000
-	-	-	Salaries, Extra Help-Sworn	-	-
$3,194,121	$3,200,050	$1,039,582	Overtime	$1,038,866	($716)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	$568	-	Pen Cont Police Pen Fd	-	-
$8,586,593	$8,936,702	$10,350,115	Pen Cont Gen Emp Pen Fd	$11,161,301	$811,186
$901,768	$1,054,795	$1,209,902	Defined Contribution	$1,334,669	$124,768
$915,652	$1,166,420	$969,003	Workers' Compensation	$1,318,442	$349,440
$7,562,246	$7,508,249	$8,883,722	Other Personnel Costs	$9,239,512	$355,791
$65,535,168	*$68,409,118*	*$75,191,494*	*TOTAL PERSONNEL*	*$78,492,181*	*$3,300,687*
			OTHER EXPENSES		
$25,681,907	$27,798,206	$36,505,367	Purchased / Contracted Services	$38,211,199	$1,705,832
$40,268,826	$41,275,611	$29,685,442	Supplies	$38,128,152	$8,442,710
$16,784	$841,042	$16,000	Capital Outlays	-	($16,000)
$4,991,013	$5,280,355	$6,094,776	Interfund / Interdepartmental Charges	$6,300,478	$205,702
$3,139,499	$7,784,508	$6,491,949	Other Costs	$7,105,934	$613,985
$32,347	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	$1,236,000	Other Financing Uses	-	($1,236,000)
$74,130,375	*$82,979,723*	*$80,029,533*	*TOTAL OTHER EXPENSES*	*$89,745,762*	*$9,716,229*
$139,665,543	**$151,388,841**	**$155,221,027**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$168,237,943**	**$13,016,916**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$139,665,543	$151,388,841	$155,221,027	Water & Wastewater Revenue Fund	$168,237,943	$13,016,916
$139,665,543	**$151,388,841**	**$155,221,027**	**TOTAL EXPENSES**	**$168,237,943**	**$13,016,916**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
1,088.00	1,047.00	1,051.50	Full Time Equivalent	1,105.00	53.50

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Watershed Management
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$1,460,218	Increase due to positions being properly aligned as a part of the department re-org.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$200,000	Increase due to additional funding for summer intern program.
Salaries, Extra Help-Sworn	-	
Overtime	($716)	Decreased due to Ïvertime expense less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$811,186	Increase due to pension rate adjustment.
Defined Contribution	$124,768	Increase due to personnel adjustments.
Workers' Compensation	$349,440	Increase in workers' comp more than anticipated.
Other Personnel Costs	$355,791	Increase in Group Health due to increase in FTE.
TOTAL PERSONNEL	$3,300,687	
OTHER EXPENSES		
Purchased / Contracted Services	$1,705,832	Increase due to contracted services and needed repair and maintenance of plants.
Supplies	$8,442,710	Increase due to utility costs and needed supplies and equipment for plant repairs and warehouse needs.
Capital Outlays	($16,000)	Decrease due to realigning of capital expenses and budget to renewal and extension fund 5052.
Interfund / Interdepartmental Charges	$205,702	Increase due to motor/fuel costs more than anticipated.
Other Costs	$613,985	Increase due to more than anticipated credit card charges associated with elimination of convenience fees.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	($1,236,000)	Decrease due to MOU for Lighting Project fulfilled in FY15.
TOTAL OTHER EXPENSES	$9,716,229	
TOTAL PERSONNEL AND OTHER EXPENSES	**$13,016,916**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	$13,016,916	
TOTAL EXPENSES	**$13,016,916**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	53.50	Increase due to positions being properly aligned as a part of the department re-org.

AVIATION

Mission Statement

The mission of the Department of Aviation is to provide the Atlanta region a safe, secure and cost-competitive gateway to the world that drives economic development, operates with the highest level of customer service and efficiency, and exercises fiscal and environmental responsibility.

Core Functions

- Operate a safe, secure, cost-competitive, and efficient airport.
- Enhance and deliver "Best-in-Class" customer experience.
- Preserve ATL's financial health.
- Promote sustainability and environmental stewardship.

Summary of Operations

Hartsfield-Jackson Atlanta International Airport (ATL/Airport) is the "World's Busiest and most Efficient Airport" handling over 96 million incoming and outgoing passengers aboard more than 880,000 aircraft operations. It is the principle air carrier airport servicing both Georgia and the Southeastern United States. The Airport occupies a 4,750-acre site in Clayton and Fulton counties, approximately ten miles south of downtown Atlanta. It also serves as a primary transfer point in the national air transportation system. Two major airlines use ATL as a key airport in their operations, Delta Air Lines and Southwest Airlines. This has resulted in a large number of destination offerings to and from Atlanta relative to other similarly-sized metropolitan areas. The direct regional economic impact of the Airport in total business revenue estimated to be more than $34.8 billion annually, with an indirect and induced impact of $29.5 billion annually. Including these indirect and induced effects, the total economic impact of the Airport is $64.3 billion annually. The Airport is one of if not the single-largest economic generators in the Southeastern United States.

The City of Atlanta's (City) Department of Aviation is responsible for operating ATL. Each day more than 6.6% of the nation's air travelers 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 Department's responsibility to ensure that this is accomplished in a manner that achieves maximum efficiency while ensuring that passengers passing through ATL enjoy the best possible experience in air travel.

ATL operates 24 hours per day, 365 days per year. The Department employs 621 full-time employees, as well as 246 firefighters and 216 police officers. This does not include over 63,000 airline employees, concessionaires, contractors, and other professionals whose expertise and professionalism facilitate an average of 2,380 aircraft operations per day. So effective are these collective efforts, that for the eleventh consecutive year (as of 2014), 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 Department's employees in order to keep the world's busiest and most effective airport up and running. These are called "irregular operations" and can take the form of severe weather, aircraft emergencies, or security breaches (up to and including terrorist actions). The Department must ensure that ATL has adequate resources available, both in personnel and materials, to deal with these situations as they arise. Otherwise, airline performance declines, and the reverberating effects are felt throughout the United States as well as the world's air transportation system.

Division/Office Descriptions

The Office of the General Manager provides strategic direction for the Department and oversees the operations of ATL. The office facilitates ATL's goal of being a premier airport by providing support services to all units within the Department.

Human Resources/ Training, Strategies, & Organizational Development Division lead 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 the Department's talent for greater leadership roles. HR/TSOD works on the development and implementation of employee engagement initiatives.

The Office of Public Affairs clear the path for the airport to manage effective, uninterrupted operations by advocating for and promoting significant Department priorities – all while managing any issues that arise from the projects and programs that support those priorities. Its functions include Government and Community Relations, International Engagement, Special Events, Public Relations, Speakers Bureau management and digital communications. This division is responsible for monitoring legislative action on respective policy makers. Further, it manages the Airport's Partners in Education program and other meaningful initiatives that impact the community. In its execution, the division's focus is to promote maintain and enhance the positive image and reputation of the City and ATL.

The Office of Policy & Communications is tasked with overseeing all media relations, issues management, crisis communications and social media for the Department of Aviation. This division develops and executes strategic communications programs, internally and externally, and cultivates beneficial relationships with the press resulting in positive media coverage for the Airport. Additionally, this division oversees the production of all internal videography, newsletters, annual reports and other critical publications. Filming requests and Open Records Requests are also routed through this division.

The Office of Finance and Administration is responsible for the proper accounting, budgeting, financial analysis, cash management, financing of ATL's capital program, and financial risk management for the Department. To accomplish this, the office is divided into four divisions: Accounting; Capital Finance; Financial Planning & Analysis; 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.

The Information Technology Division provides the leadership and vision for the implementation of technology at ATL. The division sets technological and platform standards as well as guides the priorities of the various divisions and individuals involved in the promotion and use of technology throughout the Department and ATL. The team is responsible for coordinating and managing all information systems development 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 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'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 Office of Planning & Development is divided into four functional units. These units include Executive, Project Development, Facility Management, and Project Management. The Office identifies and implements the Department's capital improvement plan as well as its renewal and replacement plan. It also provides

department-wide planning, environmental services, and facilities management. Overall, the office classifies its activities as either capital or operating. Its capital activities include the delivery of major projects (both buildings and other infrastructure such as runways). The Office's operating activities are characterized by administration, grants management, general planning, infrastructure management, engineering, and the management of the Noise Program.

ATL Business Ventures (ABV) is a new division within the Department of Aviation. It will report directly to the General Manager. ABV will take on multiple assigned major airport functions such as overall administration but in particular non-traditional airport business development activities designed to grow airport revenues. ABV's revenue generating efforts will include but not be limited to the works of 1) developing real estate assets not associated with core aviation operations and activities with a particular focus on airport properties located outside of the airport's perimeter fence, 2) Real Estate development through the use of public/ private partnerships, 3) development of non-traditional concession programs, 4) Air Passenger and Cargo Business development and arrangements that are outside of the realm of route development and, 5) International Revenue/ Business Engagement outside of Route Development. ABV will also play a significant role in strategic planning and the development of Airport policies.

The Office of Commercial Development is responsible for: (1) optimizing aeronautical and non-aeronautical revenues through asset management strategies; (2) leading the development of new passenger and cargo service to ATL; (3) leading the office's marketing efforts to drive revenue and to enhance and attract new and innovative products and services to ATL; and
(4) managing all airline relationships and leases. The Office is comprised of four business units: Parking, Concessions, Properties & Airline Affairs, and Marketing. Parking and Concessions (food & beverage and retail) are the airport's chief revenue generators accounting for $118.5 million and $97.9 million respectively. This FY14 data accounted for 85.2% of total concessions' revenue.

- The Parking unit's primary responsibility is to ensure the parking operation provides efficient, courteous and professional customer service to the traveling public and accurately account for and safeguard parking revenues. This unit manages over 34,000 parking spaces. The parking facilities are organized into six distinct categories of parking, which consists of hourly, daily, economy, airport park ride, gold reserve and park ride reserve providing airport parking at both the Domestic and International Terminals.

- The Airport Concessions program offers travelers the convenience and familiarity of national brand offerings without leaving the airport. There are 315 retail, food & beverage and service concessions spread throughout the atrium and seven concourses covering approximately 305,000 square feet. Hartsfield-Jackson's concessions program offers an award winning dining experience for airport travelers and a myriad of retail options throughout the airport that exceed both passenger and employees' expectations.

The Office of Operations, Maintenance, & Transportation is responsible for the operations and maintenance of ATL. The organization is primarily responsible for ensuring seamless adherence to regulations and other mandates necessary to maintain ATL's operating certificate. It consists of six functional business units within the Department.

- The Operations unit at ATL consists of two business units (Airside Operations and Landside Operations) staffed by a team with the knowledge, competencies, and skills necessary to ensure the safe, secure, and efficient operation of ATL. They develop, implement, and evaluate actions and programs to comply with the mandates for a Category X commercial airport operator.
- The Maintenance unit keeps ATL runways, taxiways, roadways, and support facilities safe and operational. It ensures that the runways' 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 ATL.

- The APM Systems unit performs recurring strategic and operational functions supporting two automated people mover systems. The Plane Train® underground transit system safely expedites movement between baggage claim, security, and seven concourses for over 80 million connecting and terminating passengers each year. The ATL SkyTrain annually provides over 5 million passengers service between the Rental Car Center (RCC), Georgia International Convention Center (GICC)/ Gateway Center Hotel and Office Complex, and the Domestic Terminal.
- The Ground Transportation (GT) unit is responsible for providing safe, efficient, and comfortable ground transportation options to the traveling public with an emphasis on customer service excellence. It performs both administrative and regulatory functions pursuant to City and State requirements for commercial ground transportation operators within the State of Georgia operating at ATL
- The Customer Service Unit oversees programs and initiatives that will deliver our vision "to be the global leader in airport efficiency and customer service excellence".
- The Asset Management & Sustainability Division provides a pro-active approach to monitor long term thinking about our facilities' development and ownership, focuses on the total cost of facility ownership to better link capital investment and ongoing operating costs, provides clear data on project performance, institutes an industry best management practice that maximizes and links the efficient use of available funds and further integrates environmental, social, and financial performance.

The Office of Public Safety responds to a wide variety of dynamic and challenging situations each day to ensure the safe and secure operation of ATL 24-hours per day, seven days per week. The Office is responsible for ensuring seamless adherence to regulations and other mandates necessary to maintain ATL's public safety, life safety and security program, including compliance with Transportation Security Regulation 1542. It consists of two functional business units and three functional safety elements within the Department and maintains operational control over the portions of the City's Police and Fire Departments which are dedicated to supporting ATL.

- The Centralized Command & Control Center (C4) houses the Airport Operations Center (AOC) for day-to-day operations and Emergency Operations Center (EOC) for high-stressed events. It streamlines the Department's 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.
- The functional safety elements are the safety management system, fire safety and departmental employee safety program management. The elements oversee the implementation of safety initiatives designed to minimize exposure to hazardous conditions.

Strategic Priorities

The Department's Strategic Plan encompasses five strategic priorities that serve as a guide for the airport's activities. Additionally, they directly affect the airport's ability to serve its customers (including the airlines and their passengers), support the people working at Hartsfield-Jackson, and be a critical regional economic generator. The priorities are as follows which also serve as the basis for which the departmental goals and objectives are created.

- Employee Engagement & Satisfaction.
- Enhance and deliver Best-in-Class Customer Experience.
- Preserve Airport's Financial Health.
- Promote Sustainability and Environmental Stewardship.

- Focus on Our Role as Economic Engine.

Employee Engagement and Satisfaction

The goal is to create and foster a work environment conducive to employee growth, positive engagement, job efficiency and success. Aviation will administer a baseline employee engagement survey and develop action plans for each unit.

The objectives are:

- Build and support collaborative teams whose members are individually collectively accountable, knowledgeable and empowered to achieve their stated objective.
- Nurture a culture of continuous improvement for our people, our processes, focusing on developing leadership skills by providing professional development, training, and timely constructive feedback.
- To engage employees in a manner in which they feel valued through appropriate communication and employee recognition. Ensure employees understand their unique role in supporting and advancing the Airport's mission and vision.

Enhance & Deliver Best-in-Class Customer Experience

The goal is to be the highest rated North American large hub airport and improve ratings for operational excellence. Aviation will establish a customer service baseline with ATL surveys, and improve ASQ to 85% overall.

The objectives are:

- Provide world class levels of customer service and satisfaction for passengers and those that transport or meet/ greet them by providing helpful friendly staff, efficient facilities, and world class amenities.
- Ensure that the Airport's focus on efficiency, operational excellence, and customer service is supported by the business partners who provide services at ATL.
- Continue to focus on providing a safe and secure environment for our passengers, employees, and visitors.

Preserve the Airport's Financial Health

The goal is to achieve optimum financial results through performance and education. The department will maintain debt-service coverage of at least 1.5 times, develop training curriculum for non-financial directors and managers, complete funding plans in response to new the Master Plan.

The objectives are:

- Maintain a long-term financial plan which ensures the department has financial resources to support its operations, its capital development plan, its debt service, and supports the implementation of the Master Plan and lease negotiations.
- Maximize non-aeronautical revenues to ensure ATL's financial flexibility and maintain a competitive CPE that encourages the addition of new carriers by controlling total airport operating costs, debt, and airline costs so goals are achieved and customer service is supported.
- Develop employees' 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 ATL's available funds.

Promote Sustainability and Environmental Stewardship

The goal is to be one of the "greenest" airports in the United States by demonstrating leadership in sustainability projects that are unique, visible and innovative, and improving accomplishments in recycling, alternative energy, electricity and water efficiency and reduce greenhouse gas emissions.

The objectives are:

- Adopt green construction and procurement policies and promote green infrastructure.
- Implement ATL's Sustainability Management Plan focusing on energy reduction, integrated water management, emissions reduction, and waste management. Provide employee training on the SMP.
- Minimize impacting the local environment by continuing to implement best practices which result in reducing emissions noise, and

subsurface contamination, but should an environmental incident occur, be ready to quickly respond with appropriate remediation action.

Economic Generator

The goal is to be the most effective economic engine.

The objectives are:

- Provide adequate facilities an opportunity to attract new cargo development and increase existing cargo presence. Partner with local and state entities to convince operators to operate and grow in Atlanta.
- Focus on new development in the Airport Master Plan Construction and new facilities will increase jobs.
- Focus on relationships and programs with local, state, and federal government entities.

FY2015 Accomplishments

ATL maintained its ranking for the 17th consecutive year of being the "World's Busiest Airport" with more than 96 million passengers and 880,000 aircraft operations.

Virgin Atlantic lands at Hartsfield-Jackson Satisfaction

- Virgin Atlantic has begun daily service to London Heathrow.
- The new route stems from a joint venture between Virgin Atlantic & Delta Air Lines.
- Virgin Atlantic expects to fly 160,000 passengers annually to Atlanta and beyond on its new service providing convenient connections to Delta flights across the U.S., Mexico, and the Caribbean.
- Virgin Atlantic is the first airline to benefit from ATL's air service incentive program which provides - among other benefits - a one year landing fee waiver.

In October 2014 the Airport began screening travelers from West Africa

- The Hartsfield-Jackson joined four other major U.S. airports in screening travelers coming from the three West African countries affected by the Ebola outbreak - including travelers who changed planes on the way to Atlanta.
- Staff from the Centers for Disease Control and members of the U.S. Coast Guard assisted in the enhanced screening process.
- Currently, only 5 - 7 people each day arrive in Atlanta from Sierra Leone, Liberia, and Guinea. By contrast about 50 fly into New York's JFK each day for a total of about 150 nationwide.

Airport Lufthansa Cargo begins new direct freighter service from Atlanta to Manchester, United Kingdom.

- Lufthansa launched air cargo service from Atlanta to Manchester.
- The Boeing 777 flight has a capacity of 105 tons.
- Freight shipped from Atlanta is a combination of oversized heavy machinery and automobiles.

The Airport completed major elements of the Inbound Roadway Project

- Work is complete on both north and southbound Airport Blvd. Those roadways along with the South Terminal Connector and North Terminal Loops are now reopened to traffic.
- Improvements were also finished along Terminal Return Road and the Airport Blvd. Connector ramp.

Airport Runway Replacement 8L/26R

- Airport Runway 8L/26R which was 35 years old was repaved with more than 20 acres of new pavement at the northern edge of the airfield.
- After several seasons of patching, the 9,000 foot runway underwent what is known as a "full section replacement".

Hartsfield-Jackson hosted Airport Minority Advisory Council (AMAC)

- ATL welcomed more than 300 aviation and business professionals from the Southeastern U.S. during the AMAC Regional Forum.
- The 2014 event marked the 30th anniversary of the first AMAC meeting.

- Attendees participated in informative sessions that provided valuable insights into attracting new business and securing lucrative contracts.
- The forum's climax was a spectacular gala in tribute to the late Maynard H. Jackson, Jr., former Mayor of Atlanta and father of Atlanta's DBE and inclusion programs.

Economic Impact Study highlights Hartsfield-Jackson's Economic Role

- The new Economic Impact Study illustrated significant Airport-induced growth in the region since the last study in 2009.
- The total annual economic impact of the Airport on metro Atlanta has grown from $58 billion in 2009 to $64 billion in 2013 (direct, indirect, and induced).
- Direct Airport generated jobs jumped from 58,000 in 2009 to 63,300 in 2013. Total airport related jobs increased from 434,400 in 2009 to 448,700 in 2013.
- The study also shows that ATL air cargo operations support more than 27,000 jobs and generate $6.7 billion in revenue.

FY2016 Adopted Program Highlights

Commence the Development of the Hotel/Airport City Support Facility

- The department has crafted a plan that utilizes 26.5 acres on the west side of the Domestic Terminal for the development of a hotel/ Airport City Support Facility.
- The City has already requested qualifications from interested companies.
- The primary development will be anchored by an iconic hotel.
- The project will also include the development and construction of a travel plaza and office building.
- The overall development will represent a significant contribution to the Airport, City, and further development of the Atlanta Aerotropolis.
- The Atlanta Aerotropolis will represent a development where travelers and locals alike can conduct business, exchange knowledge, shop and be entertained, all within a few minutes of the airport which would make the Airport area a central business district.

Commencement of CPTC Modernization

- The existing Central Passenger Terminal Complex (CPTC) facilities are over 30 years old and the last major interior renovations were made over 15 years ago and are now showing many signs of wear and tear.
- The CPTC Modernization project will upgrade and modernize the existing Domestic Terminal and Concourses T through D to a new, fresh, modern look and feel similar to the new International Terminal.
- Upgrades will include exterior and interior renovations to include new curbside canopies, building facade upgrades, new ceiling design, LED lighting throughout all spaces within the terminal and Concourses, Atrium upgrades to include new finishes, furniture, lighting and greenery, replacement and addition of new energy efficient windows in all Concourse hold rooms, new hold room carpeting, seating and check-in podiums, replacement of all existing Terminal and Concourses way finding signage with new internally illuminated signs.
- The project when completed will unify both the Domestic and International Terminals and enhance the passenger experience and service throughout the airport complex.

Cargo Warehouse Expansion

- Hartsfield-Jackson has been identified as one of the most critical entities with respect to its impact on jobs and economic generation for the southeast region.
- The Airport is responsible for 63,000 jobs and the City envisions the generation of additional jobs through the development of a world-class cargo operation.
- To develop such an operation, the Airport must expand its cargo warehouse infrastructure in order to receive the increased cargo.
- The Airport Administration looks forward to longer term plans to develop a multi-cargo building community along with supporting facilities, all of which will become a cargo city.

Completion of CPTC Lease Negotiations

- The term CPTC = the Central Passenger Terminal Complex of the airport which consists of a landside building (atrium), five domestic concourses, and two international

concourses. The infrastructure includes a transportation mall that houses an automated guide way transit system and pedestrian walkways connect the landside building with the concourses.

- The CPTC Lease Agreement is considered the master lease agreement between the City and the airlines that govern the operations of the airport.
- The term of the original CPTC Lease agreement ran from 1980 to 2010 and was extended an additional 7 years.
- The City and the airlines (membered carriers) have engaged in lease negotiations such that a new deal is agreed upon prior to the expiration date in 2017 so that airport operations will remain smooth based on a consenting agreement between the City as lessor and airlines as lessee establishing the fee structure and cost allocation.

Replace Passenger Loading Bridges

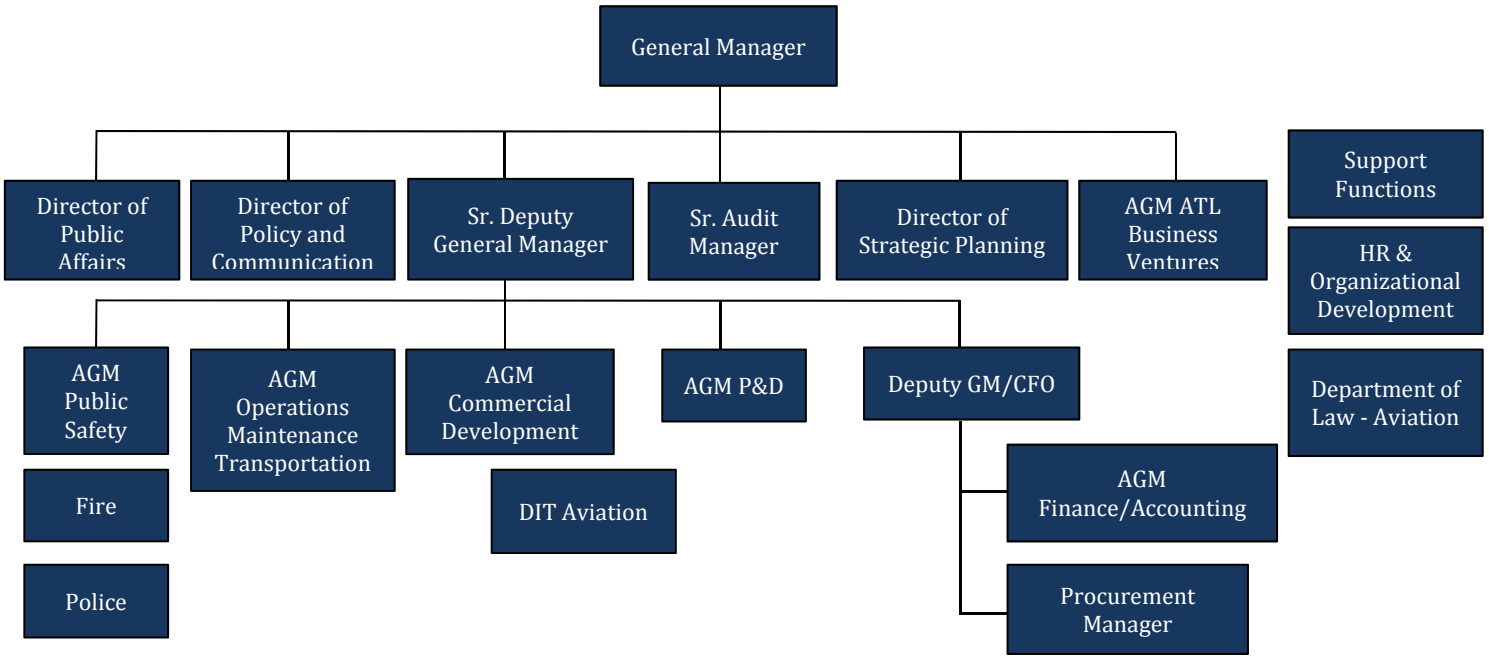
- The existing Passenger Boarding Bridges at Concourses T, A, B, C and D are over 25 years old including a large portion of the 400 Hz ground power units and pre-conditioned air units.
- The project includes replacement of 86 passenger boarding bridges, 114 400Hz ground power units and 75 pre-conditioned air units. Thirty additional passenger boarding bridges at Concourse E are planned to be refurbished.
- The project is planned over a multi-period to minimize impact to aircraft and gate operations.
- The project will reduce current and future congestion due to bridge failure.

Replacement of Fire Station #40

- The existing Fire Station #40 was built in 1975 and is the oldest of the fire stations at Hartsfield-Jackson.
- The replacement facilities will accommodate an increase in the number of firefighters, support space, and apparatus bays.
- The existing site allows for new construction while maintaining concurrent operations of the existing Fire Station #40.

Organizational Chart

Aviation



PERFORMANCE METRICS

Aviation

PERFORMANCE MEASURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 TARGET	FY2016 TARGET
Merit and Excellence				
Customer satisfaction with the Airport	75.0%	81.0%	83.0%	85.0%
Fiscal stability				
Bond Coverage Factor	1.82	1.80	1.84	1.54
Airport parking revenue (in millions)	$117.4MM	$118.5MM	$120.0MM	$124.5MM
Airport concessions revenue (in millions)	$129.2MM	$135.5MM	$139.0MM	$147.5MM
Economic development				
# of passengers traveling through Airport (millions)	95.2MM	94.8MM	97.2MM	99.7MM
Cargo volume (in metric tons)	637,022	601,759	603,616	618,706


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FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Aviation

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$24,694,041	$26,490,939	$31,696,530	Salaries, Regular	$34,812,557	$3,116,028
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$297,483	$276,768	$218,000	Salaries, Extra Help	$292,525	$74,525
-	-	-	Salaries, Extra Help-Sworn	-	-
$478,398	$1,207,981	$982,822	Overtime	$1,094,330	$111,508
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$3,675,880	$3,991,904	$4,778,055	Pen Cont Gen Emp Pen Fd	$4,892,190	$114,134
$786,944	$865,245	$801,410	Defined Contribution	$1,043,321	$241,911
$142,976	$146,544	$210,784	Workers' Compensation	$138,187	($72,597)
$3,701,322	$3,897,889	$4,450,599	Other Personnel Costs	$5,372,161	$921,562
$33,777,044	$36,877,269	$43,138,200	*TOTAL PERSONNEL*	$47,645,271	$4,507,071
			OTHER EXPENSES		
$94,686,023	$106,627,551	$112,314,252	Purchased / Contracted Services	$128,001,912	$15,687,660
$12,076,306	$13,085,657	$13,235,873	Supplies	$13,611,755	$375,881
$65,141	$147,063	$126,258	Capital Outlays	$179,000	$52,742
$1,300,885	$1,489,496	$1,846,286	Interfund / Interdepartmental Charges	$1,787,353	($58,933)
$1,967,973	$1,921,899	$4,728,950	Other Costs	$3,617,650	($1,111,300)
-	-	-	Debt Service	-	-
-	-	$0	Conversion / Summary	-	$0
-	$515,610	-	Other Financing Uses	-	-
$110,096,328	$123,787,276	$132,251,619	*TOTAL OTHER EXPENSES*	$147,197,670	$14,946,050
$143,873,373	**$160,664,545**	**$175,389,819**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$194,842,941**	**$19,453,122**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$143,873,292	$160,664,545	$175,389,819	Airport Revenue Fund	$194,842,941	$19,453,122
-	-	$0	Fleet Service Fund	$0	$0
$167	-	$0	General Fund	$0	$0
($86)	$0	$0	Water & Wastewater Revenue Fund	$0	$0
$143,873,373	**$160,664,545**	**$175,389,819**	**TOTAL EXPENSES**	**$194,842,941**	**$19,453,122**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
523.00	546.00	562.00	Full Time Equivalent	596.00	34.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Aviation
Airport Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$24,694,041	$26,490,939	$31,696,530	Salaries, Regular	$34,812,557	$3,116,028
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$297,483	$276,768	$218,000	Salaries, Extra Help	$292,525	$74,525
-	-	-	Salaries, Extra Help-Sworn	-	-
$478,398	$1,207,981	$982,822	Overtime	$1,094,330	$111,508
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$3,675,880	$3,991,904	$4,778,055	Pen Cont Gen Emp Pen Fd	$4,892,190	$114,134
$786,944	$865,245	$801,410	Defined Contribution	$1,043,321	$241,911
$142,976	$146,544	$210,784	Workers' Compensation	$138,187	($72,597)
$3,701,322	$3,897,889	$4,450,599	Other Personnel Costs	$5,372,161	$921,562
$33,777,044	*$36,877,269*	*$43,138,200*	*TOTAL PERSONNEL*	*$47,645,271*	*$4,507,071*
			OTHER EXPENSES		
$94,686,109	$106,627,551	$112,314,252	Purchased / Contracted Services	$128,001,912	$15,687,660
$12,076,139	$13,085,657	$13,235,873	Supplies	$13,611,755	$375,881
$65,141	$147,063	$126,258	Capital Outlays	$179,000	$52,742
$1,300,885	$1,489,496	$1,846,286	Interfund / Interdepartmental Charges	$1,787,353	($58,933)
$1,967,973	$1,921,899	$4,728,950	Other Costs	$3,617,650	($1,111,300)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$515,610	-	Other Financing Uses	-	-
$110,096,247	*$123,787,276*	*$132,251,619*	*TOTAL OTHER EXPENSES*	*$147,197,670*	*$14,946,050*
$143,873,292	**$160,664,545**	**$175,389,819**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$194,842,941**	**$19,453,122**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$143,873,292	$160,664,545	$175,389,819	Airport Revenue Fund	$194,842,941	$19,453,122
$143,873,292	**$160,664,545**	**$175,389,819**	**TOTAL EXPENSES**	**$194,842,941**	**$19,453,122**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
523.00	546.00	562.00	Full Time Equivalent	596.00	34.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Aviation
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$3,116,028	Increase due to increase in Aviation personnel related to security and department reorganization positions.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$74,525	Increase due to creation of extra help positions.
Salaries, Extra Help-Sworn	-	
Overtime	$111,508	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$114,134	Increase due to pension rate adjustment.
Defined Contribution	$241,911	Increase due to personnel adjustments.
Workers' Compensation	($72,597)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	$921,562	Increase due to health rate adjustment.
TOTAL PERSONNEL	$4,507,071	
OTHER EXPENSES		
Purchased / Contracted Services	$15,687,660	Increase due to contractual services for Gate Guard, Skytrain, Noise. Monitoring, Geographic Information Systems, etc.
Supplies	$375,881	Increase due to supplies requirements.
Capital Outlays	$52,742	Increase due to required inventory for special fencing project.
Interfund / Interdepartmental Charges	($58,933)	Decrease due to indirect cost lower than anticipated.
Other Costs	($1,111,300)	Decrease due to property tax settlement/adjustment.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$14,946,050	
TOTAL PERSONNEL AND OTHER EXPENSES	**$19,453,122**	

FUND	VARIANCE (16-15)	EXPLANATION
Airport Revenue Fund	$19,453,122	
TOTAL EXPENSES	**$19,453,122**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	34.00	Increase due to increase in Aviation personnel related to security and department reorganization positions.


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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 are nine courtrooms within 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. Two courtrooms handle 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.

FY2015 Accomplishments

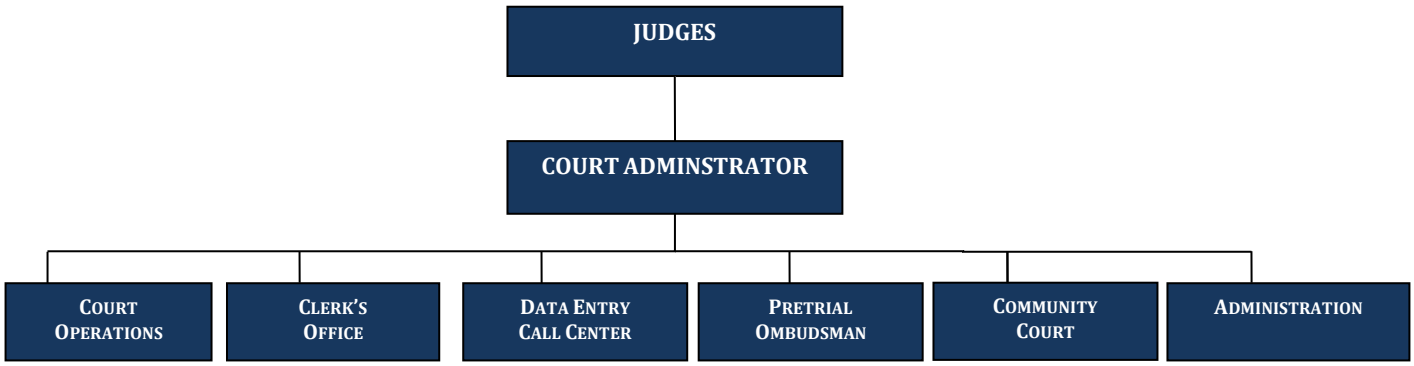
- Upgraded computers, copiers and other office equipment throughout the court.
- Improved the courts Case Clearance Rate six percentage points from 91% to 97% compared to the previous calendar year cycle.
- Improved offender accountability by investing heavily in the Warrants Department so that court warrants could be entered into the GCIC database for enforcement.
- Enhanced data integrity by establishing a Quality Control Unit to carry out daily audits of court dockets.
- Improved the court experience for citizens by instituting a Constituent Services Unit to assist citizens when problems occur.
- Increased court personnel by 50% to improve court operations and service delivery.
- Increased # of daily dockets to more effectively serve the public.
- Modernized the court surveillance system and addressed other security concerns.

FY2016 Adopted Program Highlights

- Institute a new court case management system.
- Implement a Records management solution to improve continuity of operations and customer service delivery through automation and backup of court records.

ORGANIZATIONAL CHART

Municipal Court Operations



PERFORMANCE METRICS

Municipal Court Operations

PERFORMANCE MEASURE	2013 ACTUAL	2014 ACTUAL	2015 TARGET	2016 TARGET
PUBLIC SAFETY				
# of Traffic cases filed in Court	150,405	172,629	186,170	188,032
# of DUI cases filed in Court	3,033	3,324	2,743	2,946
# of Parking cases filed in Court	17,049	4,509	2,640[III]	3,587[III]
# of Red Light cases filed in Court	10,875	-	-	-
# of Criminal cases filed in Court	21,965	19,754	19,316	19,964
# of False Alarm cases filed in Court	28,222	1,641[III]	850[III]	1,095[III]
# of Housing cases filed in Court	2,336	2,161	2,437	2,227
Municipal Court total revenue	$24,636,160[I]	$24,772,507[I]	$24,825,082[II]	$26,967,612[II]
Median # of days to dispose traffic cases	39	35	38	37
Median # of days to dispose criminal cases	30	20	20	24
% of revenue collected vs. anticipated	114%	102%	113%	113%

I. Includes PTIT Revenue
II. Do not include PTIT Revenue (see Solicitor's)
III. Appeals Only

FY16 OPERATING BUDGET HIGHLIGHTS
Judicial Agencies
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$4,620,380	$5,080,856	$7,250,377	Salaries, Regular	$7,888,782	$638,405
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$13,335	$5,597	$7,356	Salaries, Extra Help	$1,508	($5,848)
-	-	-	Salaries, Extra Help-Sworn	-	-
-	$7	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$978,323	$1,028,505	$1,432,271	Pen Cont Gen Emp Pen Fd	$1,806,100	$373,829
$84,422	$122,239	$194,808	Defined Contribution	$204,321	$9,513
$14,365	$13,222	$27,000	Workers' Compensation	$13,760	($13,240)
$629,896	$701,653	$1,268,722	Other Personnel Costs	$1,397,629	$128,907
$6,340,721	*$6,952,080*	*$10,180,535*	*TOTAL PERSONNEL*	*$11,312,101*	*$1,131,566*
			OTHER EXPENSES		
$1,449,064	$1,441,490	$1,865,265	Purchased / Contracted Services	$2,247,560	$382,295
$459,940	$243,617	$502,133	Supplies	$295,009	($207,124)
$44,315	-	-	Capital Outlays	$100,000	$100,000
$4,028	$6,453	$4,099	Interfund / Interdepartmental Charges	$7,746	$3,647
$15,615	$17,764	$20,918	Other Costs	$19,052	($1,865)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$1,972,962	*$1,709,324*	*$2,392,415*	*TOTAL OTHER EXPENSES*	*$2,669,367*	*$276,952*
$8,313,683	**$8,661,403**	**$12,572,950**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$13,981,468**	**$1,408,518**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$8,313,683	$8,661,403	$12,572,950	General Fund	$13,981,468	$1,408,518
$8,313,683	**$8,661,403**	**$12,572,950**	**TOTAL EXPENSES**	**$13,981,468**	**$1,408,518**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
107.00	107.00	154.00	Full Time Equivalent	162.00	8.00

FY16 OPERATING BUDGET HIGHLIGHTS
Judicial Agencies
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$638,405	Increase due to new positions and salary adjustments to support the 10th and 11th Judge as well as 5% raise for Judges per HB279.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	($5,848)	Decrease due to need for extra help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$373,829	Increase due to pension rate adjustment and personnel adjustments.
Defined Contribution	$9,513	Increase due to pension rate adjustment and personnel adjustments.
Workers' Compensation	($13,240)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	$128,907	Increase due to health rate adjustment and personnel adjustments.
TOTAL PERSONNEL	$1,131,566	
OTHER EXPENSES		
Purchased / Contracted Services	$382,295	Increases due to Case Management system, Digital Recording system contracts, Psychologist Services and postage for the Tax Intercept program.
Supplies	($207,124)	Decrease due to water/sewer consumption less than anticipated.
Capital Outlays	$100,000	Increase due to new Records Management system.
Interfund / Interdepartmental Charges	$3,647	Increase due to motor fuel and maintenance more than anticipated.
Other Costs	($1,865)	Decrease due to traffic refunds less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$276,952	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,408,518**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$1,408,518	
TOTAL EXPENSES	**$1,408,518**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	8.00	Increase due to new positions to support the 10th and 11th Judge.

NON-DEPARTMENTAL

Mission Statement

The purpose of Non-Departmental is to provide funding for a variety of expenditures that generally are not specific to any one department.

Summary of Operations

The Non-Departmental budget includes payments that do not fall under any particular City department, including:

- Debt Service
- Workers' Compensation
- OPEB (Other Post Employee Benefits)
- Insurance
- Unemployment Compensation
- Reserves

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), Municipal Court/City Hall East, 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 reasons for separation. This does not include pension benefits paid to the retired employee. OPEBs generally take the form of health insurance, dental, vision, or health care benefits. It may also include some types of life insurance.

Insurance is provided to cover expenses for all risk property, excess high hazard flood, railroad protective liability, crime helicopter, and miscellaneous bonds. Property insurance is related to the City's buildings, contents and personal property. The excess high hazard flood is coverage related to losses that are deemed by FEMA to be in what is zoned as high hazard areas. The crime insurance provides coverage for theft by an employee. The helicopter insurance covers claims related to the City's helicopters. The railroad protective liability insurance protects against railroad liability. The Risk Management division operates the City's insurance program and manages safety programs.

Unemployment Compensation provides temporary income for former City workers. Workers do not pay any costs. Eligibility for benefits is determined based on past wages, reason for job separation, and availability and job search requirements.

Budgeted Reserves are essentially the amount of funds that are remaining after all revenues and expenditures are projected for budgeting purposes with few exceptions. The general fund budgeted reserves are set by ordinance, while reserves in capital funds may be required in accordance with the indentures.


RESURGENS
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FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$44,320	$47,286	$44,318	Salaries, Extra Help	$0	($44,318)
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
($15,077)	($2,250)	-	Pen Cont Fire Pen Fd	-	-
$3,847	($2,892)	-	Pen Cont Police Pen Fd	-	-
$4,501	$697	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
$1,282,526	$2,050,521	$3,668,852	Workers' Compensation	$2,406,922	($1,261,930)
$1,685,677	$1,243,600	$1,462,480	Other Personnel Costs	$2,953,072	$1,490,592
$3,005,794	$3,336,962	$5,175,650	*TOTAL PERSONNEL*	$5,359,994	$184,344
			OTHER EXPENSES		
$13,557,200	$23,536,787	$15,956,546	Purchased / Contracted Services	$15,227,692	($728,854)
$5,582	$5,412	$5,682	Supplies	$0	($5,682)
-	$0	$0	Capital Outlays	-	$0
$23,552,897	$27,144,524	$33,756,710	Interfund / Interdepartmental Charges	$28,851,637	($4,905,073)
$204,395,455	$218,453,881	$218,002,102	Other Costs	$228,130,652	$10,128,549
$45,602,742	$41,327,952	$55,198,902	Debt Service	$44,717,591	($10,481,311)
$0	-	$141,955,399	Conversion / Summary	$156,583,155	$14,627,755
$728,545,441	$748,624,806	$434,759,681	Other Financing Uses	$437,816,334	$3,056,654
$1,015,659,317	$1,059,093,360	$899,635,023	*TOTAL OTHER EXPENSES*	$911,327,061	$11,692,038
$1,018,665,110	**$1,062,430,323**	**$904,810,674**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$916,687,055**	**$11,876,382**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$297,241,122	$295,248,857	$260,389,127	Airport Revenue Fund	$265,410,309	$5,021,182
$629,563	$29,374,251	$1,921,155	Building Permits Fund	$3,287,516	$1,366,361
$59,020	$54,797	$52,922	Civic Center Revenue Fund	$0	($52,922)
$0	$0	$0	Emergency Telephone System	-	$0
($559,298)	$4,383,697	$3,016,252	Fleet Service Fund	$3,018,280	$2,028
$109,464,298	$115,326,005	$98,544,369	General Fund	$97,849,962	($694,407)
$120,806,822	$129,931,679	$133,384,702	Group Insurance Fund	$143,954,209	$10,569,507
$54,419,419	$58,013,709	$55,445,813	Hotel/Motel Tax Fund	$58,148,818	$2,703,005
$16,641	$15,498	$20,542	Parks Facilities Revenue Fund	$20,613	$71
$963,628	$1,145,976	$964,579	Rental/Motor Vehicle Tax Fund	$955,703	($8,876)
$13,324,890	$9,951,036	$5,043,112	Solid Waste Services Revenue Fund	$5,071,216	$28,104
$10,892,451	$21,625,347	$11,109,554	Underground Atl Facil Revenue Fund	$4,000,000	($7,109,554)
$411,406,555	$397,359,471	$334,918,548	Water & Wastewater Revenue Fund	$334,970,429	$51,882
$1,018,665,110	**$1,062,430,323**	**$904,810,674**	**TOTAL EXPENSES**	**$916,687,055**	**$11,876,382**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
0.00	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Airport Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	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	-	-
-	($1,750)	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	$336,000	$336,000
-	*($1,750)*	-	*TOTAL PERSONNEL*	*$336,000*	*$336,000*
			OTHER EXPENSES		
($6,458)	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
$11,708,423	$8,462,756	$10,332,380	Interfund / Interdepartmental Charges	$10,004,022	($328,357)
$4,259,689	$4,115,731	$4,198,982	Other Costs	$4,271,523	$72,541
-	-	-	Debt Service	-	-
-	-	$89,311,977	Conversion / Summary	$81,635,876	($7,676,101)
$281,279,468	$282,672,121	$156,545,788	Other Financing Uses	$169,162,887	$12,617,099
$297,241,122	*$295,250,608*	*$260,389,127*	*TOTAL OTHER EXPENSES*	*$265,074,309*	*$4,685,182*
$297,241,122	**$295,248,857**	**$260,389,127**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$265,410,309**	**$5,021,182**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$297,241,122	$295,248,857	$260,389,127	Airport Revenue Fund	$265,410,309	$5,021,182
$297,241,122	**$295,248,857**	**$260,389,127**	**TOTAL EXPENSES**	**$265,410,309**	**$5,021,182**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
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	$336,000	Increase due to Maternity/Paternity Leave request.
TOTAL PERSONNEL	$336,000	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	($328,357)	Decrease due to indirect cost charges less than anticipated.
Other Costs	$72,541	Increase due to retirees life and health cost more than anticipated.
Debt Service	-	
Conversion / Summary	($7,676,101)	Decrease due to reduction in fund-wide reserves.
Other Financing Uses	$12,617,099	Increase due to projected more than anticipated Sinking Fund Requirements
TOTAL OTHER EXPENSES	$4,685,182	
TOTAL PERSONNEL AND OTHER EXPENSES	**$5,021,182**	

FUND	VARIANCE (16-15)	EXPLANATION
Airport Revenue Fund	$5,021,182	
TOTAL EXPENSES	**$5,021,182**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Building Permits Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	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		
($723)	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
$328,681	$245,339	$1,333,201	Interfund / Interdepartmental Charges	$920,205	($412,996)
$301,605	$287,250	$256,860	Other Costs	$256,295	($565)
-	-	-	Debt Service	-	-
-	-	$331,094	Conversion / Summary	$2,111,016	$1,779,922
-	$28,841,662	-	Other Financing Uses	-	-
$629,563	*$29,374,251*	*$1,921,155*	*TOTAL OTHER EXPENSES*	*$3,287,516*	*$1,366,361*
$629,563	**$29,374,251**	**$1,921,155**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$3,287,516**	**$1,366,361**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$629,563	$29,374,251	$1,921,155	Building Permits Fund	$3,287,516	$1,366,361
$629,563	**$29,374,251**	**$1,921,155**	**TOTAL EXPENSES**	**$3,287,516**	**$1,366,361**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Building Permits Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
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	($412,996)	Decrease due to Indirect Cost charges less than anticipated.
Other Costs	($565)	Decrease due to Retirees Life and Health cost less than anticipated.
Debt Service	-	
Conversion / Summary	$1,779,922	Increase due to Reserves more than anticipated.
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$1,366,361	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,366,361**	

FUND	VARIANCE (16-15)	EXPLANATION
Building Permits Fund	$1,366,361	
TOTAL EXPENSES	**$1,366,361**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Civic Center Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	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		
-	($1,678)	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$46,829	$44,600	$46,949	Other Costs	-	($46,949)
$12,191	$11,875	$5,973	Debt Service	-	($5,973)
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$59,020	*$54,797*	*$52,922*	*TOTAL OTHER EXPENSES*	-	*($52,922)*
$59,020	**$54,797**	**$52,922**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**-**	**($52,922)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$59,020	$54,797	$52,922	Civic Center Revenue Fund	-	($52,922)
$59,020	**$54,797**	**$52,922**	**TOTAL EXPENSES**	**-**	**($52,922)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Civic Center Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
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	($46,949)	Decrease due to Civic Center transition from City's ownership.
Debt Service	($5,973)	Decrease due to Civic Center transition from City's ownership.
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($52,922)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($52,922)**	

FUND	VARIANCE (16-15)	EXPLANATION
Civic Center Revenue Fund	($52,922)	
TOTAL EXPENSES	**($52,922)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Fleet Service Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	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		
-	($653)	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
($892,139)	$4,100,804	$2,869,154	Interfund / Interdepartmental Charges	$2,871,310	$2,156
-	-	-	Other Costs	-	-
$332,841	$283,546	$147,098	Debt Service	$146,970	($128)
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
($559,298)	*$4,383,697*	*$3,016,252*	*TOTAL OTHER EXPENSES*	*$3,018,280*	*$2,028*
($559,298)	**$4,383,697**	**$3,016,252**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$3,018,280**	**$2,028**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
($559,298)	$4,383,697	$3,016,252	Fleet Service Fund	$3,018,280	$2,028
($559,298)	**$4,383,697**	**$3,016,252**	**TOTAL EXPENSES**	**$3,018,280**	**$2,028**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
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	$2,156	Increase due to indirect cost charges more than anticipated.
Other Costs	-	
Debt Service	($128)	Decrease due to allocable interest charges less than anticipated.
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$2,028	
TOTAL PERSONNEL AND OTHER EXPENSES	**$2,028**	

FUND	VARIANCE (16-15)	EXPLANATION
Fleet Service Fund	$2,028	
TOTAL EXPENSES	**$2,028**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$44,320	$47,286	$44,318	Salaries, Extra Help	-	($44,318)
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
($15,077)	($2,250)	-	Pen Cont Fire Pen Fd	-	-
$3,847	($2,892)	-	Pen Cont Police Pen Fd	-	-
$4,501	$2,447	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
$1,120,666	$1,893,587	$3,603,203	Workers' Compensation	$2,406,922	($1,196,281)
$971,817	$455,162	$478,000	Other Personnel Costs	$1,247,368	$769,368
$2,130,073	*$2,393,339*	*$4,125,521*	*TOTAL PERSONNEL*	*$3,654,291*	*($471,230)*
			OTHER EXPENSES		
$10,590,267	$10,920,094	$12,779,463	Purchased / Contracted Services	$15,027,692	$2,248,229
$5,582	$5,412	$5,682	Supplies	-	($5,682)
-	-	-	Capital Outlays	-	-
($548)	$0	$2,814,958	Interfund / Interdepartmental Charges	-	($2,814,958)
$31,294,551	$32,534,995	$34,984,639	Other Costs	$32,226,294	($2,758,345)
$27,457,164	$22,888,585	$23,218,500	Debt Service	$17,070,204	($6,148,296)
-	-	$5,920,470	Conversion / Summary	$18,827,768	$12,907,298
$37,987,208	$46,583,581	$14,695,135	Other Financing Uses	$11,043,714	($3,651,422)
$107,334,224	*$112,932,666*	*$94,418,848*	*TOTAL OTHER EXPENSES*	*$94,195,672*	*($223,177)*
$109,464,298	**$115,326,005**	**$98,544,369**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$97,849,962**	**($694,407)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$109,464,298	$115,326,005	$98,544,369	General Fund	$97,849,962	($694,407)
$109,464,298	**$115,326,005**	**$98,544,369**	**TOTAL EXPENSES**	**$97,849,962**	**($694,407)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	($44,318)	Decrease due to Keep Atlanta Beautiful budget moved to Dept of Public Works.
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	($1,196,281)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	$769,368	Increase due to $728K for Family Leave for Maternity/Paternity Leave.
TOTAL PERSONNEL	($471,230)	
OTHER EXPENSES		
Purchased / Contracted Services	$2,248,229	Increase due to $2MM for Litigation, $500K for Invest Atlanta, $25K for People TV, along with adjustments for Actuary Services related to Fleet, offset by ($314K) for Insurance expense.
Supplies	($5,682)	Decrease due to Keep Atlanta Beautiful transferred to Dept of Public Works.
Capital Outlays	-	
Interfund / Interdepartmental Charges	($2,814,958)	Decrease due to Fleet - motor/fuel and repair/maintenance transferred to Other Financing.
Other Costs	($2,758,345)	Decrease due to ($2.9MM) Council Carryforward transferred to City Council offset by an increase in Animal Control of $266K.
Debt Service	($6,148,296)	Decrease due to Debt transferred to the Other Financing account - ($3.9MM) Public Safety 2006PSF and ($2.1MM) Public Safety Annex and reduction to Watershed MOU ($125K).
Conversion / Summary	$12,907,298	Increase due to $8.9MM for Reserves due to percentage allocation from 1% to 2.5% and $4MM for Atlanta Beltline.
Other Financing Uses	($3,651,422)	Decrease due to E911 subsidy ($5.5MM) not budgeted and reduction in Underground budget ($4.1MM). This is offset by Debt Services for Public Safety 2006PSF $3.9MM and Annex $2.1MM.
TOTAL OTHER EXPENSES	($223,177)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($694,407)**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	($694,407)	
TOTAL EXPENSES	**($694,407)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Group Insurance Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	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	-	-
$713,860	$788,439	$984,480	Other Personnel Costs	$1,033,704	$49,223
$713,860	*$788,439*	*$984,480*	*TOTAL PERSONNEL*	*$1,033,704*	*$49,223*
			OTHER EXPENSES		
($1,018)	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
$469,057	$34,698	$840,076	Interfund / Interdepartmental Charges	$690,365	($149,711)
$119,624,922	$129,148,462	$121,877,110	Other Costs	$128,721,209	$6,844,099
-	($39,920)	-	Debt Service	-	-
-	-	$9,683,036	Conversion / Summary	$13,508,931	$3,825,895
-	-	-	Other Financing Uses	-	-
$120,092,962	*$129,143,240*	*$132,400,221*	*TOTAL OTHER EXPENSES*	*$142,920,506*	*$10,520,284*
$120,806,822	**$129,931,679**	**$133,384,702**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$143,954,209**	**$10,569,507**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$120,806,822	$129,931,679	$133,384,702	Group Insurance Fund	$143,954,209	$10,569,507
$120,806,822	**$129,931,679**	**$133,384,702**	**TOTAL EXPENSES**	**$143,954,209**	**$10,569,507**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Group Insurance Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
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	$49,223	Increase due to anticipated employee/retiree vision costs.
TOTAL PERSONNEL	$49,223	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	($149,711)	Decrease due to indirect cost allocation less than anticipated.
Other Costs	$6,844,099	Increase due to anticipated insurance plan payments as well as costs related to the Affordable Care Act.
Debt Service	-	
Conversion / Summary	$3,825,895	Increase due to timing of anticipated claims submitted but not yet paid.
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$10,520,284	
TOTAL PERSONNEL AND OTHER EXPENSES	**$10,569,507**	

FUND	VARIANCE (16-15)	EXPLANATION
Group Insurance Fund	$10,569,507	
TOTAL EXPENSES	**$10,569,507**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Hotel/Motel Tax Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	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	-	-
$40,891,049	$43,516,083	$41,589,905	Other Costs	$43,617,429	$2,027,524
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$13,528,369	$14,497,626	$13,855,908	Other Financing Uses	$14,531,389	$675,481
$54,419,419	*$58,013,709*	*$55,445,813*	*TOTAL OTHER EXPENSES*	*$58,148,818*	*$2,703,005*
$54,419,419	**$58,013,709**	**$55,445,813**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$58,148,818**	**$2,703,005**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$54,419,419	$58,013,709	$55,445,813	Hotel/Motel Tax Fund	$58,148,818	$2,703,005
$54,419,419	**$58,013,709**	**$55,445,813**	**TOTAL EXPENSES**	**$58,148,818**	**$2,703,005**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Hotel/Motel Tax Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
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	$2,027,524	Increase due to the amount transferred to the Georgia World Congress Center and the Georgia Dome more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	$675,481	Increase due to anticipated transfer to the General Fund more than anticipated.
TOTAL OTHER EXPENSES	$2,703,005	
TOTAL PERSONNEL AND OTHER EXPENSES	**$2,703,005**	

FUND	VARIANCE (16-15)	EXPLANATION
Hotel/Motel Tax Fund	$2,703,005	
TOTAL EXPENSES	**$2,703,005**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Parks Facilities Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	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		
-	($590)	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$16,327	$15,550	$20,302	Other Costs	$20,258	($44)
$314	$538	$240	Debt Service	$355	$115
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$16,641	*$15,498*	*$20,542*	*TOTAL OTHER EXPENSES*	*$20,613*	*$71*
$16,641	**$15,498**	**$20,542**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$20,613**	**$71**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$16,641	$15,498	$20,542	Parks Facilities Revenue Fund	$20,613	$71
$16,641	**$15,498**	**$20,542**	**TOTAL EXPENSES**	**$20,613**	**$71**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Parks Facilities Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
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	($44)	Decrease due to retiree life and health costs less than anticipated.
Debt Service	$115	Increase due to allocable interest more than anticipated.
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$71	
TOTAL PERSONNEL AND OTHER EXPENSES	**$71**	

FUND	VARIANCE (16-15)	EXPLANATION
Parks Facilities Revenue Fund	$71	
TOTAL EXPENSES	**$71**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Rental/Motor Vehicle Tax Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	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	-	-
$963,628	$1,145,976	$964,579	Other Costs	$955,703	($8,876)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$963,628	*$1,145,976*	*$964,579*	*TOTAL OTHER EXPENSES*	*$955,703*	*($8,876)*
$963,628	**$1,145,976**	**$964,579**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$955,703**	**($8,876)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$963,628	$1,145,976	$964,579	Rental/Motor Vehicle Tax Fund	$955,703	($8,876)
$963,628	**$1,145,976**	**$964,579**	**TOTAL EXPENSES**	**$955,703**	**($8,876)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Rental/Motor Vehicle Tax Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
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	($8,876)	Decrease due to debt service payments associated with the Rental/Motor Vehicle Tax Fund less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($8,876)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($8,876)**	

FUND	VARIANCE (16-15)	EXPLANATION
Rental/Motor Vehicle Tax Fund	($8,876)	
TOTAL EXPENSES	**($8,876)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Solid Waste Services Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	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		
-	$973	$0	Purchased / Contracted Services	-	$0
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
$4,011,317	$4,284,214	$3,631,425	Interfund / Interdepartmental Charges	$3,658,850	$27,425
$1,300,860	$1,797,879	$1,411,687	Other Costs	$1,412,366	$679
$35,986	$23,662	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$7,976,728	$3,844,309	-	Other Financing Uses	-	-
$13,324,890	*$9,951,036*	*$5,043,112*	*TOTAL OTHER EXPENSES*	*$5,071,216*	*$28,104*
$13,324,890	**$9,951,036**	**$5,043,112**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$5,071,216**	**$28,104**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$13,324,890	$9,951,036	$5,043,112	Solid Waste Services Revenue Fund	$5,071,216	$28,104
$13,324,890	**$9,951,036**	**$5,043,112**	**TOTAL EXPENSES**	**$5,071,216**	**$28,104**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
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	$27,425	Increase due to indirect cost charges more than anticipated.
Other Costs	$679	Increase due to health rate adjustment for retirees.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$28,104	
TOTAL PERSONNEL AND OTHER EXPENSES	**$28,104**	

FUND	VARIANCE (16-15)	EXPLANATION
Solid Waste Services Revenue Fund	$28,104	
TOTAL EXPENSES	**$28,104**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Underground Atl Facil Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	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		
$2,567,614	$12,231,392	$2,940,147	Purchased / Contracted Services	-	($2,940,147)
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$40,062	$63,218	$48,157	Other Costs	-	($48,157)
$8,284,775	$8,294,275	$8,121,250	Debt Service	$4,000,000	($4,121,250)
-	-	-	Conversion / Summary	-	-
-	$1,036,463	-	Other Financing Uses	-	-
$10,892,451	*$21,625,347*	*$11,109,554*	*TOTAL OTHER EXPENSES*	*$4,000,000*	*($7,109,554)*
$10,892,451	**$21,625,347**	**$11,109,554**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$4,000,000**	**($7,109,554)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$10,892,451	$21,625,347	$11,109,554	Underground Atl Facil Revenue Fund	$4,000,000	($7,109,554)
$10,892,451	**$21,625,347**	**$11,109,554**	**TOTAL EXPENSES**	**$4,000,000**	**($7,109,554)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Underground Atl Facil Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
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	($2,940,147)	Decrease due to the Underground transition from the City's ownership.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	($48,157)	Decrease due to the Underground transition from the City's ownership.
Debt Service	($4,121,250)	Decrease due to Underground operations being prorated due to the uncertainty of the actual date for closing
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($7,109,554)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($7,109,554)**	

FUND	VARIANCE (16-15)	EXPLANATION
Underground Atl Facil Revenue Fund	($7,109,554)	
TOTAL EXPENSES	**($7,109,554)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	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	-	-
$161,860	$156,935	$65,649	Workers' Compensation	-	($65,649)
-	-	-	Other Personnel Costs	$336,000	$336,000
$161,860	*$156,935*	*$65,649*	*TOTAL PERSONNEL*	*$336,000*	*$270,351*
			OTHER EXPENSES		
$407,517	$387,249	$236,937	Purchased / Contracted Services	$200,000	($36,937)
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
$7,928,106	$10,016,713	$11,935,517	Interfund / Interdepartmental Charges	$10,706,885	($1,228,632)
$5,655,932	$5,784,138	$12,602,932	Other Costs	$16,649,575	$4,046,642
$9,479,470	$9,865,391	$23,705,841	Debt Service	$23,500,062	($205,779)
-	-	$36,708,822	Conversion / Summary	$40,499,563	$3,790,741
$387,773,669	$371,149,044	$249,662,849	Other Financing Uses	$243,078,345	($6,584,504)
$411,244,695	*$397,202,536*	*$334,852,899*	*TOTAL OTHER EXPENSES*	*$334,634,429*	*($218,469)*
$411,406,555	**$397,359,471**	**$334,918,548**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$334,970,429**	**$51,882**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$411,406,555	$397,359,471	$334,918,548	Water & Wastewater Revenue Fund	$334,970,429	$51,882
$411,406,555	**$397,359,471**	**$334,918,548**	**TOTAL EXPENSES**	**$334,970,429**	**$51,882**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	-	-

FY16 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
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	($65,649)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	$336,000	Increased due to funding for Maternity/Paternity leave pay.
TOTAL PERSONNEL	$270,351	
OTHER EXPENSES		
Purchased / Contracted Services	($36,937)	Decrease due to properly realigning budget with expenses.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	($1,228,632)	Decrease due to indirect cost less than anticipated.
Other Costs	$4,046,642	Increase due to funding for bad debt reserve.
Debt Service	($205,779)	Decrease due to GEFA principal and interest payments less than anticipated.
Conversion / Summary	$3,790,741	Increase due to Fund-wide reserves.
Other Financing Uses	($6,584,504)	Decrease due to debt service requirements and PILOT/ Franchise Fees less than anticipated.
TOTAL OTHER EXPENSES	($218,469)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$51,882**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	$51,882	
TOTAL EXPENSES	**$51,882**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	


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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 departments to achieve their business objectives.

Core Functions

- Acquire and retain top talent.
- Promote employee health and financial wellness.
- Create a learning environment that sustains a culture of excellence.
- Promote fairness and equitable treatment for all applicants and employees.
- Ensure compliance with employment-related laws and regulations.
- Develop a culture of performance.

Summary of Operations

The Department of Human Resources partners with city agencies and employees to hire, compensate, support, and develop a diverse workforce that is dedicated to delivering high-quality services to the community. The department designs and manages the City's human resources programs and fosters the development of innovative policies and practices.

Divisions/Offices Descriptions

Human Resources Business Partners serve as consultants and partners to city departments, offering 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, Department performance metrics, 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 facilities, partnership with on-site EMTs, the mobile nurse program, health fairs, on-site health screenings, blood drives, and monthly wellness related lunch-and-learn sessions.

Psychological Services/Employee Assistance Program (PS/EAP) is responsible for assisting

employees and their household family members in solving a variety of personal and workplace issues in the areas of anxiety & depressive symptoms, substance abuse, stress and trauma including line of duty deaths and debriefings related to work traumas. PS/EAP consults with all City departments regarding employee relations and workplace dynamics.

Talent Acquisition provides full-life cycle recruiting support for all jobs across the City, including sourcing, identifying, pre-screening/qualifying, interviewing, developing offer packages, negotiating and closing candidates. This office promotes the City's employment brand across numerous markets and professional communities.

Goals and Objectives

- Create a culture of performance.
- Create a learning environment that sustains a culture of excellence and career development for employees.
- Compensate the City's workforce consistent with the peer market while ensuring a competent and competitive personnel base.
- Maximize operational functionality through increased use of technology.
- Create and maintain an environment that promotes optimal psychological, emotional and financial wellness.
- Ensure expeditious acquisition of the top talent.
- Promote and maintain a work environment based on merit, fair and equitable treatment.

FY2015 Accomplishments

- Reviewed 19,450 Employment Applications between 7/1/2014 and 2/28/2015.
- Hired 619 employees between 7/1/2014 and 2/28/2015.
- Recruited and on-boarded thirty-five (35) Streetcar employees including operators, mechanics, public relations, administrative and management team.
- Implemented TALEO Onboarding Module.
- Automated surveys of Physical and Drug Screen providers.
- Implemented case management system in EAP to more effectively coordinate care and services to employees.
- Completed over 13,000 employee training hours in the areas of compliance, soft-skills and technical skills.
- Executed City-wide implementation of automated TAD (Turnaround Document) ATF (Authorization-To-Fill) and job posting requisitions through SharePoint technology.
- Expanded Wellness Programs: Weight Watchers, Step /Line Dancing Classes; Introduction of Tai Chi and Zumba.
- Expanded Retiree Health Initiatives Programs: Held the 1st annual City-wide Retiree Health Fair; Promoted Silver Sneaker Programs with medical carriers; Diabetes Awareness Program.
- Added three (3) new Employee Fitness Centers: Airport Atrium Fitness Center, TSOD Fitness Center, and 2 City Plaza Fitness Center.
- Partnered with Pfizer to publish 2nd Edition of the Atlanta Regional Health Guide for Uninsured/Underinsured Residents.
- Partnered with Dr. Ian Smith to kick off City of Atlanta "Super Shred: The Big Result Employee Challenge".
- Partnered with the Mayor's Office of Cultural Affairs to launch the Mid-Day Arts Café featuring talent from the Horizon Theater, the Alliance Theatre, Elevate, the Urban Youth Harp Ensemble, and Full Radiance Dance.
- Continued Health Risk Assessment (HRA), and Annual Physical Exams Incentive Program with Blue Cross Blue Shield (BCBS) and Kaiser that provided up to $200 in gift cards available for employees and retirees who complete a health assessment online and an annual physical exam.
- Continued Monthly Lunch and Learn Sessions, two Citywide Health Fairs, Breast Cancer Awareness Month, Autism Awareness Month, Fibroid Awareness, and Diabetes Awareness.
- Ranked in the top five for Weight Watchers Employer Groups in Atlanta metropolitan area.
- Expanded Team City of Atlanta (COA) participation in Community Run/Walk Events: Kaiser Corporate Run/Walk – 2014 Winner for Most Fit City; Leukemia & Lymphoma Society (LLS) Walk; Black Girls Run/Walk; Sister By Choice Breast Cancer Walk; Autism Awareness Walk; Sickle Cell Anemia Run/Walk; Peachtree Road Race.
- Selected as the Best Large Employer for 101 Atlanta Best and Brightest Health Employers.

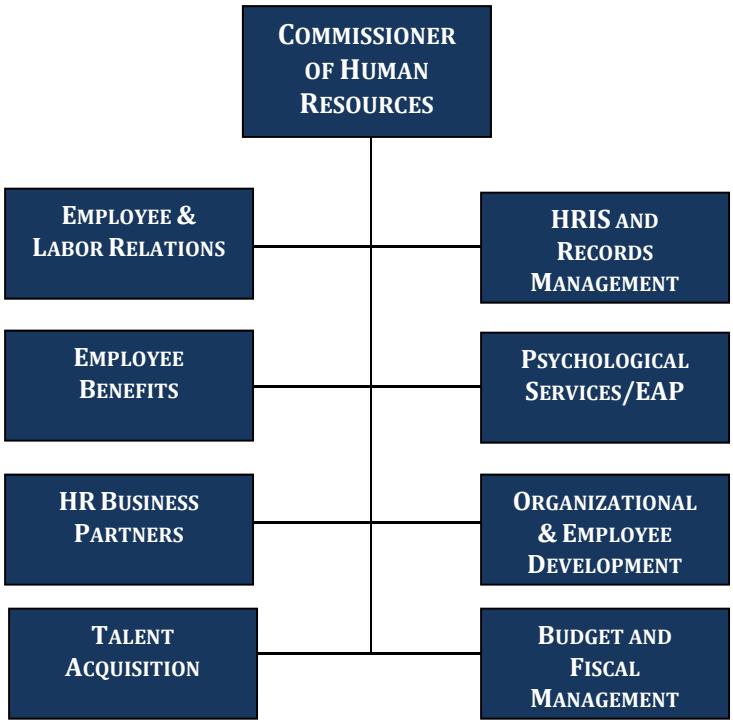
- The Group Therapy program was augmented by PS/EAP with the addition of a Trauma Group for Public Safety personnel, a Healthy Relationships Group, and an Interpersonal Effectiveness Group for City of Atlanta employees.
- Launched ***Ask the Expert*** intra-net site to support end users following citywide upgrade to Windows 7 and MS Office 2010.
- Completed GA Relay 711 citywide training to afford individuals with disabilities equal opportunity and access when communicating with the City of Atlanta by phone.
- Kicked off our Annual Continuing Education Fair with over 300 employees in attendance. Featured universities/colleges were Georgia State, Devry, Troy University, University of Phoenix, and Georgia Perimeter College. Institutions offered tuition discounts and financial aid assistance to City employees.
- Recruited, on-boarded and off-boarded over 400 high School and college interns for Camp Best Friends and City-wide Summer Internship Program.
- Development/augmentation of policies and procedures to comply with Federal and Local regulations governing Streetcar operation.
- Completed Kronos computer hardware upgrades with included new servers and time-clock upgrades and installs City-wide.

FY2016 Adopted Program Highlights

- Continue to support the portfolio of employee wellness initiatives in the Mayor's "A Healthier You" initiative.
- Implement online learning capability for New Employee Orientation (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.
- Launch a comprehensive workforce plan for the City.

ORGANIZATIONAL CHART

Human Resources



PERFORMANCE METRICS

Human Resources

PERFORMANCE MEASURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 TARGET	FY2016 TARGET
Merit and Excellence:				
% Eligible employees receiving annual performance evaluation	64.06%	70%	100%	100%
Average days to refer candidates	12	12	12	12
Employee Assistance Program utilization rate	9.96%	7.5%	7.5%	7.5%
Fiscal Stability:				
% Increase in overall healthcare claims costs	(3.64%)	3.10%	2%	3%
% Increase in healthcare premiums	4.25%	5%	2%	3%

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$6,689,427	$6,342,001	$7,211,330	Salaries, Regular	$7,422,600	$211,269
-	$20,871	$8,125	Salaries, Perm Part-Time	$8,125	$0
-	-	-	Salaries, Sworn	-	-
$405,899	$442,126	$1,107,302	Salaries, Extra Help	$970,400	($136,902)
-	-	-	Salaries, Extra Help-Sworn	-	-
$40,577	$62,101	$23,866	Overtime	$21,263	($2,603)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$1,095,450	$1,042,310	$1,192,589	Pen Cont Gen Emp Pen Fd	$1,047,027	($145,563)
$199,265	$204,316	$187,711	Defined Contribution	$217,757	$30,047
$35,863	$5,619	$4,171	Workers' Compensation	$5,446	$1,275
$968,053	$924,585	$1,077,990	Other Personnel Costs	$1,053,300	($24,690)
$9,434,533	$9,043,928	$10,813,084	*TOTAL PERSONNEL*	$10,745,918	($67,166)
			OTHER EXPENSES		
$806,864	$522,689	$814,812	Purchased / Contracted Services	$1,390,627	$575,815
$74,342	$80,794	$60,640	Supplies	$45,244	($15,396)
-	-	-	Capital Outlays	-	-
$6,100	$7,123	$1,007,159	Interfund / Interdepartmental Charges	$1,005,422	($1,737)
$55,649	$67,494	$63,331	Other Costs	$76,074	$12,743
-	-	-	Debt Service	-	-
-	-	($215,745)	Conversion / Summary	-	$215,745
-	-	-	Other Financing Uses	-	-
$942,956	$678,100	$1,730,197	*TOTAL OTHER EXPENSES*	$2,517,368	$787,170
$10,377,489	**$9,722,028**	**$12,543,281**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$13,263,285**	**$720,004**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$1,339,367	$1,323,056	$1,945,078	Airport Revenue Fund	$1,949,298	$4,220
$35,002	-	$212,137	Fleet Service Fund	$152,952	($59,185)
$4,624,925	$4,330,064	$5,277,167	General Fund	$5,742,519	$465,352
$1,319,329	$1,402,418	$2,253,631	Group Insurance Fund	$2,227,127	($26,504)
$235,431	$342,275	$398,749	Solid Waste Services Revenue Fund	$530,947	$132,197
$2,823,435	$2,324,214	$2,456,518	Water & Wastewater Revenue Fund	$2,660,442	$203,924
$10,377,489	**$9,722,028**	**$12,543,281**	**TOTAL EXPENSES**	**$13,263,285**	**$720,004**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
142.00	139.00	123.00	Full Time Equivalent	129.00	6.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Airport Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$1,006,952	$993,169	$1,411,392	Salaries, Regular	$1,426,448	$15,056
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	$17,589	-	Salaries, Extra Help	$18,150	$18,150
-	-	-	Salaries, Extra Help-Sworn	-	-
$2,323	$1,365	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$133,108	$119,333	$235,451	Pen Cont Gen Emp Pen Fd	$144,653	($90,798)
$35,133	$40,290	$47,829	Defined Contribution	$48,298	$469
-	-	-	Workers' Compensation	-	-
$118,449	$133,652	$207,656	Other Personnel Costs	$203,147	($4,508)
$1,295,966	*$1,305,398*	*$1,902,327*	*TOTAL PERSONNEL*	*$1,840,697*	*($61,631)*
			OTHER EXPENSES		
$40,237	$17,658	$42,236	Purchased / Contracted Services	$108,190	$65,954
$2,375	-	$515	Supplies	$412	($103)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$789	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$43,401	*$17,658*	*$42,751*	*TOTAL OTHER EXPENSES*	*$108,602*	*$65,851*
$1,339,367	**$1,323,056**	**$1,945,078**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,949,298**	**$4,220**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$1,339,367	$1,323,056	$1,945,078	Airport Revenue Fund	$1,949,298	$4,220
$1,339,367	**$1,323,056**	**$1,945,078**	**TOTAL EXPENSES**	**$1,949,298**	**$4,220**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
21.00	23.80	23.80	Full Time Equivalent	23.40	(0.40)

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$15,056	Increase due to split funding of Talent Acquisition Director position as well as costs associated with salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$18,150	Increase due to Extra-Help position.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($90,798)	Decrease due to pension rate adjustment.
Defined Contribution	$469	Increase due to pension rate and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	($4,508)	Decrease due to health rate adjustment.
TOTAL PERSONNEL	($61,631)	
OTHER EXPENSES		
Purchased / Contracted Services	$65,954	Increase due to contracted services for consulting and professional services related to KRONOS consolidation and office space build-out more than anticipated.
Supplies	($103)	Decrease due to supply demand less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$65,851	
TOTAL PERSONNEL AND OTHER EXPENSES	**$4,220**	

FUND	VARIANCE (16-15)	EXPLANATION
Airport Revenue Fund	$4,220	
TOTAL EXPENSES	**$4,220**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	(0.40)	Decrease due to split funding of Talent Acquisition Director position.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Fleet Service Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$24,967	-	$95,900	Salaries, Regular	$82,423	($13,477)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	$68,989	Salaries, Extra Help	$34,495	($34,494)
-	-	-	Salaries, Extra Help-Sworn	-	-
$150	-	$143	Overtime	$72	($72)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$6,366	-	$25,768	Pen Cont Gen Emp Pen Fd	$15,408	($10,361)
-	-	$4,114	Defined Contribution	$3,536	($578)
-	-	-	Workers' Compensation	-	-
$3,519	-	$17,223	Other Personnel Costs	$17,019	($204)
$35,002	-	*$212,137*	*TOTAL PERSONNEL*	*$152,952*	*($59,185)*
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	*TOTAL OTHER EXPENSES*	-	-
$35,002	**-**	**$212,137**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$152,952**	**($59,185)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$35,002	-	$212,137	Fleet Service Fund	$152,952	($59,185)
$35,002	**-**	**$212,137**	**TOTAL EXPENSES**	**$152,952**	**($59,185)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
3.00	2.00	2.00	Full Time Equivalent	2.00	-

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($13,477)	Decrease due to personnel salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	($34,494)	Decrease due to Extra-Help needs less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	($72)	Decrease due to the preparation of Payroll activities by HR personnel less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($10,361)	Decrease due to pension rate adjustment.
Defined Contribution	($578)	Decrease due to pension rate and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	($204)	Decrease due to life and medicare adjustment.
TOTAL PERSONNEL	($59,185)	
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	**($59,185)**	

FUND	VARIANCE (16-15)	EXPLANATION
Fleet Service Fund	($59,185)	
TOTAL EXPENSES	**($59,185)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$2,833,280	$2,630,675	$2,940,966	Salaries, Regular	$2,947,716	$6,750
-	$20,871	$8,125	Salaries, Perm Part-Time	$8,125	$0
-	-	-	Salaries, Sworn	-	-
$357,487	$373,027	$980,040	Salaries, Extra Help	$862,940	($117,100)
-	-	-	Salaries, Extra Help-Sworn	-	-
$18,268	$45,513	$16,030	Overtime	$18,021	$1,990
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$454,065	$445,303	$489,323	Pen Cont Gen Emp Pen Fd	$422,144	($67,178)
$94,954	$87,943	$73,498	Defined Contribution	$84,478	$10,979
$28,849	$538	$1,929	Workers' Compensation	$472	($1,457)
$424,871	$391,149	$453,164	Other Personnel Costs	$407,438	($45,726)
$4,211,774	*$3,995,018*	*$4,963,074*	*TOTAL PERSONNEL*	*$4,751,334*	*($211,740)*
			OTHER EXPENSES		
$315,751	$212,895	$434,092	Purchased / Contracted Services	$887,344	$453,252
$45,817	$54,177	$45,196	Supplies	$31,913	($13,283)
-	-	-	Capital Outlays	-	-
$1,861	$7,123	$1,896	Interfund / Interdepartmental Charges	$5,422	$3,526
$49,722	$60,851	$48,654	Other Costs	$66,506	$17,852
-	-	-	Debt Service	-	-
-	-	($215,745)	Conversion / Summary	-	$215,745
-	-	-	Other Financing Uses	-	-
$413,151	*$335,046*	*$314,093*	*TOTAL OTHER EXPENSES*	*$991,185*	*$677,092*
$4,624,925	**$4,330,064**	**$5,277,167**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$5,742,519**	**$465,352**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$4,624,925	$4,330,064	$5,277,167	General Fund	$5,742,519	$465,352
$4,624,925	**$4,330,064**	**$5,277,167**	**TOTAL EXPENSES**	**$5,742,519**	**$465,352**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
54.20	56.60	51.60	Full Time Equivalent	54.95	3.35

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$6,750	Increase due to transfer of position and salary adjustments.
Salaries, Perm Part-Time	$0	
Salaries, Sworn	-	
Salaries, Extra Help	($117,100)	Decrease due to extra-help positions converted to full-time.
Salaries, Extra Help-Sworn	-	
Overtime	$1,990	Increase due to additional costs associated with preparation of Payroll activities by HR personnel.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($67,178)	Decrease due to pension rate adjustment.
Defined Contribution	$10,979	Increase due to pension rate and personnel adjustments.
Workers' Compensation	($1,457)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	($45,726)	Decrease due to health rate adjustment.
TOTAL PERSONNEL	($211,740)	
OTHER EXPENSES		
Purchased / Contracted Services	$453,252	Increase due to new Initiative Requests: City-Wide Employee Training and City-Wide Compensation Study.
Supplies	($13,283)	Decrease due to supply demand less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	$3,526	Increase is due to motor/fuel costs more than anticipated.
Other Costs	$17,852	Increase due to costs associated with Civil Service Board Hearings more than anticipated.
Debt Service	-	
Conversion / Summary	$215,745	Increase due to targeted savings goal realized in FY15.
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$677,092	
TOTAL PERSONNEL AND OTHER EXPENSES	**$465,352**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$465,352	
TOTAL EXPENSES	**$465,352**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	3.35	Increase due to creation of a Human Resource Director I & HRIS Manager and partial funding of an Organizational Development Director & Public Works Safety Director offset by transfer of HR Business Partner positiÏn to another fund.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Group Insurance Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$669,865	$802,670	$750,037	Salaries, Regular	$738,603	($11,435)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$45,882	$44,719	$58,273	Salaries, Extra Help	$41,405	($16,868)
-	-	-	Salaries, Extra Help-Sworn	-	-
-	$8	-	Overtime	$0	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$72,084	$100,486	$76,316	Pen Cont Gen Emp Pen Fd	$88,466	$12,150
$28,943	$33,230	$26,102	Defined Contribution	$25,581	($521)
$5,144	$5,081	$2,242	Workers' Compensation	$4,974	$2,732
$93,620	$112,302	$101,592	Other Personnel Costs	$105,858	$4,267
$915,538	*$1,098,495*	*$1,014,562*	*TOTAL PERSONNEL*	*$1,004,888*	*($9,674)*
			OTHER EXPENSES		
$373,528	$272,852	$217,142	Purchased / Contracted Services	$210,907	($6,235)
$26,024	$26,616	$12,257	Supplies	$10,629	($1,629)
-	-	-	Capital Outlays	-	-
$4,239	-	$1,005,263	Interfund / Interdepartmental Charges	$1,000,000	($5,263)
-	$4,455	$4,407	Other Costs	$704	($3,703)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$403,791	*$303,923*	*$1,239,069*	*TOTAL OTHER EXPENSES*	*$1,222,239*	*($16,830)*
$1,319,329	**$1,402,418**	**$2,253,631**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$2,227,127**	**($26,504)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$1,319,329	$1,402,418	$2,253,631	Group Insurance Fund	$2,227,127	($26,504)
$1,319,329	**$1,402,418**	**$2,253,631**	**TOTAL EXPENSES**	**$2,227,127**	**($26,504)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
14.00	13.00	12.00	Full Time Equivalent	12.00	-

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Group Insurance Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($11,435)	Decrease due to personnel salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	($16,868)	Decrease due to personnel adjustments from Extra Help to Full-Time Regular.
Salaries, Extra Help-Sworn	-	
Overtime	$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$12,150	Increase due to pension rate adjustment.
Defined Contribution	($521)	Decrease due to pension rate and personnel adjustments.
Workers' Compensation	$2,732	Increase due to workers' comp more than anticipated.
Other Personnel Costs	$4,267	Increase due to health rate adjustment.
TOTAL PERSONNEL	($9,674)	
OTHER EXPENSES		
Purchased / Contracted Services	($6,235)	Decrease due to cost associated with the KRONOS consolidation and office space build-out less than anticipated.
Supplies	($1,629)	Decrease due to supply demand less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	($5,263)	Decrease due to Affordable Healthcare Act payment less than anticipated.
Other Costs	($3,703)	Decrease due to costs associated with Civil Service Board Hearings less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($16,830)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($26,504)**	

FUND	VARIANCE (16-15)	EXPLANATION
Group Insurance Fund	($26,504)	
TOTAL EXPENSES	**($26,504)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Solid Waste Services Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$150,737	$234,222	$285,605	Salaries, Regular	$401,434	$115,829
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	$6,791	-	Salaries, Extra Help	$13,410	$13,410
-	-	-	Salaries, Extra Help-Sworn	-	-
$17,116	$14,715	$6,836	Overtime	$2,599	($4,237)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$34,384	$37,976	$46,733	Pen Cont Gen Emp Pen Fd	$37,158	($9,576)
$1,343	$8,849	$8,164	Defined Contribution	$13,104	$4,940
-	-	-	Workers' Compensation	-	-
$31,851	$39,722	$51,411	Other Personnel Costs	$63,242	$11,831
$235,431	*$342,275*	*$398,749*	*TOTAL PERSONNEL*	*$530,947*	*$132,197*
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	*TOTAL OTHER EXPENSES*	-	-
$235,431	**$342,275**	**$398,749**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$530,947**	**$132,197**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$235,431	$342,275	$398,749	Solid Waste Services Revenue Fund	$530,947	$132,197
$235,431	**$342,275**	**$398,749**	**TOTAL EXPENSES**	**$530,947**	**$132,197**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
5.80	7.80	5.80	Full Time Equivalent	7.25	1.45

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$115,829	Increase due to 0.45 creation of a Safety Administrator as well as salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$13,410	Increase in extra-help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	($4,237)	Decrease due to the preparation of Payroll activities by HR personnel less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($9,576)	Decrease due to pension rate adjustment.
Defined Contribution	$4,940	Increase due to pension rate and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$11,831	Increase due to health rate adjustment.
TOTAL PERSONNEL	$132,197	
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	**$132,197**	

FUND	VARIANCE (16-15)	EXPLANATION
Solid Waste Services Revenue Fund	$132,197	
TOTAL EXPENSES	**$132,197**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	1.45	Increase due to transfer in of HR Manager II & 0.45 creation of a Safety Administrator.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$2,003,627	$1,681,265	$1,727,430	Salaries, Regular	$1,825,976	$98,546
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$2,530	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$2,719	$501	$857	Overtime	$572	($285)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$395,444	$339,212	$318,998	Pen Cont Gen Emp Pen Fd	$339,198	$20,200
$38,891	$34,004	$28,004	Defined Contribution	$42,761	$14,757
$1,870	-	-	Workers' Compensation	-	-
$295,741	$247,760	$246,945	Other Personnel Costs	$256,595	$9,650
$2,740,821	*$2,302,742*	*$2,322,234*	*TOTAL PERSONNEL*	*$2,465,101*	*$142,867*
			OTHER EXPENSES		
$77,348	$19,285	$121,342	Purchased / Contracted Services	$184,186	$62,844
$126	-	$2,672	Supplies	$2,291	($381)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$5,139	$2,188	$10,270	Other Costs	$8,864	($1,406)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$82,613	*$21,473*	*$134,284*	*TOTAL OTHER EXPENSES*	*$195,341*	*$61,057*
$2,823,435	**$2,324,214**	**$2,456,518**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$2,660,442**	**$203,924**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$2,823,435	$2,324,214	$2,456,518	Water & Wastewater Revenue Fund	$2,660,442	$203,924
$2,823,435	**$2,324,214**	**$2,456,518**	**TOTAL EXPENSES**	**$2,660,442**	**$203,924**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
44.00	35.80	27.80	Full Time Equivalent	29.40	1.60

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$98,546	Increase due to partial funding of three positions.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	($285)	Decrease due to the preparation of Payroll activities by HR personnel less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$20,200	Increase due to pension rate adjustment.
Defined Contribution	$14,757	Increase due to pension rate and personnel adjustmentó.
Workers' Compensation	-	
Other Personnel Costs	$9,650	Increase due to health and medicare adjustment.
TOTAL PERSONNEL	$142,867	
OTHER EXPENSES		
Purchased / Contracted Services	$62,844	Increase due to costs associated with the KRONOS consolidation and office space build-out.
Supplies	($381)	Decrease due to supply needs less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	($1,406)	Decrease due to costs associated with Civil Service Board Hearings less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$61,057	
TOTAL PERSONNEL AND OTHER EXPENSES	**$203,924**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	$203,924	
TOTAL EXPENSES	**$203,924**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	1.60	Increase due to partial funding of three positions.


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 life safety protection.
- Provide property and environment conservation.
- Provide emergency preparedness and homeland security.

Summary of Operations

The Atlanta Fire Rescue Department provides fire mitigation, rescue services, and emergency medical services to more than 519,000 residents, businesses and visitors. An all-hazard department, AFRD responds within a 133.15 square mile area including more than sixty miles of interstate highways, twenty-three miles of rapid rail, and 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. The department personnel strength is 1,130 of which 1,066 are sworn firefighters spread throughout five divisions of labor.

Division Descriptions

The Office of the Fire Chief functions as the executive office and is responsible for assuring the overall direction and success of the Atlanta Fire Rescue Department in accordance with Mayor Kasim Reed's priorities, departmental mission, and the needs of the community. This division includes the offices of: Professional Standards, Medical Director; Fiscal and Business Management; and Homeland Security and Emergency.

The Division of Support Services assures daily administration and compliance through a variety of areas that work in tandem with other City departments and the community. This section is comprised of: Chaplaincy; Assessment and Planning; Recruitment; Public Information; Special Events; Members Services; and a satellite Human Resources office.

The Division of Technical Services provides effective resource management for the department. The division consists of Fire Training Academy and Real Property. The division also includes Community Risk Reduction encompassing the Fire Investigations Unit, Fire Inspections and Community Affairs. Lastly, the division has a Logistics section which includes: Fleet Liaison; Warehouse/Fire Equipment; Information Technology and Communication.

The Division of Field Operations is responsible for responding to, preventing, and mitigating disastrous incidents. Field Operations includes fire suppression, 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 & employees of Hartsfield-Jackson International Airport.

Goals and Objectives

Maintain Class 1 Insurance Service Office (ISO) Rating.

Improve response to fires and emergency medical service calls.

- Maintain four firefighters per apparatus.
- Sustain EMS field supervision and quality assurance.
- Maintain current Quick Intervention Crews (QIC) EMS Response.
- Implement remaining two (2) 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 incentive pay for Forty-hour sworn employees.

Enhance employee wellness and fitness
- Restart Wellness and Fitness Program assuring annual physicals and vaccinations for sworn members.

Enhance Training Delivery
- Enhance training delivery capability.
- Relocate Training Center.

FY2015 Accomplishments

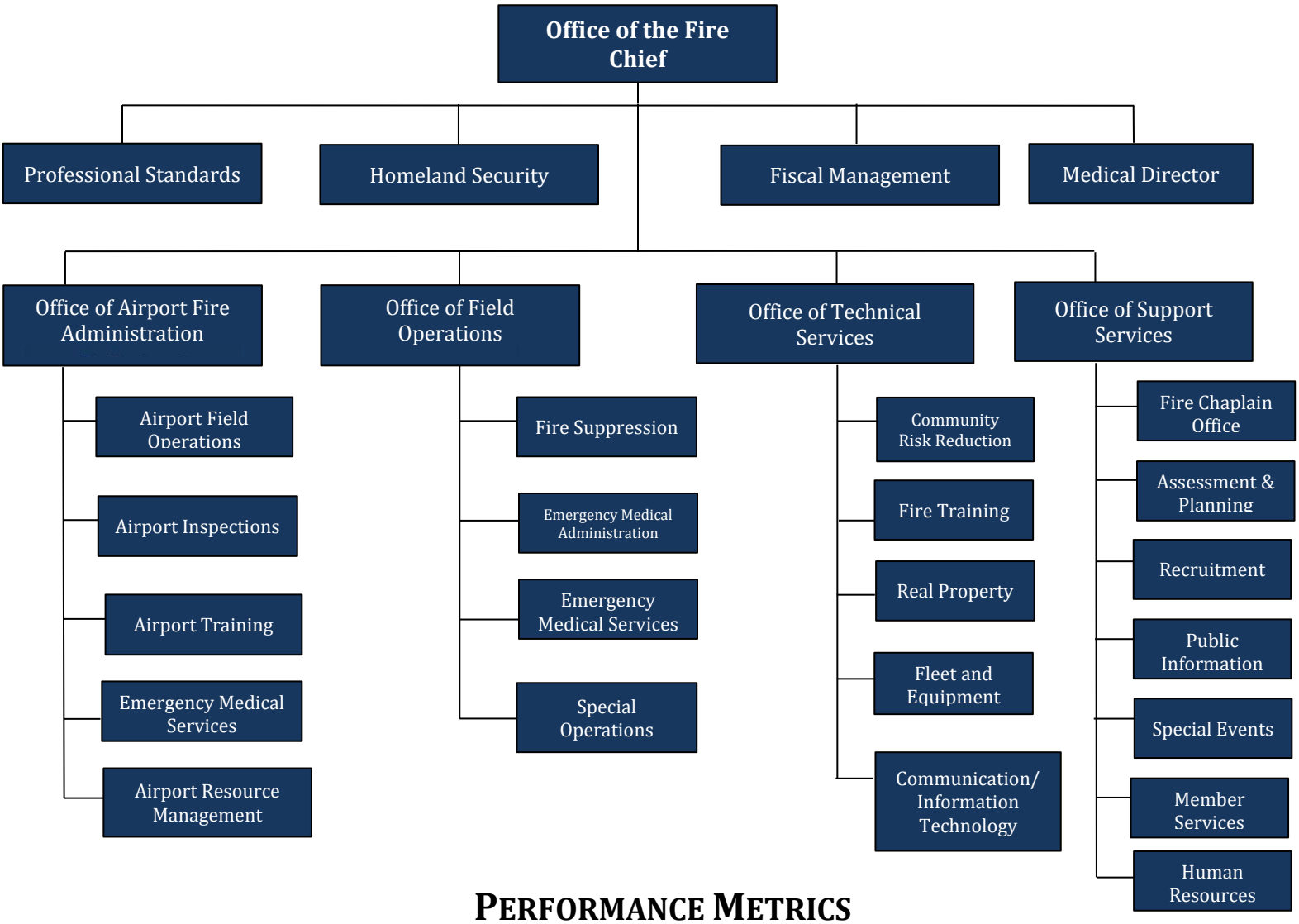
- Maintained Commission for Public Safety Excellence Accreditation.
- Enhanced performance measurement systems and processes.
- Enhanced records management and self-assessment processes.
- Maintained Class 1 ISO Rating.
- Restored Battalion One Command Team to Field Operations Division.
- Improved efficiencies using existing resources resulting in Technology and Communications enhancements, Fleet acquisitions, Emergency Medical Services, and Fire Station improvements.
- Maintained Field Operations staffing levels assuring four fighters on each engine.
- Applied for approximately $5.1 million in grant funding for additional sworn staffing and Special Operations equipment.
- Improved Fire Standard of Response Coverage (SORC).
- Improved EMS Standard of Response Coverage (SORC).
- Maintained three, fully functioning Quick Intervention Crew (QIC) - EMS Units.
- Expanded fleet replacement strategy and purchasing replacement apparatus: eight fire engines, two trucks, four specialty apparatus and fifty support staff vehicles.
- Hired and trained 109 recruit firefighters.
- Continued the Atlanta Emergency Preparedness Institute (AEPI).
- Continued AFRD's Senior Link Program.

FY2016 Adopted Program Highlights

- Maintain Class 1 ISO Rating.
- Renovate and reopen Station 7.
- 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.
- Resource Communication and Technology requirements for data collection and maintenance.
- Restart employee wellness and fitness by fully funding annual medical physicals and improving fitness culture.
- Enhance stations and facilities to address employee safety and quality of life issues.
- Enhance revenue generating opportunities.
- Continue implementation of the AFRD Strategic Plan.

ORGANIZATIONAL CHART

Fire Rescue Services



PERFORMANCE METRICS

Fire Rescue Services

PERFORMANCE MEASURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 TARGET	FY2016 TARGET
Public Safety				
Number of Incidents	87,320	84,047	N/A	N/A
Number of Fire Incidents	905	854	N/A	N/A
Number of EMS Incidents	50,256	62,434	N/A	N/A
90th Percentile Total Response Time Low Fire Risk	7:39	7:14	8:03	8:03
90th Percentile Total Response Time EMS BLS Risk	7:27	8:02	8:20	8:20


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FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$2,014,242	$2,516,365	$4,166,149	Salaries, Regular	$4,247,509	$81,359
-	-	-	Salaries, Perm Part-Time	$0	$0
$44,632,282	$46,904,800	$48,474,376	Salaries, Sworn	$48,352,240	($122,135)
$256,803	$194,657	$1,374,209	Salaries, Extra Help	$113,876	($1,260,333)
$218,529	$567,720	$21,152	Salaries, Extra Help-Sworn	$193,932	$172,780
$7,782,639	$8,779,434	$5,386,621	Overtime	$6,054,330	$667,709
$16,531,938	$20,553,184	$20,947,199	Pen Cont Fire Pen Fd	$16,497,635	($4,449,565)
-	-	$13,817	Pen Cont Police Pen Fd	-	($13,817)
$454,388	$545,131	$629,983	Pen Cont Gen Emp Pen Fd	$695,546	$65,563
$242,313	$356,151	$547,818	Defined Contribution	$425,067	($122,751)
$951,385	$754,194	$916,255	Workers' Compensation	$794,405	($121,849)
$9,064,366	$10,175,459	$9,442,413	Other Personnel Costs	$9,691,150	$248,737
$82,148,884	$91,347,095	$91,919,992	*TOTAL PERSONNEL*	$87,065,690	($4,854,302)
			OTHER EXPENSES		
$2,004,161	$2,029,631	$3,546,420	Purchased / Contracted Services	$4,399,136	$852,716
$6,792,791	$5,038,360	$6,553,387	Supplies	$6,900,933	$347,546
$405,891	$903,375	$209,065	Capital Outlays	$106,026	($103,039)
$3,217,411	$3,915,582	$3,282,177	Interfund / Interdepartmental Charges	$4,659,897	$1,377,720
$260,075	$261,014	$267,000	Other Costs	$267,000	$0
-	-	$0	Debt Service	$0	$0
-	-	-	Conversion / Summary	-	-
$78,760	$110,755	$1,712,722	Other Financing Uses	$2,308,623	$595,901
$12,759,088	$12,258,717	$15,570,771	*TOTAL OTHER EXPENSES*	$18,641,615	$3,070,844
$94,907,972	**$103,605,813**	**$107,490,763**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$105,707,305**	**($1,783,458)**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$22,098,843	$24,506,448	$23,801,817	Airport Revenue Fund	$23,411,568	($390,249)
$72,809,129	$79,099,365	$83,688,946	General Fund	$82,295,737	($1,393,209)
$94,907,972	**$103,605,813**	**$107,490,763**	**TOTAL EXPENSES**	**$105,707,305**	**($1,783,458)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
1,046.50	1,113.00	1,125.00	Full Time Equivalent	1,129.50	4.50

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services
Airport Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$462,393	$600,507	$745,309	Salaries, Regular	$767,549	$22,240
-	-	-	Salaries, Perm Part-Time	-	-
$10,883,819	$10,909,584	$11,031,888	Salaries, Sworn	$11,009,810	($22,078)
$41,540	$12,002	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$2,126,103	$2,926,903	$2,391,571	Overtime	$2,417,091	$25,520
$4,250,224	$5,019,445	$4,678,673	Pen Cont Fire Pen Fd	$3,712,822	($965,851)
-	-	-	Pen Cont Police Pen Fd	-	-
$122,567	$157,170	$165,767	Pen Cont Gen Emp Pen Fd	$166,173	$406
$24,855	$28,395	$50,177	Defined Contribution	$23,953	($26,224)
$51,260	$196,973	$90,006	Workers' Compensation	$218,620	$128,614
$2,224,143	$2,398,685	$2,096,688	Other Personnel Costs	$2,106,044	$9,355
$20,186,905	*$22,249,665*	*$21,250,078*	*TOTAL PERSONNEL*	*$20,422,061*	*($828,017)*
			OTHER EXPENSES		
$353,437	$403,950	$568,494	Purchased / Contracted Services	$793,559	$225,065
$925,310	$949,339	$1,233,050	Supplies	$1,132,823	($100,227)
$39,684	$53,840	$137,200	Capital Outlays	$34,000	($103,200)
$585,527	$840,361	$597,994	Interfund / Interdepartmental Charges	$1,014,125	$416,131
$7,979	$9,293	$15,000	Other Costs	$15,000	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$1,911,938	*$2,256,782*	*$2,551,739*	*TOTAL OTHER EXPENSES*	*$2,989,507*	*$437,768*
$22,098,843	**$24,506,448**	**$23,801,817**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$23,411,568**	**($390,249)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$22,098,843	$24,506,448	$23,801,817	Airport Revenue Fund	$23,411,568	($390,249)
$22,098,843	**$24,506,448**	**$23,801,817**	**TOTAL EXPENSES**	**$23,411,568**	**($390,249)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
243.00	246.00	246.00	Full Time Equivalent	246.00	-

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$22,240	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	($22,078)	Decrease due to personnel adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	$25,520	Increase due to mandated professional development.
Pen Cont Fire Pen Fd	($965,851)	Decrease due to pension rate adjustment.
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$406	Increase due to pension rate adjustment.
Defined Contribution	($26,224)	Decrease due to pension rate adjustment.
Workers' Compensation	$128,614	Increase due to workers' comp more than anticipated.
Other Personnel Costs	$9,355	Increase due to health rate adjustment.
TOTAL PERSONNEL	($828,017)	
OTHER EXPENSES		
Purchased / Contracted Services	$225,065	Increase due to hosting of ARFF Working Group Conference, NIMS specific training course, and various specialized training for sworn officer, wellness physicals, and repair & maintenance for radios, mobile data, and breathing apparatus.
Supplies	($100,227)	Decrease due to the completion of the AEDs replacement project.
Capital Outlays	($103,200)	Decrease due to completion of Thermal Imaging Cameras replacement and FY16 upgrade of Nederman exhaust system to No Smoke Exhaust System.
Interfund / Interdepartmental Charges	$416,131	Increase due to motor fuel and repairs more than anticipated.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$437,768	
TOTAL PERSONNEL AND OTHER EXPENSES	**($390,249)**	

FUND	VARIANCE (16-15)	EXPLANATION
Airport Revenue Fund	($390,249)	
TOTAL EXPENSES	**($390,249)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$1,551,850	$1,915,858	$3,420,840	Salaries, Regular	$3,479,960	$59,120
-	-	-	Salaries, Perm Part-Time	-	-
$33,748,463	$35,995,216	$37,442,488	Salaries, Sworn	$37,342,430	($100,058)
$215,263	$182,655	$1,374,209	Salaries, Extra Help	$113,876	($1,260,333)
$218,529	$567,720	$21,152	Salaries, Extra Help-Sworn	$193,932	$172,780
$5,656,536	$5,852,531	$2,995,050	Overtime	$3,637,239	$642,189
$12,281,714	$15,533,738	$16,268,526	Pen Cont Fire Pen Fd	$12,784,813	($3,483,713)
-	-	$13,817	Pen Cont Police Pen Fd	-	($13,817)
$331,820	$387,960	$464,217	Pen Cont Gen Emp Pen Fd	$529,373	$65,156
$217,458	$327,756	$497,641	Defined Contribution	$401,114	($96,527)
$900,124	$557,221	$826,249	Workers' Compensation	$575,785	($250,463)
$6,840,222	$7,776,774	$7,345,725	Other Personnel Costs	$7,585,107	$239,382
$61,961,978	*$69,097,430*	*$70,669,913*	*TOTAL PERSONNEL*	*$66,643,629*	*($4,026,285)*
			OTHER EXPENSES		
$1,650,724	$1,625,681	$2,977,926	Purchased / Contracted Services	$3,605,577	$627,651
$5,867,480	$4,089,022	$5,320,337	Supplies	$5,768,109	$447,773
$366,207	$849,535	$71,865	Capital Outlays	$72,026	$161
$2,631,884	$3,075,221	$2,684,182	Interfund / Interdepartmental Charges	$3,645,772	$961,590
$252,095	$251,720	$252,000	Other Costs	$252,000	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$78,760	$110,755	$1,712,722	Other Financing Uses	$2,308,623	$595,901
$10,847,150	*$10,001,935*	*$13,019,032*	*TOTAL OTHER EXPENSES*	*$15,652,108*	*$2,633,076*
$72,809,129	**$79,099,365**	**$83,688,946**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$82,295,737**	**($1,393,209)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$72,809,129	$79,099,365	$83,688,946	General Fund	$82,295,737	($1,393,209)
$72,809,129	**$79,099,365**	**$83,688,946**	**TOTAL EXPENSES**	**$82,295,737**	**($1,393,209)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
803.50	867.00	879.00	Full Time Equivalent	883.50	4.50

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$59,120	Increase due to new positions (Third Party Billing and Revenue Coordinator and Psychologist).
Salaries, Perm Part-Time	-	
Salaries, Sworn	($100,058)	Decrease due to salary adjustments from FY2015 to FY2016.
Salaries, Extra Help	($1,260,333)	Decrease ÄÕÅ to three civilian Extra Help positions ending: Management Analyst, Senior and 2 Training Specialist, Seniors.
Salaries, Extra Help-Sworn	$172,780	Increase includes 1 First Deputy of Fire, 1 Fire Lieutenant (Chaplain) and Battalion Chief on Military Leave.
Overtime	$642,189	Increase due to current staffing and associated FLSA and Overtime related to those additional filled positions.
Pen Cont Fire Pen Fd	($3,483,713)	Decrease due to pension rate adjustment
Pen Cont Police Pen Fd	($13,817)	Decrease due to pension rate adjustment.
Pen Cont Gen Emp Pen Fd	$65,156	Increase due to pension rate adjustment.
Defined Contribution	($96,527)	Decrease due to pension rate adjustment.
Workers' Compensation	($250,463)	Decrease due to workers' comp less than anticipated
Other Personnel Costs	$239,382	Increase due to health rate adjustment.
TOTAL PERSONNEL	($4,026,285)	
OTHER EXPENSES		
Purchased / Contracted Services	$627,651	Increase due to Incremental items for Target Safety and EMS Certifications; and Departmental Initiatives such as Enhance Technology and Communications – Security camera systems, Hansen mobile, Netmotion upgrade, and upgrade Telephone infrastructure.
Supplies	$447,773	Increase due to Wellness equipment, XTS radios, 1 defibrillator, Mobile Data Computers (MDC's), and other items required for Rapid EMS Response, Quick Intervention Crew (QIC).
Capital Outlays	$161	Increase due to equipment costs more than anticipated.
Interfund / Interdepartmental Charges	$961,590	Increase due to motor vehicle maintenance, repairs and fuel costs associated with aging fleet.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	$595,901	Increase due to total estimated GMA Lease Pool payments due.
TOTAL OTHER EXPENSES	$2,633,076	
TOTAL PERSONNEL AND OTHER EXPENSES	**($1,393,209)**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	($1,393,209)	
TOTAL EXPENSES	**($1,393,209)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	4.50	Increase due to moving Sworn positions from extra help to permanent as well as new positions.


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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 to include uniform patrol operations, criminal investigations, community-based programs, administrative/technical support services and strategic development. The Atlanta Police Department serves as the City's control center for law enforcement related operations, with multiple precincts that serve as staging areas for emergency 911 responses. Additionally, the Department is the primary local law enforcement agency and also provides service to Hartsfield-Jackson Atlanta International Airport. The Department works closely with Neighborhood Planning Units (NPUs), independent community organizations, and business associations in an attempt to best understand and meet the demands of the community it serves.

Divisions/Offices Descriptions

The Community Services Division (CSD) encompasses units that are directly responsible for coordinating and facilitating Community Oriented Policing principles, Atlanta Airport (HJAIA) police functions, Special Operations, and Code Enforcement Section operations.

The Criminal Investigations Division (CID) consists of investigative units whose primary responsibility is to investigate and follow-up crimes committed against persons or property in the City of Atlanta. This division includes Homicide, Homeland Security, Narcotics, the Gang Unit, Special Victims, School Detectives, and the Fugitive Unit. CID is also responsible for the regulation of vehicles for hire including functions such as licensing, permitting and enforcing.

The Field Operations Division (FOD) is the uniformed patrol force of the City. Officers patrol the city streets, answer calls for service, and work with the community to solve trending problems. FOD consists of six geographic patrol zones and the Night Commander, who is the ranking supervisor during late night shifts.

The Strategy and Special Projects Division (SSP) is responsible for coordinating and facilitating the department's strategic crime fighting initiatives and implementing new technologies and projects. The division consists of the Video Integration Center (VIC), Planning & Research/Accreditation, Staff Inspections, Public Affairs, Crime Analysis, The Retired Officers Force, and The Atlanta Police Leadership Institute (APLI).

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 in taking a proactive leadership role in improving public safety in order to address their unique community needs.
- Provide the necessary structure to identify and attain the highest professional standards available to a law enforcement agency.
- Secure effective equipment and build facilities that foster a productive work environment; promote our professionalism, and instill confidence in our stakeholders.

FY2015 Accomplishments

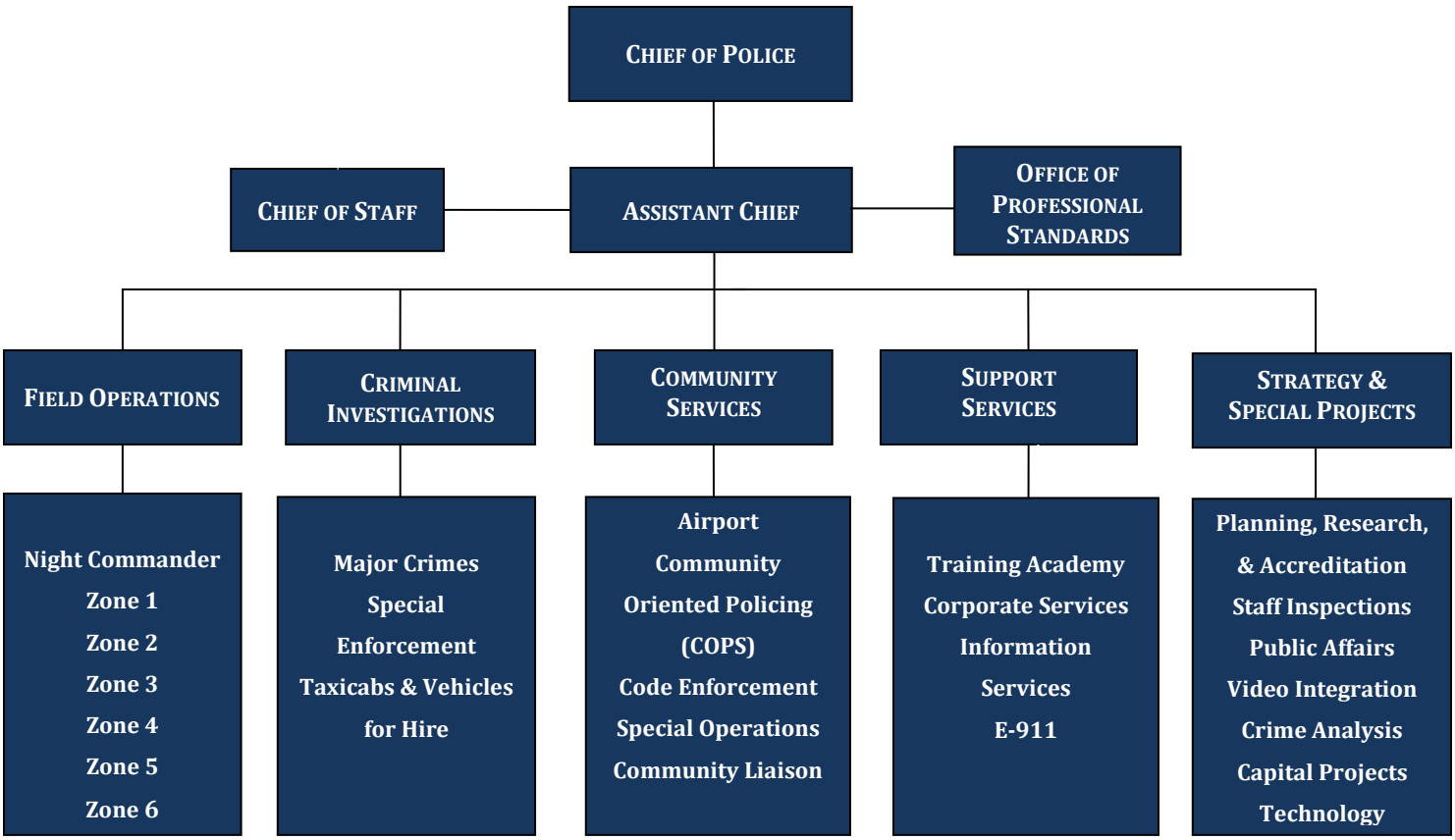
- Overall crime reduction of 4% for calendar year 2014.
- The Video Integration Center (VIC) completed the research study and pilot program for Body-Worn Cameras (BWC).
- The VIC reported having approximately 3,400 private and public sector cameras at the end of 2014.
- The APEX K-9 Unit won the "***Top Dog Award***" from the 2014 United States Police Canine Association, Southeast Regional K-9 Trials, for the 8th consecutive year.
- The Gang Unit arrested ten 30 Deep gang members for approximately 30 cases consisting of carjacking's, robberies, and smashes and grabs at AT&T stores.
- The Department graduated its first Atlanta Police Leadership Institute (APLI) Tier-3 & Tier -4 classes.
- Two of the department's aircraft received an avionics upgrade with a value of $422,000 from UASI funds, which provides the pilot with synthetic vision, weather information, and traffic avoidance capability.
- The Code Enforcement Unit increased the City's Service Level Agreement (SLAs) from 45% to 75% accomplished overall (as established by the Mayor's Innovation Team, *F0R Atlanta*). The unit decreased the total number of cases outside the SLA requirement from approximately 800 to 200.
- The Code Enforcement Unit created a "Public Safety Priority Ranking" system for In-Rem orders to prioritize all demolitions.
- The Police Athletic League (PAL), hosted a summer camp with over 150 children and gave away over 2,000 toys as part of the Annual Christmas Kindness toy give away.
- The E-911 Center received a Class-1 ISO Rating and exceeded their target of 90% of all calls answered within 10 seconds with a 94% average.
- The Video Integration Center began 24/7 operations to monitor problem areas.
- The Department began implementation of the Everbridge-community engagement messaging system, scheduled to launch by year-end.

FY2016 Adopted Program Highlights

- Manage resources to reduce crime by 5%.
- Monitor and track repeat offenders.
- The Community Liaison Unit will implement the Crime-Free Multi-Housing Program in 3 zones.
- APD will convert roll call training to an interactive streaming video format.
- The APD Communications Section will implement Text-911 technology.
- The APD will implement training and launch a department-wide peer support group.
- The APD will deploy body cameras to our work force.
- The Atlanta Police Foundation and APD VIC personnel will create a private sector camera integration marketing plan.
- The Department, in coordination with Municipal Court, will establish a pilot program for the electronic dissemination of subpoenas.
- The Department will design, develop, and implement an APD Public Safety Mobile App for citizens.

ORGANIZATIONAL CHART

POLICE SERVICES



PERFORMANCE METRICS

Police Services

PERFORMANCE MEASURE	2013 ACTUAL	2014 ACTUAL	2015 TARGET	2016 TARGET
Excellence & Efficiency				
Number of Complaints	67	124	123	150
Dismissals	54	73	88	60
Average Number of Investigative Days	147	127	138	90
Board Sustained Rate	88%	45%	22%	N /A
Chief's Discipline on Sustained ACRB Complaints	83%	25%	50%	75%
Cases Closed	18	24	28	36
Community Engagement Activities	4	17	36	50


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FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$15,486,707	$16,825,120	$18,451,858	Salaries, Regular	$20,428,406	$1,976,548
-	-	-	Salaries, Perm Part-Time	-	-
$90,492,620	$93,728,203	$96,956,225	Salaries, Sworn	$97,261,385	$305,160
$320,268	$316,708	$173,739	Salaries, Extra Help	$371,295	$197,556
$1,142,673	$1,832,450	$1,352,797	Salaries, Extra Help-Sworn	$1,527,601	$174,804
$6,974,472	$7,948,946	$5,284,913	Overtime	$6,791,007	$1,506,095
-	$1,879	-	Pen Cont Fire Pen Fd	-	-
$25,923,797	$29,716,859	$32,528,170	Pen Cont Police Pen Fd	$25,260,778	($7,267,392)
$3,896,082	$4,318,354	$4,233,789	Pen Cont Gen Emp Pen Fd	$5,756,453	$1,522,664
$697,827	$944,621	$1,156,316	Defined Contribution	$1,208,567	$52,251
$3,302,109	$3,064,202	$3,126,682	Workers' Compensation	$2,965,854	($160,828)
$18,587,328	$19,726,628	$20,981,559	Other Personnel Costs	$21,639,144	$657,585
$166,823,882	$178,423,969	$184,246,047	*TOTAL PERSONNEL*	$183,210,490	($1,035,557)
			OTHER EXPENSES		
$11,567,893	$11,614,169	$12,449,767	Purchased / Contracted Services	$14,293,102	$1,843,335
$4,747,294	$4,825,472	$5,272,099	Supplies	$3,470,906	($1,801,192)
$568,575	$205,244	$37,334	Capital Outlays	$153,188	$115,854
$7,766,223	$7,283,291	$7,899,855	Interfund / Interdepartmental Charges	$8,486,564	$586,709
$29,994	$342,450	$605,466	Other Costs	$448,877	($156,588)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$194,343	$2,311,801	Other Financing Uses	$1,264,398	($1,047,403)
$24,679,980	$24,464,969	$28,576,322	*TOTAL OTHER EXPENSES*	$28,117,035	($459,287)
$191,503,861	**$202,888,938**	**$212,822,369**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$211,327,525**	**($1,494,843)**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$17,100,739	$16,689,078	$18,459,920	Airport Revenue Fund	$19,036,554	$576,634
$14,459,480	$15,948,016	$16,487,976	Emergency Telephone System	$17,574,793	$1,086,817
$989	-	$0	Fleet Service Fund	-	$0
$159,942,916	$170,251,844	$177,874,473	General Fund	$174,588,091	($3,286,381)
-	-	-	Group Insurance Fund	$0	$0
-	-	$0	Solid Waste Services Revenue Fund	$0	$0
($264)	-	-	Water & Wastewater Revenue Fund	$128,087	$128,087
$191,503,861	**$202,888,938**	**$212,822,369**	**TOTAL EXPENSES**	**$211,327,525**	**($1,494,843)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
2,436.00	2,494.00	2,491.00	Full Time Equivalent	2,527.50	36.50

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Airport Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$793,751	$993,702	$1,167,728	Salaries, Regular	$1,281,430	$113,702
-	-	-	Salaries, Perm Part-Time	-	-
$7,810,053	$8,506,001	$8,834,029	Salaries, Sworn	$9,167,641	$333,612
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$1,871,639	$2,159,706	$2,407,240	Overtime	$2,446,522	$39,282
-	-	-	Pen Cont Fire Pen Fd	-	-
$2,095,564	$2,385,551	$2,916,127	Pen Cont Police Pen Fd	$2,352,562	($563,565)
$220,455	$248,766	$279,892	Pen Cont Gen Emp Pen Fd	$375,267	$95,375
$24,986	$33,853	$72,385	Defined Contribution	$41,476	($30,909)
$157,417	$110,774	$21,013	Workers' Compensation	$115,621	$94,608
$1,583,200	$1,750,982	$1,825,509	Other Personnel Costs	$1,850,115	$24,606
$14,557,064	*$16,189,334*	*$17,523,923*	*TOTAL PERSONNEL*	*$17,630,635*	*$106,712*
			OTHER EXPENSES		
$1,644,772	($275,727)	$76,326	Purchased / Contracted Services	$451,249	$374,923
$458,933	$343,719	$411,496	Supplies	$362,356	($49,140)
-	-	-	Capital Outlays	$75,000	$75,000
$439,728	$431,303	$447,174	Interfund / Interdepartmental Charges	$513,814	$66,640
$242	$448	$1,000	Other Costs	$3,500	$2,500
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$2,543,675	*$499,743*	*$935,996*	*TOTAL OTHER EXPENSES*	*$1,405,919*	*$469,923*
$17,100,739	**$16,689,078**	**$18,459,920**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$19,036,554**	**$576,634**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$17,100,739	$16,689,078	$18,459,920	Airport Revenue Fund	$19,036,554	$576,634
$17,100,739	**$16,689,078**	**$18,459,920**	**TOTAL EXPENSES**	**$19,036,554**	**$576,634**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
208.00	216.00	215.00	Full Time Equivalent	215.00	-

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$113,702	Increase due to salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	$333,612	Increase due to salary adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	$39,282	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	($563,565)	Decrease due to pension rate adjustment.
Pen Cont Gen Emp Pen Fd	$95,375	Increase due to pension rate adjustment.
Defined Contribution	($30,909)	Decrease due to personnel adjustments.
Workers' Compensation	$94,608	Increase due to workers' comp more than anticipated.
Other Personnel Costs	$24,606	Increase due to health rate adjustment.
TOTAL PERSONNEL	$106,712	
OTHER EXPENSES		
Purchased / Contracted Services	$374,923	Increase due to funding contracts for retired officers due to the inability of Police to provide new hires at the airport.
Supplies	($49,140)	Decrease due to ($72K) supplies consumable-trackable offset by $13K for equipment less than anticipated.
Capital Outlays	$75,000	Increase due to equipment purchases for all of the three-wheel Segway scooters to replace the older model T3 three-wheel scooters.
Interfund / Interdepartmental Charges	$66,640	Increase due to motor/fuel and repair/maintenance more than anticipated.
Other Costs	$2,500	Increase due to business meeting expenses more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$469,923	
TOTAL PERSONNEL AND OTHER EXPENSES	**$576,634**	

FUND	VARIANCE (16-15)	EXPLANATION
Airport Revenue Fund	$576,634	
TOTAL EXPENSES	**$576,634**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Emergency Telephone System

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$5,823,485	$5,983,130	$6,683,722	Salaries, Regular	$6,786,177	$102,455
-	-	-	Salaries, Perm Part-Time	-	-
-	$61,692	$64,220	Salaries, Sworn	-	($64,220)
-	$125,524	$116,434	Salaries, Extra Help	$105,156	($11,278)
-	-	-	Salaries, Extra Help-Sworn	-	-
$1,089,922	$1,247,627	$683,835	Overtime	$684,995	$1,160
-	-	-	Pen Cont Fire Pen Fd	-	-
$902	$32,468	$150,890	Pen Cont Police Pen Fd	$82,834	($68,056)
$1,524,403	$1,586,597	$1,580,560	Pen Cont Gen Emp Pen Fd	$1,980,102	$399,542
$53,474	$70,200	$92,467	Defined Contribution	$119,838	$27,372
$8,281	$7,683	$2,822	Workers' Compensation	$7,948	$5,127
$1,079,844	$1,097,316	$1,349,945	Other Personnel Costs	$1,428,376	$78,431
$9,580,311	*$10,212,237*	*$10,724,893*	*TOTAL PERSONNEL*	*$11,195,427*	*$470,534*
			OTHER EXPENSES		
$4,841,056	$5,699,722	$5,734,279	Purchased / Contracted Services	$6,356,877	$622,597
$38,113	$35,259	$28,804	Supplies	$20,702	($8,101)
-	$799	-	Capital Outlays	$1,787	$1,787
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$4,879,169	*$5,735,779*	*$5,763,083*	*TOTAL OTHER EXPENSES*	*$6,379,366*	*$616,283*
$14,459,480	**$15,948,016**	**$16,487,976**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$17,574,793**	**$1,086,817**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$14,459,480	$15,948,016	$16,487,976	Emergency Telephone System	$17,574,793	$1,086,817
$14,459,480	**$15,948,016**	**$16,487,976**	**TOTAL EXPENSES**	**$17,574,793**	**$1,086,817**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
166.00	166.00	168.00	Full Time Equivalent	168.00	-

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Emergency Telephone System

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$102,455	Increase due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	($64,220)	Decrease due to personnel adjustments.
Salaries, Extra Help	($11,278)	Decrease due to temporary assignments becoming full-time assignments.
Salaries, Extra Help-Sworn	-	
Overtime	$1,160	Increase due to additional staff to cover overtime as needed.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	($68,056)	Decrease due to pension rate and salary adjustments.
Pen Cont Gen Emp Pen Fd	$399,542	Increase due to pension rate and salary adjustments.
Defined Contribution	$27,372	Increase due to pension rate and personnel adjustments.
Workers' Compensation	$5,127	Increase due to workers' comp more than anticipated.
Other Personnel Costs	$78,431	Increase due to group life, health and medicare offset by comp retention bonus not budgeted in FY16.
TOTAL PERSONNEL	$470,534	
OTHER EXPENSES		
Purchased / Contracted Services	$622,597	Increase due to Stratus Technology, Clear Club and Disaster Recovery upgrades.
Supplies	($8,101)	Decrease due to supplies non-consumable & small parts and computer equipment less than anticipated.
Capital Outlays	$1,787	Increase due to new Stratus Server being procured.
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$616,283	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,086,817**	

FUND	VARIANCE (16-15)	EXPLANATION
Emergency Telephone System	$1,086,817	
TOTAL EXPENSES	**$1,086,817**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	-	

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$8,869,471	$9,848,288	$10,600,408	Salaries, Regular	$12,360,799	$1,760,391
-	-	-	Salaries, Perm Part-Time	-	-
$82,682,566	$85,160,510	$88,057,977	Salaries, Sworn	$88,005,469	($52,508)
$320,268	$191,184	$57,305	Salaries, Extra Help	$266,139	$208,834
$1,142,673	$1,832,450	$1,352,797	Salaries, Extra Help-Sworn	$1,527,601	$174,804
$4,012,911	$4,541,612	$2,193,838	Overtime	$3,659,490	$1,465,652
-	$1,879	-	Pen Cont Fire Pen Fd	-	-
$23,827,332	$27,298,841	$29,461,154	Pen Cont Police Pen Fd	$22,802,678	($6,658,476)
$2,151,224	$2,482,991	$2,373,336	Pen Cont Gen Emp Pen Fd	$3,401,084	$1,027,747
$619,367	$840,568	$991,464	Defined Contribution	$1,047,252	$55,788
$3,136,411	$2,945,745	$3,102,847	Workers' Compensation	$2,842,284	($260,562)
$15,924,284	$16,878,330	$17,806,105	Other Personnel Costs	$18,343,546	$537,441
$142,686,506	*$152,022,398*	*$155,997,230*	*TOTAL PERSONNEL*	*$154,256,341*	*($1,740,889)*
			OTHER EXPENSES		
$5,082,328	$6,190,173	$6,639,162	Purchased / Contracted Services	$7,484,976	$845,814
$4,250,248	$4,446,494	$4,831,799	Supplies	$3,087,848	($1,743,951)
$568,575	$204,445	$37,334	Capital Outlays	$76,401	$39,067
$7,325,506	$6,851,988	$7,452,680	Interfund / Interdepartmental Charges	$7,972,750	$520,069
$29,753	$342,003	$604,466	Other Costs	$445,377	($159,088)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$194,343	$2,311,801	Other Financing Uses	$1,264,398	($1,047,403)
$17,256,410	*$18,229,446*	*$21,877,242*	*TOTAL OTHER EXPENSES*	*$20,331,750*	*($1,545,492)*
$159,942,916	**$170,251,844**	**$177,874,473**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$174,588,091**	**($3,286,381)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$159,942,916	$170,251,844	$177,874,473	General Fund	$174,588,091	($3,286,381)
$159,942,916	**$170,251,844**	**$177,874,473**	**TOTAL EXPENSES**	**$174,588,091**	**($3,286,381)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
2,062.00	2,112.00	2,108.00	Full Time Equivalent	2,142.50	34.50

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$1,760,391	Increase due to new positions.
Salaries, Perm Part-Time	-	
Salaries, Sworn	($52,508)	Decrease due to personnel adjustments.
Salaries, Extra Help	$208,834	Increase due to timing of temporary civilians becoming full time.
Salaries, Extra Help-Sworn	$174,804	Increase due to timing of temporary police recruits becoming full time.
Overtime	$1,465,652	Increase due to additional officers needed for protests.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	($6,658,476)	Decrease due to pension rate adjustment.
Pen Cont Gen Emp Pen Fd	$1,027,747	Increase due to pension rate adjustment.
Defined Contribution	$55,788	Increase due to personnel and pension rate adjustments.
Workers' Compensation	($260,562)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	$537,441	Increase due to health rate adjustment.
TOTAL PERSONNEL	($1,740,889)	
OTHER EXPENSES		
Purchased / Contracted Services	$845,814	Increase due to $1MM for demolition and $50K for Sensitivity Training offset by a reduction in expenses for Operating Lease/Rental Equipment.
Supplies	($1,743,951)	Decrease due to small equipment and non-consumable supplies less than anticipated.
Capital Outlays	$39,067	Increase due to purchasing additional crime scene technology i.e. CR5 Robots.
Interfund / Interdepartmental Charges	$520,069	Increase due to motor/fuel cost and repair/maintenance more than anticipated.
Other Costs	($159,088)	Decrease due to ($143K) Grant Match and ($12K) for Board Membership Dues, License Review and Hearing Fees less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	($1,047,403)	Decrease due to lower GMA lease payment less than anticipated.
TOTAL OTHER EXPENSES	($1,545,492)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($3,286,381)**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	($3,286,381)	
TOTAL EXPENSES	**($3,286,381)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	34.50	Increase due to position creations and transfers.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	$88,275	$88,275
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	$22,704	$22,704
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	$17,108	$17,108
-	-	-	*TOTAL PERSONNEL*	*$128,087*	*$128,087*
			OTHER EXPENSES		
($264)	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
($264)	-	-	*TOTAL OTHER EXPENSES*	-	-
($264)	**-**	**-**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$128,087**	**$128,087**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
($264)	-	-	Water & Wastewater Revenue Fund	$128,087	$128,087
($264)	**-**	**-**	**TOTAL EXPENSES**	**$128,087**	**$128,087**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	2.00	2.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	$88,275	Increase due to creation of 2 Police Investigator positions.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	$22,704	Increase due to creation of 2 Police Investigator positions.
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	$17,108	Increase due to creation of 2 Police Investigator positions.
TOTAL PERSONNEL	$128,087	
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	**$128,087**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	$128,087	
TOTAL EXPENSES	**$128,087**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	2.00	Increase due to creation of 2 Police Investigator Positions.


RESURGENS
1847
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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, code compliance, 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, code compliance, and housing 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, Code Compliance, 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 $30M. 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.
- Continue to stabilize the permitting process through the consolidation of all permit related services.
- Update the Zoning Ordinance to promote the development of smart growth principles.

FY2015 Accomplishments

Office of Buildings

- The Office held meetings with several key stakeholder groups to obtain their input on the Tree Protection Ordinance draft update. Meetings with the Technical Advisory Committee and other groups such as the Atlanta Homebuilder's Association began in October 2014. The ordinance is being updated to meet current needs, and increase usability.
- The Office has continued to increase operational efficiency encompassing the permit approval process, and created SOPs for major functions of the process. Ongoing training of all staff to further increase efficiency is a trend that will continue into FY16.
- Steps to develop and launch a new online permit tracking system for permitting customers progressed smoothly in FY15. A new system called, Atlanta Permit Tracker is in the final stage of development. Civic Insight is the contractor creating the online platform that will be free for customers to search for permits online 24/7 to determine the status of a building permit application. Atlanta Permit Tracker will eventually provide residents, businesses, civic organizations, City Council and City employees the ability to track building permit trends in a specific Council District, or neighborhood.
- As a customer service initiative, the Office has been working to create a reliable and efficient process to review building plans electronically. Electronic plans review will enable Atlanta citizens, building developers, and stakeholders to electronically submit building plans and review them online. Eliminating and/or reducing the need to come to city hall for certain building plans review is a key objective. This initiative has the capability to reduce paper costs, save time and improve the plans review process. Other benefits include reducing plans review turnaround times, and the accuracy of detecting drawing's revision changes. Electronic plan review can also expedite construction permit review, and approval processes without sacrificing established quality and safety standards.
- Ongoing technical training of staff is a top priority for this Office. In FY15, training for the City's online permit application platform was expanded to include more front-line staff that uses Accela to process, or update online permit applications. In FY15, more staff attended a national training conference and as a result was able to sharpen their skills and knowledge of the Accela online permit application system.
- This Office continued to diligently improve coordination of plans review with Site Development. This effort has resulted in an enhanced plan review process that reduced the number of repetitive internal building plans review.
- In an effort to improve the building inspection process for our customers, the Office continued to encourage staff to obtain additional certifications. As a result, the number of building inspector certifications doubled FY15. Having an inspections staff with multiple certifications is a great benefit to the city. By doubling the number of staff certifications, this Office is better equipped to conduct large, complex inspections in a timely and efficient manner.

Office of Housing

- The City of Atlanta was awarded a $2.5 million grant from the U.S. Department of Housing and Urban Development (HUD) for the City's lead hazard control program, Lead Safe Atlanta. The program launched in 2011 and strives to identify housing built before 1978 where lead-based paint is present in an effort to reduce exposure to it. Children under age six and pregnant women are the main target groups for the program. We exceeded our program goal of inspecting and treating 150 housing units and ended our first program with a total of 175 housing units treated for harmful lead. This 2nd round of HUD funding allows us to expand Lead Safe Atlanta into FY '16.
- We launched an innovative strategy to address vacant properties in one of the communities hardest hit by foreclosure. Vacant 2 Vibrant, a Mechanicsville Scattered Site project, has a goal to transform vacant property or land into 75 single-family homes through new construction or rehabilitation. The housing units will be available for rent to low- and moderate-income families when completed.
- The Center for Community Progress released its report that identifies the optimum legal and policy response the city can provide to address vacant, abandoned and blight properties using tools and resources already in place. Using Judicial In Rem as a tool, a special taskforce of city housing, code enforcement and city court officials worked together to create a draft inclusionary zoning ordinance that pinpoints a permanent funding source for strategic blight remediation. This Office is helping to lead the City's special taskforce and will continue its collaboration into FY16.
- The Office supported the launch of new construction for senior housing near the Atlanta Beltline. Total project cost is approximately $22,183,000, of which, the City is providing HOME Program funds in the amount of $570,000 in the form of a 40 year cash flow loan. This project consists of creating eighty (80), 1 Bedroom/1Bath, senior housing units of which 38 units are City HOME units.

Office of Planning

- The Department will be working in partnership with community residents, Invest Atlanta and other stakeholders to launch a study in FY 2016. The $200,000 livable centers initiative (LCI) grant was approved by the Atlanta Regional Commission to study future development options for Turner Field and the five surrounding communities. The study area of approximately 1,340 acres includes all of the Stadium Tax Allocation District (TAD).
- Mayor Reed signed the contract to launch the premier bicycle sharing program. It will consist of 500 bicycles and 50 rental stations. Atlanta's bike share system will use the latest 'Smart Bike' system known as Social Bicycles (SoBi). SoBi bikes are equipped with an integrated GPS-enabled locking mechanism that gives riders the flexibility to return a bike at a hub location, or any public bike rack. The program will launch in 2016.

  The Office's Strategic Planning division continued its work to implement and manage a $400,000 Environmental Protection Agency (EPA) brownfield assessment grant and revolving loan fund program. These two programs will provide grants and loans to companies with experience assessing & remediating potentially contaminated land. Proctor Creek is one focal point for the City's brownfields grant initiatives.
- This fiscal year, the Office successfully allocated $100,000 in small grants to various Neighborhood Planning Units and APAB members to improve the quality of life in communities.
- The Department was instrumental in helping to create communications tools including two videos, and social media messages to raise awareness about a series of public meetings regarding the much needed repairs to sidewalks, roads, bridges and facilities. This Office led the facilitation of key public meetings where residents and business owners were able to provide input about the $250M infrastructure bond process and project list.
- With a $150,000 LCI grant from ARC, the Office worked with stakeholders to study Lakewood's significant potential for sustainable and transit-supportive redevelopment. Focal points of the study area were the Lakewood Fairgrounds,

Metropolitan Parkway, Jonesboro Road, and Cleveland Avenue commercial corridors. Local and regional access to transportation was a key part of the study. The purpose of this study was to formulate strategies to balance growth and development at the Lakewood Fairgrounds and surrounding neighborhoods.

FY2016 Adopted Program Highlights

Office of Buildings

Stabilize Revenue Fluctuations

- Realizing the need to identify a competitive fee structure to meet projected operating and capital expenses; the process of completing a Cost-of-Service (COS) study has begun. It will include a thorough review of the option to use of part-time plans reviewers and permit technicians. As part of the COS study this Office will be able to seek other options for adjusting staffing levels and scale operations up or down in response to customer demand and volume of applications. The ground work is underway and the COS study, which will launch in FY16 will help us stabilize expenditures in response to fluctuations in revenues.

Develop Office of Buildings Website

- In order to give building permit customers direct access to timely and accurate information, forms and permit status updates, this Office is researching options to create a new customer-focused website. Doing so would give the Office the ability to enhance a customer's experience by giving them easy access to checklists, and information about the permit process. In FY15 we began the procurement process to establish a contract with a marketing firm to help us plan, implement, and manage a self-hosted website.

Enable Free Electronic Plans Submission

- In FY16, our vision is to complete the development and integration of ePlans, an electronic plans review service. Our goal is to use a system created by ProjectDox to reduce building permit approval times and increase efficiencies in completing reviews of permit plans and blueprints between this Office and other review agencies. New technology, including large touchscreen monitors, will be added to staff workstations to enable online building plans review. As a result, e-Plans will offer improved and efficient collaboration between permit customers and plans reviewers.

Finalize SOPs and Train Staff

- Work to ensure standard operating procedures (SOPs) are user-friendly and comprehensive we will finalize SOPs for this Office. Our goal is to use SOPs to train staff in an effort to ensure consistency in the permitting process. We will also evaluate the effectiveness of our SOPs and identify and adjust operational inefficiencies. This Office will form a committee to review and finalize current SOPs, and meet to review proposed changes to ensure consistent practices across all functions touching permitting.

Develop Consistency among Inspectors

- In FY15, this Office encouraged and expanded its effort to expand training opportunities for inspectors. This has greatly improved consistency in field inspections. The Office will continue this training trend into FY16.

Launch Information Service Desk

- From the new information desk, the Office will be able to quickly direct customers to the appropriate staff for assistance. FY16, the goal of this Office is to revise the customer intake process to include a location where new customer flyers will be distributed to customers who apply for a building permit at city hall. The customer flyers offer key information and tips intended to boost a customer's knowledge of all aspects of the permitting, planning, and zoning process. The office is also developing a system that will assign a single point of contact for large development projects.

Office of Housing

Develop reporting system and quarterly analysis

- In FY16, the goal of this Office is to leverage at least $4 private dollars for every $1 of federal HOME funding expended. Our long-term objective is to work towards obtaining a higher ranking in the state of Georgia as it relates to leveraging multi-family housing projects. The City currently ranks 6th in the state for leveraged funds for multifamily projects.

Launch an Inclusionary Zoning and Blight Remediation Strategy

- The ordinance created to support and sustain inclusionary zoning will be submitted to Mayor Kasim Reed's administration and the City Council for adoption in FY17. This Office has collaborated with other city agencies to draft legislation that identifies and secures a permanent funding source for the demolition of blighted properties via Judicial In Rem policies. The proposed legislation also strives to develop measures to identify and track the impact on neighborhoods with high vacant and abandoned residential, commercial and industrial units.

Measure Housing Program Success and Comparison

- Committing federal HOME funds is a top primary for this Office. In the new fiscal year, our goal is to research best practices and develop a plan to effectively commit the city's HOME funds. In Dec 2014, the City of Atlanta was ranked 10th in the state for committed HOME dollars to projects. This office is focused on improving the City's ranking to become among the top 5 by FY16 Q3.

Reduce Vacancy and Blight through Housing Development

- The SCI plan identified 199 parcels of Land as vacant lots within the Mechanicsville community. The Office of Housing will develop 74 homes on vacant lots within Mechanicsville. This effort will reduce the number of vacant lots by 37% by June 2016.

Office of Planning

Comprehensive Development Plan

- Community engagement is a major responsibility of this Office. In FY16 we will focus and leverage comprehensive transportation plan (CTP) outreach efforts to reach more residents, civic groups and businesses. This Office will add social services planning and business development in order to retain knowledge base, encourage entrepreneurship, and plan for communities that meet the needs of all ages and abilities.

Develop a Comprehensive Transportation Plan

- With an emphasis on automotive, freight, bicycle, pedestrian, and mass transit our vision is to complete a comprehensive transportation plan in FY16. This document will link to numerous components of CDP, such as business development and the preference of this generation for multimodal transportation options.

Launch Zoning Re-write Process

- The process to revise the City's zoning ordinance will take place in two phases. Phase 1 can include an assessment of the current Code, and recommendations for changing the code. In Phase 2 the focus will be on making and possibly integrating GIS and current Lot Boundary work, with a product that increases customer service by centralizing all parcel information into an interactive mapping platform.

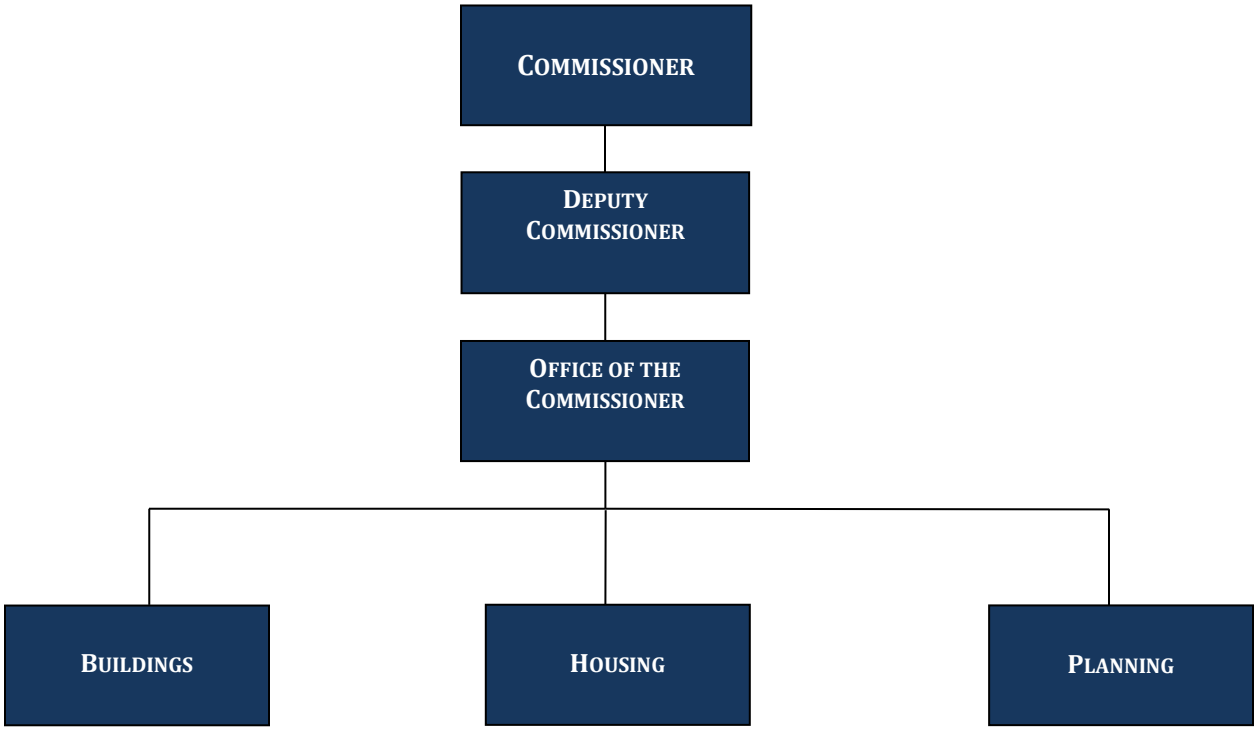
Office of the Commissioner

Evaluate Impact Fee Program

- In FY15, our Office of Planning, DPR and DPW began formalizing a process to get new projects in the pipeline. Work with CIDs (and corresponding Councilmembers) to develop a project pipeline of system improvements and ways to leverage additional resources. As we work in FY16 to implement changes identified by the Mayor's Blue Ribbon Commission we're confident we can effectively complete an evaluation of the Impact Fee program.

ORGANIZATIONAL CHART

Planning and Community Development



PERFORMANCE METRICS

Planning and Community Development

PERFORMANCE MEASURE	FY 2013 Actual	FY 2014* Actual	FY 2015 Target	FY 2016 Target
Office of Buildings				
Economic Development				
% Plans Approved Upon First Review	N/A	65%	70%	90%
%Plans Approved for Review After First Quality Control Review (QCR) Inspection	N/A	62%	65%	90%
% Inspections completed within SLA	N/A	98%	90%	90%
Office of Housing				
Economic Development				
% Vacant Section 8 Units	N/A	9%	12%	9%
HOME Rentals Units Produced	N/A	139	139	12
Limited Rehabilitation Units Completed	N/A	208	182	198
Office of Planning				
Economic Development				
% Zoning Variance Cases Completed Within 90 Days or Less	N/A	77%	95%	90%
% UDC Cert of Appr. – Type II and III – 25 Day SLA	N/A	98%	100%	100%
% Special Administrative Permit Reviews completed within 30 day SLA	N/A	56%	58%	100%

*The Department of Planning began reporting on new metrics for FY2014.


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FY16 OPERATING BUDGET HIGHLIGHTS
Dept Of Planning & Community Development

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$4,539,271	$5,744,806	$9,048,568	Salaries, Regular	$9,374,500	$325,932
-	$320	-	Salaries, Perm Part-Time	$0	$0
-	-	-	Salaries, Sworn	-	-
$363,200	$424,330	$796,481	Salaries, Extra Help	$465,418	($331,064)
-	-	-	Salaries, Extra Help-Sworn	-	-
$2,230	$642	$0	Overtime	$3,114	$3,113
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$766,258	$774,282	$1,344,097	Pen Cont Gen Emp Pen Fd	$1,224,382	($119,715)
$132,790	$199,434	$291,024	Defined Contribution	$295,337	$4,313
$6,328	$110,823	$46,707	Workers' Compensation	$92,158	$45,452
$733,040	$887,005	$1,669,407	Other Personnel Costs	$1,402,680	($266,727)
$6,543,116	$8,141,643	$13,196,284	*TOTAL PERSONNEL*	$12,857,587	($338,696)
			OTHER EXPENSES		
$396,054	$1,382,132	$4,389,406	Purchased / Contracted Services	$7,469,185	$3,079,779
$90,301	$186,515	$322,510	Supplies	$334,687	$12,177
$0	$787,626	$0	Capital Outlays	$0	$0
$121,207	$78,169	$147,494	Interfund / Interdepartmental Charges	$92,746	($54,748)
$441,583	$145,520	$182,292	Other Costs	$156,548	($25,744)
-	-	-	Debt Service	-	-
-	-	$0	Conversion / Summary	-	$0
$410,838	-	-	Other Financing Uses	$0	$0
$1,459,983	$2,579,961	$5,041,702	*TOTAL OTHER EXPENSES*	$8,053,165	$3,011,464
$8,003,099	**$10,721,604**	**$18,237,986**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$20,910,753**	**$2,672,767**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
-	$27,902	-	Airport Revenue Fund	-	-
$5,178,066	$8,672,120	$15,508,430	Building Permits Fund	$17,066,290	$1,557,860
$2,825,033	$2,021,582	$2,729,556	General Fund	$3,844,463	$1,114,907
$8,003,099	**$10,721,604**	**$18,237,986**	**TOTAL EXPENSES**	**$20,910,753**	**$2,672,767**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
99.25	128.25	159.50	Full Time Equivalent	160.50	1.00

FY16 OPERATING BUDGET HIGHLIGHTS
Dept Of Planning & Community Development
Building Permits Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$3,261,109	$4,670,095	$7,687,662	Salaries, Regular	$8,054,215	$366,553
-	$320	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$329,953	$371,137	$455,200	Salaries, Extra Help	$450,681	($4,519)
-	-	-	Salaries, Extra Help-Sworn	-	-
$2,221	$642	$0	Overtime	$3,114	$3,113
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$633,693	$648,086	$1,164,141	Pen Cont Gen Emp Pen Fd	$1,105,969	($58,171)
$76,688	$152,931	$241,767	Defined Contribution	$247,748	$5,981
-	$1,787	$23,395	Workers' Compensation	$1,749	($21,646)
$563,569	$765,260	$1,405,487	Other Personnel Costs	$1,222,846	($182,641)
$4,867,233	*$6,610,258*	*$10,977,651*	*TOTAL PERSONNEL*	*$11,086,322*	*$108,670*
			OTHER EXPENSES		
$164,904	$1,135,044	$4,051,637	Purchased / Contracted Services	$5,605,765	$1,554,128
$66,388	$90,167	$288,752	Supplies	$315,438	$26,687
-	$791,626	-	Capital Outlays	-	-
$63,421	$24,078	$134,882	Interfund / Interdepartmental Charges	$28,583	($106,299)
$16,120	$20,948	$55,508	Other Costs	$30,181	($25,327)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$310,833	*$2,061,863*	*$4,530,778*	*TOTAL OTHER EXPENSES*	*$5,979,968*	*$1,449,189*
$5,178,066	**$8,672,120**	**$15,508,430**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$17,066,290**	**$1,557,860**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$5,178,066	$8,672,120	$15,508,430	Building Permits Fund	$17,066,290	$1,557,860
$5,178,066	**$8,672,120**	**$15,508,430**	**TOTAL EXPENSES**	**$17,066,290**	**$1,557,860**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
79.00	111.00	137.50	Full Time Equivalent	139.50	2.00

FY16 OPERATING BUDGET HIGHLIGHTS
Dept Of Planning & Community Development
Building Permits Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$366,553	Increase due to a position creation and personnel salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	($4,519)	Decrease due to additional permanent staff members.
Salaries, Extra Help-Sworn	-	
Overtime	$3,113	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($58,171)	Decrease due to pension rate adjustment.
Defined Contribution	$5,981	Increase due to personnel adjustments.
Workers' Compensation	($21,646)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	($182,641)	Decrease due to comp retention bonus not budgeted in FY16.
TOTAL PERSONNEL	$108,670	
OTHER EXPENSES		
Purchased / Contracted Services	$1,554,128	Increase due to additional Operations Study and Technology Assessment and partially offset by cost savings from current projects.
Supplies	$26,687	Increase due to supplies and computers for additional staff members.
Capital Outlays	-	
Interfund / Interdepartmental Charges	($106,299)	Decrease due to motor/fuel cost and repair/maintenance less than anticipated.
Other Costs	($25,327)	Decrease due to credit card charges and refunds less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$1,449,189	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,557,860**	

FUND	VARIANCE (16-15)	EXPLANATION
Building Permits Fund	$1,557,860	
TOTAL EXPENSES	**$1,557,860**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	2.00	Increase due to a position creation and transfer.

FY16 OPERATING BUDGET HIGHLIGHTS
Dept Of Planning & Community Development
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$1,278,162	$1,050,058	$1,360,906	Salaries, Regular	$1,320,285	($40,621)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$33,247	$53,193	$341,281	Salaries, Extra Help	$14,736	($326,545)
-	-	-	Salaries, Extra Help-Sworn	-	-
$9	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$132,565	$126,196	$179,956	Pen Cont Gen Emp Pen Fd	$118,412	($61,544)
$56,101	$45,024	$49,257	Defined Contribution	$47,589	($1,668)
$6,328	$109,036	$23,312	Workers' Compensation	$90,409	$67,097
$169,471	$119,977	$263,920	Other Personnel Costs	$179,834	($84,086)
$1,675,883	*$1,503,483*	*$2,218,632*	*TOTAL PERSONNEL*	*$1,771,266*	*($447,367)*
			OTHER EXPENSES		
$231,150	$247,088	$337,770	Purchased / Contracted Services	$1,863,420	$1,525,650
$23,913	$96,348	$33,758	Supplies	$19,249	($14,509)
-	($4,000)	-	Capital Outlays	-	-
$57,786	$54,091	$12,612	Interfund / Interdepartmental Charges	$64,162	$51,551
$425,463	$124,572	$126,784	Other Costs	$126,367	($417)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$410,838	-	-	Other Financing Uses	-	-
$1,149,151	*$518,099*	*$510,923*	*TOTAL OTHER EXPENSES*	*$2,073,198*	*$1,562,274*
$2,825,033	**$2,021,582**	**$2,729,556**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$3,844,463**	**$1,114,907**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$2,825,033	$2,021,582	$2,729,556	General Fund	$3,844,463	$1,114,907
$2,825,033	**$2,021,582**	**$2,729,556**	**TOTAL EXPENSES**	**$3,844,463**	**$1,114,907**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
20.25	17.25	22.00	Full Time Equivalent	21.00	(1.00)

FY16 OPERATING BUDGET HIGHLIGHTS
Dept Of Planning & Community Development
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($40,621)	Decrease due to personnel adjustment.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	($326,545)	Decrease due to funding reallocation to Consultant and Professional Services in the Departments of Housing and Planning.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($61,544)	Decrease due to pension rate adjustment.
Defined Contribution	($1,668)	Decrease due to personnel adjustments.
Workers' Compensation	$67,097	Increase due to workers' comp more than anticipated.
Other Personnel Costs	($84,086)	Decrease due to comp retention bonus not budgeted in FY16.
TOTAL PERSONNEL	($447,367)	
OTHER EXPENSES		
Purchased / Contracted Services	$1,525,650	Increase due to $1MM allocated for Westside Future Fund, $100K for Brownsfield Match for Planning Dept, $100K for Housing Study, $93K for Re-development of neighbors for District 12 and expenses for training/travel for staff.
Supplies	($14,509)	Decrease due to reallocation to training account.
Capital Outlays	-	
Interfund / Interdepartmental Charges	$51,551	Increase due to motor/fuel cost and repair/maintenance more than anticipated.
Other Costs	($417)	Decrease due to Board Members expenses less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$1,562,274	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,114,907**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$1,114,907	
TOTAL EXPENSES	**$1,114,907**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	(1.00)	Decrease due to reallocation of a position.


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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. This is done through 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. This 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.

Areas of Operations /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.

- *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/ 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, Records Management, 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.

FY2015 Accomplishments

- *PTI-T Program:*
  The program has maintained its momentum in bringing awareness to the general public of the alternatives of effectively resolving cases. Thereby, assisting the court in managing cases brought to Municipal Court and improving service delivery to the citizens of Atlanta.

- *Plea in Absentia:*
  The use of this process provided a means for defendants who live outside the Atlanta metropolitan area to settle their case without personally appearing in court. As a result, this process assisted with the recovery of fees and fines that would have likely gone uncollected.

- *Neighborhood Prosecution:*
  Expanded community prosecution by partnering with Fulton County, and the U.S. Attorney's Office to combine our efforts to fight blight. We serve on the following: The Code Enforcement Task Force, Westside Subcabinet, the Phoenix Project, and the City of Atlanta Code Collaborative. The Office continues to engage the communities at NPU and community meetings.

- *Code Enforcement Collaborative:*
  The collaborative efforts with other City agencies resulted in the recovery of monies owed to the City for theft of water services. In less than 6 months, more than 200 cases were prosecuted, resulting in $226K revenue to the City.

- *Judicial In Rem*:
  In an effort to assist with the removal of blighted properties, the judicial in rem proceedings resulted in the compliance of 13 properties by consent judgment.

FY2016 Adopted Program Highlights

- Continue presence of the Solicitor's Office throughout the Neighborhood Prosecution Initiatives. These initiatives place prosecuting attorneys 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 citizens' sense of a safe community. In addition, these initiatives will assist law enforcement with their policing efforts.

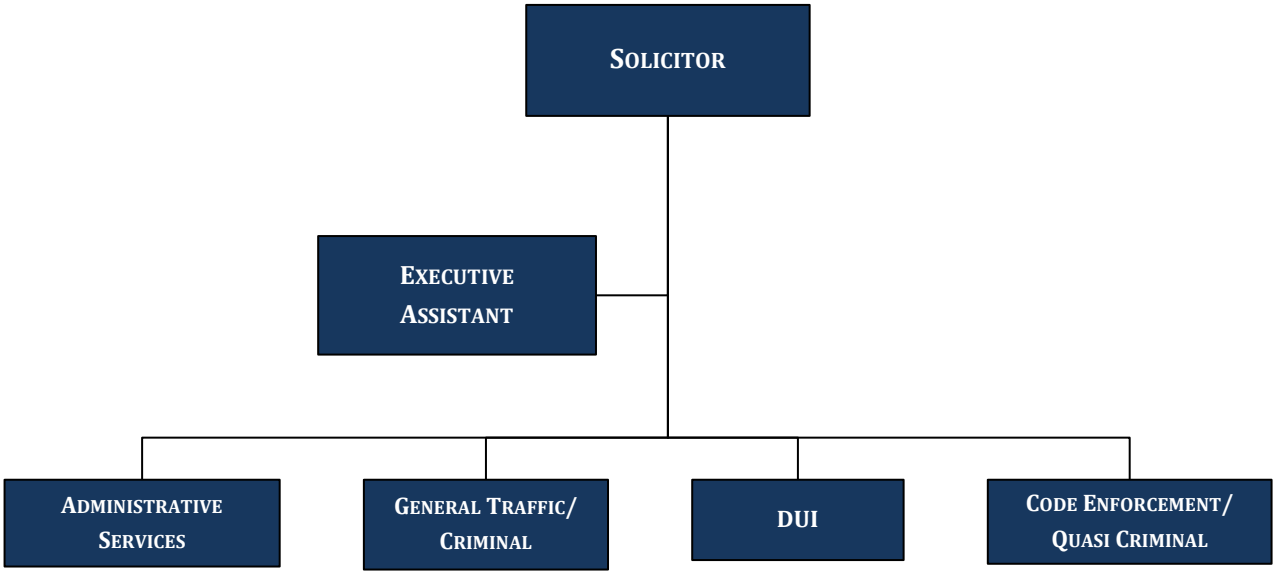
- The Office of the City Solicitor's Code Enforcement Division will expand the use of judicial In Rem to assist with the removal of blighted properties.

- The Office will continue its collaboration with Watershed Management to prosecute cases related to water theft cases, and recover fines/fees owed to the City of Atlanta.

- The Solicitor's Office will continue its efforts in providing alternatives to traditional prosecution by using Pre-Trial Diversion Programs, and Pleas in Absentia.

ORGANIZATIONAL CHART

Solicitor's Office



PERFORMANCE METRICS

Solicitor's Office

PERFORMANCE MEASURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 TARGET	FY2016 TARGET
Public Safety				
Conviction rate of criminal cases	81%	78%	87%	89%
Conviction rate of traffic cases	93%	94%	95%	98%
PTI-T Fees Collected	$4.5M	$5.1M	$5.4M	$5.7M

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$2,001,167	$2,400,880	$3,532,790	Salaries, Regular	$4,756,122	$1,223,332
$28,455	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$258,649	$402,467	$0	Salaries, Extra Help	$29,612	$29,612
-	-	-	Salaries, Extra Help-Sworn	-	-
-	$616	-	Overtime	$0	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$226,057	$250,629	$404,761	Pen Cont Gen Emp Pen Fd	$526,957	$122,196
$69,145	$84,378	$106,317	Defined Contribution	$153,540	$47,223
-	-	$3,887	Workers' Compensation	-	($3,887)
$285,000	$346,067	$491,586	Other Personnel Costs	$671,638	$180,052
$2,868,474	$3,485,037	$4,539,341	*TOTAL PERSONNEL*	$6,137,870	$1,598,529
			OTHER EXPENSES		
$7,663	$18,783	$26,242	Purchased / Contracted Services	$41,967	$15,725
$144,317	$97,450	$310,067	Supplies	$387,069	$77,002
-	-	-	Capital Outlays	$0	$0
$3,320	$5,929	$3,385	Interfund / Interdepartmental Charges	$7,049	$3,664
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$155,300	$122,163	$339,695	*TOTAL OTHER EXPENSES*	$436,086	$96,391
$3,023,774	**$3,607,200**	**$4,879,036**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$6,573,956**	**$1,694,920**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$3,023,774	$3,607,200	$4,879,036	General Fund	$6,483,101	$1,604,065
-	-	-	Water & Wastewater Revenue Fund	$90,855	$90,855
$3,023,774	**$3,607,200**	**$4,879,036**	**TOTAL EXPENSES**	**$6,573,956**	**$1,694,920**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
34.00	40.00	58.00	Full Time Equivalent	76.00	18.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$2,001,167	$2,400,880	$3,532,790	Salaries, Regular	$4,677,706	$1,144,916
$28,455	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$258,649	$402,467	$0	Salaries, Extra Help	$29,612	$29,612
-	-	-	Salaries, Extra Help-Sworn	-	-
-	$616	-	Overtime	$0	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$226,057	$250,629	$404,761	Pen Cont Gen Emp Pen Fd	$526,957	$122,196
$69,145	$84,378	$106,317	Defined Contribution	$150,176	$43,859
-	-	$3,887	Workers' Compensation	-	($3,887)
$285,000	$346,067	$491,586	Other Personnel Costs	$662,563	$170,977
$2,868,474	*$3,485,037*	*$4,539,341*	*TOTAL PERSONNEL*	*$6,047,015*	*$1,507,674*
			OTHER EXPENSES		
$7,663	$18,783	$26,242	Purchased / Contracted Services	$41,967	$15,725
$144,317	$97,450	$310,067	Supplies	$387,069	$77,002
-	-	-	Capital Outlays	-	-
$3,320	$5,929	$3,385	Interfund / Interdepartmental Charges	$7,049	$3,664
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$155,300	*$122,163*	*$339,695*	*TOTAL OTHER EXPENSES*	*$436,086*	*$96,391*
$3,023,774	**$3,607,200**	**$4,879,036**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$6,483,101**	**$1,604,065**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$3,023,774	$3,607,200	$4,879,036	General Fund	$6,483,101	$1,604,065
$3,023,774	**$3,607,200**	**$4,879,036**	**TOTAL EXPENSES**	**$6,483,101**	**$1,604,065**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
34.00	40.00	58.00	Full Time Equivalent	75.00	17.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$1,144,916	Increase due to additional staffing to support 10th and 11th Judge as well as staff to support FY16 initiatives.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$29,612	Increase due to funding request related to on-going parity discussions.
Salaries, Extra Help-Sworn	-	
Overtime	$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$122,196	Increase due to pension rate adjustment and personnel adjustments.
Defined Contribution	$43,859	Increase due to pension rate adjustment and personnel adjustments.
Workers' Compensation	($3,887)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	$170,977	Increase due to health rate adjustment and personnel adjustments.
TOTAL PERSONNEL	$1,507,674	
OTHER EXPENSES		
Purchased / Contracted Services	$15,725	Increase due to funding request to support the FY16 initiatives which includes title research for 100 properties.
Supplies	$77,002	Increase due to the anticipated operational costs to support 10th and 11th Judge.
Capital Outlays	-	
Interfund / Interdepartmental Charges	$3,664	Increase due to motor/fuel costs more than anticipated.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$96,391	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,604,065**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$1,604,065	
TOTAL EXPENSES	**$1,604,065**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	17.00	Increase due to additional staffing to support 10th and 11th Judge as well as staff to support FY16 initiatives.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	Salaries, Regular	$78,416	$78,416
-	-	-	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	$3,364	$3,364
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	$9,075	$9,075
-	-	-	*TOTAL PERSONNEL*	*$90,855*	*$90,855*
			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**	**$90,855**	**$90,855**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
-	-	-	Water & Wastewater Revenue Fund	$90,855	$90,855
-	**-**	**-**	**TOTAL EXPENSES**	**$90,855**	**$90,855**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	1.00	1.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$78,416	Increase due to Assistant Attorney position created to process and prosecute water theft cases.
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	$3,364	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$9,075	Increase due to personnel adjustments.
TOTAL PERSONNEL	$90,855	
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	**$90,855**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	$90,855	
TOTAL EXPENSES	**$90,855**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	1.00	Increase due to Assistant Attorney position created to process and prosecute water theft cases.


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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
- Ethics training

Summary of Operations

The Board of Ethics administers, interprets, and enforces the City's ethical standards of conduct and works to ensure honesty, openness, integrity, accountability, and trust in city government. The Board and its staff educate and advise City officials, employees, board members, prohibited sources, and citizens about conflicts of interest and gift rules; 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.

FY2015 Accomplishments

- Provided ethics training to 1,217 employees, board members, and citizens and NPU officers.
- Issued one formal advisory opinion, 101 advisory emails and 27 verbal opinions.
- Completed 11 ethics investigations; Dismissed 18 non-ethics cases; Opened 19 new cases and collected $6,100 in fines.
- Achieved a successful 96 percent filing rate of city financial disclosure forms.

- Awarded Transparent Diamond Award to 14 departments and 34 boards with exemplary financial disclosure filing records.

FY2016 Adopted Program Highlights

- Launch e-Learning ethics course.
- Initiate City Auditor's audit of 2015 City Financial Disclosure Statements.
- Increase training opportunities for City officials and employees.
- Issue or update five Formal Advisory Opinions
- Re-launch AtlantaEthics.Org.

ORGANIZATIONAL CHART

Board of Ethics



PERFORMANCE METRICS

Board of Ethics

PERFORMANCE MEASURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 TARGET	FY2016 TARGET
Merit and Excellence				
Ethics Training Provided	1,006	533	1,500	1,700
Written Advice Given	75	100	100	100
Advice Given Within One Week (Written & Verbal)	93%	99%	90%	90%
Ethics Advisories Completed	5	13	4	N/A
Ethics Advisories issued	1	1	1	5
Ethics Pledges Signed	1,105	536	1,500	1,700
Fiscal Stability				
Financial Disclosure Timely Filers	95%	96%	95%	98%
Financial Disclosure Delinquent Filer Cases	21	17	25	16


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FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$273,785	$296,601	$295,787	Salaries, Regular	$398,659	$102,873
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	$15,000	Salaries, Extra Help	$22,226	$7,226
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
$16,427	$17,796	$12,689	Defined Contribution	$17,102	$4,413
-	-	-	Workers' Compensation	-	-
$29,751	$32,684	$43,006	Other Personnel Costs	$30,426	($12,580)
$319,963	$347,080	$366,482	*TOTAL PERSONNEL*	$468,414	$101,932
			OTHER EXPENSES		
$54,887	$59,412	$116,304	Purchased / Contracted Services	$124,855	$8,551
$10,212	$5,438	$15,850	Supplies	$16,351	$501
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$548	$603	$2,000	Other Costs	$2,000	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$65,648	$65,453	$134,154	*TOTAL OTHER EXPENSES*	$143,206	$9,052
$385,610	**$412,533**	**$500,636**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$611,620**	**$110,984**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
-	-	-	Airport Revenue Fund	$91,744	$91,744
$385,610	$412,533	$500,636	General Fund	$428,132	($72,504)
-	-	-	Water & Wastewater Revenue Fund	$91,744	$91,744
$385,610	**$412,533**	**$500,636**	**TOTAL EXPENSES**	**$611,620**	**$110,984**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
3.00	3.00	3.00	Full Time Equivalent	4.00	1.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Airport Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	Salaries, Regular	$59,799	$59,799
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	$3,334	$3,334
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	$2,565	$2,565
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	$4,564	$4,564
-	-	-	*TOTAL PERSONNEL*	*$70,262*	*$70,262*
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	$18,729	$18,729
-	-	-	Supplies	$2,453	$2,453
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	$300	$300
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	*TOTAL OTHER EXPENSES*	*$21,482*	*$21,482*
-	**-**	**-**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$91,744**	**$91,744**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
-	-	-	Airport Revenue Fund	$91,744	$91,744
-	**-**	**-**	**TOTAL EXPENSES**	**$91,744**	**$91,744**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	0.60	0.60

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$59,799	Variance is due to direct allocation from the Enterprise funds. Expenses include salary adjustments and conversion of position from part-time to full-time.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$3,334	Variance is due to direct allocation from the Enterprise funds. Expenses to support extra help needs.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	$2,565	Variance is due to direct allocation from the Enterprise funds. Expenses include pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	$4,564	Variance is due to direct allocation from the Enterprise funds. Expenses include benefit rate adjustments.
TOTAL PERSONNEL	$70,262	
OTHER EXPENSES		
Purchased / Contracted Services	$18,729	Variance is due to direct allocation from the Enterprise funds. Expenses for hosting and technical support for the Electronic Financial Disclosure system, website maintenance, licensing for training videos and Integrity Line administration.
Supplies	$2,453	Variance is due to direct allocation from the Enterprise funds. Expenses used to administer Financial Disclosure process, investigations and training.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$300	Variance is due to direct allocation from the Enterprise funds. Expenses include an increase for postage, training/staff development, bar membership for additional attorney, re-design and printing of written educational materials.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$21,482	
TOTAL PERSONNEL AND OTHER EXPENSES	**$91,744**	

FUND	VARIANCE (16-15)	EXPLANATION
Airport Revenue Fund	$91,744	
TOTAL EXPENSES	**$91,744**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	0.60	Variance is due to direct allocation from the Enterprise funds.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$273,785	$296,601	$295,787	Salaries, Regular	$279,062	($16,725)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	$15,000	Salaries, Extra Help	$15,558	$558
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
$16,427	$17,796	$12,689	Defined Contribution	$11,972	($718)
-	-	-	Workers' Compensation	-	-
$29,751	$32,684	$43,006	Other Personnel Costs	$21,298	($21,707)
$319,963	*$347,080*	*$366,482*	*TOTAL PERSONNEL*	*$327,890*	*($38,592)*
			OTHER EXPENSES		
$54,887	$59,412	$116,304	Purchased / Contracted Services	$87,397	($28,907)
$10,212	$5,438	$15,850	Supplies	$11,445	($4,405)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$548	$603	$2,000	Other Costs	$1,400	($600)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$65,648	*$65,453*	*$134,154*	*TOTAL OTHER EXPENSES*	*$100,242*	*($33,912)*
$385,610	**$412,533**	**$500,636**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$428,132**	**($72,504)**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$385,610	$412,533	$500,636	General Fund	$428,132	($72,504)
$385,610	**$412,533**	**$500,636**	**TOTAL EXPENSES**	**$428,132**	**($72,504)**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
3.00	3.00	3.00	Full Time Equivalent	2.80	(0.20)

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	($16,725)	Variance is due to direct allocations from the Enterprise Funds. Expenses include salary adjustments and conversion of position from part-time to full-time.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$558	Variance is due to direct allocations from the Enterprise Funds. Expenses to support extra help needs.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	($718)	Variance is due to direct allocations from the Enterprise Funds. Expenses include pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	($21,707)	Variance is due to direct allocations from the Enterprise Funds. Expenses include benefit rate adjustments.
TOTAL PERSONNEL	($38,592)	
OTHER EXPENSES		
Purchased / Contracted Services	($28,907)	Variance is due to direct allocations from the Enterprise Funds. Expenses for hosting and technical support for the Electronic Financial Disclosure system, website maintenance, licensing for training videos and Integrity Line administration.
Supplies	($4,405)	Variance is due to direct allocations from the Enterprise Funds. Expenses used to administer Financial Disclosure process, investigations and training.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	($600)	Variance is due to direct allocations from the Enterprise Funds. Expenses include an increase for postage, training/staff development, bar membership for additional attorney, re-design and printing of written educational materials.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($33,912)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($72,504)**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	($72,504)	
TOTAL EXPENSES	**($72,504)**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	(0.20)	Variance is due to direct allocations from the Enterprise Funds.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
-	-	-	Salaries, Regular	$59,799	$59,799
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	$3,334	$3,334
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	$2,565	$2,565
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	$4,564	$4,564
-	-	-	*TOTAL PERSONNEL*	*$70,262*	*$70,262*
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	$18,729	$18,729
-	-	-	Supplies	$2,453	$2,453
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	$300	$300
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	*TOTAL OTHER EXPENSES*	*$21,482*	*$21,482*
-	**-**	**-**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$91,744**	**$91,744**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
-	-	-	Water & Wastewater Revenue Fund	$91,744	$91,744
-	**-**	**-**	**TOTAL EXPENSES**	**$91,744**	**$91,744**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
-	-	-	Full Time Equivalent	0.60	0.60

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$59,799	Variance is due to direct allocation from the Enterprise funds. Expenses include salary adjustments and conversion of position from part-time to full-time.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$3,334	Variance is due to direct allocation from the Enterprise funds. Expenses to support extra help needs.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	$2,565	Variance is due to direct allocation from the Enterprise funds. Expenses include pension rate adjustment.
Workers' Compensation	-	
Other Personnel Costs	$4,564	Variance is due to direct allocation from the Enterprise funds. Expenses include benefit rate adjustments.
TOTAL PERSONNEL	$70,262	
OTHER EXPENSES		
Purchased / Contracted Services	$18,729	Variance is due to direct allocation from the Enterprise funds. Expenses for hosting and technical support for the Electronic Financial Disclosure system, website maintenance, licensing for training videos and Integrity Line administration.
Supplies	$2,453	Variance is due to direct allocation from the Enterprise funds. Expenses used to administer Financial Disclosure process, investigations and training.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$300	Variance is due to direct allocation from the Enterprise funds. Expenses include an increase for postage, training/staff development, bar membership for additional attorney, re-design and printing of written educational materials.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$21,482	
TOTAL PERSONNEL AND OTHER EXPENSES	**$91,744**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	$91,744	
TOTAL EXPENSES	**$91,744**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	0.60	Variance is due to direct allocation from the Enterprise funds.


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ATLANTA CITIZEN REVIEW BOARD

Mission Statement

Our mission is to provide the citizens of Atlanta credible, fair, and independent investigations and recommendations on Atlanta police and corrections officer misconduct complaints. Our work provides opportunities for both departments to consider policy change recommendations and correct officer behavior in order to promote the highest standards of conduct. Our aim is to lessen the possibility of urban unrest and promote public confidence in the Atlanta Police and Corrections Departments.

In order to achieve our mission, the City Council has authorized the ACRB to investigate and review cases involving the allegations of using 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 conduct a program of community outreach and education;
- To prevent future incidents of police or corrections misconduct and abuses of civil rights and reduce the amount of money needed to satisfy civil judgments and settlements based upon allegations of police or corrections misconduct.

Summary of Operations

This Board serves to provide redress 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 Board reviews the work performed by staff and adjudicates the complaint. The Board also makes recommendations to the Chief of Police or Corrections concerning discipline, training and policy, when it is appropriate.

ACRB Composition of Board

- 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, as well as, other methods to peacefully interact with law enforcement.

FY2015 Accomplishments

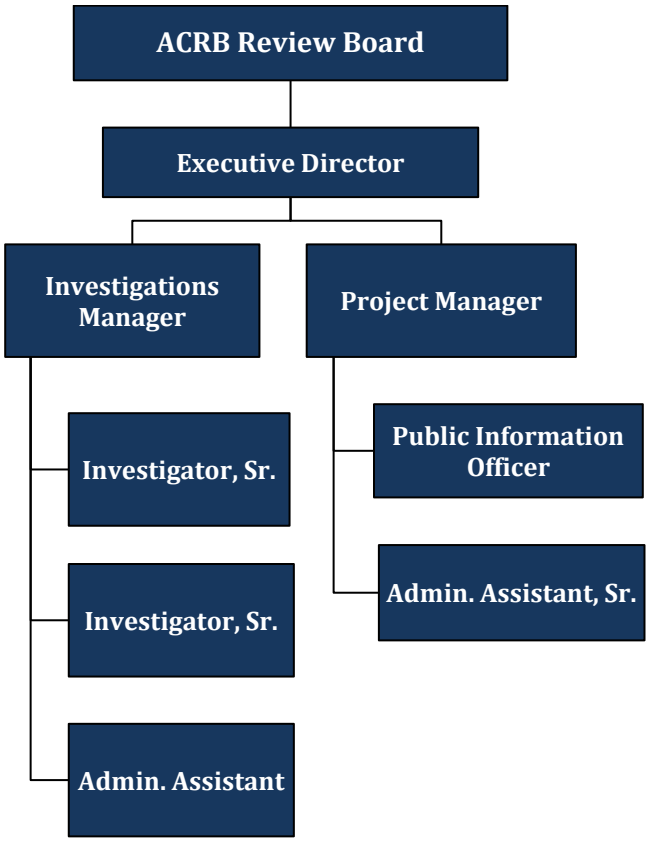
- Maintained positive working relationships with Atlanta Police and Corrections Departments.
- APD Chief disciplined on 50% of the ACRB sustained complaints, which was an increase from 2013.
- Achieved agreement with APD for officer participation in an ACRB mediation program.
- Increased community outreach and engagement opportunities by 76%.
- Conducted "Know Your Rights" trainings.
- Conducted Body-Worn Camera study and focus group.
- Increased use of social media to expand outreach.
- Increased closed complaints by 17%.

FY2016 Adopted Program Highlights

- Implement mediation program.
- Increase policy reviews and recommendations.
- Continue to grow outreach and education program.
- Reduce investigation timelines.
- Increase the number of closed investigations.
- Complete studies and make recommendations related to APD and ACRB sustained complaints, False Arrest, and Incident Report Writing.
- Establish Board Training Program.
- Amend ACRB Ordinance – expand jurisdiction, include mediation, and other necessary change to effectiveness and efficiency.

ORGANIZATIONAL CHART

Atlanta Citizen Review Board



PERFORMANCE METRICS

Atlanta Citizen Review Board

PERFORMANCE MEASURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 TARGET	FY2016 TARGET
Public Safety				
Number of Complaints	67	124	123	150
Dismissals	54	73	88	60
Average Number of Investigative Days	147	127	138	90
Board Sustained Rate	88%	45%	22%	N /A
Chief's Discipline on Sustained ACRB Complaints	83%	25%	50%	75%
Cases Closed	18	24	28	36
Community Engagement Activities	4	17	36	50


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FY16 OPERATING BUDGET HIGHLIGHTS
Atlanta Citizens Review Board
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$223,709	$255,412	$403,131	Salaries, Regular	$479,692	$76,561
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$4,656	$11,616	$19,501	Salaries, Extra Help	$500	($19,001)
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
($4,242)	$4,214	$13,654	Pen Cont Gen Emp Pen Fd	$58,445	$44,791
$13,671	$14,644	$17,294	Defined Contribution	$20,579	$3,284
-	-	-	Workers' Compensation	-	-
$17,943	$19,847	$54,974	Other Personnel Costs	$70,355	$15,382
$255,737	*$305,733*	*$508,553*	*TOTAL PERSONNEL*	*$629,571*	*$121,018*
			OTHER EXPENSES		
$56,128	$83,427	$120,026	Purchased / Contracted Services	$110,026	($10,000)
$17,087	$17,514	$9,289	Supplies	$19,779	$10,491
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$687	$625	$7,933	Other Costs	$7,933	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$73,902	*$101,567*	*$137,247*	*TOTAL OTHER EXPENSES*	*$137,738*	*$491*
$329,639	**$407,299**	**$645,800**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$767,309**	**$121,508**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$329,639	$407,299	$645,800	General Fund	$767,309	$121,508
$329,639	**$407,299**	**$645,800**	**TOTAL EXPENSES**	**$767,309**	**$121,508**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
4.00	4.00	6.00	Full Time Equivalent	8.00	2.00

FY16 OPERATING BUDGET HIGHLIGHTS
Atlanta Citizens Review Board
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$76,561	Increase due to additional positions; Public Information Officer and Administrative Assistant along with other salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	($19,001)	Decrease due to the reallÏÅÁtion of extra-help to permanent full-time status.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$44,791	Increase due to pension rate adjustment.
Defined Contribution	$3,284	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$15,382	Increase due to health rate adjustment.
TOTAL PERSONNEL	$121,018	
OTHER EXPENSES		
Purchased / Contracted Services	($10,000)	Decrease due to transfer of $10K to the supplies account to realign funding for expenses.
Supplies	$10,491	Increase due to transfer of $10K from purchased/contracted services account to purchase small digital recorders, outreach supplies and materials for additional staff.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$491	
TOTAL PERSONNEL AND OTHER EXPENSES	**$121,508**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$121,508	
TOTAL EXPENSES	**$121,508**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	2.00	Increase due to additional positions; Public Information Officer and Administrative Assistant.

CITY AUDITOR'S OFFICE

Mission Statement

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in city government.

Core Functions

- Conducting audits and investigations to support legislative oversight and public accountability;
- Making recommendations to management to foster improvements in effectiveness of results, efficiency of operations, risk management, compliance, and controls;
- Assisting the Audit Committee in its oversight of the City's annual financial audit and its coordination of all internal and external audit activities, as required by the City Charter.

Summary of Operations

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 City Council as a whole, the Council President, and the Mayor. The Committee appoints and supervises the City Auditor, approves the annual audit plan and completed audit reports, oversees the City's annual financial audit, and undertakes other activities, as resources allow and as consistent with its authority under the City Charter.

The City Auditor's Office includes audit staff skilled in performance, information technology, financial, 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, public accounting and fraud examination. The office procures audit services in as necessary to perform audits that require specialized expertise. The office also engages an investigator who conducts administrative investigations based on audit results, hotline complaints, and other sources.

FY2015 Accomplishments

Audit Report

- Airport Parking Contract
- Take-home Vehicles
- Public Works Transportation Office Inventory Management
- Watershed Inventory Management
- Employee Reimbursements (forthcoming)
- Employee Timekeeping (forthcoming)
- Building Permits (forthcoming)

Audit Recommendation Follow-up

- Public Works
- Executive Offices
- Finance
- Information Technology
- Police
- Fire/Rescue
- City Council (in progress)
- Aviation Capital Program (in progress, contract)

- Watershed Capital Program (in progress, contract)

Risk Assessment
- Completed updated audit risk assessment using quantitative and qualitative data.
- Worked with Audit Committee to identify high-risk areas and potential audit topics from the risk assessment results.
- Developing audit plan for FY2016 (in progress).

Investigations
- Hired an experienced investigation manager with experience in city government operations, workplace security, internal investigation and law enforcement.
- Developed policies and procedures after consulting other cities' audit offices with an investigative function for guidance.
- Conferred with the Compliance Officer in the Law Department and the Atlanta Police Department to establish protocols for coordination and case referral.
- Initiated investigative work in Watershed Management and other departments, based on previous audit work and Integrity Line complaints.
- Assisting with audit of required financial disclosures by city officials and employees, required by the city's Code of Ethics.

Audit Committee, Council and Management Assistance
- Managed FY2014 financial audit contract; facilitated communication among audit committee, financial audit firm, city finance staff, and City Council; also assisted the audit committee in its assessment and renewal recommendation of the audit contract.
- Assisted the City Council in complying with the 2013 City Charter amendment requirements for qualification and appointment of two new audit committee members.
- Participated as non-voting member of the IT governance board, reviewing progress of key city technology projects.

Performance Metrics
- Average staff hours per audit:
  - FY2015 – 1600
  - FY2014 – 1400
- Recommendation agreement rate:
  - FY2015 – 97%
  - FY2014 – 90%

FY2016 Adopted Program Highlights

Complete audits in progress
- Hansen Work Order Management
- Compensation Practices
- Financial Disclosure Compliance

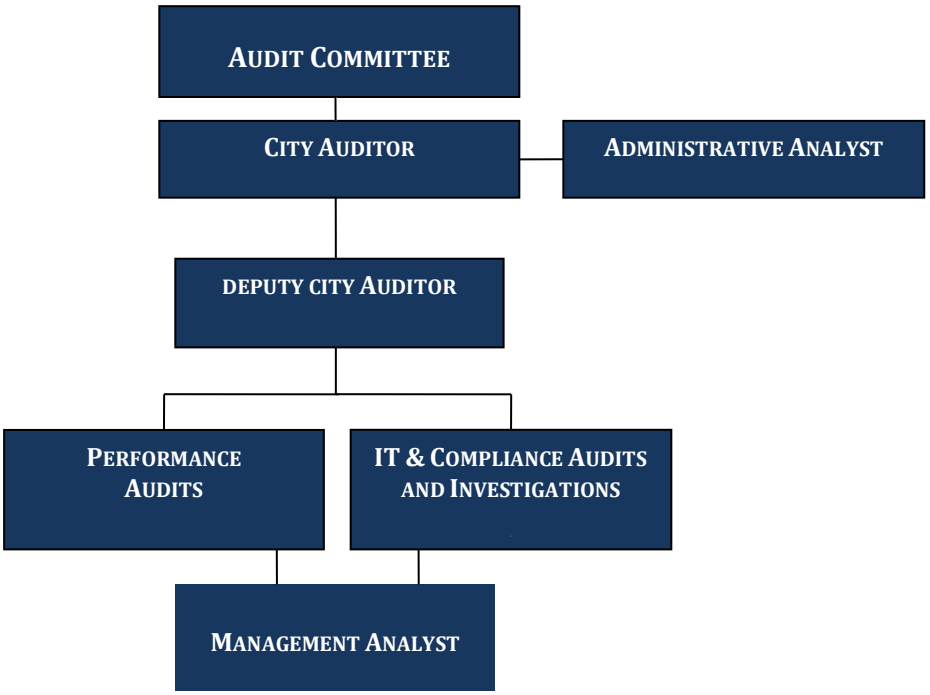
Start audits in FY2016 audit plan
- Forthcoming

Contract for specialized audits
- Watershed Management Inventory Count
- Employee/Retiree Health Care Dependents' Eligibility (immediately following open enrollment)
- Actuarial Audits of the city's three defined benefit pension plans

Professional Development and Recognition
- Two staff members became Certified Fraud Examiners and one became a Certified Internal Auditor. Several staff members are preparing to test for these certifications and others such as Certified Information Systems Auditor.
- The office continues to be active in professional organizations including ALGA (local government auditors) and ISACA (information system auditors), serving on committees and giving presentations at meetings and conferences. Notably, Atlanta will host the national ALGA conference in May 2017.
- The deputy city auditor is ALGA's representative to GASAC, the advisory committee to the Government Accounting Standards Board.
- The city auditor serves on the executive committee of the Intergovernmental Audit Forum for the Southeastern region; the U.S. Comptroller General's advisory group of local, state and national auditors and inspectors general; and the Intergovernmental Steering Committee of the AGA (Association for Government Accountability).
- In August 2014, the city auditor received the biennial David M. Walker Award from the National Intergovernmental Audit Forum. The award recognizes a national, state, and local auditor for excellence in government performance and accountability.

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City Auditor




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FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Audit

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
$858,930	$864,611	$1,093,857	Salaries, Regular	$1,269,955	$176,098
-	$4,500	$30,000	Salaries, Perm Part-Time	-	($30,000)
-	-	-	Salaries, Sworn	-	-
$38,478	$30,893	$69,919	Salaries, Extra Help	$69,919	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$14,411	$15,037	$58,178	Pen Cont Gen Emp Pen Fd	$34,283	($23,894)
$48,549	$48,580	$44,753	Defined Contribution	$49,508	$4,755
-	-	-	Workers' Compensation	-	-
$87,877	$88,598	$119,644	Other Personnel Costs	$145,577	$25,933
$1,048,245	$1,052,220	$1,416,351	*TOTAL PERSONNEL*	$1,569,243	$152,891
			OTHER EXPENSES		
$1,658,844	$1,255,568	$2,126,229	Purchased / Contracted Services	$2,298,973	$172,744
$16,121	$8,493	$20,881	Supplies	$23,493	$2,612
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$2,265	$1,604	$4,400	Other Costs	$4,400	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$1,677,230	$1,265,665	$2,151,511	*TOTAL OTHER EXPENSES*	$2,326,867	$175,356
$2,725,475	**$2,317,885**	**$3,567,862**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$3,896,109**	**$328,247**

FY13 ACTUAL EXPENDITURES	FY14 ACTUAL EXPENDITURES	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$688,775	$643,749	$988,897	Airport Revenue Fund	$1,082,766	$93,869
$1,344,945	$1,050,153	$1,634,397	General Fund	$1,768,098	$133,701
$691,755	$623,983	$944,568	Water & Wastewater Revenue Fund	$1,045,246	$100,678
$2,725,475	**$2,317,885**	**$3,567,862**	**TOTAL EXPENSES**	**$3,896,109**	**$328,247**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
11.00	11.00	13.00	Full Time Equivalent	16.00	3.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Airport Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$145,657	$146,983	$186,833	Salaries, Regular	$241,291	$54,459
-	$765	$5,000	Salaries, Perm Part-Time	-	($5,000)
-	-	-	Salaries, Sworn	-	-
$12,292	$5,170	$9,579	Salaries, Extra Help	$13,285	$3,706
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$2,466	$2,499	$12,807	Pen Cont Gen Emp Pen Fd	$6,514	($6,293)
$8,253	$8,258	$7,646	Defined Contribution	$9,407	$1,761
-	-	-	Workers' Compensation	-	-
$15,023	$15,060	$20,274	Other Personnel Costs	$27,660	$7,386
$183,691	*$178,736*	*$242,139*	*TOTAL PERSONNEL*	*$298,156*	*$56,018*
			OTHER EXPENSES		
$501,895	$463,601	$742,350	Purchased / Contracted Services	$779,346	$36,996
$2,955	$1,229	$3,609	Supplies	$4,464	$855
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$233	$183	$800	Other Costs	$800	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$505,083	*$465,013*	*$746,758*	*TOTAL OTHER EXPENSES*	*$784,609*	*$37,851*
$688,775	**$643,749**	**$988,897**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,082,766**	**$93,869**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$688,775	$643,749	$988,897	Airport Revenue Fund	$1,082,766	$93,869
$688,775	**$643,749**	**$988,897**	**TOTAL EXPENSES**	**$1,082,766**	**$93,869**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
1.87	1.87	2.20	Full Time Equivalent	3.04	0.84

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$54,459	Increase due to two additional performance auditor positions and salary increases for certifications.
Salaries, Perm Part-Time	($5,000)	Decrease due reduction in use of part-time employees.
Salaries, Sworn	-	
Salaries, Extra Help	$3,706	Increase due to extra-help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($6,293)	Decrease due to pension rate adjustment.
Defined Contribution	$1,761	Increase due to pension rate and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$7,386	Increase due to health rate adjustment.
TOTAL PERSONNEL	$56,018	
OTHER EXPENSES		
Purchased / Contracted Services	$36,996	Increase due to audit fee increase, other contract work and training of new employees.
Supplies	$855	Increase due to copier machine expenses and computer purchases.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$37,851	
TOTAL PERSONNEL AND OTHER EXPENSES	**$93,869**	

FUND	VARIANCE (16-15)	EXPLANATION
Airport Revenue Fund	$93,869	
TOTAL EXPENSES	**$93,869**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	0.84	Increase due to two new performance auditor positions split funded.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$567,174	$570,634	$720,192	Salaries, Regular	$787,372	$67,180
-	$2,969	$20,000	Salaries, Perm Part-Time	-	($20,000)
-	-	-	Salaries, Sworn	-	-
$13,522	$20,499	$50,761	Salaries, Extra Help	$43,349	($7,412)
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$9,505	$9,952	$32,563	Pen Cont Gen Emp Pen Fd	$21,256	($11,308)
$32,043	$32,064	$29,462	Defined Contribution	$30,695	$1,233
-	-	-	Workers' Compensation	-	-
$57,823	$58,476	$79,096	Other Personnel Costs	$90,258	$11,162
$680,067	*$694,594*	*$932,074*	*TOTAL PERSONNEL*	*$972,930*	*$40,856*
			OTHER EXPENSES		
$652,660	$348,071	$685,831	Purchased / Contracted Services	$777,802	$91,972
$10,420	$6,217	$13,692	Supplies	$14,566	$874
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$1,799	$1,271	$2,800	Other Costs	$2,800	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$664,878	*$355,559*	*$702,323*	*TOTAL OTHER EXPENSES*	*$795,168*	*$92,846*
$1,344,945	**$1,050,153**	**$1,634,397**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,768,098**	**$133,701**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$1,344,945	$1,050,153	$1,634,397	General Fund	$1,768,098	$133,701
$1,344,945	**$1,050,153**	**$1,634,397**	**TOTAL EXPENSES**	**$1,768,098**	**$133,701**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
7.26	7.26	8.60	Full Time Equivalent	9.92	1.32

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$67,180	Increase due to two additional performance auditor positions and salary increases for certifications.
Salaries, Perm Part-Time	($20,000)	Decrease due to reduction in use of part-time employees.
Salaries, Sworn	-	
Salaries, Extra Help	($7,412)	Decrease due to reallocation of extra-help needs.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($11,308)	Decrease due to pension rate adjustment.
Defined Contribution	$1,233	Increase due to pension rate and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$11,162	Increase in health rate adjustment.
TOTAL PERSONNEL	$40,856	
OTHER EXPENSES		
Purchased / Contracted Services	$91,972	Increase due to audit fee increase, other contract work and training of new employees.
Supplies	$874	Increase due to copier machine expenses and computer purchases.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$92,846	
TOTAL PERSONNEL AND OTHER EXPENSES	**$133,701**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$133,701	
TOTAL EXPENSES	**$133,701**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	1.32	Increase due to two new performance auditor positions split funded.

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Water & Wastewater Revenue Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$146,100	$146,994	$186,833	Salaries, Regular	$241,291	$54,459
-	$765	$5,000	Salaries, Perm Part-Time	-	($5,000)
-	-	-	Salaries, Sworn	-	-
$12,664	$5,224	$9,579	Salaries, Extra Help	$13,285	$3,706
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$2,439	$2,586	$12,807	Pen Cont Gen Emp Pen Fd	$6,514	($6,293)
$8,253	$8,258	$7,646	Defined Contribution	$9,407	$1,761
-	-	-	Workers' Compensation	-	-
$15,030	$15,061	$20,274	Other Personnel Costs	$27,660	$7,386
$184,487	*$178,889*	*$242,139*	*TOTAL PERSONNEL*	*$298,156*	*$56,018*
			OTHER EXPENSES		
$504,289	$443,897	$698,049	Purchased / Contracted Services	$741,826	$43,777
$2,746	$1,047	$3,581	Supplies	$4,464	$883
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$233	$150	$800	Other Costs	$800	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$507,269	*$445,094*	*$702,430*	*TOTAL OTHER EXPENSES*	*$747,089*	*$44,660*
$691,755	**$623,983**	**$944,568**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,045,246**	**$100,678**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$691,755	$623,983	$944,568	Water & Wastewater Revenue Fund	$1,045,246	$100,678
$691,755	**$623,983**	**$944,568**	**TOTAL EXPENSES**	**$1,045,246**	**$100,678**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
1.87	1.87	2.20	Full Time Equivalent	3.04	0.84

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$54,459	Increase due to two additional performance auditor positions and salary increases for certifications.
Salaries, Perm Part-Time	($5,000)	Decrease due to reduction in use of part-time employees.
Salaries, Sworn	-	
Salaries, Extra Help	$3,706	Increase due to extra-help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($6,293)	Decrease due to pension rate adjustment.
Defined Contribution	$1,761	Increase due to pension rate and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$7,386	Increase due to health rate adjustment.
TOTAL PERSONNEL	$56,018	
OTHER EXPENSES		
Purchased / Contracted Services	$43,777	Increase due to audit fee increase, other contract work and training of new employees.
Supplies	$883	Increase due to copier machine expenses and computer purchases.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$44,660	
TOTAL PERSONNEL AND OTHER EXPENSES	**$100,678**	

FUND	VARIANCE (16-15)	EXPLANATION
Water & Wastewater Revenue Fund	$100,678	
TOTAL EXPENSES	**$100,678**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	0.84	Increase due to two new performance auditor positions split funded.


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PUBLIC DEFENDER

Mission Statement

The mission of the Public Defender's Office is to provide a zealous legal defense to persons charged with offenses before the Atlanta Municipal Court. Legal representation includes expert analysis of the charges, development of effective defense strategies, and holistic attention to collateral issues that can influence unlawful conduct. We seek partnerships with community based providers to ensure that accountability in the criminal justice system includes restorative measures that can improve the quality of life for the client and public safety in the community.

Vision and Core Values

Central to the mission of the Public Defender's Office is the core belief in the constitutional guarantees of due process and equal protection under the law. Defending the client in court is paramount. Criminal convictions and the stigma that will forever follow a person with a criminal record can have devastating consequences that can substantially impact the ability to live a lawful life. Securing good jobs and safe places to live can easily become out of reach. The team at the Public Defender's Office works zealously to guarantee the indigent client is afforded the highest degree of due process, equal protection, and advocacy in the Atlanta Municipal Court.

Collateral to vigorous assistance of counsel in the courtroom is the core belief that unlawful conduct can be a symptom of a disorder, disease or other human condition that requires qualified care. If qualified care is received, the symptom of unlawful conduct can subside or be eradicated. Consequently, the client's involvement with the criminal justice system is minimized, the quality of life for the client and the community where he or she lives improves, and public safety in the community is elevated. The team at the Public Defender's Office believes that addressing the underlying reason why some clients may engage in unlawful conduct is also tantamount to achieving sustainable improvements for our clients and the communities where they live.

Summary of Operations

The Office of the Public Defender provides criminal defense services to indigent defendants who are accused of violating Atlanta city ordinances, and misdemeanor traffic laws. Public Defenders provide counsel at all phases of litigation, from point of arrest, through trial and includes appellate representation in the higher courts of Georgia. The office is also dedicated to therapeutic justice; addressing underlying reasons for unlawful conduct such as mental illness and drug addiction. Attorneys and client advocates in the department seek out treatment services for clients in need. Referrals are made to mental health facilities, drug rehabilitation centers, state and federal assistance with basic needs such as housing, food, education and jobs. The office also partners with Atlanta schools, training agencies and outreach centers, volunteering time to invest in the future of Atlanta's youth and men and women working to restore their lives.

FY2015 Accomplishments

- **S.E.E.D.S.** Strategies for Empowerment, Education, Development and Sustainability. The PD office has developed an intervention and recovery connections program called SEEDS in FY15. This program is an evidence based strategy for empowering women serving time at the Atlanta City Detention Center to seek recovery assistance upon release from jail. Female offenders are exposed to compassionate examinations of life circumstances, therapeutic interventions, and are provided with connections to case management/recovery services upon release.

- **Homeless Connections**
  The Homeless Continuum of Care model established by Mayor Reed's Innovation Delivery Team has been expanded to include people incarcerated at the Atlanta City Detention Center. This office has partnered with the Continuum of Care team and works to identify the homeless and secure shelter and services prior to release from jail.

- **Grant Recipient - U.S. Department of Justice Holistic Advocacy Grant**
  The technical assistance grant awarded to the City of Atlanta Office of the Public Defender in 2013 has continued to build upon the establishment of a holistic business process for the office. New community partnerships have been formulated that support social service needs and the office has continued to expand service provisions in the community.

- **Mental Health Court Resource Directory**
  Mental health interventions have been a major focus of the PD office this fiscal year. The work of developing resources for clients has culminated in the creation of a resource guide that will benefit the City of Atlanta and all jurisdictions throughout Georgia.

- **The City of Refuge**
  The department has established a satellite office at the City of Refuge in Vine City where clients can meet with counsel and receive services without having to travel to the main office. Residents of Vine City take advantage of public defender services directly inside their community. Women who are currently receiving recovery care from the COR are also provided with referral assistance to various agencies who can support collateral needs.

- **Special Clients Unit** The implementation of Holistic Strategies, as advised by the U.S. Department of Justice, through The Bronx Defenders, has continued to be a focus in FY14. Post court disposition, clients identified through internal processes as requiring special accommodation receive sustainability care. In conjunction with established partnerships with providers, members of the community at large, and a client's family, a positive support system is developed. The directed participation of the client in the process creates a renewed sense of personal worth and a trust that the community can embrace to further champion their progress.

- **Record Restriction/Pardon Program**
  Individuals with a criminal history typically find difficulty acquiring stable employment, securing housing, receiving a loan, and/or obtaining educational opportunities. The choice to live a lawful life and participate as a valued member of society can be significantly frustrated because of past mistakes. The Public Defender team has conducted workshops and educational seminars throughout recovery centers, Centers for Hope, and the Atlanta Workforce Development Agency. More than one thousand (1000) Atlanta residents have received information and assistance with submitting record restriction applications and pardon letters this fiscal year.

- **Community Outreach**
  Thomasville Heights Elementary The Public Defender's Office originally established an informal partnership with Thomasville Heights Elementary School, to serve as mentors for several select students. In fact our attorneys were featured in a local news story highlighting their volunteer efforts. The City of Atlanta Mayor's Office subsequently established the "Third Grade Reads Power Lunch" program, for which Public Defender staff members meet weekly to mentor students. The presence of positive role models noticeably promotes self-esteem and encourages a focus on education to assist in achieving goals.

- **Adamsville Recreation Center**
  The establishment of the Community Legal Assistance Program (CLAP), as a project of the Office of the Public Defender is yet another volunteer mechanism by which we strive to increase our community profile and support the mission of the office. The first Saturday of each month, attorneys and/or support staff have maintained a presence in the Adamsville Recreation Center to provide legal assistance and service referrals to the Atlanta community. City residents benefit from streamlined information and support in navigating the sometimes complex nature of various legal issues.

- **Homeless Innovations** Clients represented by the Public Defender who are homeless receive help with finding housing and securing needed social services that can sustain their ability to keep the housing they find. Clients are linked to Grady Hospital, The Veterans Administration, The Atlanta Workforce Development Agency, Mental Health Treatment and other service providers who can support safe and healthy living.

FY2016 Adopted Program Highlights

- **Rebranding:** Providing assistance with navigating both the legal and social needs of our clients represents a best practices criminal justice model. In 2011, former Chief Justice Leah Ward Sears recommended the adoption of holistic practices by public defender offices across the state. She recognized offices like the Bronx Public Defender and Knox County Public Defender for their work in achieving holistic solutions that not only improved the quality of life for defendants, but also significantly impacted public safety by reducing crime and the billion dollar price tags associated with policing and punishment. The City of Atlanta Public Defender will continue to address the underlying needs of all clients and identify solutions for them by linking with services providers in the community who can help.

- **Homeless Solutions:** The Public Defender's Office will continue to seek homeless services for clients by partnering with the Unsheltered No More project, City of Refuge and other agencies to link clients not only to safe housing, but also to services designed to sustain healthy living.

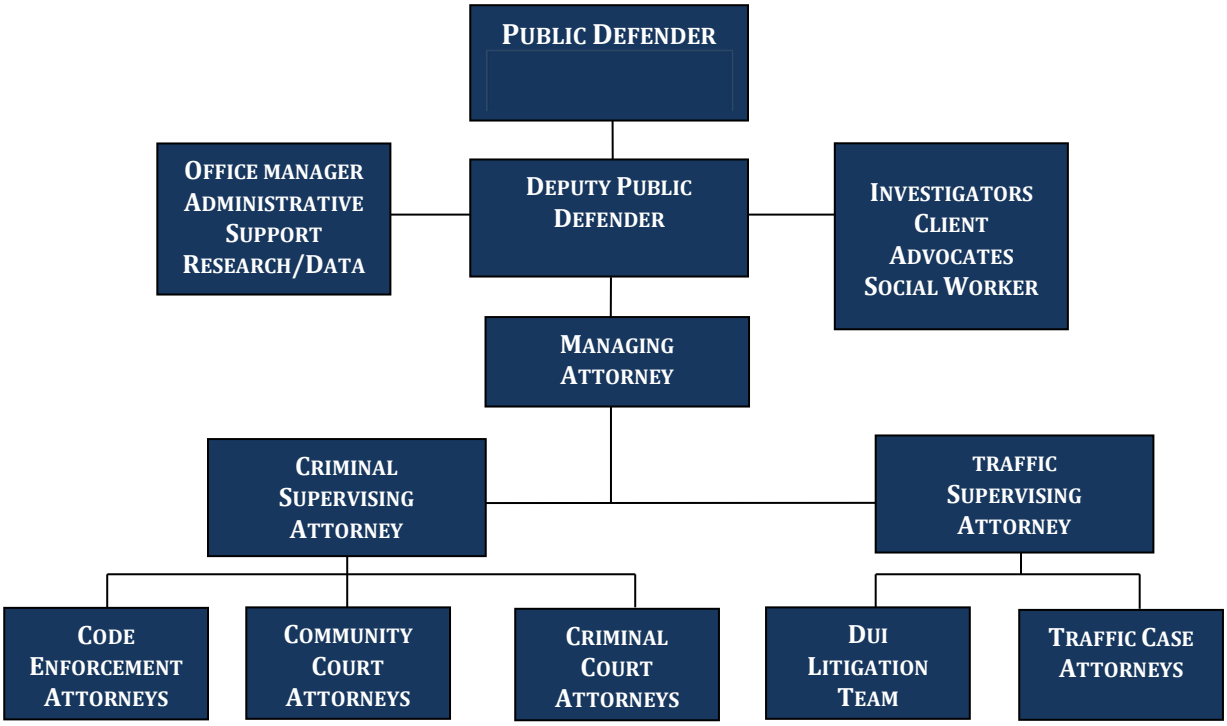
- **Mental Health:** Clients who are afflicted with mental illness will be identified and receive needed medical services and supportive options. The office will partner with the City of Atlanta Detention Center to work closely with incarcerated mentally ill clients. Legal advocates from this office will work closely with the client to achieve a case management plan that can support lawful living upon release from jail.

- **Back to Work advocacy**: Clients with criminal history records are often pushed back into criminal conduct because they cannot find employment. The office will continue to offer Record Restriction (Expungement) services for clients who are in recovery and seeking employment, housing, further education and financial aid. Partners will include the Atlanta Workforce Development Agency, City of Refuge, Georgia Works, Every Woman Works and service other agencies working to assist clients with reentry.

- **Community Outreach and Education**: The office will continue mentoring youth at Thomasville Heights Elementary School and provide educational programs to secondary schools in the City. The team will volunteer time coaching mock trials and attending career fairs in order to support Atlanta youth.

ORGANIZATIONAL CHART

Public Defender



PERFORMANCE METRICS

Public Defender

PERFORMANCE MEASURE	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 ACTUAL	FY2016 TARGET
Public Safety				
Total # of cases assigned to Public Defender	25,908	27,408	30,344	33,075
% of cases resolved at first appearance	56%	58%	55%	56%

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Public Defender
General Fund

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY16 BUDGET	VARIANCE FY16-FY15
			PERSONNEL		
$967,843	$1,022,523	$2,001,414	Salaries, Regular	$2,417,828	$416,414
-	$3,361	-	Salaries, Perm Part-Time	$11,149	$11,149
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$100,628	$111,058	$130,312	Pen Cont Gen Emp Pen Fd	$213,880	$83,568
$39,460	$41,945	$73,409	Defined Contribution	$91,330	$17,921
-	-	-	Workers' Compensation	-	-
$124,149	$130,071	$237,789	Other Personnel Costs	$336,440	$98,651
$1,232,080	*$1,308,958*	*$2,442,924*	*TOTAL PERSONNEL*	*$3,070,627*	*$627,703*
			OTHER EXPENSES		
$143,092	$173,080	$183,298	Purchased / Contracted Services	$352,232	$168,933
$117,158	$101,194	$104,071	Supplies	$68,128	($35,942)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$260,250	*$274,274*	*$287,369*	*TOTAL OTHER EXPENSES*	*$420,360*	*$132,991*
$1,492,331	**$1,583,232**	**$2,730,293**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$3,490,987**	**$760,694**

FY13 ACTUAL EXPENDITURE	FY14 ACTUAL EXPENDITURE	FY15 ADOPTED	FUND	FY16 BUDGET	VARIANCE FY16-FY15
$1,492,331	$1,583,232	$2,730,293	General Fund	$3,490,987	$760,694
$1,492,331	**$1,583,232**	**$2,730,293**	**TOTAL EXPENSES**	**$3,490,987**	**$760,694**

FY13	FY14	FY15	AUTHORIZED POSITION COUNT	FY16	VARIANCE FY16-FY15
17.00	18.00	31.00	Full Time Equivalent	38.00	7.00

FY16 OPERATING BUDGET HIGHLIGHTS
Department Of Public Defender
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (16-15)	EXPLANATION
PERSONNEL		
Salaries, Regular	$416,414	Increase due to new position creations - Social Worker and support staff related to the 10th and 11th Judge.
Salaries, Perm Part-Time	$11,149	Increase due to Part-time salary for existing position.
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	$83,568	Increase due to pension rate adjustment and personnel adjustments.
Defined Contribution	$17,921	Increase due to pension rate adjustment and personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$98,651	Increase due to health rate adjustment and personnel adjustments.
TOTAL PERSONNEL	$627,703	
OTHER EXPENSES		
Purchased / Contracted Services	$168,933	Increase due to lease for new office space.
Supplies	($35,942)	Decrease due to water/sewer less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$132,991	
TOTAL PERSONNEL AND OTHER EXPENSES	**$760,694**	

FUND	VARIANCE (16-15)	EXPLANATION
General Fund	$760,694	
TOTAL EXPENSES	**$760,694**	

AUTHORIZED POSITION COUNT	VARIANCE (16-15)	EXPLANATION
Full Time Equivalent	7.00	Increase due to new position creations - Social Worker and support staff related to the 10th and 11th Judge.

Capital Project Status Summaries

Capital Project Status Overview

Non-Recurring Capital Expenditures

Bond/Renewal & Extension/Special Revenue Funds

Grants

Trust Funds

Adopted Budget
FY 2016


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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. Requests for capital projects from City departments should include the estimated impact that these projects will have, if any, on current and future operating budgets.

The initial acquisition cost of the project plus any operating expenditures to be incurred over the lifetime of the facility or equipment are reviewed and taken into consideration during the process of budget recommendations, budget proposal, and final budget approval by the City Council. Capital projects that are intended for repairs and/or minor improvements of existing facilities or equipment usually do not carry significant operating impacts.

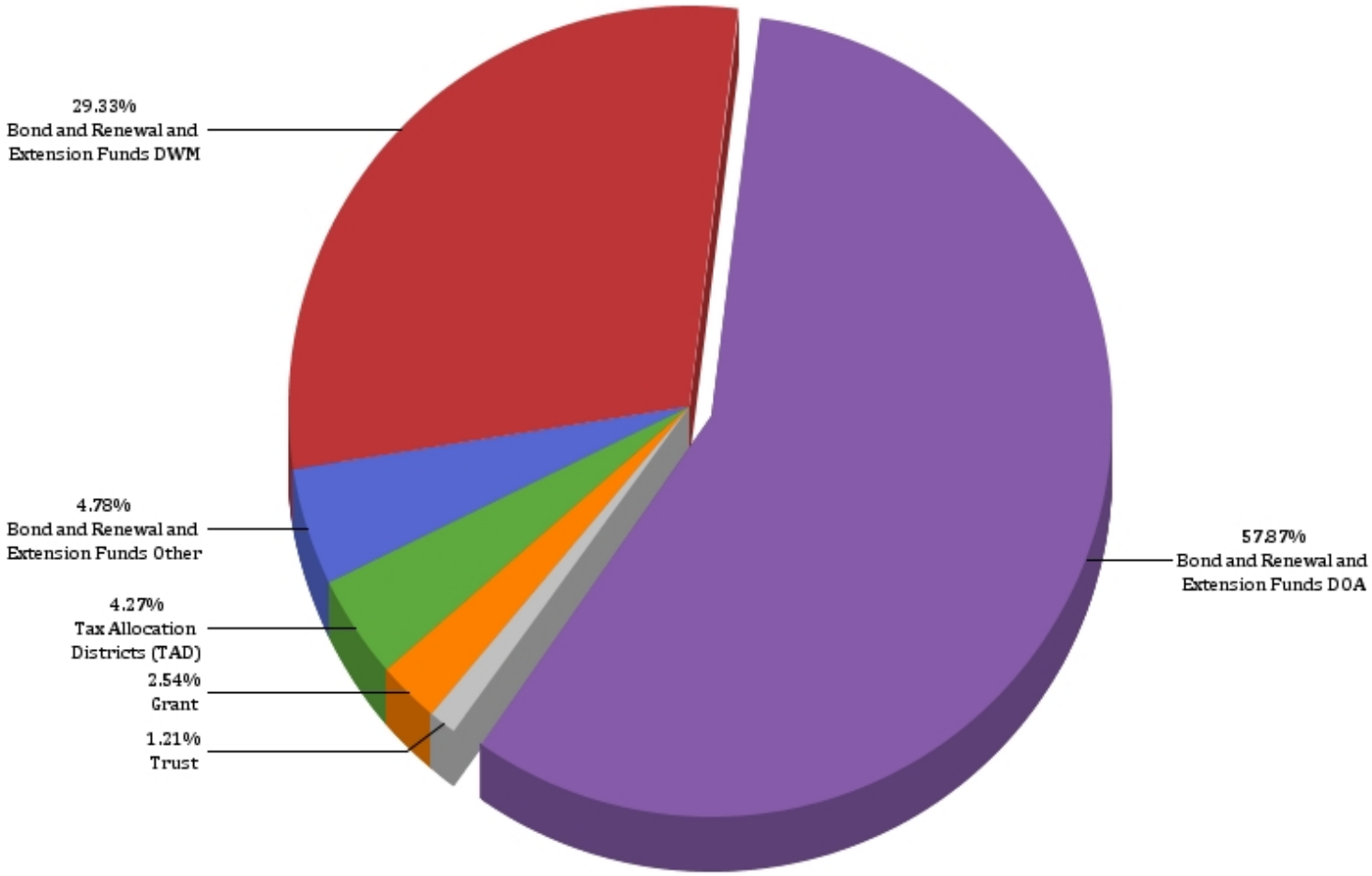
Major capital projects that are intended for the construction of new facilities, major renovation projects, or the acquisition of expensive equipment, may require additional maintenance and operating expenses, the hiring of new personnel, or the issuance and repayment of debt. The impact on operations (net of measurable savings) of approved projects is included by city departments in their operating budget requests and the final FY 2016 approved operating budget.

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 FY2016 to FY2020 budget provides the status of active capital projects that are new or will continue from the previous fiscal year. It is based on the FY2015 projected, roll-forward balance plus any additional funding from new bonds or interest. For FY2016, the capital projects projected expenditure amount totals $4B, and the funding by source is depicted on the next page.

A few of the items listed in the Capital section will have an operating impact. The items include the public safety vehicles and equipment that are budgeted as an operating transfer from the General Fund to the Capital Finance Fund.

FY16 By Funding Source



	FY16 Projected
Bond and Renewal and Extension Funds DOA	$2,412,763,667
Bond and Renewal and Extension Funds DWM	$1,222,918,349
Bond and Renewal and Extension Funds Other	$199,088,186
Tax Allocation Districts (TAD)	$177,930,970
Grant	$106,029,113
Trust	$50,311,747
Total	**$4,169,042,032**

Since we have not received audited numbers, certain budgets may be amended at a later date.

CAPITAL PROJECT STATUS OVERVIEW

	FY16 Projected	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	Future Projected
Special Revenue/Bonds/Renewal & Extension Funds						
Atlantic Station Tad Fund	27,151,882	17,090,461	17,428,911	17,948,778	18,484,240	-
Westside Tad Fund	59,920,574	13,838,552	14,413,987	14,640,124	15,267,671	-
NW Atlanta Tad Fund	8,938,056	4,298,097	2,903,062	3,057,795	3,217,171	-
Princeton Lakes Tad Fund	5,780,700	2,017,502	2,078,438	2,141,202	2,205,848	-
Eastside Tad Fund	45,861,491	11,833,818	12,517,074	13,220,828	13,945,695	-
Atlanta Beltline Tad	23,900,132	23,114,105	24,621,018	26,180,674	27,794,917	-
Campbellton Road Tad Fund	2,280,588	20,150	10,305	21,464	67,072	-
Hollowell/M.L. King Tad Fund	2,581,447	362,359	384,149	406,375	429,046	-
Metropolitan Parkway Tad Fund	1,512,800	162,950	175,574	196,535	218,018	-
Stadium Neighborhoods Tad Fund	3,300	3,375	3,452	3,532	3,614	-
Annual Bond Fund	217,920	0	0	0	0	0
1994 Referendum G.O. Bond Fund	149,979	0	0	0	0	0
1996 G.O. Public Improvement Bond P	31,927	0	0	0	0	0
1997 G.O. Public Improvement Bond F	148,693	0	0	0	0	0
2004 Quality Of Life Fund	65,801	0	0	0	0	0
2005A Park Improvement Bond Fund	7,787,312	-	-	-	-	-
2008A Quality Of Life Improvement Bo	2,115,979	0	0	0	0	0
2014A Park Improvement Revenue Ref	4,629,186	-	-	-	-	-
2014B Park Improvement Revenue Ref	1,939	-	-	-	-	-
2015 Infrastructure Bond	25,000,000	37,500,000	62,500,000	62,500,000	62,500,000	-
Park Improvement Fund	19,465,331	19,440,465	19,440,465	19,440,465	19,440,465	-
General Government Capital Fund	23,334,329	22,942,749	23,887,082	24,670,503	25,751,087	0
Capital Finance Fund	38,870,618	1,000,000	-	-	-	-
Special Assessment Fund	1,269,903	-	-	-	-	-
Capital Asset - Finance Fund	5,848,868	4,891,314	4,891,314	4,891,314	4,891,314	-
Capital Finance-Recovery Zone (Eco. D	293,142	-	-	-	-	-
2002 Traffic Court Facility Bond	187,464	-	-	-	-	-
Bond Sinking Fund	37,086,980	38,119,312	41,121,080	44,265,711	47,558,974	-
Water & Wastewater Renewal & Exten	558,617,211	79,203,928	77,463,928	62,703,928	62,703,928	-
1993 Water & Wastewater Bond Fund	393,056	-	-	-	-	-
1997 Water & Wastewater Bond Fund	707,161	-	-	-	-	-
1999 Water And Wastewater Bond Fu	771,646	63,184	63,184	63,184	63,184	-
2001 Water & Wastewater Bond Fund	15,718,604	1,146,691	1,146,691	1,146,691	1,146,691	-
2004 Water & Wastewater Bond Fund	27,348,832	458,375	458,375	458,375	458,375	-
Special 1% Sales And Use Tax Fund	125,000,000	-	-	-	-	-
Water & Wastewater Sinking Fund	428,953,529	421,303,011	420,527,747	420,231,294	419,478,676	-
Ser. 2009A Water & Wastewater Rev B	65,408,310	13,855,341	13,855,341	13,855,341	13,855,341	-
Solid Waste R&E Fund	3,830,000	-	-	-	-	-
Airport Renewal And Extension Fund	862,853,377	751,717,196	743,250,765	827,281,814	834,707,756	-
Airport Passenger Facility Charge Fun	816,508,345	963,639,020	1,146,215,881	1,338,721,346	1,533,187,221	-

Since we have not received audited numbers, certain budgets may be amended at a later date.

CAPITAL PROJECT STATUS OVERVIEW

	FY16 Projected	FY17 Projected	FY18 Projected	FY19 Projected	FY20 Projected	Future Projected
2000 Airport Revenue Bond Fund	3,037,574	1,454,132	1,454,132	1,454,132	1,454,132	-
2004 Airport Revenue Bond Fund	1,439	-	-	-	-	-
2004 Airport Pfc Bond Fund	1,261	-	-	-	-	-
2004 Airport Revenue Bond Fund F-K	1,029,175	-	-	-	-	-
Conrac Customer Service Fac Ch	91,482,722	126,434,371	166,989,647	208,383,302	250,611,705	-
Airport Fac Revenue Bond Sinking Fd	506,652,102	463,727,197	466,108,120	468,996,251	463,968,929	-
2010A Bond General Airport Revenue	2,900,738	-	-	-	-	-
2010B Bd Pfc & Sub Lien Gen Rev	628,159	0	0	0	0	-
Airport Commercial Paper Series 2010	26,351,724	16,478,504	8,319,633	0	0	-
2012A Bond General Airport Revenue	19,137,376	7,134,284	4,688,163	0	0	-
2012B Bond General Airport Revenue	8,134,872	-	-	-	-	-
2012C Bond General Airport Revenue	74,044,802	29,419,850	18,127,132	0	0	-
Buildings Renewal & Extension Fund	28,752,815	-	-	-	-	-
Sub-Total	$4,012,701,172	$3,072,670,292	$3,295,044,648	$3,576,880,958	$3,823,411,069	$0
Grants Funds						
Community Development Block Grant	7,513,381	836,256	700,000	437,337	0	-
Intergovernmental Grant Fund	84,199,737	5,219,681	5,264,667	5,315,678	5,368,228	-
Job Training Grant Fund	8,238,200	8,238,200	8,238,200	8,238,200	-	-
Home Investment Partnerships Progra	4,135,474	1,718,068	0	0	0	-
Sec 108 Loan Trust Fund	1,942,321	300,000	400,000	90,714	0	-
Sub-Total	$106,029,113	$16,312,206	$14,602,867	$14,081,929	$5,368,228	-
Trust						
Perpetual Care	300,056	300,056	300,056	300,056	300,056	-
Trust Fund	50,011,690	50,811,690	50,361,690	48,411,690	48,811,627	-
Sub-Total	$50,311,747	$51,111,747	$50,661,747	$48,711,747	$49,111,684	-
TOTAL	$4,169,042,032	$3,140,094,244	$3,360,309,262	$3,639,674,633	$3,877,890,981	$0

Since we have not received audited numbers, certain budgets may be amended at a later date.

NON-RECURRING CAPITAL EXPENDITURES

Non-Recurring Capital Expenditures

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

- Real property acquisition (Land).
- Construction of new facilities.
- Addition (a modification that changes the structural "footprint" of the facility) to existing facilities greater than or equal to $25,000.
- Remodeling/repair/preservation of 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 16 BUDGET
CAPITAL FINANCE FUND	DIT EDISCOVERY	105,129
CAPITAL FINANCE FUND	COA RE-STACKING	2,800,000
CAPITAL FINANCE FUND	DIT ORACLE ENHANCEMENT	5,052,422
CAPITAL FINANCE FUND	AFR - FACILITY REPAIR	389,716
CAPITAL FINANCE FUND	COURT OPERATIONS - SECURITY UPGRADE	330,247
CAPITAL FINANCE FUND	COURT OPERATIONS - SOFTWARE UPGRADE	1,735,280
SERIES 2015 GO PUBLIC IMPROVEMENT BOND - INFRASTRUCTURE	DPW - INFRASTRUCTURE	184,077,791
SERIES 2015 GO PUBLIC IMPROVEMENT BOND - MUNICIPAL FACILITIES	EXE - MUNICIPAL FACILITIES	65,922,209
WATER & WASTEWATER RENEWAL & EXTENSION FUND	J0105 CATHODIC PROTECTION SYST	81,129
WATER & WASTEWATER RENEWAL & EXTENSION FUND	J1001 DEVELOPMENT, NORTH AREA	44,442
WATER & WASTEWATER RENEWAL & EXTENSION FUND	I0267 CSO-WEST TUNNELS	108,265
WATER & WASTEWATER RENEWAL & EXTENSION FUND	J2002 PUBLIC HEALTH SECURITY-	63,075
WATER & WASTEWATER RENEWAL & EXTENSION FUND	I0298 SEWER GROUP 2 REHABILITA	3,441,025
WATER & WASTEWATER RENEWAL & EXTENSION FUND	I0154 SOUTH RIVER BASIN RELIEF	3,835,069
WATER & WASTEWATER RENEWAL & EXTENSION FUND	RM Clayton WTP Flood Repair	1,210,882
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Peachtree Basin Cap Relief	32,281,066
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Small Meter Audit	105,416
WATER & WASTEWATER RENEWAL & EXTENSION FUND	DWM Atlanta Streetcar	1,809,685
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Water Mains - SW Quadrant	6,300,003
WATER & WASTEWATER RENEWAL & EXTENSION FUND	East Atl Water Main Rpmt	3,111,870
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Custer Ave. CSO Cap Relief	58,153,486
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Clear Creek CSO Improvements	414,540
WATER & WASTEWATER RENEWAL & EXTENSION FUND	NW Quadrant Water System Imp	8,000,000

NON-RECURRING CAPITAL EXPENDITURES

FUNDING NAME	PROJECT NAME	FY 16 BUDGET
WATER & WASTEWATER RENEWAL & EXTENSION FUND	NE Quadrant Water System Impr	8,200,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Intrenchment Creek WRC Dec S/S	2,427,299
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Hemphill Res #1 Embank Rep	3,683,582
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Pipeyard Sub, Cen Whs-Pey	455,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Hemphill & Chatt. WTP Phase 2	6,321,653
WATER & WASTEWATER RENEWAL & EXTENSION FUND	311 Call Center	2,282
1999 WATER AND WASTEWATER BOND FUND	Peachtree Basin Cap Relief	836,046
2001 WATER & WASTEWATER BOND FUND	J0912 REPAIR & REPLACE LARGE W	13,740
2004 WATER & WASTEWATER BOND FUND	I0298 SEWER GROUP 2 REHABILITA	617,142
2004 WATER & WASTEWATER BOND FUND	I2023 RM CLAYTON- COMPLIANCE UPGRADE	1,082,970
2004 WATER & WASTEWATER BOND FUND	I0154 SOUTH RIVER BASIN RELIEF	95,140
2004 WATER & WASTEWATER BOND FUND	I0814 SOUTH RIVER UPGRADE-HEAD	59,777
2004 WATER & WASTEWATER BOND FUND	Hemphill & Chatt. WTP Phase 2	209,494
2004 WATER & WASTEWATER BOND FUND	Water Resource Mgt Plan	123,594
2004 WATER & WASTEWATER BOND FUND	Land Support Services Project	12,673
SERIES 2009A WATER & WASTEWATER BOND FUND	J0514 SOIL REMEDIATION & SITE	199,595
SERIES 2009A WATER & WASTEWATER BOND FUND	J0833 NORTH AREA MAIN IMPROVEM	7,308,358
SERIES 2009A WATER & WASTEWATER BOND FUND	South River Relief Tunnel & PS	2,346,016
SERIES 2009A WATER & WASTEWATER BOND FUND	Peachtree Basin Cap Relief	4,233,699
SERIES 2009A WATER & WASTEWATER BOND FUND	Utilities GDOT & Municipal	581,198
SERIES 2009A WATER & WASTEWATER BOND FUND	Water Proj - SE Quadrant	2,477,520
SERIES 2009A WATER & WASTEWATER BOND FUND	Custer Ave. CSO Cap Relief	4,032,144
AIRPORT RENEWAL AND EXTENSION FUND	Precision Approach Path Indicators (PAPIs) for 10-28	645,423
AIRPORT RENEWAL AND EXTENSION FUND	MHJIT Waterbox	90,000
AIRPORT RENEWAL AND EXTENSION FUND	Green Stormwater Infrastructure	1,015,000
AIRPORT RENEWAL AND EXTENSION FUND	eGSE Infrastructure	100,000
AIRPORT RENEWAL AND EXTENSION FUND	Outdoor Lighting Retrofit	1,125,000
AIRPORT RENEWAL AND EXTENSION FUND	Solar Compacting Recycling Bins	180,000
AIRPORT RENEWAL AND EXTENSION FUND	Recycling Center Kiosks	140,000
AIRPORT RENEWAL AND EXTENSION FUND	Terminal to Terminal Electric Buses	376,750
AIRPORT RENEWAL AND EXTENSION FUND	Park/Ride Lot at Sullivan and Riverdale	5,000,000
AIRPORT RENEWAL AND EXTENSION FUND	Concessionaire Base Building Reimbursement - Concourses A, B & C	868,000
AIRPORT RENEWAL AND EXTENSION FUND	South Cargo Truck Staging Improvements	1,485,000
AIRPORT RENEWAL AND EXTENSION FUND	CV Hold Lot Domestic	24,000,000
AIRPORT RENEWAL AND EXTENSION FUND	Pet Relief Areas for Concourses	1,000,000
AIRPORT RENEWAL AND EXTENSION FUND	Terminal (Art) Display Cases	550,000
AIRPORT RENEWAL AND EXTENSION FUND	Interstate Signage Mods for Intern'l Terminal	1,000,000
AIRPORT RENEWAL AND EXTENSION FUND	EV Charging Station Infrastructure	586,000
AIRPORT RENEWAL AND EXTENSION FUND	On-Call Design - Parking Deck Reconstruction	20,000,000
AIRPORT RENEWAL AND EXTENSION FUND	Sanitary Sewer Repairs - Phase 1 and Phase 2	2,546,000
AIRPORT RENEWAL AND EXTENSION FUND	Gate Gourmet Building Expansion Joint Repair	802,000
AIRPORT RENEWAL AND EXTENSION FUND	Southside Sewer Lift Station #2	1,170,000
AIRPORT RENEWAL AND EXTENSION FUND	Technical Campus Egress Doors	72,000

NON-RECURRING CAPITAL EXPENDITURES

FUNDING NAME	PROJECT NAME	FY 16 BUDGET
AIRPORT RENEWAL AND EXTENSION FUND	Guard Gate Renewal and Replacement	450,000
AIRPORT RENEWAL AND EXTENSION FUND	Parking Deck Reconstruction	1,000,000
AIRPORT RENEWAL AND EXTENSION FUND	Airfield Electrical As-Builts	3,000,000
AIRPORT RENEWAL AND EXTENSION FUND	Permanent Solution to Sewer Force Main Break	2,500,000
AIRPORT RENEWAL AND EXTENSION FUND	Fire Station #40	5,682,020
AIRPORT RENEWAL AND EXTENSION FUND	Entry / Exit Lane Loop Wire Replacement	1,400,000
AIRPORT RENEWAL AND EXTENSION FUND	Non-Hail Damaged Re-Roofing Partial Concourse C	4,054,000
AIRPORT RENEWAL AND EXTENSION FUND	Spine Road Repairs and Safety Improvements	936,000
PASSANGER FACILITIES CHARGES FUND	Exit Lane ADA Compliance Study	7,884,000
PASSANGER FACILITIES CHARGES FUND	Refurbishment of Passenger Boarding Bridges	8,745,000
PASSANGER FACILITIES CHARGES FUND	Renew and Replace Passenger Boarding Bridges	67,000,000
PASSANGER FACILITIES CHARGES FUND	Fire Station #40	7,531,980
PASSANGER FACILITIES CHARGES FUND	Reconstruction of City North Ramp	35,804,000
PASSANGER FACILITIES CHARGES FUND	Runway 9L / 27R Pavement Replacement	20,709,000
PASSANGER FACILITIES CHARGES FUND	Explosive Detection System (EDS) Recapitalization and Optimization	10,973,000


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ATLANTA GA

BOND/RENEWAL & EXTENSION/SPECIAL REVENUE FUNDS

BOND FUNDS

Annual Bond funds and the 1987-2004 Bond Project Funds provide for disbursement of the proceeds of an annual $8 million General Obligation Bond issue, which is divided into $4 million for general city purposes and $4 million for school purposes. The City has been authorized since 1968 to annually issue general obligation bonds of $8 million without referendum. These bonds are backed by the "full faith and credit" of the City's property tax base. Historically, the City has used these funds to support an array of programs including economic development, transportation, public safety and judicial systems, recreational and cultural opportunities and environmental protection and enhancement. The last bond issue was dedicated primarily to land acquisition, signal modernization, installation, freeway lighting and bridge improvements. Prior to 1987, each general obligation issue was accounted for in the Annual Bond Fund. Beginning in 1987, each annual bond issue has been accounted for separately through the establishment of a specific project fund. **Other Bond Funds** are the Park Improvement Fund, the General Government Capital Outlay Fund, 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.

The City of Atlanta faces an infrastructure backlog of more than $900 million. To address the city's most pressing infrastructure challenges such as improving our city's roads, bridges, sidewalks and upgrade critical public buildings and facilities, the city is proposed an infrastructure bond referendum to pay for these repairs and improvements. The referendum passed with 88% approval from Atlanta's voters in a special election on March 17, 2015.

The **2015 Infrastructure Bond** when issued will consist of $186 million of bonds proceeds that will be used for the acquisition, construction, reconstruction, renovation, repair, improvement, critical capital maintenance and equipping of public streets and traffic control infrastructure and equipment, curbing, storm water drainage, street name and directional signage, bridges, viaducts and related public improvement including but not limited to streetlights, sidewalks, bicycle lanes, and transit stops so as to improve the pedestrian and transit environment, $64 million of the bonds proceeds will be used for the purpose of paying the costs of the acquisition, construction, reconstruction, renovation, repair, improvement, critical maintenance and equipping of municipal facilities, including buildings, recreation centers and other facilities and related public improvements. The completion of both the transportation and facilities improvement projects will enable the City to be in compliance with the Americans with Disabilities Act of 1990. Finally, $2 million of the bond proceeds will be used to pay for all cost associated with the bonds issuance.

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 R&E funds that support equipment purchases.

OTHER SPECIAL REVENUE FUNDS

Special Assessment funds a Tax Allocation District (TAD) established for the purpose of catalyzing investment by financing certain redevelopment activities in underdeveloped or blighted areas using public dollars. Redevelopment costs are financed through the pledge of future incremental increases in property taxes generated by the resulting new development. Typically, upon creation, TADs have vacant commercial and residential properties, blighted conditions and numerous vacant buildings or are in need of significant environmental remediation.

The Georgia Redevelopment Powers Law was enacted in 1985 to give additional powers to local municipalities in order to facilitate the redevelopment of blighted or economically depressed areas. One of the powers granted to local governments in this law was to issue tax allocation bonds to finance infrastructure and other redevelopment costs within a tax allocation district. In 1986 the City of Atlanta held a referendum on TADs that resulted in the City's ability to establish districts.

In order for an area to be designated a TAD, the government must verify that the area is in need of redevelopment. However, the area is not required to be blighted, which is a requirement in many states. These findings are reported in a Redevelopment Plan, which demonstrates why the area needs to be redeveloped and how the municipality plans to revitalize the area. The Plan provides the redevelopment agency with the powers to improve dilapidated facilities and to use tax increment financing to achieve the goals of the Redevelopment Plan. The City of Atlanta adopts enabling legislation which approves the Redevelopment Plan and establishes the base value for the district. The other local taxing entities, Atlanta Public Schools and Fulton County, are consenting jurisdictions that have the option to participate in the TAD.

The **Atlanta Beltline** Tax Allocation District was established to assure that the City of Atlanta maintains its historical position as the commercial center of the region and provides an alternative to the continued sprawling patterns of development in the region. The City recognizes that new streetscapes, sidewalks, parks, street-level retail, alternative transportation facilities, and new housing are needed to create an attractive and prosperous community. The Beltline TAD will provide incentives and initial funding to catalyze the rehabilitation and redevelopment of areas with the Beltline TAD redevelopment area.

The **Atlantic Station** Tax Allocation District was established in 1999 to facilitate the redevelopment of a 138-acre brownfield site, which had been contaminated due to almost a century of heavy industrial use. The redevelopment will make maximum use of alternative transportation modes to minimize congestion, improve air quality, and connect major activity centers while also creating a 24 hour environment where one can live, work, and play. The project will ultimately include 1.6

million square feet of retail, 6 million square feet of office and entertainment space, over 4,000 residential units, and 1,150 hotel rooms.

Atlantic Station will lay the framework for a more pedestrian and transit-oriented city. This project will transform east/west links into more efficient, aesthetically pleasing transportation corridors and create a financing vehicle for a mass transit link between the Arts Center MARTA Station and points beyond. The TAD will also facilitate the redevelopment of area corridors, including the new 17th Street Bridge, and improve infrastructure throughout the redevelopment district.

The **Campbellton Road** Tax Allocation District was created in late 2006 and its vision is to create a major financial incentive that would support creation of an effective public-private partnership to facilitate the resurgence of the area by encouraging new substantial, private commercial investment. The TAD will help establish the framework for new redevelopment opportunities and investment covering a major arterial linking downtown to the neighborhoods in the southwest of the City and provide an important economic incentive to enhance the market competitiveness of a large area in southwestern Atlanta.

The TAD was established with the goal of spurring private, commercial redevelopment activity along the corridor in much the same way existing TADs have attracted projects and promoted significant growth and redevelopment in other parts of the City. The proposed TAD incentives will help this key southwest corridor compete aggressively for new development opportunities that might otherwise locate outside of the City. The TAD area consists of approximately 1,433 acres with 585 individual parcels along Campbellton Road and within five identified development sub-areas. The district falls within Neighborhood Planning Units P, R, S and X.

The **Eastside** Tax Allocation District was established in 2003 to join the Westside TAD in allowing the City to rebuild its Downtown streetscapes and improve its road and utility infrastructure, making Atlanta a more enjoyable place to live, work and play. The Eastside TAD is essential in ensuring that the City of Atlanta maintains its historical position as the commercial center of the metro region. The Eastside TAD, in conjunction with the Westside TAD, will create incentives for new Downtown housing and attract the critical mass of permanent residents needed to make Downtown a vibrant 24-hour activity center. Through carefully planned new development and key quality-of-life infrastructure investments (such as new pedestrian oriented streetscapes and public parking decks), the Eastside TAD will help to create an attractive, walkable Downtown.

Creation of the Eastside TAD also ensures that the City is promoting truly balanced economic growth by directing one of its most effective economic development efforts toward distressed neighborhoods that have suffered from a history of neglect. The TAD can provide initial funding to jumpstart the revitalization of Atlanta's most historic neighborhood – Sweet Auburn – as well as one of its most frequently traveled streets, the Memorial Drive/Martin Luther King Jr. Drive corridor. The Memorial Drive/MLK communities have an ambitious, thoughtfully conceived master plan in need of implementation funds. Funding for substantial infrastructure improvements is also essential to the redevelopment of the Atlanta Housing Authority's Grady Homes and Capitol Homes into viable mixed-income communities.

The **Hollowell/M.L. King** Tax Allocation District was created in late 2006 and its goal is to encourage private investment in the City's west and northwest sectors by offering financing incentives that will help ameliorate the current conditions contributing to disinvestment and marginal use of property within the district. The TAD will provide inducement for certain major new developments that will spur more desirable and sustainable, market-based commercial and residential development in this area. With careful planning and guidance, both Hollowell Parkway and Martin Luther King Jr. Drive – and their surrounding communities – can be transformed into desirable, viable commercial and pedestrian-friendly communities.

The TAD will strengthen the City's ability to promote truly balanced economic growth by directing one of its key economic development tools toward revitalizing a collection of neighborhoods that have been identified by the City as being in need of such support. The TAD area consists of approximately 886 acres within three identified development sub-areas and falls within Neighborhood Planning Units G, H, I, J and

K. The primary purpose of the TAD is to stimulate commercial redevelopment and create a vibrant retail corridor.

The **Metropolitan Parkway** Tax Allocation District was created in late 2006 and its basic purpose is to generate public-private partnerships that will facilitate the redevelopment of one of the City's prime development sites within its southern sector. This TAD will help balance the disinvestment and general lack of new development during the past three decades within the Metropolitan Parkway area with the new development and private investment occurring in many of Atlanta's other in town communities. The TAD will encourage new commercial construction within the Metropolitan Parkway Corridor and help accomplish the following goals:

- Promote the development of infrastructure and amenities such as parks and plazas to encourage and support all elements critical to building a sustainable community comprised of neighborhoods that express their character through quality community gathering places and people and pedestrian-friendly environments.
- Allow for the development of primarily commercial infill and mixed-use projects that actively protect environmental resources to eliminate the development gaps that divide these communities.
- Provide funding for additional roadway and transportation-oriented improvements that will address current and projected traffic congestion and improve access to transit facilities by encouraging appropriate intensities of development and an efficient mix of uses within transit areas.

The TAD contains approximately 1,023 acres in the southwest quadrant of Atlanta and includes portions of Neighborhood Planning Units X, Y and Z.

The **Perry-Bolton/Northwest Atlanta** Tax Allocation District was established in 2002 to make possible the redevelopment of over 500 acres of under-developed real estate in 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 green space.

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, located within a 100-year flood plain and related environmental degradation in addition to a lack of infrastructure. The TAD does not have the necessary streets, bridges, traffic control devices, sanitary or storm sewers, water supply, or storm water detention facilities which must be provided in order for development to occur. The development team plans to provide sidewalks, trails, landscaping, parks, and lakes for the benefit of the community and its visitors.

The **Stadium Neighborhoods** Tax Allocation District was created in late 2006 and its basic purpose is to create a major financial incentive that would support the creation of an effective public-private partnership to facilitate the resurgence and redevelopment of the area closest to I-75 and 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, and streetscaping for pedestrians, and greenway trails.

The TAD will facilitate the development of infill projects to eliminate the development gaps which exists because of inadequate and aging sewers, property acquisition and assemblage costs, and perceived environmental contamination. Through the development of linkages, infrastructure, and infill development this TAD encourages and supports new and existing businesses, new and renovated housing, and the support services that will help build a sustainable community.


RESURGENS
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ATLANTA GA

FY16 CAPITAL BUDGET STATUS
Atlantic Station Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	27,151,882	17,090,461	17,428,911	17,948,778	18,484,240		$98,104,272
Expenses	27,151,882	17,090,461	17,428,911	17,948,778	18,484,240		$98,104,272
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Taxes	16,044,161	16,534,185	17,038,911	17,558,778	18,094,240		$85,270,275
Investment Income	390,000	390,000	390,000	390,000	390,000		$1,950,000
Miscellaneous Revenues	10,717,721	166,276					$10,883,997
Revenues	$27,151,882	$17,090,461	$17,428,911	$17,948,778	$18,484,240		$98,104,272

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Non-Departmental	27,151,882	17,090,461	17,428,911	17,948,778	18,484,240		$98,104,272
Total City Wide	$27,151,882	$17,090,461	$17,428,911	$17,948,778	$18,484,240		$98,104,272

FY16 CAPITAL BUDGET STATUS
Atlantic Station Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	27,151,882	17,090,461	17,428,911	17,948,778	18,484,240		$98,104,272
Sub-Total	$27,151,882	$17,090,461	$17,428,911	$17,948,778	$18,484,240		$98,104,272
Total City Wide	$27,151,882	$17,090,461	$17,428,911	$17,948,778	$18,484,240		$98,104,272

FY16 CAPITAL BUDGET STATUS
Westside Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	59,920,574	13,838,552	14,413,987	14,640,124	15,267,671		$118,080,908
Expenses	59,920,574	13,838,552	14,413,987	14,640,124	15,267,671		$118,080,908
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Taxes	12,153,170	12,832,968	13,533,161	14,254,359	14,997,193		$67,770,851
Charges For Services	25,000	25,000	25,000	25,000	25,000		$125,000
Investment Income	22,000	15,000	15,000	15,000	15,000		$82,000
Miscellaneous Revenues	47,720,404	965,584	840,826	345,765	230,478		$50,103,057
Revenues	$59,920,574	$13,838,552	$14,413,987	$14,640,124	$15,267,671		$118,080,908

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Department Of Finance	3,741,042						$3,741,042
Department Of Public Works	202,101						$202,101
Non-Departmental	55,977,431	13,838,552	14,413,987	14,640,124	15,267,671		$114,137,765
Total City Wide	$59,920,574	$13,838,552	$14,413,987	$14,640,124	$15,267,671		$118,080,908

FY16 CAPITAL BUDGET STATUS
Westside Tad Fund

	FY16	FY17	FY18	FY19	FY20	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	3,603,942						$3,603,942
Sub-Total	$3,741,042						$3,741,042
Department Of Public Works							
2007 Westside Tad - 110334	202,101						$202,101
Sub-Total	$202,101						$202,101
Non-Departmental							
Default - 000000	55,977,431	13,838,552	14,413,987	14,640,124	15,267,671		$114,137,765
Sub-Total	$55,977,431	$13,838,552	$14,413,987	$14,640,124	$15,267,671		$114,137,765
Total City Wide	$59,920,574	$13,838,552	$14,413,987	$14,640,124	$15,267,671		$118,080,908

FY16 CAPITAL BUDGET STATUS
NW Atlanta Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	8,938,056	4,298,097	2,903,062	3,057,795	3,217,171		$22,414,181
Expenses	8,938,056	4,298,097	2,903,062	3,057,795	3,217,171		$22,414,181
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Taxes	2,599,984	2,745,625	2,895,636	3,050,146	3,209,292		$14,500,683
Investment Income	7,000	7,210	7,426	7,649	7,879		$37,164
Miscellaneous Revenues	6,331,072	1,545,262					$7,876,334
Revenues	$8,938,056	$4,298,097	$2,903,062	$3,057,795	$3,217,171		$22,414,181

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Executive Offices	137,742						$137,742
Non-Departmental	8,800,314	4,298,097	2,903,062	3,057,795	3,217,171		$22,276,439
Total City Wide	$8,938,056	$4,298,097	$2,903,062	$3,057,795	$3,217,171		$22,414,181

FY16 CAPITAL BUDGET STATUS
Nw Atlanta Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Executive Offices							
Northwest Atlanta Fire Station - 110965	137,742						$137,742
Sub-Total	$137,742						$137,742
Non-Departmental							
Default - 000000	8,800,314	4,298,097	2,903,062	3,057,795	3,217,171		$22,276,439
Sub-Total	$8,800,314	$4,298,097	$2,903,062	$3,057,795	$3,217,171		$22,276,439
Total City Wide	$8,938,056	$4,298,097	$2,903,062	$3,057,795	$3,217,171		$22,414,181

FY16 CAPITAL BUDGET STATUS
Princeton Lakes Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	5,780,700	2,017,502	2,078,438	2,141,202	2,205,848		$14,223,690
Expenses	5,780,700	2,017,502	2,078,438	2,141,202	2,205,848		$14,223,690
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Taxes	1,956,941	2,016,102	2,077,038	2,139,802	2,204,448		$10,394,331
Investment Income	1,400	1,400	1,400	1,400	1,400		$7,000
Miscellaneous Revenues	3,822,359						$3,822,359
Revenues	$5,780,700	$2,017,502	$2,078,438	$2,141,202	$2,205,848		$14,223,690

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Non-Departmental	5,780,700	2,017,502	2,078,438	2,141,202	2,205,848		$14,223,690
Total City Wide	$5,780,700	$2,017,502	$2,078,438	$2,141,202	$2,205,848		$14,223,690

FY16 CAPITAL BUDGET STATUS
Princeton Lakes Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	5,780,700	2,017,502	2,078,438	2,141,202	2,205,848		$14,223,690
Sub-Total	$5,780,700	$2,017,502	$2,078,438	$2,141,202	$2,205,848		$14,223,690
Total City Wide	$5,780,700	$2,017,502	$2,078,438	$2,141,202	$2,205,848		$14,223,690

FY16 CAPITAL BUDGET STATUS
Eastside Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	45,861,491	11,833,818	12,517,074	13,220,828	13,945,695		$97,378,906
Expenses	45,861,491	11,833,818	12,517,074	13,220,828	13,945,695		$97,378,906
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Taxes	11,000,461	11,663,818	12,347,074	13,050,828	13,775,695		$61,837,876
Investment Income	170,000	170,000	170,000	170,000	170,000		$850,000
Miscellaneous Revenues	34,691,030						$34,691,030
Revenues	$45,861,491	$11,833,818	$12,517,074	$13,220,828	$13,945,695		$97,378,906

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Department Of Finance	1,730,986						$1,730,986
Non-Departmental	44,130,505	11,833,818	12,517,074	13,220,828	13,945,695		$95,647,920
Total City Wide	$45,861,491	$11,833,818	$12,517,074	$13,220,828	$13,945,695		$97,378,906

FY16 CAPITAL BUDGET STATUS
Eastside Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Finance							
Eastside Tad 2005 - 202671	1,730,986						$1,730,986
Sub-Total	$1,730,986						$1,730,986
Non-Departmental							
Default - 000000	44,130,505	11,833,818	12,517,074	13,220,828	13,945,695		$95,647,920
Sub-Total	$44,130,505	$11,833,818	$12,517,074	$13,220,828	$13,945,695		$95,647,920
Total City Wide	$45,861,491	$11,833,818	$12,517,074	$13,220,828	$13,945,695		$97,378,906

FY16 CAPITAL BUDGET STATUS
Atlanta Beltline Tad

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	23,900,132	23,114,105	24,621,018	26,180,674	27,794,917		$125,610,846
Expenses	23,900,132	23,114,105	24,621,018	26,180,674	27,794,917		$125,610,846
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Taxes	21,654,149	23,110,105	24,617,018	26,176,674	27,790,917		$123,348,863
Investment Income	4,000	4,000	4,000	4,000	4,000		$20,000
Miscellaneous Revenues	2,241,983						$2,241,983
Revenues	$23,900,132	$23,114,105	$24,621,018	$26,180,674	$27,794,917		$125,610,846

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Non-Departmental	23,900,132	23,114,105	24,621,018	26,180,674	27,794,917		$125,610,846
Total City Wide	$23,900,132	$23,114,105	$24,621,018	$26,180,674	$27,794,917		$125,610,846

FY16 CAPITAL BUDGET STATUS
Atlanta Beltline Tad

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	23,900,132	23,114,105	24,621,018	26,180,674	27,794,917		$125,610,846
Sub-Total	$23,900,132	$23,114,105	$24,621,018	$26,180,674	$27,794,917		$125,610,846
Total City Wide	$23,900,132	$23,114,105	$24,621,018	$26,180,674	$27,794,917		$125,610,846

FY16 CAPITAL BUDGET STATUS
Campbellton Road Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	2,280,588	20,150	10,305	21,464	67,072		$2,399,579
Expenses	2,280,588	20,150	10,305	21,464	67,072		$2,399,579
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Taxes	0			21,052	66,872		$87,924
Investment Income	800	200	200	200	200		$1,600
Miscellaneous Revenues	2,279,788	19,950	10,105	212			$2,310,055
Revenues	$2,280,588	$20,150	$10,305	$21,464	$67,072		$2,399,579

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Non-Departmental	2,280,588	20,150	10,305	21,464	67,072		$2,399,579
Total City Wide	$2,280,588	$20,150	$10,305	$21,464	$67,072		$2,399,579

FY16 CAPITAL BUDGET STATUS
Campbellton Road Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	2,280,588	20,150	10,305	21,464	67,072		$2,399,579
Sub-Total	$2,280,588	$20,150	$10,305	$21,464	$67,072		$2,399,579
Total City Wide	$2,280,588	$20,150	$10,305	$21,464	$67,072		$2,399,579

FY16 CAPITAL BUDGET STATUS
Hollowell/M.L. King Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	2,581,447	362,359	384,149	406,375	429,046		$4,163,376
Expenses	2,581,447	362,359	384,149	406,375	429,046		$4,163,376
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Taxes	340,396	361,759	383,549	405,775	428,446		$1,919,925
Investment Income	700	600	600	600	600		$3,100
Miscellaneous Revenues	2,240,351						$2,240,351
Revenues	$2,581,447	$362,359	$384,149	$406,375	$429,046		$4,163,376

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Non-Departmental	2,581,447	362,359	384,149	406,375	429,046		$4,163,376
Total City Wide	$2,581,447	$362,359	$384,149	$406,375	$429,046		$4,163,376

FY16 CAPITAL BUDGET STATUS
Hollowell/M.L. King Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	2,581,447	362,359	384,149	406,375	429,046		$4,163,376
Sub-Total	$2,581,447	$362,359	$384,149	$406,375	$429,046		$4,163,376
Total City Wide	$2,581,447	$362,359	$384,149	$406,375	$429,046		$4,163,376

FY16 CAPITAL BUDGET STATUS
Metropolitan Parkway Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	1,512,800	162,950	175,574	196,535	218,018		$2,265,877
Expenses	1,512,800	162,950	175,574	196,535	218,018		$2,265,877
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Taxes	134,382	154,625	175,274	196,335	217,818		$878,434
Investment Income	400	300	300	200	200		$1,400
Miscellaneous Revenues	1,378,018	8,025					$1,386,043
Revenues	$1,512,800	$162,950	$175,574	$196,535	$218,018		$2,265,877

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Non-Departmental	1,512,800	162,950	175,574	196,535	218,018		$2,265,877
Total City Wide	$1,512,800	$162,950	$175,574	$196,535	$218,018		$2,265,877

FY16 CAPITAL BUDGET STATUS
Metropolitan Parkway Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	1,512,800	162,950	175,574	196,535	218,018		$2,265,877
Sub-Total	$1,512,800	$162,950	$175,574	$196,535	$218,018		$2,265,877
Total City Wide	$1,512,800	$162,950	$175,574	$196,535	$218,018		$2,265,877

FY16 CAPITAL BUDGET STATUS
Stadium Neighborhoods Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	3,300	3,375	3,452	3,532	3,614		$17,273
Expenses	3,300	3,375	3,452	3,532	3,614		$17,273
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0
ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	3,300	3,375	3,452	3,532	3,614		$17,273
Revenues	$3,300	$3,375	$3,452	$3,532	$3,614		$17,273
APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Non-Departmental	3,300	3,375	3,452	3,532	3,614		$17,273
Total City Wide	$3,300	$3,375	$3,452	$3,532	$3,614		$17,273

FY16 CAPITAL BUDGET STATUS
Stadium Neighborhoods Tad Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	3,300	3,375	3,452	3,532	3,614		$17,273
Sub-Total	$3,300	$3,375	$3,452	$3,532	$3,614		$17,273
Total City Wide	$3,300	$3,375	$3,452	$3,532	$3,614		$17,273

FY16 CAPITAL BUDGET STATUS
Annual Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	217,920						$217,920
Expenses	217,920	0	0	0	0	0	$217,920
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0	$0	$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	217,920						$217,920
Revenues	$217,920						$217,920

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Public Works	217,920	0	0	0	0	0	$217,920
Total City Wide	$217,920	$0	$0	$0	$0	$0	$217,920

FY16 CAPITAL BUDGET STATUS
Annual Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Campbellton Road Segmental Improvements - 100316	146,420	0	0	0	0	0	$146,420
Cascade/Mays Streetscape, Cd-381 - 100818	34,000	0	0	0	0	0	$34,000
Kirkwood Sidewalk Improvements - 101415	37,500						$37,500
Sub-Total	$217,920	$0	$0	$0	$0	$0	$217,920
Total City Wide	$217,920	$0	$0	$0	$0	$0	$217,920

FY16 CAPITAL BUDGET STATUS
1994 Referendum G.O. Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	149,979						$149,979
Expenses	149,979	0	0	0	0	0	$149,979
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0	$0	$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	149,979						$149,979
Revenues	$149,979						$149,979

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Public Works	149,979	0	0	0	0	0	$149,979
Total City Wide	$149,979	$0	$0	$0	$0	$0	$149,979

FY16 CAPITAL BUDGET STATUS
1994 Referendum G.O. Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Mitchell St Viaduct - 100983	49,979	0	0	0	0	0	$49,979
Campbellton Road Widening (Phase I) - 101232	100,000	0	0	0	0	0	$100,000
Sub-Total	$149,979	$0	$0	$0	$0	$0	$149,979
Total City Wide	$149,979	$0	$0	$0	$0	$0	$149,979

FY16 CAPITAL BUDGET STATUS
1996 G.O. Public Improvement Bond Part B

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	31,927						$31,927
Expenses	31,927	0	0	0	0	0	$31,927
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0	$0	$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	31,927						$31,927
Revenues	$31,927						$31,927

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Public Works	31,927	0	0	0	0	0	$31,927
Total City Wide	$31,927	$0	$0	$0	$0	$0	$31,927

FY16 CAPITAL BUDGET STATUS
1996 G.O. Public Improvement Bond Part B

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Howell Mill Rd Widening - 101995	31,927	0	0	0	0	0	$31,927
Sub-Total	$31,927	$0	$0	$0	$0	$0	$31,927
Total City Wide	$31,927	$0	$0	$0	$0	$0	$31,927

FY16 CAPITAL BUDGET STATUS
1997 G.O. Public Improvement Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	148,693						$148,693
Expenses	148,693	0	0	0	0	0	$148,693
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0	$0	$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	148,693						$148,693
Revenues	$148,693						$148,693

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Public Works	148,693	0	0	0	0	0	$148,693
Total City Wide	$148,693	$0	$0	$0	$0	$0	$148,693

FY16 CAPITAL BUDGET STATUS
1997 G.O. Public Improvement Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Campbellton Road Widening (Phase I) - 101232	148,693	0	0	0	0	0	$148,693
Sub-Total	$148,693	$0	$0	$0	$0	$0	$148,693
Total City Wide	$148,693	$0	$0	$0	$0	$0	$148,693

FY16 CAPITAL BUDGET STATUS
2004 Quality Of Life Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	65,801						$65,801
Expenses	65,801	0	0	0	0	0	$65,801
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0	$0	$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	65,801						$65,801
Revenues	$65,801						$65,801

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Public Works	65,801	0	0	0	0	0	$65,801
Total City Wide	$65,801	$0	$0	$0	$0	$0	$65,801

FY16 CAPITAL BUDGET STATUS
2004 Quality Of Life Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Intersection Improvements, Dist 9 - 102525	11,000	0	0	0	0	0	$11,000
Cascade/Mays Village Center - 102558	54,801	0	0	0	0	0	$54,801
Sub-Total	$65,801	$0	$0	$0	$0	$0	$65,801
Total City Wide	$65,801	$0	$0	$0	$0	$0	$65,801

FY16 CAPITAL BUDGET STATUS
2005A Park Improvement Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	7,787,312						$7,787,312
Expenses	7,787,312						$7,787,312
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	7,787,312						$7,787,312
Revenues	$7,787,312						$7,787,312

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Dept Of Parks & Recreation	7,787,312						$7,787,312
Total City Wide	$7,787,312						$7,787,312

FY16 CAPITAL BUDGET STATUS
2005A Park Improvement Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Dept Of Parks & Recreation							
Lighting Improvements, City-Wide - 100184	209,092						$209,092
Construction Of Bldgs., City-Wide - 100229	3,824,662						$3,824,662
Ground & Site Imprvs., City-Wide - 100247	3,540,487						$3,540,487
City Wide Park Furniture & Play Equip. - 100271	213,071						$213,071
Sub-Total	$7,787,312						$7,787,312
Total City Wide	$7,787,312						$7,787,312

FY16 CAPITAL BUDGET STATUS
2008A Quality Of Life Improvement Bond Fd

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	2,115,979						$2,115,979
Expenses	2,115,979	0	0	0	0	0	$2,115,979
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0	$0	$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	2,115,979						$2,115,979
Revenues	$2,115,979						$2,115,979

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Public Works	2,115,979	0	0	0	0	0	$2,115,979
Total City Wide	$2,115,979	$0	$0	$0	$0	$0	$2,115,979

FY16 CAPITAL BUDGET STATUS
2008A Quality Of Life Improvement Bond Fd

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Sidewalk Improvements, District 1 - 102087	9,442	0	0	0	0	0	$9,442
Sidewalk Improvements, District 4 - 102090	150,880	0	0	0	0	0	$150,880
Sidewalk Improvements, District 5 - 102091	46,124	0	0	0	0	0	$46,124
Sidewalk Improvements, District 10 - 102096	498,048	0	0	0	0	0	$498,048
Intersection Improvements, Dist 2 - 102117	18,000	0	0	0	0	0	$18,000
Intersection Improvements, Dist 8 - 102120	64,089	0	0	0	0	0	$64,089
Fairburn Rd Bridge Row Acquisition - 102151	100,000	0	0	0	0	0	$100,000
Speed Hump Installations, District 1 - 102214	25,000	0	0	0	0	0	$25,000
Streetscape Projects, District 9 - 102537	90,000	0	0	0	0	0	$90,000
Greenway Trail Projects - 102550	50,000	0	0	0	0	0	$50,000
Cascade/Mays Village Center - 102558	63,138	0	0	0	0	0	$63,138
Greenscape Enhance (Cat. 2) - 110063	120,000						$120,000
Sts,Brdgs,& Vias (Cat. 3) - 110064	300,000						$300,000
Traffic Signals (Cat. 4) - 110065	25,000						$25,000
Crosswalk Installation - 110074	100,000						$100,000
Undes Sdwlk & Stscps (Cat. 1) - 110076	100,000						$100,000
2008 Qol Bond Sidewalk Crews - 110265	185,000						$185,000
2008 Qol Bond Administration - 110266	80,000						$80,000
Sidewalks - Ada Ramps - 110820	91,258	0	0	0	0	0	$91,258
Sub-Total	$2,115,979	$0	$0	$0	$0	$0	$2,115,979
Total City Wide	$2,115,979	$0	$0	$0	$0	$0	$2,115,979

FY16 CAPITAL BUDGET STATUS
2014a Park Improvement Revenue Refunding Bond

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	4,629,186						$4,629,186
Expenses	4,629,186						$4,629,186
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	4,629,186						$4,629,186
Revenues	$4,629,186						$4,629,186

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Dept Of Parks & Recreation	4,629,186						$4,629,186
Total City Wide	$4,629,186						$4,629,186

FY16 CAPITAL BUDGET STATUS
2014a Park Improvement Revenue Refunding Bond

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Dept Of Parks & Recreation							
Dprca Repair & Maint Ada Comp - 211201	4,629,186						$4,629,186
Sub-Total	$4,629,186						$4,629,186
Total City Wide	$4,629,186						$4,629,186

FY16 CAPITAL BUDGET STATUS
2014b Park Improvement Revenue Refunding Taxable Bond

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	1,939						$1,939
Expenses	1,939						$1,939
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	1,939						$1,939
Revenues	$1,939						$1,939

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Dept Of Parks & Recreation	1,939						$1,939
Total City Wide	$1,939						$1,939

FY16 CAPITAL BUDGET STATUS
2014b Park Improvement Revenue Refunding Taxable Bond

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Dept Of Parks & Recreation							
Dprca Repair & Maint Ada Comp - 211201	1,939						$1,939
Sub-Total	$1,939						$1,939
Total City Wide	$1,939						$1,939

FY16 CAPITAL BUDGET STATUS
2015 Infrastructure Bond

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	25,000,000	37,500,000	62,500,000	62,500,000	62,500,000		$250,000,000
Expenses	25,000,000	37,500,000	62,500,000	62,500,000	62,500,000		$250,000,000
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	25,000,000	37,500,000	62,500,000	62,500,000	62,500,000		$250,000,000
Revenues	$25,000,000	$37,500,000	$62,500,000	$62,500,000	$62,500,000		$250,000,000

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Public Works	24,900,000	37,400,000	62,400,000	62,400,000	62,400,000		$249,500,000
Department Of Audit	100,000	100,000	100,000	100,000	100,000		$500,000
Total City Wide	$25,000,000	$37,500,000	$62,500,000	$62,500,000	$62,500,000		$250,000,000

FY16 CAPITAL BUDGET STATUS
2015 Infrastructure Bond

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Default - 000000	24,900,000	37,400,000	62,400,000	62,400,000	62,400,000		$249,500,000
Sub-Total	$24,900,000	$37,400,000	$62,400,000	$62,400,000	$62,400,000		$249,500,000
Department Of Audit							
Default - 000000	100,000	100,000	100,000	100,000	100,000		$500,000
Sub-Total	$100,000	$100,000	$100,000	$100,000	$100,000		$500,000
Total City Wide	$25,000,000	$37,500,000	$62,500,000	$62,500,000	$62,500,000		$250,000,000

FY16 CAPITAL BUDGET STATUS
Park Improvement Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	19,465,331	19,440,465	19,440,465	19,440,465	19,440,465		$97,227,191
Expenses	19,465,331	19,440,465	19,440,465	19,440,465	19,440,465		$97,227,191
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Taxes	10,222,153	10,511,015	10,808,340	11,114,381	11,429,395		$54,085,284
Miscellaneous Revenues	9,243,178	8,929,450	8,632,125	8,326,084	8,011,070		$43,141,907
Revenues	$19,465,331	$19,440,465	$19,440,465	$19,440,465	$19,440,465		$97,227,191

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Dept Of Parks & Recreation	6,621,272	6,596,406	6,596,406	6,596,406	6,596,406		$33,006,896
Non-Departmental	12,844,059	12,844,059	12,844,059	12,844,059	12,844,059		$64,220,295
Total City Wide	$19,465,331	$19,440,465	$19,440,465	$19,440,465	$19,440,465		$97,227,191

FY16 CAPITAL BUDGET STATUS
Park Improvement Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Dept Of Parks & Recreation							
Default - 000000	6,596,406	6,596,406	6,596,406	6,596,406	6,596,406		$32,982,030
Tennis Court Imprvs., City-Wide - 100194	17,474						$17,474
Basketball Court Imprvs., City-Wide - 100198	1,373						$1,373
City Wide Park Furniture & Play Equip. - 100271	566						$566
Woodruff Park - 102492	4,575						$4,575
Southside Butler Street Ymca, Cd-220 - 200409	878						$878
Sub-Total	$6,621,272	$6,596,406	$6,596,406	$6,596,406	$6,596,406		$33,006,896
Non-Departmental							
Default - 000000	12,844,059	12,844,059	12,844,059	12,844,059	12,844,059		$64,220,295
Sub-Total	$12,844,059	$12,844,059	$12,844,059	$12,844,059	$12,844,059		$64,220,295
Total City Wide	$19,465,331	$19,440,465	$19,440,465	$19,440,465	$19,440,465		$97,227,191

FY16 CAPITAL BUDGET STATUS
General Government Capital Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	23,334,329	22,942,749	23,887,082	24,670,503	25,751,087		$120,585,750
Expenses	23,334,329	22,942,749	23,887,082	24,670,503	25,751,087	0	$120,585,750
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0	$0	$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	23,334,329	22,942,749	23,887,082	24,670,503	25,751,087		$120,585,750
Revenues	$23,334,329	$22,942,749	$23,887,082	$24,670,503	$25,751,087		$120,585,750

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Department Of Information Technology	22,996	0	0	0	0		$22,996
Department Of Finance	5,561,422	5,812,594	5,914,444	6,032,047	6,120,392		$29,440,898
Department Of Public Works	15,817,363	16,720,608	17,900,608	18,585,426	19,585,426	0	$88,609,430
Dept Of Parks & Recreation	1,541,465	313,465	15,376	15,376	7,614		$1,893,297
Department Of Fire Services	78,427	58,427	19,000	0	0		$155,854
Dept Of Planning & Community Development	312,655	37,655	37,655	37,655	37,655		$463,276
Total City Wide	$23,334,329	$22,942,749	$23,887,082	$24,670,503	$25,751,087	$0	$120,585,750

FY16 CAPITAL BUDGET STATUS
General Government Capital Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Information Technology							
City Wide Information Systems Upgrade - 101793	22,996	0	0	0	0		$22,996
Sub-Total	$22,996	$0	$0	$0	$0		$22,996
Department Of Finance							
Admin.Development Recoupment Fees - 201072	5,561,422	5,812,594	5,914,444	6,032,047	6,120,392		$29,440,898
Sub-Total	$5,561,422	$5,812,594	$5,914,444	$6,032,047	$6,120,392		$29,440,898
Department Of Public Works							
Abernathy Corridor Facility - 101125	1	1	1	1	1		$3
Bakers Ferry Sidewalk, Cd-443 - 101205	40,715	40,715	40,715	40,715	40,715	0	$203,575
Greenbriar Parkway Reconstruction - 101231	161	161	161	161	161	0	$804
Bicycle Rack Project - 101491	50,000	50,000	50,000	50,000	50,000		$250,000
Cleveland Ave Sidewalk (Phase Ii) - 101631	2,295	2,295	2,295	2,295	2,295		$11,473
Custer Avenue Sidewalk - 101632	48,514	48,514	48,514	48,514	48,514		$242,570
North Highland Avenue Sidewalk - 101633	575	575	575	575	575		$2,875
Old Conley Road Sidewalk - 101636	15	15	15	15	15		$76
Wieuca Road Sidewalk (Phase Ii) - 101639	32	32	32	32	32	0	$161
Stewart Ave (Metropolitan Pkwy) Sidewalk - 101640	12,333	12,333	12,333	12,333	12,333		$61,665
Cleveland Avenue (Phase I) - 101657	12,553	12,553	12,553	12,553	12,553	0	$62,767
Pryor Road Streetscape - 101659	49,383	49,383	49,383	49,383	49,383	0	$246,913
Avon Avenue Sidewalk - 101660	499	499	499	499	499	0	$2,493
Bolton Road Sidewalk (Phase I) - 101662	654	654	654	654	654	0	$3,269
D.I.F. Transportation-City Wide - 101666	0	0	0	0	0		$1
Safety Speed Humps, Cd-604 - 101698	1,875	0	0	0	0		$1,875
Forest Park Road Sidewalk - 101799	14,500	14,500	14,500	14,500	14,500	0	$72,500
Gilbert Road Sidewalk - 101800	685	685	685	685	685	0	$3,424
Glenwood Ave. Sidewalk - 101801	713	713	713	713	713	0	$3,565
Hank Aaron Dr. Sidewalk - 101802	7,191	7,191	7,191	7,191	7,191	0	$35,955
Jonesboro Rd. (Sr54) Sidewalk (Phase I) - 101803	1	1	1	1	1	0	$4
Jonesboro Rd. (Sr54) Sidewalk (Phase Ii) - 101804	2,830	2,830	2,830	2,830	2,830	0	$14,150
Morosgo Drive Sidewalk - 101805	2,596	2,596	2,596	2,596	2,596	0	$12,980
Peyton Road Sidewalk - 101806	45,500	45,500	45,500	45,500	45,500	0	$227,500
W. Paces Ferry/Paces Ferry Rd. Sidewalk - 101807	296	296	296	296	296	0	$1,482
Traffic Calming - 101841	4,424	4,424	4,424	4,424	4,424	0	$22,120
Traffic Signal Installation - 101842	56	56	56	56	56		$278
Traffic Signal Modernization - 101843	79	79	79	79	79		$395
Ashby Street Sidewalk - 101850	2,355	2,355	2,355	2,355	2,355	0	$11,775
Boulevard Streetscape Design - 101851	3	3	3	3	3		$16
Castlewood Drive Sidewalk - 101852	2,671	2,671	2,671	2,671	2,671	0	$13,354
Hank Aaron Avenue Sidewalk - 101859	3,867	3,867	3,867	3,867	3,867		$19,333
Hatcher Avenue Sidewalk - 101860	10,000	10,000	10,000	10,000	10,000		$50,000
Hemphill School Road Sidewalk - 101861	1,766	1,766	1,766	1,766	1,766		$8,831
Lakewood Trail - 101862	13,858	13,858	13,858	13,858	13,858		$69,289
Mcdonough Boulevard Sidewalk - 101863	10,552	10,552	10,552	10,552	10,552		$52,758
Monroe Drive Sidewalk - 101865	4,639	4,639	4,639	4,639	4,639		$23,196
Pine Street Sidewalk - 101867	9,470	9,470	9,470	9,470	9,470		$47,350

FY16 CAPITAL BUDGET STATUS
General Government Capital Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
Woodland Avenue Sidewalk - 101871	129	129	129	129	129		$644
Cheshire Bridge Road Streetscape - 101872	21,575	21,575	21,575	21,575	21,575		$107,875
Lindbergh/Lavista/Cheshire Br. Imprvs - 101982	200,584	200,584	584	584	584		$402,921
Campbellton/Greenbriar/Langford Inter - 101983	4,793	4,793	4,793	4,793	4,793		$23,967
Citywide Traffic Signal Improvement - 101985	1,420,182	920,182	920,182	400,000	0		$3,660,546
Roxboro Road Widening - 102000	44,703	44,703	44,703	44,703	44,703		$223,515
Villages Of East Lake - 102101	74,880	0	0	0	0		$74,880
Ashby Street Streetscape - 102105	33,588	33,588	33,588	33,588	33,588		$167,938
Mlk, Jr. Drive Streetscape - 102107	14	14	14	14	14		$68
Metropolitan Pkwy Streetscape - 102108	3,904	3,904	3,904	3,904	3,904		$19,519
Midtown Streetscape - 102109	307	307	307	307	307		$1,537
Mlk, Jr., Dr. Corridor Improvements - 102281	342,127	342,127	342,127	342,127	342,127		$1,710,633
Perry Blvd/Hollywood - 102319	23,592	23,592	23,592	23,592	23,592		$117,960
Prior Road Streetscapes - 102321	15,000	15,000	15,000	15,000	15,000		$75,000
Lee Street Lci Grant - 102383	62,721	62,721	62,721	62,721	62,721		$313,607
Ralph David Abernathy Lci Grant - 102384	25,564	25,564	25,564	25,564	25,564		$127,821
Barge Rd./Campellton Lci Grant - 102385	13,042	13,042	13,042	13,042	13,042		$65,208
Headland Dr. Streetscape Lci Grant - 102387	1,568	1,568	1,568	1,568	1,568		$7,841
Morningside/Lenox Park - 102389	18	18	18	18	18		$88
Highland Corridor - 102390	65,941	65,941	65,941	65,941	65,941		$329,705
Landrum Drive Exit - 102391	175,000	175,000	175,000	0	0		$525,000
Piedmont/Lindbergh Transportation Improv - 102438	98	98	98	98	98		$488
City Wide Intersection Timing Loop - Det - 102642	63,725	63,725	63,725	63,725	63,725		$318,625
Hermi'S Bridge Project - 102730	23,309	23,309	23,309	23,309	23,309		$116,545
Citywide Greenway Trail Projects - 102847	80,820	60,820	40,820	20,820	20,820	0	$224,099
Memorial Dr Sidewalks - 110255	21,019	21,019	21,019	21,019	21,019		$105,096
Freemont Ave Rd Constr - 110257	89,262	89,262	89,262	89,262	89,262		$446,311
City Hall Sidewalks - 110259	200,000	200,000	200,000	200,000	200,000		$1,000,000
Ada Ramps & Ada Sidewalk Imp, Cityw - 110262	204,720	204,720	204,720	204,720	204,720		$1,023,598
Dl Hollowell/Westlake-Lci - 111105	589	589	589	589	589		$2,943
Glenwood/Moreland-Lci - 111106	281	281	281	281	281		$1,403
D.I.F.Admin-Transportation-City - 201053	12,246,656	13,746,656	15,146,656	16,546,656	17,946,656		$75,633,279
Sub-Total	$15,817,363	$16,720,608	$17,900,608	$18,585,426	$19,585,426	$0	$88,609,430
Dept Of Parks & Recreation							
Comprehen Imps Major Pks, City-Wide - 101519	33,761	25,761	7,761	7,761	0		$75,046
Centennial Park Trail - 101643	250,000	250,000	0	0	0		$500,000
Green Space Pgm., Parks North - 201997	1,257,704	37,704	7,614	7,614	7,614		$1,318,251
Sub-Total	$1,541,465	$313,465	$15,376	$15,376	$7,614		$1,893,297
Department Of Fire Services							
Fire Station 22 Construction - 100170	58,427	58,427	19,000	0	0		$135,854
Fire Station 28 Construction - 100172	20,000	0	0	0	0		$20,000
Sub-Total	$78,427	$58,427	$19,000	$0	$0		$155,854
Dept Of Planning & Community Development							
Admin.Development Recoupment Fees - 201072	312,655	37,655	37,655	37,655	37,655		$463,276
Sub-Total	$312,655	$37,655	$37,655	$37,655	$37,655		$463,276
Total City Wide	$23,334,329	$22,942,749	$23,887,082	$24,670,503	$25,751,087	$0	$120,585,750

FY16 CAPITAL BUDGET STATUS
Capital Finance Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	38,870,618	1,000,000					$39,870,618
Expenses	38,870,618	1,000,000					$39,870,618
Total Revenues Over(Under) Expenses	$0	$0					$0
ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	34,063,842	1,000,000					$35,063,842
Other Financing Sources	4,806,776						$4,806,776
Revenues	$38,870,618	$1,000,000					$39,870,618
APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Executive Offices	21,580,598						$21,580,598
Department Of Information Technology	5,157,551						$5,157,551
Department Of Corrections	502,803						$502,803
Department Of Public Works	1,229,527						$1,229,527
Dept Of Parks & Recreation	106,210						$106,210
Judicial Agencies	1,215,521	1,000,000					$2,215,521
Department Of Fire Services	3,933,726						$3,933,726
Department Of Police Services	5,144,683						$5,144,683
Total City Wide	$38,870,618	$1,000,000					$39,870,618

FY16 CAPITAL BUDGET STATUS
Capital Finance Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Executive Offices							
Default - 000000	7,700,845						$7,700,845
Radio System - 101188	1,367,250						$1,367,250
Public Safety & Judicial Facil.-Annex - 102727	8,870,165						$8,870,165
Fire & Police Joint Ten Fac-911 Call Ctr - 102756	2,015,236						$2,015,236
Fire & Police Joint Ten Fac-Headquarters - 102767	4,181						$4,181
Oeam Repair & Maint Ada Comp - 111214	610,560						$610,560
Oeam Ch Infrastructure Repairs - 111215	817,865						$817,865
Coa Citywide Re-Stacking Project - 211595	194,496						$194,496
Sub-Total	$21,580,598						$21,580,598
Department Of Information Technology							
Default - 000000	5,052,422						$5,052,422
E-Discovery - 111451	105,129						$105,129
Sub-Total	$5,157,551						$5,157,551
Department Of Corrections							
Default - 000000	502,803						$502,803
Sub-Total	$502,803						$502,803
Department Of Public Works							
Default - 000000	36,181						$36,181
East Atlanta Streetscapes - 100002	116,200						$116,200
Ralph David Abernathy Streetscapes - 102114	20,421						$20,421
Adams Drive Bridge Repairs - 102618	168,485						$168,485
Bicycle Route Sign & Marks - 110071	189,625						$189,625
Sidewalks - Ada Ramps - 110820	698,615						$698,615
Sub-Total	$1,229,527						$1,229,527
Dept Of Parks & Recreation							
Dprca Repair & Maint Ada Comp - 211201	106,210						$106,210
Sub-Total	$106,210						$106,210
Judicial Agencies							
Default - 000000	1,215,521	1,000,000					$2,215,521
Sub-Total	$1,215,521	$1,000,000					$2,215,521
Department Of Fire Services							
Default - 000000	2,944,010						$2,944,010
Afr Facilities Repair & Maint. - 211200	989,716						$989,716
Sub-Total	$3,933,726						$3,933,726
Department Of Police Services							
Default - 000000	4,335,546						$4,335,546
Apd Facility Improvements 2012 - 211204	349,628						$349,628
Apd Reloca/Reno Cops/Cc - 211207	459,509						$459,509
Sub-Total	$5,144,683						$5,144,683
Total City Wide	$38,870,618	$1,000,000					$39,870,618

FY16 CAPITAL BUDGET STATUS
Special Assessment Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	1,269,903						$1,269,903
Expenses	1,269,903						$1,269,903
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	1,269,903						$1,269,903
Revenues	$1,269,903						$1,269,903

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Department Of Public Works	88,914						$88,914
Department Of Watershed Management	1,180,989						$1,180,989
Total City Wide	$1,269,903						$1,269,903

FY16 CAPITAL BUDGET STATUS
Special Assessment Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Street Paving - 100494	22,534						$22,534
Curb, Sidewalk & Gutter Construction - 100495	66,380						$66,380
Sub-Total	$88,914						$88,914
Department Of Watershed Management							
Sewer Construction - 100493	1,180,989						$1,180,989
Sub-Total	$1,180,989						$1,180,989
Total City Wide	$1,269,903						$1,269,903

FY16 CAPITAL BUDGET STATUS
Capital Asset - Finance Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	5,848,868	4,891,314	4,891,314	4,891,314	4,891,314		$25,414,124
Expenses	5,848,868	4,891,314	4,891,314	4,891,314	4,891,314		$25,414,124
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0
ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	298,869	4,891,314	4,891,314	4,891,314	4,891,314		$19,864,125
Other Financing Sources	5,549,999						$5,549,999
Revenues	$5,848,868	$4,891,314	$4,891,314	$4,891,314	$4,891,314		$25,414,124
APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Dept Of Parks & Recreation	298,869	298,869	298,869	298,869	298,869		$1,494,345
Non-Departmental	5,549,999	4,592,445	4,592,445	4,592,445	4,592,445		$23,919,779
Total City Wide	$5,848,868	$4,891,314	$4,891,314	$4,891,314	$4,891,314		$25,414,124

FY16 CAPITAL BUDGET STATUS
Capital Asset - Finance Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Dept Of Parks & Recreation							
Default - 000000	298,869	298,869	298,869	298,869	298,869		$1,494,345
Sub-Total	$298,869	$298,869	$298,869	$298,869	$298,869		$1,494,345
Non-Departmental							
Default - 000000	5,549,999	4,592,445	4,592,445	4,592,445	4,592,445		$23,919,779
Sub-Total	$5,549,999	$4,592,445	$4,592,445	$4,592,445	$4,592,445		$23,919,779
Total City Wide	$5,848,868	$4,891,314	$4,891,314	$4,891,314	$4,891,314		$25,414,124

FY16 CAPITAL BUDGET STATUS
Capital Finance-Recovery Zone (Eco. Dev.) Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	293,142						$293,142
Expenses	293,142						$293,142
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	293,142						$293,142
Revenues	$293,142						$293,142

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Department Of Public Works	293,142						$293,142
Total City Wide	$293,142						$293,142

FY16 CAPITAL BUDGET STATUS
Capital Finance-Recovery Zone (Eco. Dev.) Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Rec Zone Economic Dev Bond - 111318	293,142						$293,142
Sub-Total	$293,142						$293,142
Total City Wide	$293,142						$293,142

FY16 CAPITAL BUDGET STATUS
2002 Traffic Court Facility Bond

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	187,464						$187,464
Expenses	187,464						$187,464
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	187,464						$187,464
Revenues	$187,464						$187,464

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Executive Offices	152,665						$152,665
Non-Departmental	34,799						$34,799
Total City Wide	$187,464						$187,464

FY16 CAPITAL BUDGET STATUS
2002 Traffic Court Facility Bond

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Executive Offices							
Traffic Court Building Renovation - 101112	5,141						$5,141
Lease/Pur-New Traffic Court Facility - 101681	147,524						$147,524
Sub-Total	$152,665						$152,665
Non-Departmental							
Default - 000000	34,799						$34,799
Sub-Total	$34,799						$34,799
Total City Wide	$187,464						$187,464

FY16 CAPITAL BUDGET STATUS
Bond Sinking Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	37,086,980	38,119,312	41,121,080	44,265,711	47,558,974		$208,152,057
Expenses	37,086,980	38,119,312	41,121,080	44,265,711	47,558,974		$208,152,057
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Taxes	37,069,572	38,101,730	41,103,322	44,247,775	47,540,859		$208,063,258
Investment Income	17,408	17,582	17,758	17,936	18,115		$88,799
Revenues	$37,086,980	$38,119,312	$41,121,080	$44,265,711	$47,558,974		$208,152,057

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Non-Departmental	37,086,980	38,119,312	41,121,080	44,265,711	47,558,974		$208,152,057
Total City Wide	$37,086,980	$38,119,312	$41,121,080	$44,265,711	$47,558,974		$208,152,057

FY16 CAPITAL BUDGET STATUS
Bond Sinking Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	37,086,980	38,119,312	41,121,080	44,265,711	47,558,974		$208,152,057
Sub-Total	$37,086,980	$38,119,312	$41,121,080	$44,265,711	$47,558,974		$208,152,057
Total City Wide	$37,086,980	$38,119,312	$41,121,080	$44,265,711	$47,558,974		$208,152,057

FY16 CAPITAL BUDGET STATUS
Water & Wastewater Renewal & Extension Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	558,617,211	79,203,928	77,463,928	62,703,928	62,703,929		$840,692,924
Expenses	558,617,211	79,203,928	77,463,928	62,703,928	62,703,928		$840,692,924
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Intergovernmental Revenues	19,050,009						$19,050,009
Charges For Services	5,000,000						$5,000,000
Investment Income	4,000,000						$4,000,000
Miscellaneous Revenues	413,067,202	79,203,928	77,463,928	62,703,928	62,703,929		$695,142,915
Other Financing Sources	117,500,000						$117,500,000
Revenues	$558,617,211	$79,203,928	$77,463,928	$62,703,928	$62,703,929		$840,692,924

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Executive Offices	1,770,525						$1,770,525
Department Of Information Technology	55,749						$55,749
Department Of Watershed Management	109,291,324	79,203,928	77,463,928	62,703,928	62,703,928		$391,367,037
Non-Departmental	447,499,613						$447,499,613
Total City Wide	$558,617,211	$79,203,928	$77,463,928	$62,703,928	$62,703,928		$840,692,924

FY16 CAPITAL BUDGET STATUS
Water & Wastewater Renewal & Extension Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Executive Offices							
Default - 000000	1,770,525						$1,770,525
Sub-Total	$1,770,525						$1,770,525
Department Of Information Technology							
E-Discovery - 111451	55,749						$55,749
Sub-Total	$55,749						$55,749
Department Of Watershed Management							
Default - 000000	46,587,396						$46,587,396
Water Mains, Various Locations - 100395	1,768,267	1,768,267	1,768,267	1,768,267	1,768,267		$8,841,334
Cathodic Protection System - 100583	16,226	16,226	16,226	16,226	16,226		$81,129
Development, North Area Treatment Plant - 100599	24,618	24,618	24,618	24,618	24,618		$123,090
Cso-West Tunnels - 102066	21,886	21,886	21,886	21,886	21,886		$109,430
Program Management-Year 3 - 102335	1,806,868	1,806,868	1,806,868	1,806,868	1,806,868		$9,034,342
Tanyard Cso Facility - 102351	96,800	96,800	96,800	96,800	96,800		$484,000
Sewer Group 2 Rehabilitation - 102445	527,945	527,945	527,945	527,945	527,945		$2,639,727
Raw Water Transmission Mains - 102474	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000		$8,000,000
Sanitary Sewer-Annual Contract - 102506	300,000	300,000	300,000	300,000	300,000		$1,500,000
South River Basin Relief Projects - 102648	611,934	611,934	611,934	611,934	611,934		$3,059,669
Repair & Replace Large Water Meters - 102664	914,625	914,625	914,625	914,625	914,625		$4,573,123
Clear Creek Cso-Improvements - 111432	112,508	112,508	112,508	112,508	112,508		$562,542
Custer Ave Cso Cap Relief - 111415	7,704,742	7,704,742	7,704,742	7,704,742	7,704,742		$38,523,710
Hemphill & Chatt. Wtp Phase Ii - 110276	1,267,800	1,267,800	1,267,800	1,267,800	1,267,800		$6,339,000
Rm Clayton Wtp Flood Repair - 110653	242,176	242,176	242,176	242,176	242,176		$1,210,882
Peachtree Basin Cap Relief - 110846	6,560,750	6,560,750	6,560,750	6,560,750	6,560,750		$32,803,748
Dwm Hazard Mitigation - 110874	633,457	633,457	633,457	633,457	633,457		$3,167,284
Utilities Gdot & Municipal - 110893	287,064	287,064	287,064	287,064	287,064		$1,435,319
Small Meter Audit - 111136	21,083	21,083	21,083	21,083	21,083		$105,416
Dwm Atlanta Streetcar - 111167	361,937	361,937	361,937	361,937	361,937		$1,809,685
Water Mains- Sw Quandrant - 111191	1,260,000	1,260,000	1,260,000	1,260,000	1,260,000		$6,300,000
East Atl Water Main Rpmt - 111193	720,600	720,600	720,600	720,600	720,600		$3,603,000
Land Support Services Project - 111194	42,549	42,549	42,549	42,549	42,549		$212,745
Nw Quadrant Water System Imp. - 111441	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000		$8,000,000
Ne Quadrant Water System Imp. - 111443	1,640,000	1,640,000	16,400,000	1,640,000	1,640,000		$22,960,000
Intrenchment Creek Wrc Dec S/S - 111468	347,673	347,673	347,673	347,673	347,673		$1,738,363
Hemphill Res #1 Embank Rep - 111469	640,000	640,000	640,000	640,000	640,000		$3,200,000
Pipeyard Sub, Cen Whs-Pey - 111491	91,000	91,000	91,000	91,000	91,000		$455,000
Lake Forrest Dam Improvement - 111605	236,656	236,656	236,656	236,656	236,656		$1,183,280
Odor Mitigation Study - 111607	51,000	51,000	51,000	51,000	51,000		$255,000
Wpp-Nancy Creek Basin - 111608	43,306	43,306	43,306	43,306	43,306		$216,529
Wpp-Nancy Creek Basin - 111613	36,000	36,000	36,000	36,000	36,000		$180,000
W'Shed Impr Prog Plan & Des - 111614	369,653	369,653	369,653	369,653	369,653		$1,848,263
South River Wrc Various Grp 1 - 111635	1,976,047	1,976,047	1,976,047	1,976,047	1,976,047		$9,880,234
Hartsfield Manifold Improvements - 111636	484,975	484,975	484,975	484,975	484,975		$2,424,874
Water Sys & Fac Imp Design - 111638	749,690	749,690	749,690	749,690	749,690		$3,748,448
Cso Various Projects - 111697	536,290	536,290	536,290	536,290	536,290		$2,681,451

FY16 CAPITAL BUDGET STATUS
Water & Wastewater Renewal & Extension Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
Dwm Fac & Struc.Site Impr - 111640	1,834,363	18,334,363	1,834,363	1,834,363	1,834,363		$25,671,817
Aeration Basin Equip - 111651	1,575,851	1,575,851	1,575,851	1,575,851	1,575,851		$7,879,254
Treatment Fac Various Projects - 111652	1,208,814	1,208,814	1,208,814	1,208,814	1,208,814		$6,044,068
Rmc Compliance Upgrades 3 - 111674	4,685,227	4,685,227	4,685,227	4,685,227	4,685,227		$23,426,136
W'Shed Impr Plan & Design Sccs - 111688	1,339,826	1,339,826	1,339,826	1,339,826	1,339,826		$6,699,128
Randall Hall Sewer Impr - 111690	252,619	252,619	252,619	252,619	252,619		$1,263,096
Cmms A & Amips - 111733	227,055	227,055	227,055	227,055	227,055		$1,135,276
Raw Water Delivery Program - 111736	7,969,910	7,969,910	7,969,910	7,969,910	7,969,910		$39,849,551
Consent Decree Rehab Comp Sewer Group - 111881	940,000	940,000	940,000	940,000	940,000		$4,700,000
Design & Support Services - 111739	30,907	30,907	30,907	30,907	30,907		$154,535
Sewer Capacity Relief - 111925	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000		$15,000,000
Distribution System R & R - 111948	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000		$10,000,000
Atlanta Water Customer Rebate Program - 210059	156,045	156,045	156,045	156,045	156,045		$780,227
Dwm Water Surcharge - 210540	1,742,501	1,742,501	1,742,501	1,742,501	1,742,501		$8,712,505
Bellwood Water Storage Facility - 211926	34,686	34,686	34,686	34,686	34,686		$173,432
Sub-Total	$109,291,324	$79,203,928	$77,463,928	$62,703,928	$62,703,928		$391,367,037
Non-Departmental							
Default - 000000	447,499,613						$447,499,613
Sub-Total	$447,499,613						$447,499,613
Total City Wide	$558,617,211	$79,203,928	$77,463,928	$62,703,928	$62,703,928		$840,692,924

FY16 CAPITAL BUDGET STATUS
1993 Water & Wastewater Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	393,056						$393,056
Expenses	393,056						$393,056
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	393,056						$393,056
Revenues	$393,056						$393,056

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Non-Departmental	393,056						$393,056
Total City Wide	$393,056						$393,056

FY16 CAPITAL BUDGET STATUS
1993 Water & Wastewater Bond Fund

	FY16	FY17	FY18	FY19	FY20	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

FY16 CAPITAL BUDGET STATUS
1997 Water & Wastewater Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	707,161						$707,161
Expenses	707,161						$707,161
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	707,161						$707,161
Revenues	$707,161						$707,161

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Non-Departmental	707,161						$707,161
Total City Wide	$707,161						$707,161

FY16 CAPITAL BUDGET STATUS
1997 Water & Wastewater Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	707,161						$707,161
Sub-Total	$707,161						$707,161
Total City Wide	$707,161						$707,161

FY16 CAPITAL BUDGET STATUS
1999 Water And Wastewater Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	771,646	63,184	63,184	63,184	63,184		$1,024,382
Expenses	771,646	63,184	63,184	63,184	63,184		$1,024,382
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0
ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	771,646	63,184	63,184	63,184	63,184		$1,024,382
Revenues	$771,646	$63,184	$63,184	$63,184	$63,184		$1,024,382
APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Watershed Management	63,184	63,184	63,184	63,184	63,184		$315,920
Non-Departmental	708,462						$708,462
Total City Wide	$771,646	$63,184	$63,184	$63,184	$63,184		$1,024,382

FY16 CAPITAL BUDGET STATUS
1999 Water And Wastewater Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Watershed Management							
Peachtree Basin Cap Relief - 110846	63,184	63,184	63,184	63,184	63,184		$315,920
Sub-Total	$63,184	$63,184	$63,184	$63,184	$63,184		$315,920
Non-Departmental							
Default - 000000	708,462						$708,462
Sub-Total	$708,462						$708,462
Total City Wide	$771,646	$63,184	$63,184	$63,184	$63,184		$1,024,382

FY16 CAPITAL BUDGET STATUS
2001 Water & Wastewater Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	15,718,604	1,146,691	1,146,691	1,146,691	1,146,691		$20,305,368
Expenses	15,718,604	1,146,691	1,146,691	1,146,691	1,146,691		$20,305,368
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	15,718,604	1,146,691	1,146,691	1,146,691	1,146,691		$20,305,368
Revenues	$15,718,604	$1,146,691	$1,146,691	$1,146,691	$1,146,691		$20,305,368

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Watershed Management	1,146,691	1,146,691	1,146,691	1,146,691	1,146,691		$5,733,455
Non-Departmental	14,571,913						$14,571,913
Total City Wide	$15,718,604	$1,146,691	$1,146,691	$1,146,691	$1,146,691		$20,305,368

FY16 CAPITAL BUDGET STATUS
2001 Water & Wastewater Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Watershed Management							
Water Mains, Various Locations - 100395	656,940	656,940	656,940	656,940	656,940		$3,284,700
Sanitary Sewer-Annual Contract - 102506	487,003	487,003	487,003	487,003	487,003		$2,435,015
Repair & Replace Large Water Meters - 102664	2,748	2,748	2,748	2,748	2,748		$13,740
Sub-Total	$1,146,691	$1,146,691	$1,146,691	$1,146,691	$1,146,691		$5,733,455
Non-Departmental							
Default - 000000	14,571,913						$14,571,913
Sub-Total	$14,571,913						$14,571,913
Total City Wide	$15,718,604	$1,146,691	$1,146,691	$1,146,691	$1,146,691		$20,305,368

FY16 CAPITAL BUDGET STATUS
2004 Water & Wastewater Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	27,348,832	458,375	458,375	458,375	458,375		$29,182,331
Expenses	27,348,832	458,375	458,375	458,375	458,375		$29,182,330
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0
ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	27,348,832	458,375	458,375	458,375	458,375		$29,182,331
Revenues	$27,348,832	$458,375	$458,375	$458,375	$458,375		$29,182,331
APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Watershed Management	458,375	458,375	458,375	458,375	458,375		$2,291,873
Non-Departmental	26,890,457						$26,890,457
Total City Wide	$27,348,832	$458,375	$458,375	$458,375	$458,375		$29,182,330

FY16 CAPITAL BUDGET STATUS
2004 Water & Wastewater Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Watershed Management							
Sewer Group 2 Rehabilitation - 102445	167,334	167,334	167,334	167,334	167,334		$836,672
Rm Clayton- Compliance Upgrades - 102462	216,594	216,594	216,594	216,594	216,594		$1,082,970
South River Basin Relief Projects - 102648	19,028	19,028	19,028	19,028	19,028		$95,140
Sses Sewer Groups - 102652	1,558	1,558	1,558	1,558	1,558		$7,790
South River Upgrade-Headworks - 102867	11,955	11,955	11,955	11,955	11,955		$59,777
Water Resources Mgt Plan - 111192	24,719	24,719	24,719	24,719	24,719		$123,594
Land Support Services Project - 111194	17,186	17,186	17,186	17,186	17,186		$85,931
Sub-Total	$458,375	$458,375	$458,375	$458,375	$458,375		$2,291,873
Non-Departmental							
Default - 000000	26,890,457						$26,890,457
Sub-Total	$26,890,457						$26,890,457
Total City Wide	$27,348,832	$458,375	$458,375	$458,375	$458,375		$29,182,330

FY16 CAPITAL BUDGET STATUS
Special 1% Sales And Use Tax Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	125,000,000						$125,000,000
Expenses	125,000,000						$125,000,000
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Intergovernmental Revenues	125,000,000						$125,000,000
Revenues	$125,000,000						$125,000,000

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Non-Departmental	125,000,000						$125,000,000
Total City Wide	$125,000,000						$125,000,000

FY16 CAPITAL BUDGET STATUS
Special 1% Sales And Use Tax Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	125,000,000						$125,000,000
Sub-Total	$125,000,000						$125,000,000
Total City Wide	$125,000,000						$125,000,000

FY16 CAPITAL BUDGET STATUS
Water & Wastewater Sinking Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	428,953,529	421,303,011	420,527,747	420,231,294	419,478,676		$2,110,494,257
Expenses	428,953,529	421,303,011	420,527,747	420,231,294	419,478,676		$2,110,494,257
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0
ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Investment Income	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000		$15,000,000
Miscellaneous Revenues	199,675,932	192,056,608	192,368,027	192,420,835	192,354,650		$968,876,052
Other Financing Sources	226,277,597	226,246,403	225,159,720	224,810,459	224,124,026		$1,126,618,205
Revenues	$428,953,529	$421,303,011	$420,527,747	$420,231,294	$419,478,676		$2,110,494,257
APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Non-Departmental	428,953,529	421,303,011	420,527,747	420,231,294	419,478,676		$2,110,494,257
Total City Wide	$428,953,529	$421,303,011	$420,527,747	$420,231,294	$419,478,676		$2,110,494,257

FY16 CAPITAL BUDGET STATUS
Water & Wastewater Sinking Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	428,953,529	421,303,011	420,527,747	420,231,294	419,478,676		$2,110,494,257
Sub-Total	$428,953,529	$421,303,011	$420,527,747	$420,231,294	$419,478,676		$2,110,494,257
Total City Wide	$428,953,529	$421,303,011	$420,527,747	$420,231,294	$419,478,676		$2,110,494,257

FY16 CAPITAL BUDGET STATUS
Ser. 2009A Water & Wastewater Rev Bd Fd

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	65,408,310	13,855,341	13,855,341	13,855,341	13,855,341		$120,829,674
Expenses	65,408,310	13,855,341	13,855,341	13,855,341	13,855,341		$120,829,674
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	65,408,310	13,855,341	13,855,341	13,855,341	13,855,341		$120,829,674
Revenues	$65,408,310	$13,855,341	$13,855,341	$13,855,341	$13,855,341		$120,829,674

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Watershed Management	13,855,341	13,855,341	13,855,341	13,855,341	13,855,341		$69,276,705
Non-Departmental	51,552,969						$51,552,969
Total City Wide	$65,408,310	$13,855,341	$13,855,341	$13,855,341	$13,855,341		$120,829,674

FY16 CAPITAL BUDGET STATUS
Ser. 2009A Water & Wastewater Rev Bd Fd

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Watershed Management							
General Improvements, C.T.P. - 100392	4,597	4,597	4,597	4,597	4,597		$22,983
Water Mains, Various Locations - 100395	2,497,363	2,497,363	2,497,363	2,497,363	2,497,363		$12,486,815
Cathodic Protection System - 100583	20,000	20,000	20,000	20,000	20,000		$100,000
Development, North Area Treatment Plant - 100599	237,760	237,760	237,760	237,760	237,759		$1,188,798
H.T.P., Reservoir Expansion - 100897	44,423	44,423	44,423	44,423	44,423		$222,115
Proctor Creek Basin - 101262	986,018	986,018	986,018	986,018	986,018		$4,930,089
Cso-West Tunnels - 102066	9,103	9,103	9,103	9,103	9,103		$45,514
Program Management-Year 3 - 102335	395,852	395,852	395,852	395,852	395,852		$1,979,258
Small Diameter Sewer Rehab - 102350	634,843	634,843	634,843	634,843	634,843		$3,174,214
Sewer Group 2 Rehabilitation - 102445	1,484,264	1,484,264	1,484,264	1,484,264	1,484,264		$7,421,322
Large Diameter Sewer Rehab - 102450	52,677	52,677	52,677	52,677	52,677		$263,386
Rm Clayton- Compliance Upgrades - 102462	369,669	369,669	369,669	369,669	369,669		$1,848,346
Electrical Switchgear Replacement - 102482	582,809	582,809	582,809	582,809	582,809		$2,914,046
Sandy Creek Basin Relief Projects - 102646	53,336	53,336	53,336	53,336	53,336		$266,678
Sewer Group 1 - Rehabilitation - 102650	46,808	46,808	46,808	46,808	46,808		$234,041
Sses Sewer Groups - 102652	2,046	2,046	2,046	2,046	2,046		$10,230
Soil Remediation & Site Closure - 102656	45,358	45,358	45,358	45,358	45,358		$226,788
Small Meter Installation (New Meters) - 102658	1,027,211	1,027,211	1,027,211	1,027,211	1,027,211		$5,136,056
North Area Main Improvements - 102663	2,106,832	2,106,832	2,106,832	2,106,832	2,106,832		$10,534,159
Repair & Replace Large Water Meters - 102664	476,184	476,184	476,184	476,184	476,184		$2,380,921
Custer Ave Cso Cap Relief - 111415	806,429	806,429	806,429	806,429	806,429		$4,032,144
South River Tunnel & Ps - 110345	469,203	469,203	469,203	469,203	469,203		$2,346,016
Peachtree Basin Cap Relief - 110846	890,813	890,813	890,813	890,813	890,813		$4,454,067
Utilities Gdot & Municipal - 110893	116,240	116,240	116,240	116,240	116,240		$581,199
Water Proj- Se Quadrant - 111093	495,504	495,504	495,504	495,504	495,504		$2,477,520
Sub-Total	$13,855,341	$13,855,341	$13,855,341	$13,855,341	$13,855,341		$69,276,705
Non-Departmental							
Default - 000000	51,552,969						$51,552,969
Sub-Total	$51,552,969						$51,552,969
Total City Wide	$65,408,310	$13,855,341	$13,855,341	$13,855,341	$13,855,341		$120,829,674

FY16 CAPITAL BUDGET STATUS
Solid Waste R&E Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	3,830,000						$3,830,000
Expenses	3,830,000						$3,830,000
Total Revenues Over(Under) Expenses	$0						$0
ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	3,830,000						$3,830,000
Revenues	$3,830,000						$3,830,000
APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Public Works	1,712,575						$1,712,575
Non-Departmental	2,117,425						$2,117,425
Total City Wide	$3,830,000						$3,830,000

FY16 CAPITAL BUDGET STATUS
Solid Waste R&E Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Default - 000000	1,712,575						$1,712,575
Sub-Total	$1,712,575						$1,712,575
Non-Departmental							
Default - 000000	2,117,425						$2,117,425
Sub-Total	$2,117,425						$2,117,425
Total City Wide	$3,830,000						$3,830,000

FY16 CAPITAL BUDGET STATUS
Airport Renewal And Extension Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	862,853,377	751,717,196	743,250,765	827,281,814	834,707,756		$4,019,810,908
Expenses	862,853,377	751,717,196	743,250,765	827,281,814	834,707,756		$4,019,810,908
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0
ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Intergovernmental Revenues	86,761,292	21,417,586	20,684,256	13,800,283			$142,663,417
Miscellaneous Revenues	686,092,085	640,299,610	632,566,509	723,481,531	744,707,756		$3,427,147,491
Other Financing Sources	90,000,000	90,000,000	90,000,000	90,000,000	90,000,000		$450,000,000
Revenues	$862,853,377	$751,717,196	$743,250,765	$827,281,814	$834,707,756		$4,019,810,908
APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Information Technology	72,136						$72,136
Department Of Law	3,676,931						$3,676,931
Department Of Aviation	323,448,634	128,397,486	86,147,940	81,428,989			$619,423,049
Non-Departmental	532,599,831	623,319,710	657,102,825	745,852,825	834,707,756		$3,393,582,947
Department Of Fire Services	2,380,845						$2,380,845
Department Of Police Services	675,000						$675,000
Total City Wide	$862,853,377	$751,717,196	$743,250,765	$827,281,814	$834,707,756		$4,019,810,908

FY16 CAPITAL BUDGET STATUS
Airport Renewal And Extension Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Information Technology							
E-Discovery - 111451	72,136						$72,136
Sub-Total	$72,136						$72,136
Department Of Law							
Default - 000000	3,676,931						$3,676,931
Sub-Total	$3,676,931						$3,676,931
Department Of Aviation							
Default - 000000	86,415,445						$86,415,445
General Improvements - 100287	67,056						$67,056
Agts General Improvements - 100289	1,108,720						$1,108,720
Hapeville Easement Program - 100312	6,221,816	6,221,816	6,132,575				$18,576,207
Terminal Improvements - 101352	11,008,716	4,075,847	3,921,742				$19,006,305
Capital Design & Mgmt/Design - 101948	269,219	269,219	269,219				$807,657
Planning & Development G&A - 102825	1,548,381	36,000					$1,584,381
Central Administration - 102843	755,042	755,042	755,042				$2,265,126
Airfield Projects - 111300	23,870,497	4,762,153	1,855,820				$30,488,470
Terminal & Atrium Projects - 111301	88,377,439	35,215,783	34,968,283	72,527,067			$231,088,572
Concourse Projects - 111302	2,726,387	1,250,000	1,250,000	1,250,000			$6,476,387
Agts System Projects - 111303	10,000,000	10,000,000	10,000,000				$30,000,000
Other Facility Projects - 111304	45,323,411	41,518,345	3,435,308				$90,277,064
Parking And Ground Transportation - 111306	400,000	400,000	400,000				$1,200,000
Airport Wide Projects - 111307	3,055,350	733,330					$3,788,680
Other Direct Costs Project - 111310	16,275,978	16,275,978	16,275,978				$48,827,934
Noise Insulation Program - 210816	17,785,016	6,883,973	6,883,973	7,651,922			$39,204,884
Non-Capital Projects - 211312	8,000,180						$8,000,180
Airport Tma/Employer Serv - 211994	239,982						$239,982
Sub-Total	$323,448,634	$128,397,486	$86,147,940	$81,428,989			$619,423,049
Non-Departmental							
Default - 000000	532,599,831	623,319,710	657,102,825	745,852,825	834,707,756		$3,393,582,947
Sub-Total	$532,599,831	$623,319,710	$657,102,825	$745,852,825	$834,707,756		$3,393,582,947
Department Of Fire Services							
Default - 000000	2,380,845						$2,380,845
Sub-Total	$2,380,845						$2,380,845
Department Of Police Services							
Default - 000000	675,000						$675,000
Sub-Total	$675,000						$675,000
Total City Wide	$862,853,377	$751,717,196	$743,250,765	$827,281,814	$834,707,756		$4,019,810,908

FY16 CAPITAL BUDGET STATUS
Airport Passenger Facility Charge Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	816,508,345	963,639,020	1,146,215,881	1,338,721,346	1,533,187,221		$5,798,271,812
Expenses	816,508,345	963,639,020	1,146,215,881	1,338,721,346	1,533,187,221		$5,798,271,812
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0
ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Charges For Services	185,000,000	187,000,000	189,000,000	191,000,000	191,000,000		$943,000,000
Investment Income	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000		$17,500,000
Miscellaneous Revenues	558,075,992	703,208,668	883,784,778	1,074,287,493	1,268,757,493		$4,488,114,424
Other Financing Sources	69,932,353	69,930,352	69,931,103	69,933,853	69,929,728		$349,657,388
Revenues	$816,508,345	$963,639,020	$1,146,215,881	$1,338,721,346	$1,533,187,221		$5,798,271,812
APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Aviation	43,367,325	9,923,890	1,997,285	30,000	30,000		$55,348,500
Non-Departmental	773,141,020	953,715,130	1,144,218,596	1,338,691,346	1,533,157,221		$5,742,923,312
Total City Wide	$816,508,345	$963,639,020	$1,146,215,881	$1,338,721,346	$1,533,187,221		$5,798,271,812

FY16 CAPITAL BUDGET STATUS
Airport Passenger Facility Charge Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Aviation							
Default - 000000	30,000	30,000	30,000	30,000	30,000		$150,000
N. Term Dev Area Roads - 100304	8,778,345						$8,778,345
Terminal Improvements - 101352	6,917,905						$6,917,905
Capital Design & Mgmt/Design - 102837	406,332	406,332	406,332				$1,218,996
Airfield Projects - 111300	7,013,100						$7,013,100
Concourse Projects - 111302	15,832,945	5,098,860					$20,931,805
Airport Wide Projects - 111307	2,827,745	2,827,745					$5,655,490
Noise Insulation Program - 210816	1,560,953	1,560,953	1,560,953				$4,682,859
Sub-Total	$43,367,325	$9,923,890	$1,997,285	$30,000	$30,000		$55,348,500
Non-Departmental							
Default - 000000	773,141,020	953,715,130	1,144,218,596	1,338,691,346	1,533,157,221		$5,742,923,312
Sub-Total	$773,141,020	$953,715,130	$1,144,218,596	$1,338,691,346	$1,533,157,221		$5,742,923,312
Total City Wide	$816,508,345	$963,639,020	$1,146,215,881	$1,338,721,346	$1,533,187,221		$5,798,271,812

FY16 CAPITAL BUDGET STATUS
2000 Airport Revenue Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	3,037,574	1,454,132	1,454,132	1,454,132	1,454,132		$8,854,102
Expenses	3,037,574	1,454,132	1,454,132	1,454,132	1,454,132		$8,854,102
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	3,037,574	1,454,132	1,454,132	1,454,132	1,454,132		$8,854,102
Revenues	$3,037,574	$1,454,132	$1,454,132	$1,454,132	$1,454,132		$8,854,102

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Aviation	1,583,442						$1,583,442
Non-Departmental	1,454,132	1,454,132	1,454,132	1,454,132	1,454,132		$7,270,660
Total City Wide	$3,037,574	$1,454,132	$1,454,132	$1,454,132	$1,454,132		$8,854,102

FY16 CAPITAL BUDGET STATUS
2000 Airport Revenue Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Aviation							
Eip-Gp Substation Relocation & Nwk - 102802	1,417,703						$1,417,703
Capital Design & Mgmt/Design - 102837	124,855						$124,855
Capital Design & Mgmt/Construction Mgmt - 102838	40,884						$40,884
Sub-Total	$1,583,442						$1,583,442
Non-Departmental							
Default - 000000	1,454,132	1,454,132	1,454,132	1,454,132	1,454,132		$7,270,660
Sub-Total	$1,454,132	$1,454,132	$1,454,132	$1,454,132	$1,454,132		$7,270,660
Total City Wide	$3,037,574	$1,454,132	$1,454,132	$1,454,132	$1,454,132		$8,854,102

FY16 CAPITAL BUDGET STATUS
2004 Airport Revenue Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	1,439						$1,439
Expenses	1,439						$1,439
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	1,439						$1,439
Revenues	$1,439						$1,439

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Non-Departmental	1,439						$1,439
Total City Wide	$1,439						$1,439

FY16 CAPITAL BUDGET STATUS
2004 Airport Revenue Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	1,439						$1,439
Sub-Total	$1,439						$1,439
Total City Wide	$1,439						$1,439

FY16 CAPITAL BUDGET STATUS
2004 Airport Pfc Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	1,261						$1,261
Expenses	1,261						$1,261
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	1,261						$1,261
Revenues	$1,261						$1,261

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Non-Departmental	1,261						$1,261
Total City Wide	$1,261						$1,261

FY16 CAPITAL BUDGET STATUS
2004 Airport Pfc Bond Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	1,261						$1,261
Sub-Total	$1,261						$1,261
Total City Wide	$1,261						$1,261

FY16 CAPITAL BUDGET STATUS
2004 Airport Revenue Bond Fund F-K

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	1,029,175						$1,029,175
Expenses	1,029,175						$1,029,175
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	1,029,175						$1,029,175
Revenues	$1,029,175						$1,029,175

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Non-Departmental	1,029,175						$1,029,175
Total City Wide	$1,029,175						$1,029,175

FY16 CAPITAL BUDGET STATUS
2004 Airport Revenue Bond Fund F-K

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	1,029,175						$1,029,175
Sub-Total	$1,029,175						$1,029,175
Total City Wide	$1,029,175						$1,029,175

FY16 CAPITAL BUDGET STATUS
Conrac Customer Service Fac Ch

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	91,482,722	126,434,371	166,989,647	208,383,302	250,611,705		$843,901,746
Expenses	91,482,722	126,434,371	166,989,647	208,383,302	250,611,705		$843,901,746
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Charges For Services	32,432,000	39,691,000	40,487,000	41,309,000	42,131,000		$196,050,000
Investment Income	78,000	86,000	97,000	110,000	126,000		$497,000
Miscellaneous Revenues	41,125,096	68,629,096	108,400,096	148,978,096	190,391,096		$557,523,480
Other Financing Sources	17,847,626	18,028,275	18,005,551	17,986,206	17,963,609		$89,831,266
Revenues	$91,482,722	$126,434,371	$166,989,647	$208,383,302	$250,611,705		$843,901,746

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Department Of Aviation	5,006,000	6,000	6,000	6,000	6,000		$5,030,000
Non-Departmental	86,476,722	126,428,371	166,983,647	208,377,302	250,605,705		$838,871,746
Total City Wide	$91,482,722	$126,434,371	$166,989,647	$208,383,302	$250,611,705		$843,901,746

FY16 CAPITAL BUDGET STATUS
Conrac Customer Service Fac Ch

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Aviation							
Default - 000000	5,006,000	6,000	6,000	6,000	6,000		$5,030,000
Sub-Total	$5,006,000	$6,000	$6,000	$6,000	$6,000		$5,030,000
Non-Departmental							
Default - 000000	86,476,722	126,428,371	166,983,647	208,377,302	250,605,705		$838,871,746
Sub-Total	$86,476,722	$126,428,371	$166,983,647	$208,377,302	$250,605,705		$838,871,746
Total City Wide	$91,482,722	$126,434,371	$166,989,647	$208,383,302	$250,611,705		$843,901,746

FY16 CAPITAL BUDGET STATUS
Airport Fac Revenue Bond Sinking Fd

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	506,652,102	463,727,197	466,108,120	468,996,251	463,968,929		$2,369,452,599
Expenses	506,652,102	463,727,197	466,108,120	468,996,251	463,968,929		$2,369,452,599
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0
ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Other Financing Sources	506,652,102	463,727,197	466,108,120	468,996,251	463,968,929		$2,369,452,599
Revenues	$506,652,102	$463,727,197	$466,108,120	$468,996,251	$463,968,929		$2,369,452,599
APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Non-Departmental	506,652,102	463,727,197	466,108,120	468,996,251	463,968,929		$2,369,452,599
Total City Wide	$506,652,102	$463,727,197	$466,108,120	$468,996,251	$463,968,929		$2,369,452,599

FY16 CAPITAL BUDGET STATUS
Airport Fac Revenue Bond Sinking Fd

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	506,652,102	463,727,197	466,108,120	468,996,251	463,968,929		$2,369,452,599
Sub-Total	$506,652,102	$463,727,197	$466,108,120	$468,996,251	$463,968,929		$2,369,452,599
Total City Wide	$506,652,102	$463,727,197	$466,108,120	$468,996,251	$463,968,929		$2,369,452,599

FY16 CAPITAL BUDGET STATUS
2010A Bond General Airport Revenue

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	2,900,738						$2,900,738
Expenses	2,900,738						$2,900,738
Total Revenues Over(Under) Expenses	$0						$0
ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	2,900,738						$2,900,738
Revenues	$2,900,738						$2,900,738
APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Non-Departmental	2,900,738						$2,900,738
Total City Wide	$2,900,738						$2,900,738

FY16 CAPITAL BUDGET STATUS
2010A Bond General Airport Revenue

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	2,900,738						$2,900,738
Sub-Total	$2,900,738						$2,900,738
Total City Wide	$2,900,738						$2,900,738

FY16 CAPITAL BUDGET STATUS
2010B Bd Pfc & Sub Lien Gen Rev

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	628,159						$628,159
Expenses	628,159	0	0	0	0		$628,159
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	628,159						$628,159
Revenues	$628,159						$628,159

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Non-Departmental	628,159	0	0	0	0		$628,159
Total City Wide	$628,159	$0	$0	$0	$0		$628,159

FY16 CAPITAL BUDGET STATUS
2010B Bd Pfc & Sub Lien Gen Rev

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	628,159	0	0	0	0		$628,159
Sub-Total	$628,159	$0	$0	$0	$0		$628,159
Total City Wide	$628,159	$0	$0	$0	$0		$628,159

FY16 CAPITAL BUDGET STATUS
Airport Commercial Paper Series 2010A/B

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	26,351,724	16,478,504	8,319,633				$51,149,861
Expenses	26,351,724	16,478,504	8,319,633	0	0		$51,149,861
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	26,351,724	16,478,504	8,319,633				$51,149,861
Revenues	$26,351,724	$16,478,504	$8,319,633				$51,149,861

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Aviation	9,873,220	8,158,871	4,682,183				$22,714,274
Non-Departmental	16,478,504	8,319,633	3,637,450	0	0		$28,435,587
Total City Wide	$26,351,724	$16,478,504	$8,319,633	$0	$0		$51,149,861

FY16 CAPITAL BUDGET STATUS
Airport Commercial Paper Series 2010A/B

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Aviation							
Terminal Improvements - 101352	9,873,220	8,158,871	4,682,183				$22,714,274
Sub-Total	$9,873,220	$8,158,871	$4,682,183				$22,714,274
Non-Departmental							
Default - 000000	16,478,504	8,319,633	3,637,450	0	0		$28,435,587
Sub-Total	$16,478,504	$8,319,633	$3,637,450	$0	$0		$28,435,587
Total City Wide	$26,351,724	$16,478,504	$8,319,633	$0	$0		$51,149,861

FY16 CAPITAL BUDGET STATUS
2012A Bond General Airport Revenue

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	19,137,376	7,134,284	4,688,163				$30,959,823
Expenses	19,137,376	7,134,284	4,688,163	0	0		$30,959,823
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0
ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	19,137,376	7,134,284	4,688,163				$30,959,823
Revenues	$19,137,376	$7,134,284	$4,688,163				$30,959,823
APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Aviation	10,757,409	2,446,121	814,856				$14,018,386
Non-Departmental	8,379,967	4,688,163	3,873,307	0	0		$16,941,437
Total City Wide	$19,137,376	$7,134,284	$4,688,163	$0	$0		$30,959,823

FY16 CAPITAL BUDGET STATUS
2012A Bond General Airport Revenue

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Aviation							
Concourse Projects - 111302	10,661,394	2,446,121	814,856				$13,922,371
Other Direct Costs Project - 111310	96,015						$96,015
Sub-Total	$10,757,409	$2,446,121	$814,856				$14,018,386
Non-Departmental							
Default - 000000	8,379,967	4,688,163	3,873,307	0	0		$16,941,437
Sub-Total	$8,379,967	$4,688,163	$3,873,307	$0	$0		$16,941,437
Total City Wide	$19,137,376	$7,134,284	$4,688,163	$0	$0		$30,959,823

FY16 CAPITAL BUDGET STATUS
2012B Bond General Airport Revenue

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	8,134,872						$8,134,872
Expenses	8,134,872						$8,134,872
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	8,134,872						$8,134,872
Revenues	$8,134,872						$8,134,872

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Non-Departmental	8,134,872						$8,134,872
Total City Wide	$8,134,872						$8,134,872

FY16 CAPITAL BUDGET STATUS
2012B Bond General Airport Revenue

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	8,134,872						$8,134,872
Sub-Total	$8,134,872						$8,134,872
Total City Wide	$8,134,872						$8,134,872

FY16 CAPITAL BUDGET STATUS
2012C Bond General Airport Revenue

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	74,044,802	29,419,850	18,127,132				$121,591,784
Expenses	74,044,802	29,419,850	18,127,132	0	0		$121,591,784
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Miscellaneous Revenues	74,044,802	29,419,850	18,127,132				$121,591,784
Revenues	$74,044,802	$29,419,850	$18,127,132				$121,591,784

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Aviation	44,624,952	11,292,718	1,808,793				$57,726,463
Non-Departmental	29,419,850	18,127,132	16,318,339	0	0		$63,865,321
Total City Wide	$74,044,802	$29,419,850	$18,127,132	$0	$0		$121,591,784

FY16 CAPITAL BUDGET STATUS
2012C Bond General Airport Revenue

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Aviation							
Concourse Projects - 111302	44,044,056	11,292,718	1,808,793				$57,145,567
Other Direct Costs Project - 111310	580,896						$580,896
Sub-Total	$44,624,952	$11,292,718	$1,808,793				$57,726,463
Non-Departmental							
Default - 000000	29,419,850	18,127,132	16,318,339	0	0		$63,865,321
Sub-Total	$29,419,850	$18,127,132	$16,318,339	$0	$0		$63,865,321
Total City Wide	$74,044,802	$29,419,850	$18,127,132	$0	$0		$121,591,784

FY16 CAPITAL BUDGET STATUS
Buildings Renewal & Extension Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	28,752,815						$28,752,815
Expenses	28,752,815						$28,752,815
Total Revenues Over(Under) Expenses	$0						$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Miscellaneous Revenues	28,752,815						$28,752,815
Revenues	$28,752,815						$28,752,815

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Dept Of Planning & Community Development	28,752,815						$28,752,815
Total City Wide	$28,752,815						$28,752,815

FY16 CAPITAL BUDGET STATUS
Buildings Renewal & Extension Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Dept Of Planning & Community Development							
Default - 000000	28,752,815						$28,752,815
Sub-Total	$28,752,815						$28,752,815
Total City Wide	$28,752,815						$28,752,815

GRANT FUNDS

GRANT FUNDS

Community Development Block Grant Fund was established to account for the revenue and expenditure provided under the Title I of the Housing and Community Development Act of 1974 which provides for development of viable Urban communities, including decent housing and suitable living environments and expansion of economic opportunities, principally for persons of low and moderate incomes.

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.

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.

Home Investment Trust Fund (HOME) provides formula grants to States and localities that communities used often in partnership with local nonprofit groups, to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

Section 108 Loan Guarantee Program is a source of financing allotted for the economic development, housing rehabilitation, public facilities rehab, construction or installation for the benefit of low- to moderate-income persons, or to aid in the prevention of slums.

Atlanta Empowerment Zone Corporation was established to account for the revenue and expenditures related 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 Streetcar Project is to provide an integrated multi-modal, high-quality transit network that links communities, improves mobility by enhancing transit access and options, supports projected growth, promotes economic development and encourages strategies to develop livable communities.

On October 15, 2010 the City of Atlanta received notice of a pending federal funding award of approximately $47.6 million to fund the East-West route of the Atlanta Streetcar. The total cost of the project is $69.2 million with capital match contributions from the City of Atlanta $15.6 million and ADID $6 million as part of a total contribution from ADID of $20 million over 20 years.


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FY16 CAPITAL BUDGET STATUS
Community Development Block Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	7,513,381	836,256	700,000	437,337	0		$9,486,974
Expenses	7,513,381	836,256	700,000	437,337	0		$9,486,974
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Intergovernmental Revenues	7,513,381	836,256	700,000	437,337	0		$9,486,974
Revenues	$7,513,381	$836,256	$700,000	$437,337	$0		$9,486,974

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Executive Offices	702,757	0	0	0	0		$702,757
Department Of Finance	1,035,274	0	0	0	0		$1,035,274
Department Of Public Works	418,456	179,338	0	0	0		$597,795
Dept Of Parks & Recreation	2,013,564	0	0	0	0		$2,013,564
Department Of Watershed Management	250,950	0	0	0	0		$250,950
Judicial Agencies	26,630	0	0	0	0		$26,630
Department Of Police Services	646,899	0	0	0	0		$646,899
Dept Of Planning & Community Development	2,418,851	656,918	700,000	437,337	0		$4,213,106
Total City Wide	$7,513,381	$836,256	$700,000	$437,337	$0		$9,486,974

FY16 CAPITAL BUDGET STATUS
Community Development Block Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Executive Offices							
2008 Cdbg Admin - 210039	283,317	0	0	0	0		$283,317
Wesley Sr. Services, 2008- Cd - 210126	17,047	0	0	0	0		$17,047
Traveler'S Transitional 2008- Es - 210177	7,640	0	0	0	0		$7,640
Administration 2009 Cd - 210404	64,567	0	0	0	0		$64,567
Boulevard House, 2009 Cd - 210428	2,879	0	0	0	0		$2,879
Another Chance 2009 Es/Cd - 210486	33,362	0	0	0	0		$33,362
Hope Divine Housing 09 Es/Cd - 210497	11,384	0	0	0	0		$11,384
Admin. 2010 Cd Ohs - 210723	13,310	0	0	0	0		$13,310
Achor 2010 Cd - 210747	1,533	0	0	0	0		$1,533
Alternate Life Paths 2010 Cd - 210749	7,991	0	0	0	0		$7,991
Making A Way 2010 Cd - 210770	2,103	0	0	0	0		$2,103
Red Shield Emer. Shel. 2011 Cd - 211038	30,000	0	0	0	0		$30,000
Proj Seraphim, 2013 Cd - 211506	27,552	0	0	0	0		$27,552
Program Administration 2013 Cd - 211513	73,335	0	0	0	0		$73,335
Another Chance 2014 Cd - 211781	10,000	0	0	0	0		$10,000
Salvation Army Red Shield 2014 Cd - 211788	20,000	0	0	0	0		$20,000
Trinity House 2014 Cd - 211793	36,736	0	0	0	0		$36,736
Choices Family 2014 Cd - 211810	10,000	0	0	0	0		$10,000
Problem Solvers 2014 Cd - 211821	15,000	0	0	0	0		$15,000
Quality Early Childhood 2014 Cd - 211822	35,000	0	0	0	0		$35,000
Sub-Total	$702,757	$0	$0	$0	$0		$702,757
Department Of Finance							
2008 Cdbg Admin - 210039	20,736	0	0	0	0		$20,736
Administration, 2009 Cd/Esg - 210405	18,444	0	0	0	0		$18,444
Admin, 2010 Cd/Es Ogm - 210692	7,305	0	0	0	0		$7,305
Admin 2011 Cd/Es/Ogm - 210934	21,591	0	0	0	0		$21,591
Admin, 2011 Cd Grant Acct - 210935	145,593	0	0	0	0		$145,593
English Avenue Campus, 2012 Cd - 211290	95,263	0	0	0	0		$95,263
Esg Program Admin, 2012 Es - 211294	15,213	0	0	0	0		$15,213
Grant Admin 2013 Cd/Es - 211465	12,551	0	0	0	0		$12,551
Cdbg Grant Admin 2013, Cd - 211587	3,755	0	0	0	0		$3,755
Mechansville 2014 Cd - 211708	0	0	0	0	0		$0
Municipal Market 2014 Cd - 211709	1	0	0	0	0		$1
CDBG Grant Acct Admin 2014 - 211845	42,193	0	0	0	0		$42,193
Cdbg Grant Administration 2014 - 211710	362,562	0	0	0	0		$362,562
Municipal Market 2015 Cd - 212007	26,661	0	0	0	0		$26,661
Mechanicsville Section 2015 Cd - 212008	263,406	0	0	0	0		$263,406
Sub-Total	$1,035,274	$0	$0	$0	$0		$1,035,274
Department Of Public Works							
Citywide Sidewalk Ada Program - 211878	418,456	179,338	0	0	0		$597,795
Sub-Total	$418,456	$179,338	$0	$0	$0		$597,795
Dept Of Parks & Recreation							
Project Civic Access 2011 Cdbg - 111003	18,513	0	0	0	0		$18,513
Playground Replacement 2012 - 111336	1,152	0	0	0	0		$1,152

FY16 CAPITAL BUDGET STATUS
Community Development Block Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
Project Civic Access 2012 - 111337	43,581	0	0	0	0		$43,581
Westlake & Boone Park 2014 Cd - 111809	275,000	0	0	0	0		$275,000
James Orange Park Cd-868 - 211148	1,872	0	0	0	0		$1,872
Ada H.A.I., 2013 Cdbg - 211517	400,000	0	0	0	0		$400,000
Playground Replace, 2013 Cdbg - 211582	147,602	0	0	0	0		$147,602
Playground Replacement 2014 Cd - 211838	325,844	0	0	0	0		$325,844
Ada Handicap Access Improvments 2014 Cd - 211841	800,000	0	0	0	0		$800,000
Sub-Total	$2,013,564	$0	$0	$0	$0		$2,013,564
Department Of Watershed Management							
Care And Conserve 2014 Cd - 211834	250,950	0	0	0	0		$250,950
Sub-Total	$250,950	$0	$0	$0	$0		$250,950
Judicial Agencies							
Ex-Offenders Housing 2013 Cd - 211630	1,740	0	0	0	0		$1,740
Ex-Offenders Housing 2014 Cd - 211882	24,890	0	0	0	0		$24,890
Sub-Total	$26,630	$0	$0	$0	$0		$26,630
Department Of Police Services							
Housing Code Inspection 2013 Cd - 211464	45,011	0	0	0	0		$45,011
2014 Housing Demo/Reclamation - 211765	601,887	0	0	0	0		$601,887
Sub-Total	$646,899	$0	$0	$0	$0		$646,899
Dept Of Planning & Community Development							
2008 Cdbg Admin - 210039	69,555	0	0	0	0		$69,555
Community Design Center 2008 - 210094	1,383	0	0	0	0		$1,383
Rebuilding Together Atlanta - 210318	2,053	0	0	0	0		$2,053
Nsp Project Funds 2008 Nsp - 210408	64,061	0	0	0	0		$64,061
Nsp Admin Housing 2008 Nsp - 210409	38,750	0	0	0	0		$38,750
Housing Code Inspect 10 Cd - 210701	18,805	0	0	0	0		$18,805
Hous. Demo/Recla 2010 Cd - 210796	24,738	0	0	0	0		$24,738
Admin 2011 Cd Housing - 210932	84,044	0	0	0	0		$84,044
Housing Code Inspec 2011, Cd - 210933	159,064	0	0	0	0		$159,064
Emergency Home Repair Cd 2011 - 210979	28,324	0	0	0	0		$28,324
2010 Lead Based Paint Hc - 211004	8,694	0	0	0	0		$8,694
Hud Nsp 3 2010 Rental E - 211061	7,689	0	0	0	0		$7,689
Hud Nsp 3 2010 Rental B 25 - 211062	5,485	0	0	0	0		$5,485
Hud Nsp 3 2010 Homeownership B - 211064	2,374	0	0	0	0		$2,374
Hud Nsp 3 2010 Homeownrshp B25 - 211066	16,506	0	0	0	0		$16,506
Hud Nsp 3 2010 Admin - 211068	7,059	0	0	0	0		$7,059
Housing Admin 2012 Cd/Hm - 211264	56,918	56,918	0	0	0		$113,836
Housing Rehab Admin, 2012 Cd - 211265	34,302	0	0	0	0		$34,302
Housing Grant Admin 2013 Cd/Hm - 211467	155,475	0	0	0	0		$155,475
Housing Rehab Admin 2013 CD/HM - 211466	133,149	0	0	0	0		$133,149
Land Bank, 2014 Cd - 211836	92,737	0	0	0	0		$92,737
Secure Neighborhood Initiative 2014 Cd - 211842	100,000	0	0	0	0		$100,000
Small Business Loan/Ta 2014 Cd - 211852	56,154	0	0	0	0		$56,154
Business Improvement Loan Fund 2014 Cd - 211855	400,000	0	0	0	0		$400,000
Cdbg Housing Rehad. Admin 2014 Cd - 211859	141,764	0	0	0	0		$141,764
2014 Lead Based Paint Hc - 211947	709,769	600,000	700,000	437,337	0		$2,447,106

FY16 CAPITAL BUDGET STATUS
Community Development Block Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
Sub-Total	$2,418,851	$656,918	$700,000	$437,337	$0		$4,213,106
Total City Wide	$7,513,381	$836,256	$700,000	$437,337	$0		$9,486,974

FY16 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	84,199,737	5,219,681	5,264,667	5,315,678	5,368,228		$105,367,991
Expenses	84,199,737	5,219,681	5,264,667	5,315,678	5,368,228		$105,367,991
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Intergovernmental Revenues	74,388,910	5,219,681	5,264,667	5,315,678	5,368,228		$95,557,164
Contributions And Donations From Private Sources	6,728,676						$6,728,676
Other Financing Sources	3,082,151						$3,082,151
Revenues	$84,199,737	$5,219,681	$5,264,667	$5,315,678	$5,368,228		$105,367,991

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Executive Offices	21,011,010						$21,011,010
Department Of Finance	930,572						$930,572
Department Of Public Works	40,817,013	5,219,681	5,264,667	5,315,678	5,368,228		$61,985,267
Dept Of Parks & Recreation	1,299,769						$1,299,769
Department Of Watershed Management	96,041						$96,041
Judicial Agencies	380,773						$380,773
Department Of Fire Services	1,888,224						$1,888,224
Department Of Police Services	11,481,031						$11,481,031
Dept Of Planning & Community Development	6,295,304						$6,295,304
Total City Wide	$84,199,737	$5,219,681	$5,264,667	$5,315,678	$5,368,228		$105,367,991

FY16 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Executive Offices							
Street Car Phase 1 - 111097	2,906,570						$2,906,570
Streetcar 3 & 4 - 111367	396,302						$396,302
Streetcar Traffic Enhancements - 111377	197,007						$197,007
Luckie Street Conversion - 111421	125,273						$125,273
Summer Food Program, Field Operations - 200096	247,174						$247,174
Administration - 200112	5,639						$5,639
Summer Food Program, Administration - 200114	85,616						$85,616
Youth Counseling, Cd-69 - 200456	2,982						$2,982
Summer Food Program, Meal Prep. - 200640	346,236						$346,236
Jerusalem House, Cd-335 - 200700	25,844						$25,844
Aids Legal Project, Cd-384 - 200821	140,000						$140,000
Matthews Place - Hopwa 22 - 201090	6,675						$6,675
Childkind Foster Mgt. - Hopwa 11 - 201101	40,095						$40,095
Housemate Match-Hopwa 94-26 - 201313	664						$664
Cobb Co Hopwa/Board Of Hlth-Hopwa 94-32 - 201315	54,439						$54,439
Living Room, Hp-36 - 201498	165,864						$165,864
Southside: Legacy House, Hp-38 - 201582	34,522						$34,522
Project Assist, Hp-14 - 201737	1,083						$1,083
Edgewood-Facility Operations, Hp-49A - 201738	50						$50
Traveler'S Aid Transitional Housing - 201779	6,051						$6,051
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
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	2,500						$2,500
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
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
Jerusalem House Scattered Sites, Hp-56 - 202341	59,117						$59,117
Hiv/Aids Needs Assessment, Hp-57 - 202413	24,377						$24,377
Edgewood Operations, Hp-49 - 202414	407						$407
Project Assist, Hp-14 - 202415	2,503						$2,503
National Conference Of Black Mayors - 202625	177,185						$177,185
Narnia Housing Program Proj. Asst.,Hp-58 - 202759	9,542						$9,542

FY16 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
Ambassadors Of Peace Conflict Resolution - 202760	45,919						$45,919
Aid Athens, Hp-59 - 202876	42,243						$42,243
2008 Hopwa Admin - 210041	22,961						$22,961
Travelers Aid Hiv/Aids Housing - 210130	44,263						$44,263
Living Room 08-09- Hp - 210131	1,483						$1,483
Narnia Housing - 210132	6,643						$6,643
Dekalb County Board Of Health - 210133	14,468						$14,468
Cobb County Board Of Health - 210134	12,360						$12,360
Aids Gwinnett 2008 Hp 2 Yrs - 210135	11,707						$11,707
Aid Atlanta Housing And Support Services - 210136	1,910						$1,910
2008 Summer Food - 210226	14,275						$14,275
English Ave Community W&S 2007 - 210307	9,202						$9,202
Vine City W&S 2007 - 210308	2,280						$2,280
Jerusalem House Expansion - 210316	0						$0
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
Living Room Expan, 09 Hopwa - 210441	17,406						$17,406
Mathew'S Place, 2009 Hopwa - 210442	3,281						$3,281
Southside Lh, 2009 Hopwa - 210444	30,569						$30,569
Southside Lv, 2009 Hopwa - 210445	18,327						$18,327
Edgewood Oper, 2009 Hopwa - 210446	692						$692
Project Open Hand, 2009 Hopwa - 210447	485						$485
2009 Hopwa Admin Bhs - 210516	675						$675
Vine City W & S 2009 - 210718	36,907						$36,907
English Ave W & S 2009 - 210719	14,933						$14,933
Aid Atlanta, 2010 Hopwa - 210787	11,951						$11,951
Aid Gwinnett, 2010 Hopwa - 210788	5,700						$5,700
Cobb Cty. Bd. Health, 10 Hopwa - 210789	70,666						$70,666
Dek. Cty. Bd. Health, 10 Hopwa - 210790	19,480						$19,480
Hopwa Admin., Hopwa 2010 - 210791	9,436						$9,436
Living Room, 2010 Hopwa - 210792	2,008						$2,008
Narnia Hous. Prgm, 2010 Hopwa - 210793	812						$812
Jer. Hse Scatt. Site Hp-62 - 210888	3,669						$3,669
2011 Summer Food Svc Program - 210954	1,164						$1,164
Hopwa Admin,2011 Hopwa - 211014	2,576						$2,576
Strat. Econ. Stab., 2011 Hopwa - 211016	65,105						$65,105
Jerusalem House Wc, 2011 Hopwa - 211017	18						$18
Jerusa. Hou. Audlt, 2011 Hopwa - 211018	7						$7
Jerus. House Ss I, 2011 Hopwa - 211019	0						$0
Jeru. Hse. @ Ft. Mac, 11 Hopwa - 211020	147,000						$147,000
Hope House, 2011 Hopwa - 211021	17,661						$17,661
Southside Lv, 2011 Hopwa - 211026	47,364						$47,364

FY16 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
Aids Athens, 2011 Hopwa - 211029	130,802						$130,802
Edge Sup. Svcs., 2011 Hopwa - 211030	32,139						$32,139
Matthew'S Place, 2011 Hopwa - 211031	1,682						$1,682
Making A Way, 2011 Hopwa - 211034	3,072						$3,072
Ya Guidance C, 2011 Hopwa - 211035	7,474						$7,474
Aid Atlanta, 2012 Hopwa - 211145	174,106						$174,106
Living Room, 2012 Hopwa - 211149	63,398						$63,398
Aid Gwinnett, 2012 Hopwa - 211150	490						$490
Exe Innovation Delivery - 211189	415,621						$415,621
Weed And Seed 2012-2013 - 211223	1,269						$1,269
Cobb County Boh, 2012 Hp - 211262	51,900						$51,900
Young Adult Guid C, 2012 Hopwa - 211272	95,778						$95,778
Travelers Aid, 2012 Hopwa - 211274	104,965						$104,965
Dekalb County Boh, 2012 Hp - 211282	33,310						$33,310
Strat. Econ. Stab., 2012 Hopwa - 211285	34,067						$34,067
Ohs Grant Admin, Cd/Hopwa 2012 - 211327	2,856						$2,856
Intens Surveil Officer 2012-13 - 211437	9,384						$9,384
Recycling Copr 2013-2014 - 211455	3,150						$3,150
Summer Food Service - 211488	1,557						$1,557
Aids Athens, 2013 Hopwa - 211518	161,935						$161,935
Aids Legal Prj, 2013 Hopwa - 211519	51,452						$51,452
Edgewood Oper, 2013 Hopwa - 211555	143,065						$143,065
Edgewood Sup Svcs, 2013 Hopwa - 211556	98,563						$98,563
Furniture Bank, 2013 Hopwa - 211545	13,481						$13,481
Hope House, 2013 Hopwa - 211531	37,061						$37,061
Jerusalem House Adult, 2013 Hopwa - 211537	161,194						$161,194
Jerusalem House Ssi 2013 Hopwa - 211538	94,658						$94,658
Jerusalem House Ssii 2013 Hopwa - 211539	718,500						$718,500
Jerusalem House Wc, 2013 Hopwa - 211570	175,610						$175,610
Making A Way, 2013 Hopwa - 211549	28,288						$28,288
Open Hand, 2013 Hopwa - 211572	47,445						$47,445
Positive Impact, 2013 Hopwa - 211552	44,800						$44,800
Southside Lh, 2013 Hopwa - 211546	60,187						$60,187
Southside Lv, 2013 Hopwa - 211547	87,345						$87,345
Acbi Sf-Coa 2013 - 211771	62,283						$62,283
Ohs Grant Admin 2014 Hopwa - 211862	90,000						$90,000
Dklb Co. Bd Of Hlth 2014 Hopwa - 211863	216,313						$216,313
Cobb County Boh, 2014 Hopwa - 211864	277,991						$277,991
Travelers Aid, 2014 Hopwa - 211868	1,907,924						$1,907,924
Aid Atlanta, 2014 Hopwa - 211869	4,411,880						$4,411,880
Aid Gwinnett, 2014 Hopwa - 211870	529,137						$529,137
Matthews Place 2014 Hopwa - 211871	520,692						$520,692
Living Room, 2014 Hopwa - 211872	3,338,291						$3,338,291
Covenant House Ga 2014 Hopwa - 211873	50,000						$50,000
Cte Atlfuel Markets - 211616	10,981						$10,981
Cep Project 2014 - 211725	242,847						$242,847

FY16 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
Elevate 2014 - 211944	25,000						$25,000
Beltine Amphitheater - 211961	100,000						$100,000
Fy15 Summer Food - 212032	527						$527
Sub-Total	$21,011,010						$21,011,010
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
Hopwa Admin, Hopwa 2010 - 210798	499						$499
Needs Assessment, 2010 Hopwa - 210821	50,795						$50,795
Hopwa Admin, Hopwa 2011 - 210948	1,033						$1,033
Needs Assessment, 2011 Hopwa - 210949	12,450						$12,450
Hopwa Admin.- G.A., 2011 - 211055	256						$256
Hidta Administration - 211079	82,613						$82,613
Resource Ident, 2012 Hopwa - 211278	1,145						$1,145
Ogs Grant Admin, Hopwa 2012 - 211388	14,572						$14,572
Hopwa Admin, 2013 Hopwa - 211569	4,563						$4,563
Hopwa Admin-Ga, 2013 Hopwa - 211586	31						$31
Ogs Grant Admin, Hopwa 2014 - 211865	221,538						$221,538
Res Identification 2014 Hopwa - 211867	85,000						$85,000
Office Of Grant Acc. Admin - 211876	23,077						$23,077
Sub-Total	$930,572						$930,572
Department Of Public Works							
Default - 000000	5,467,632	5,219,681	5,264,667	5,315,678	5,368,228		$26,635,886
Cascade/Mays Streetscape, Cd-381 - 100818	31,003						$31,003
Citywide Sidewalk Program, Cd-588 - 101619	1,120,479						$1,120,479
West End Trail - 101650	390,186						$390,186
Pryor Road Streetscape - 101659	148,000						$148,000
Citywide Traffic Signal Improvement - 101985	30,671						$30,671
Cascade-Mays Streetscape - 102006	500						$500
Cheshire Br. Rd. Streetscape - 102007	234,548						$234,548
Fairlie-Poplar Streetscape - 102008	107,860						$107,860
Lakewood Hgts Town Ctr Streetscape - 102009	300,000						$300,000
Metropolitan Pkwy Streets - 102010	28,407						$28,407
West End Trail - 102013	400,000						$400,000
Sidewalk Improvements, District 9 - 102095	71,386						$71,386
Hollywood Rd/Perry Blvd Streetscape - 102106	395,361						$395,361
North Highland Ave Streetscapes - 102111	332,800						$332,800
Chandler Park/Lake Clair Neighborhoods - 102275	20,000						$20,000
City Of Atlanta Sidewalk At (10) Schools - 102369	349,893						$349,893
P'Tree St/Sr 9 @ Beverly Rd W P'Tree St - 102373	171,322						$171,322
Barge Rd./Campellton Lci Grant - 102385	176,652						$176,652
Peachtree Hills - 102436	391,232						$391,232
East Wesley - 102437	64,156						$64,156
Westend Area Lci Project - 102590	42,632						$42,632

FY16 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
N Highland/Virginia Avenues Streetscape - 102613	46,961						$46,961
City Of Atlanta Sidewalks @ (6) Schools - 102614	72,619						$72,619
Howell Mill Rd-Chattahoochee - 102630	2,670						$2,670
Centennial Park Connector Tr. Phase 1 - 102721	46,612						$46,612
Fairlie-Poplar Historic - 102722	500,000						$500,000
Traffic Signal Controllers - 102761	21,089						$21,089
Intersection Loop Detectors - 110033	160,000						$160,000
Sidewalk Pjt Metropolitan Pkwy - 110238	25,000						$25,000
Memorial Dr Sidewalks - 110255	1,908,905						$1,908,905
Memorial Drive Corridor - 111322	262,180						$262,180
Lowery Blvd - 110836	133,306						$133,306
Glenwood East Atlanta - 110837	365,697						$365,697
Greenbriar Parkway - 110838	0						$0
Ralph David Abernathy Blvd - 110840	607,820						$607,820
Southwest Atlanta - 110842	524,175						$524,175
Marta Trans Imp - 110871	2,250,196						$2,250,196
Dl Hollowell/Westlake-Lci - 111105	159,546						$159,546
Glenwood/Moreland-Lci - 111106	97,619						$97,619
Midtown Reg Traffic Ops - 111221	579,471						$579,471
Habersham/Piedmont Project - 111159	436,000						$436,000
Traffic Signals - 111937	1,000,000						$1,000,000
Peachtree Creek Basin Flood Control - 202287	216,548						$216,548
Lmig-Resurfacing - 211486	2,133,704						$2,133,704
Fhwa Fy 2013 Tiger Grant #16 - 211899	18,000,000						$18,000,000
Streetcar O&M - 211934	992,175						$992,175
Sub-Total	$40,817,013	$5,219,681	$5,264,667	$5,315,678	$5,368,228		$61,985,267
Dept Of Parks & Recreation							
Washington Park - 100239	2,500						$2,500
South Bend Park - 100853	232,095						$232,095
South Bend Park - 100998	14,122						$14,122
Adair I Park - 101018	976						$976
Daniel Stanton Park - 101791	15,284						$15,284
Emma Millican Park Improvements - 102746	5,405						$5,405
3Rd World Film Festival - 200108	773						$773
A.P.E.X. - 200648	1,000						$1,000
1992-1994 Weed And Seed Program - 200980	5,603						$5,603
Sos! (Save Outdoor Sculpture) - 201008	12,063						$12,063
Visual Arts-Atlanta Southside Community - 201303	16,000						$16,000
Olymp Ring Partnership/Expanded Arts Ch - 201331	180,000						$180,000
City Gallery East Exhibitions - 201481	2,171						$2,171
Bca City Gallery East - 201911	5,671						$5,671
Bca City Gallery At Chastain - 201912	2,985						$2,985
21St Century Community Learning Center - 202731	129,362						$129,362
Artsearch Mentor Program - 210034	276						$276
3/14 Tornadoes Damage Recovery - 210273	4						$4
Artscool 2010 - 210810	454						$454

FY16 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
Youth Violence Prevention - 210848	12,612						$12,612
After School Play Program - 210886	45,594						$45,594
Youth Violence Prev. Supple. - 210900	2,638						$2,638
National Endowment For Th Arts - 211076	0						$0
Hotmeals Program, 2013 - 211634	428,778						$428,778
Troops For Fitness - 211716	74,351						$74,351
Feb 2014 Winter Storm - 211924	79,043						$79,043
Collier/Ben Hill Basehall Mach - 211922	30,009						$30,009
Sub-Total	$1,299,769						$1,299,769
Department Of Watershed Management							
Uasi Dwm 2006 - 110202	309						$309
Georgia Environmental Fac. Authority - 202356	75,355						$75,355
Dell Computer Corporation Recycling - 202403	5,270						$5,270
Epa Design Charrette - 202875	14,450						$14,450
Arts Center - 210057	575						$575
Usai-Dwm 2007 - 210388	67						$67
Mcdaniel Stream Restoration - 210725	15						$15
Sub-Total	$96,041						$96,041
Judicial Agencies							
1992-1994 Weed And Seed Program - 200980	5,369						$5,369
Inmate Welfare Fund - 201958	13,055						$13,055
Local Law Enforcement Block Grant #7 - 202290	39,945						$39,945
Atlanta Pre-Trial Criminal History Res. - 202317	6,903						$6,903
Dept Justice Off Prog Proj Safe N'Hoods - 202380	11,088						$11,088
Bolton Road-Moores Mill Lci Implement. - 202425	4,821						$4,821
Dhr/Metro Regional Board - 202426	2,646						$2,646
U.S. Dept Of Justice, Bureau Of Justice - 202672	70,172						$70,172
Project Safe Neighborhood 2007 - 210290	44,749						$44,749
Fy09 Dhr Contract - 210349	81,499						$81,499
Dbhdd Fy12 - 211128	2,798						$2,798
Fy13 Dbhdd - 211376	42,978						$42,978
Fy15 Dbhdd - 211895	54,751						$54,751
Sub-Total	$380,773						$380,773
Department Of Fire Services							
Uasi Afr 2006 - 110201	1,514						$1,514
Afd Equipment Purchase - 202313	0						$0
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
Child Safety Seat Program 2008 - 210007	10,163						$10,163
Acert 2007 - 210251	375						$375
Usai-Afr 2007 - 210353	3,886						$3,886
Cc Safety Seat Program - 210376	9						$9
Car Safety Seat 09 - 210689	1,862						$1,862
Car Safety Seat 2010 - 210912	2,533						$2,533
S.A.F.E.R. 2010-2011 - 211086	1,063,063						$1,063,063

FY16 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
Fire Prevention & Safety 2010 - 211146	46						$46
Child Car Safety Seat 2012 - 211172	5,942						$5,942
Homeland Security Grant 2011 - 211430	13						$13
Child Car Safety Seat 2013 - 211418	9,390						$9,390
Wellness & Fitness Pro 2012 - 211331	13,834						$13,834
Homeland Security Grant 2010 - 211080	17						$17
Operations and Safety Program - 211703	516,828						$516,828
Fire Prevention and Safety - 211704	3,704						$3,704
2014 Child Safety Seats - 211678	23,953						$23,953
Fy 15 Child Safety Seats - 211940	179,599						$179,599
Sub-Total	$1,888,224						$1,888,224
Department Of Police Services							
Helicopter Video Downlink System - 102371	10,635						$10,635
Portable X-Rays Devices - 102417	18,200						$18,200
Homeland Security Surveilance - 102609	73,564						$73,564
Homeland Sevurity Equipment - 102611	3,357						$3,357
Moving Map System - 102674	4,220						$4,220
Fy2010 Gema Homeland Sec #2880 - 111589	46						$46
Fy2010 Gema Homeland Sec #2881 - 111590	14						$14
Fy2012 Gema Hs #3005 - 111598	1,000						$1,000
1992-1994 Weed And Seed Program - 200980	24,345						$24,345
Troops For Cops - 201599	15,000						$15,000
Homicide Initiative Grant(98) - 201759	595						$595
Domestic Preparedness Equipment Program - 201896	170						$170
Diversity & Cultural Awareness Training - 201956	6,212						$6,212
Bulletproof Vest Partnership - 201977	70,523						$70,523
Multi Jurisdiction Dui Task Force - 202058	31,914						$31,914
Local Law Enforcement Block Grant #7 - 202290	83,551						$83,551
Click It Or Ticket Program - 202358	24,983						$24,983
Gema Homeland Security Bomb Disp. Robot - 202362	105,060						$105,060
Tabletop Exercise Program - 202370	25,273						$25,273
Governor'S Crim Justice Coord/Gilee Prog - 202372	2,750						$2,750
Percussion Activated Non-Elec. Disrupter - 202418	2,070						$2,070
Atf Overtime Reimbursement - 202488	23,510						$23,510
Underage Drinking Prevention - 202496	14,562						$14,562
Human Trafficking Detection Program - 202578	9,554						$9,554
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	2						$2
Cops Technology Program - 202620	1						$1
Justice Assistance Grant,Non Dept. - 202624	108,949						$108,949
Electronic Crime Task Force - 202626	8,000						$8,000
Operation Reclaim & Retain - 202627	33,027						$33,027
Enforcing Underage Drinking Laws Iv - 202628	32,173						$32,173
Homeland Security Surveillance - 202636	11,509						$11,509
Grant Reimb, & Other Receipts - 202673	125,000						$125,000

FY16 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
Cops Interoperable Communications - 202723	31,164						$31,164
Buffer Zone Protection Program Phase 2 - 202729	12,874						$12,874
Buffer Zone Protection Explosive Equip. - 202739	1,891						$1,891
Project Safe Neighborhood Violent Crimes - 202740	45,503						$45,503
Improving Crime Data Program - 202741	28,053						$28,053
Portable Police Barricades - 202744	10						$10
Buffer Zone Protection Program Phase 3 - 202752	25,789						$25,789
Gema Equipment And Training - 202852	9,774						$9,774
T0613 Improving Crime Date (Ic - 202899	37,494						$37,494
T0764 Buffer Zone Protection P - 202900	450,000						$450,000
Justice Assistance Grant 07 - 210009	1,212,968						$1,212,968
Tvci Gotcopp - 210032	117,049						$117,049
Pay-Pal - 210137	455						$455
2007 Bpvp - 210274	37,934						$37,934
Heat/Ped 2007-2008 - 210279	250,600						$250,600
Airport Letpp 2007 - 210283	0						$0
2007 Letpp - 210284	2,821						$2,821
Vine City W&S 2007 - 210308	29,422						$29,422
Gage- Gun & Gang Eviction - 210340	70,461						$70,461
Usai-Apd 2007 - 210352	64						$64
2008-2009 Heat - 210389	95,843						$95,843
2008 Bvp - 210390	20,329						$20,329
2008 Jag - 210391	338						$338
Gema - 210615	550						$550
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	159						$159
Youth Violence Prevention - 210848	3,127						$3,127
Fy09 Swat Program - 210876	2,537						$2,537
Fy09 Airport Eod - 210879	152						$152
2010-2011 Heat - 210897	143,592						$143,592
Fy10 Swat Program - 210956	25						$25
Fy10 Airport Eod - 210957	799						$799
Hidta Administration - 211079	149,889						$149,889
Jag Program 2011 - 211153	16						$16
Fy10Bzpp- Bw# 2635 - 211174	565						$565
Fy2010 Bzpp - Bw# 2636 - 211176	453						$453
2011-2012 Heat - 211183	178,966						$178,966
Jag Program FY2012 - 211406	30,703						$30,703
2012-2013 Heat - 211422	18,406						$18,406
Gema Fy11 Swat - 211412	1,325						$1,325
2012 Cops Hiring - 211409	1,214,090						$1,214,090
Gema Fy11-Bw#2717 - 211395	0						$0
Hidta 2013, G13ga0003a - 211591	1,984						$1,984
Gohs Intoxilyzer 9000 - 211618	2						$2

FY16 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
2013 Jag - 211672	303,638						$303,638
2013-2014 Heat - 211643	52,777						$52,777
2014 Hidta - 211742	3,577,092						$3,577,092
Gema Fy2013 #3139 - 211744	5,000						$5,000
2013 #3139 Airport - 211745	49,200						$49,200
2014 Cops - 211985	1,479,470						$1,479,470
2014 Cops-City Match - 211989	493,157						$493,157
Sub-Total	$11,481,031						$11,481,031
Dept Of Planning & Community Development							
Kirkwood/Edgewood Parks/Open Space - 102053	12						$12
Transportation Impact Fees - 102850	9,465						$9,465
Section 8 Annual Contributions - 200668	945,970						$945,970
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	1,205,009						$1,205,009
Dnr Georgia Greenspace Program (Fulton) - 201981	547						$547
Washington Park/High Neighborhoods - 202043	10,000						$10,000
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
Central Atlanta Progress - 202339	19,256						$19,256
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
Nsp Project Funds 2008 Nsp - 210408	95						$95
Dca - Nsp 2009 - 210568	169,604						$169,604
Dca - Nsp - Admin 2009 - 210569	13,720						$13,720
Us-Epa - 210641	546,393						$546,393
Rock St Rev. In Vine City - 210711	18,066						$18,066
2010 Assessment Planning - 210835	10,098						$10,098
2011 Community Rlf - 211139	586,367						$586,367
Civil War Monuments Assesment - 211155	0						$0
Cycle Atl Phase I - 2012 - 211315	6,839						$6,839
Lakewood Act Center Lci - 2012 - 211316	6,900						$6,900
EZ Administration - 211680	987,746						$987,746
Assessment Grant - 211728	400,000						$400,000
Po215 Section 8-Ac - 211772	1,094,827						$1,094,827
Sub-Total	$6,295,304						$6,295,304
Total City Wide	$84,199,737	$5,219,681	$5,264,667	$5,315,678	$5,368,228		$105,367,991

FY16 CAPITAL BUDGET STATUS
Job Training Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	8,238,200	8,238,200	8,238,200	8,238,200			$32,952,800
Expenses	8,238,200	8,238,200	8,238,200	8,238,200			$32,952,800
Total Revenues Over(Under) Expenses	$0	$0	$0	$0			$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Intergovernmental Revenues	8,238,200	8,238,200	8,238,200	8,238,200			$32,952,800
Revenues	$8,238,200	$8,238,200	$8,238,200	$8,238,200			$32,952,800

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Dept Of Planning & Community Development	8,238,200	8,238,200	8,238,200	8,238,200			$32,952,800
Total City Wide	$8,238,200	$8,238,200	$8,238,200	$8,238,200			$32,952,800

FY16 CAPITAL BUDGET STATUS
Job Training Grant Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Dept Of Planning & Community Development							
USDOL ETA Youthbuild 2012 - 211427	350,000	350,000	350,000	350,000			$1,400,000
Adult Program Fy 2014 - 211694	3,038,000	3,038,000	3,038,000	3,038,000			$12,152,000
Dislocated Workers Program Fy 2014 - 211695	2,000,000	2,000,000	2,000,000	2,000,000			$8,000,000
Rapid Response Program Fy 2014 - 211693	200,000	200,000	200,000	200,000			$800,000
Youth Build 2013-14 - Americorps - 211687	84,700	84,700	84,700	84,700			$338,800
Wia Youth Py14 - 211918	2,250,000	2,250,000	2,250,000	2,250,000			$9,000,000
Aha Catalyst 2014 - 211945	315,500	315,500	315,500	315,500			$1,262,000
Sub-Total	$8,238,200	$8,238,200	$8,238,200	$8,238,200			$32,952,800
Total City Wide	$8,238,200	$8,238,200	$8,238,200	$8,238,200			$32,952,800

FY16 CAPITAL BUDGET STATUS
Home Investment Partnerships Program Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	4,135,474	1,718,068	0	0	0		$5,853,543
Expenses	4,135,474	1,718,068	0	0	0		$5,853,543
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS							
REVENUE GROUP TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Intergovernmental Revenues	4,135,474	1,718,068	0	0	0		$5,853,543
Revenues	$4,135,474	$1,718,068	$0	$0	$0		$5,853,543

APPROPRIATIONS							
DEPARTMENT TOTALS	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**Future**	**Total**
Department Of Finance	24,175	0	0	0	0		$24,175
Dept Of Planning & Community Development	4,111,299	1,718,068	0	0	0		$5,829,368
Total City Wide	$4,135,474	$1,718,068	$0	$0	$0		$5,853,543

FY16 CAPITAL BUDGET STATUS
Home Investment Partnerships Program Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Finance							
Community Design Center, Cd-88 - 200140	24,175	0	0	0	0		$24,175
Sub-Total	$24,175	$0	$0	$0	$0		$24,175
Dept Of Planning & Community Development							
Administration - 200112	159,785	223,198	0	0	0		$382,984
Atl Affordable Home Ownership Pgm, Cd-05 - 200532	7,267	0	0	0	0		$7,267
Home Investment Partnership Program,Chdo - 200993	24,048	0	0	0	0		$24,048
Owner Occupied Rehabilitation, Cd-544 - 201517	1,190,619	523,200	0	0	0		$1,713,819
Home Program-Multi-Unit Housing, Hm-10 - 201569	122,994	0	0	0	0		$122,994
924 Washington Street,Hm-28 - 202256	38	0	0	0	0		$38
Downpayment Assistance Program, Addi-766 - 202494	15,605	0	0	0	0		$15,605
Atlanta Affordable Homeownership Opportu - 210020	14,145	0	0	0	0		$14,145
2008 Home Admin - 210042	82,993	0	0	0	0		$82,993
Chdo Operating Grant- 2008 - 210088	20,891	0	0	0	0		$20,891
Down Payment Assistance Program 2008 - 210196	30,431	0	0	0	0		$30,431
Administration 2009 Cd/Home - 210407	441	0	0	0	0		$441
Aahop, 2009 Hm - 210412	4,680	0	0	0	0		$4,680
Multifamily Rental 2009 Hm - 210616	82,159	0	0	0	0		$82,159
Admin, 2010 Cd/Hm Hous. - 210722	62,548	0	0	0	0		$62,548
Chdo Capital 2010 Hm - 210732	151,457	0	0	0	0		$151,457
Admin 2011 Cd Housing - 210932	83,331	0	0	0	0		$83,331
Chdo Capital Hm 2011 - 210974	237,105	237,105	0	0	0		$474,210
Housing Admin 2012 Cd/Hm - 211264	64,990	64,990	0	0	0		$129,979
Chdo Capital 2012 Hm - 211275	25,334	0	0	0	0		$25,334
Aahop 2013hm - 211520	200,000	240,000	0	0	0		$440,000
Multifamily Loan Pool 2013 Hm - 211581	400,000	0	0	0	0		$400,000
Housing Grant Admin 2013 Cd/Hm - 211467	79,576	79,576	0	0	0		$159,151
Chdo Capital Fund 2014 Home - 211847	247,231	0	0	0	0		$247,231
Commons At Nelms 2014 Home - 211848	150,000	350,000	0	0	0		$500,000
Habitat For Hummanity 2014 Hm - 211849	200,000	0	0	0	0		$200,000
Reynoldstown Sr. Residence 2014 Hm - 211851	300,000	0	0	0	0		$300,000
Chdo Operating Assistance 2014 Home - 211877	34,649	0	0	0	0		$34,649
Home Admin, 2014 Hm - 211850	118,985	0	0	0	0		$118,985
Sub-Total	$4,111,299	$1,718,068	$0	$0	$0		$5,829,368
Total City Wide	$4,135,474	$1,718,068	$0	$0	$0		$5,853,543

FY16 CAPITAL BUDGET STATUS
Sec 108 Loan Trust Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	1,942,321	300,000	400,000	90,714	0		$2,733,034
Expenses	1,942,321	300,000	400,000	90,714	0		$2,733,034
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Intergovernmental Revenues	1,942,321	300,000	400,000	90,714	0		$2,733,034
Revenues	$1,942,321	$300,000	$400,000	$90,714	$0		$2,733,034

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Department Of Finance	494,360	300,000	400,000	90,714	0		$1,285,073
Department Of Public Works	571,142	0	0	0	0		$571,142
Dept Of Parks & Recreation	36,752	0	0	0	0		$36,752
Department Of Watershed Management	36,617	0	0	0	0		$36,617
Dept Of Planning & Community Development	803,449	0	0	0	0		$803,449
Total City Wide	$1,942,321	$300,000	$400,000	$90,714	$0		$2,733,034

FY16 CAPITAL BUDGET STATUS
Sec 108 Loan Trust Fund

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Finance							
Reserve For Projects - 200118	194,360	0	0	0	0		$194,360
Mechanicsville Urban Redevelopment - 201716	300,000	300,000	400,000	90,714	0		$1,090,714
Sub-Total	$494,360	$300,000	$400,000	$90,714	$0		$1,285,073
Department Of Public Works							
Summerhill Redev Proj-Ga Ave Streetscape - 101365	571,142	0	0	0	0		$571,142
Sub-Total	$571,142	$0	$0	$0	$0		$571,142
Dept Of Parks & Recreation							
Founders Park (Summerhill Redev Project) - 101364	36,752	0	0	0	0		$36,752
Sub-Total	$36,752	$0	$0	$0	$0		$36,752
Department Of Watershed Management							
Summerhill Water Main Ext. - 102336	36,617	0	0	0	0		$36,617
Sub-Total	$36,617	$0	$0	$0	$0		$36,617
Dept Of Planning & Community Development							
Mlk, Jr./Ashby Commercial Revitalization - 200965	617,145	0	0	0	0		$617,145
Summerhill Redevelopment Proj-Housing - 201367	6,304	0	0	0	0		$6,304
Multi-Family Loan Pool Fund - 211209	180,000	0	0	0	0		$180,000
Sub-Total	$803,449	$0	$0	$0	$0		$803,449
Total City Wide	$1,942,321	$300,000	$400,000	$90,714	$0		$2,733,034

TRUST FUNDS

Trust Fund is a governmental 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

FY16 CAPITAL BUDGET STATUS
Trust

	FY16	FY17	FY18	FY19	FY20	Future	Total
FUND SUMMARY							
Revenues	50,311,747	51,111,747	50,661,747	48,711,747	49,111,684		$249,908,670
Expenses	50,311,747	51,111,747	50,661,747	48,711,747	49,111,684		$249,908,670
Total Revenues Over(Under) Expenses	$0	$0	$0	$0	$0		$0

ANTICIPATIONS

REVENUE GROUP TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Taxes	1,191,037	1,191,037	1,191,037	1,191,037	1,191,037		$5,955,187
Licenses And Permits	931,236	931,236	931,236	931,236	931,236		$4,656,179
Intergovernmental Revenues	275,876	275,876	275,876	275,876	275,876		$1,379,379
Charges For Services	2,325,650	2,325,650	2,325,650	2,325,650	2,325,650		$11,628,249
Fines And Forfeiture	1,670,420	1,670,420	1,670,420	1,670,420	1,670,420		$8,352,099
Investment Income	226,333	226,333	226,333	226,333	226,333		$1,131,664
Contributions And Donations From Private Sources	3,186,885	3,186,885	3,186,885	3,186,885	3,186,885		$15,934,427
Miscellaneous Revenues	39,724,059	40,524,059	40,074,059	38,124,059	38,523,996		$196,970,230
Other Financing Sources	780,251	780,251	780,251	780,251	780,251		$3,901,255
Revenues	$50,311,747	$51,111,747	$50,661,747	$48,711,747	$49,111,684		$249,908,670

APPROPRIATIONS

DEPARTMENT TOTALS	FY16	FY17	FY18	FY19	FY20	Future	Total
Default / Revenue Department	220,638	220,638	220,638	220,638	220,638		$1,103,188
City Council	42,854	42,854	42,854	42,854	42,854		$214,272
Executive Offices	3,920,261	3,920,261	3,920,261	3,920,261	3,920,261		$19,601,303
Department Of Information Technology	88,149	88,149	88,149	88,149	88,149		$440,746
Department Of Corrections	1,958,632	1,958,632	1,958,632	1,958,632	1,958,632		$9,793,158
Department Of Finance	5,595,651	5,245,651	4,895,651	2,945,651	3,345,651		$22,028,255
Department Of Procurement	10,103	10,103	10,103	10,103	10,103		$50,513
Department Of Public Works	3,409,172	3,409,172	3,409,172	3,409,172	3,409,172		$17,045,859
Dept Of Parks & Recreation	10,483,086	10,483,086	10,483,086	10,483,086	10,483,086		$52,415,430
Department Of Watershed Management	1,828,182	1,828,182	1,828,182	1,828,182	1,828,182		$9,140,912
Judicial Agencies	425,617	425,617	425,617	425,617	425,617		$2,128,087
Non-Departmental	469,598	469,598	469,598	469,598	469,598		$2,347,991
Department Of Human Resources	73,998	73,998	73,998	73,998	73,998		$369,990
Department Of Fire Services	68,968	68,968	68,968	68,968	68,967		$344,838
Department Of Police Services	10,649,541	11,899,541	11,899,541	11,899,541	11,899,479		$58,247,643
Dept Of Planning & Community Development	11,067,297	10,967,297	10,867,297	10,867,297	10,867,297		$54,636,486
Total City Wide	$50,311,747	$51,111,747	$50,661,747	$48,711,747	$49,111,684		$249,908,670

FY16 CAPITAL BUDGET STATUS
Trust

	FY16	FY17	FY18	FY19	FY20	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Default / Revenue Department							
Default - 000000	220,638	220,638	220,638	220,638	220,638		$1,103,188
Sub-Total	$220,638	$220,638	$220,638	$220,638	$220,638		$1,103,188
City Council							
District 3 Holiday Family Asst Initiativ - 600060	5,667	5,667	5,667	5,667	5,667		$28,335
Atlanta Commission On Women - 600069	29,488	29,488	29,488	29,488	29,488		$147,440
District 3 Senior Citizens Picnic - 600130	7,699	7,699	7,699	7,699	7,699		$38,497
Sub-Total	$42,854	$42,854	$42,854	$42,854	$42,854		$214,272
Executive Offices							
Default - 000000	(44,241)	(44,241)	(44,241)	(44,241)	(44,241)		($221,205)
Underground Atlanta - 100003	95,386	95,386	95,386	95,386	95,386		$476,930
Mayor'S Task Force-Sr. Citizens - 200461	(13)	(13)	(13)	(13)	(13)		($64)
1992-1994 Weed And Seed Program - 200980	53,709	53,709	53,709	53,709	53,709		$268,547
Charter Review Commission - 201399	18,853	18,853	18,853	18,853	18,853		$94,265
M-Net - 600004	12,113	12,113	12,113	12,113	12,113		$60,563
Tree Removal Protection - 600013	700	700	700	700	700		$3,500
Streetscape Improv. & Maintenance Prog. - 600031	(153)	(153)	(153)	(153)	(153)		($765)
Bigsby Family Donations - 600038	2,318	2,318	2,318	2,318	2,318		$11,590
Human Services Resource Bank - 600042	14,171	14,171	14,171	14,171	14,171		$70,855
Older Atlantan'S Month (02-O-0846) - 600062	(486,534)	(486,534)	(486,534)	(486,534)	(486,534)		($2,432,669)
Chastain Arts Center - 600071	473,953	473,953	473,953	473,953	473,953		$2,369,766
Special Events - 600081	(340,789)	(340,789)	(340,789)	(340,789)	(340,789)		($1,703,946)
Mktg & Comm.,Special Events & Ceremonies - 600083	4,257	4,257	4,257	4,257	4,257		$21,284
Maintenance And Conservation Public Art - 600086	129,170	129,170	129,170	129,170	129,170		$645,849
International Events - 600091	5,300	5,300	5,300	5,300	5,300		$26,500
City Of Atlanta Process, Review & Design - 600092	109,565	109,565	109,565	109,565	109,565		$547,827
Dunbar Neighborhood Center - 600224	503,896	503,896	503,896	503,896	503,896		$2,519,479
Atlanta Sesquicentennial - 600236	5,445	5,445	5,445	5,445	5,445		$27,225
Atlanta Sisters Cities Commission-2001 - 600287	1,644	1,644	1,644	1,644	1,644		$8,220
Hurricane Katrina Relief Fund - 600290	15,293	15,293	15,293	15,293	15,293		$76,465
Georgia Hill Neighborhood Center - 600291	468,569	468,569	468,569	468,569	468,569		$2,342,846
J.C. Birdine Neighborhood Center - 600292	362,941	362,941	362,941	362,941	362,941		$1,814,706
Mayor'S Youth Program - 600306	(279)	(279)	(279)	(279)	(279)		($1,393)
Donation Meters For Homeless Initiatives - 600310	4,349	4,349	4,349	4,349	4,349		$21,744
Jazz Festival - 600346	360,097	360,097	360,097	360,097	360,097		$1,800,483
Cultural Affairs-General - 600349	606,746	606,746	606,746	606,746	606,746		$3,033,729
Chastain Amphitheater Sound - 600367	321,133	321,133	321,133	321,133	321,133		$1,605,665
Marta/Tiger Discretionary Grant Applicat - 600379	(33,319)	(33,319)	(33,319)	(33,319)	(33,319)		($166,595)
Census Outreach Efforts - 600381	6,875	6,875	6,875	6,875	6,875		$34,375
Sustainability Project(Reserved) - 600388	2,268,339	2,268,339	2,268,339	2,268,339	2,268,339		$11,341,693
Apd Sos Special Event Trust Account - 600393	(1,062,730)	(1,062,730)	(1,062,730)	(1,062,730)	(1,062,730)		($5,313,651)
Salary Surcharge & Security - 600394	43,497	43,497	43,497	43,497	43,497		$217,485
Sub-Total	$3,920,261	$3,920,261	$3,920,261	$3,920,261	$3,920,261		$19,601,303
Department Of Information Technology							
Gov'T & Public Cable Access - 101398	88,149	88,149	88,149	88,149	88,149		$440,746

FY16 CAPITAL BUDGET STATUS
Trust

	FY16	FY17	FY18	FY19	FY20	Future	Total
Sub-Total	$88,149	$88,149	$88,149	$88,149	$88,149		$440,746
Department Of Corrections							
Default - 000000	18,305	18,305	18,305	18,305	18,305		$91,526
Jail Fund Administration & Construction - 200769	1,881,845	1,881,845	1,881,845	1,881,845	1,881,845		$9,409,225
Inmate Welfare Program - 201501	(293,482)	(293,482)	(293,482)	(293,482)	(293,482)		($1,467,410)
Employee Awards Program - 600266	2,945	2,945	2,945	2,945	2,945		$14,725
Inmate Deposits - 600270	348,919	348,919	348,919	348,919	348,919		$1,744,596
Cultural Affairs-General - 600349	99	99	99	99	99		$496
Sub-Total	$1,958,632	$1,958,632	$1,958,632	$1,958,632	$1,958,632		$9,793,158
Department Of Finance							
Default - 000000	164	164	164	164	164		$822
Special Events - 600081	(28,504)	(28,504)	(28,504)	(28,504)	(28,504)		($142,522)
Car Rental Tax- Philips Arena Imp. - 600115	2,354,214	2,354,214	2,354,214	2,354,214	2,354,214		$11,771,068
Murdered And Missing Children Fd. - 600296	15,000	15,000	15,000	15,000	15,000		$75,001
Atlanta Housing Authority Envir - 600383	(8,921)	(8,921)	(8,921)	(8,921)	(8,921)		($44,603)
Street Car O&M - 600401	3,263,698	2,913,698	2,563,698	613,698	1,013,698		$10,368,489
Sub-Total	$5,595,651	$5,245,651	$4,895,651	$2,945,651	$3,345,651		$22,028,255
Department Of Procurement							
Default - 000000	4,109	4,109	4,109	4,109	4,109		$20,544
Vendor Outreach Seminar/Expos - 600027	5,994	5,994	5,994	5,994	5,994		$29,970
Sub-Total	$10,103	$10,103	$10,103	$10,103	$10,103		$50,513
Department Of Public Works							
Default - 000000	100,819	100,819	100,819	100,819	100,819		$504,095
Margaret Mitchell Square - 100318	32,802	32,802	32,802	32,802	32,802		$164,012
Roxboro Road Underpass - 100324	79,371	79,371	79,371	79,371	79,371		$396,853
Traffic Signal Installation - 100335	4,926	4,926	4,926	4,926	4,926		$24,631
Howell Mill/Northside Pkwy Signalization - 100901	6,939	6,939	6,939	6,939	6,939		$34,695
Citywide Sidewalk Program, Cd-588 - 101619	2,161,934	2,161,934	2,161,934	2,161,934	2,161,934		$10,809,672
Sidewalk Improvements, District 5 - 102091	1,212	1,212	1,212	1,212	1,212		$6,059
Howell Mill Rd-Chattahoochee - 102630	1,817	1,817	1,817	1,817	1,817		$9,085
Howell Mill Rd-Huff Rd To Forrest - 102631	113,475	113,475	113,475	113,475	113,475		$567,375
Howell Mill Rd-Forrest St To Holmes - 102632	(1,465)	(1,465)	(1,465)	(1,465)	(1,465)		($7,325)
City Of Atlanta/Dekalb Co. Capital Proj. - 600006	16,172	16,172	16,172	16,172	16,172		$80,862
Red Light Camera Enforcement Program - 600098	501,225	501,225	501,225	501,225	501,225		$2,506,127
Solid Waste Mgmt Pgm - User Fee - 600099	326,254	326,254	326,254	326,254	326,254		$1,631,268
Chester Avenue - 600103	3,399	3,399	3,399	3,399	3,399		$16,996
Clair Drive - 600104	3,275	3,275	3,275	3,275	3,275		$16,373
Maddox Park - 600106	2,205	2,205	2,205	2,205	2,205		$11,024
Liddell-Vending Machines - 600111	5,061	5,061	5,061	5,061	5,061		$25,304
Madox Park/North Avenue - 600113	1,443	1,443	1,443	1,443	1,443		$7,213
Banner Deposits - 600114	44,843	44,843	44,843	44,843	44,843		$224,216
Friendship Club Escrow - 600301	3,465	3,465	3,465	3,465	3,465		$17,323
Sub-Total	$3,409,172	$3,409,172	$3,409,172	$3,409,172	$3,409,172		$17,045,859
Dept Of Parks & Recreation							
Default - 000000	(29,759)	(29,759)	(29,759)	(29,759)	(29,759)		($148,796)
Mayor'S Task Force-Sr. Citizens - 200461	(1,449)	(1,449)	(1,449)	(1,449)	(1,449)		($7,244)

FY16 CAPITAL BUDGET STATUS
Trust

	FY16	FY17	FY18	FY19	FY20	Future	Total
Summer Program - 200463	(183,371)	(183,371)	(183,371)	(183,371)	(183,371)		($916,855)
Adamsville Recreation Center/Natatorium - 600002	5,056	5,056	5,056	5,056	5,056		$25,280
Tree Removal Protection - 600013	966,056	966,056	966,056	966,056	966,056		$4,830,279
Piedmont Park Restaurant - 600023	79,707	79,707	79,707	79,707	79,707		$398,536
Swim Accoutrements - 600067	17,201	17,201	17,201	17,201	17,201		$86,006
Chastain Arts Center - 600071	70,191	70,191	70,191	70,191	70,191		$350,955
Atlanta Arts Alliance, Inc. - 600079	7,660	7,660	7,660	7,660	7,660		$38,299
Donation For Parks,Rec. & Cultural Aff. - 600080	245,535	245,535	245,535	245,535	245,535		$1,227,676
Special Events - 600081	792,181	792,181	792,181	792,181	792,181		$3,960,907
Alexander, J. M. - 600132	417	417	417	417	417		$2,085
Ansley, H. C. - 600133	11,757	11,757	11,757	11,757	11,757		$58,785
Archer, Lavonia A. - 600134	186	186	186	186	186		$930
Arnold, R. - 600135	1,226	1,226	1,226	1,226	1,226		$6,130
Banks, J. F., Mrs. - 600136	382	382	382	382	382		$1,910
Beasley, C. C. - 600137	1,052	1,052	1,052	1,052	1,052		$5,260
Bell, James A. - 600138	753	753	753	753	753		$3,765
Benjamin, Amelia Joan - 600139	176	176	176	176	176		$880
Benjamin, Carrie - 600140	360	360	360	360	360		$1,800
Betterton, Fred P. - 600141	674	674	674	674	674		$3,370
Bouligny, John Fickett - 600142	4,573	4,573	4,573	4,573	4,573		$22,865
Boyd, E. S. - 600143	2,708	2,708	2,708	2,708	2,708		$13,540
Boylston, John H. - 600144	3,259	3,259	3,259	3,259	3,259		$16,295
Brady, Albert I. - 600145	1,337	1,337	1,337	1,337	1,337		$6,685
Brogan, Daniel - 600146	189	189	189	189	189		$945
Brown, Joseph E. - 600147	2,143	2,143	2,143	2,143	2,143		$10,715
Brown, Mary Ruth - 600148	750	750	750	750	750		$3,750
Broyles, Arnold - 600149	340	340	340	340	340		$1,700
Bunce, Allen H.,Dr. & Isabella Arnold - 600150	1,124	1,124	1,124	1,124	1,124		$5,620
Chisolm, W. P. - 600151	2,176	2,176	2,176	2,176	2,176		$10,880
Draper, Emma Moore - 600152	4,740	4,740	4,740	4,740	4,740		$23,700
Dunlap, Caroline Fain - 600153	280	280	280	280	280		$1,400
Ellis, W. D., Judge - 600154	1,969	1,969	1,969	1,969	1,969		$9,845
Foreacre, G. J. - 600155	1,007	1,007	1,007	1,007	1,007		$5,035
Fuld, Joseph - 600156	543	543	543	543	543		$2,715
Gartrell, L. J. - 600157	8,648	8,648	8,648	8,648	8,648		$43,240
Gay, Sallie E. - 600158	1,008	1,008	1,008	1,008	1,008		$5,040
Glenn, John T. - 600159	1,081	1,081	1,081	1,081	1,081		$5,405
Goldin, Benjamin - 600160	2,782	2,782	2,782	2,782	2,782		$13,910
Guthman, Issac - 600161	1,143	1,143	1,143	1,143	1,143		$5,715
Haas, Aaron - 600162	648	648	648	648	648		$3,240
Hansell, Granger - 600163	1,248	1,248	1,248	1,248	1,248		$6,240
Hape, Samuel - 600164	1,389	1,389	1,389	1,389	1,389		$6,945
Harris, C. G. - 600165	992	992	992	992	992		$4,960
Hayden, Harriet E. - 600166	564	564	564	564	564		$2,820
Hayes, Eula Ketner - 600167	236	236	236	236	236		$1,180
Hetzel, Ola C. - 600168	723	723	723	723	723		$3,615

FY16 CAPITAL BUDGET STATUS
Trust

	FY16	FY17	FY18	FY19	FY20	Future	Total
Heyman, Helen Joel - 600169	108	108	108	108	108		$540
Hill, Delos L., Mrs. - 600170	1,229	1,229	1,229	1,229	1,229		$6,145
Hirsch, Edward H. & Sally W. - 600171	404	404	404	404	404		$2,020
Hirsch, Maurice R. - 600172	534	534	534	534	534		$2,670
Hirsch, Morris - 600173	917	917	917	917	917		$4,585
Hirschfield, Emma H. - 600174	520	520	520	520	520		$2,600
Hoyt, Louise Lallande - 600175	709	709	709	709	709		$3,545
Inman, Hugh T. & Jennie - 600176	906	906	906	906	906		$4,530
Jones, John, Reverend - 600177	1,064	1,064	1,064	1,064	1,064		$5,322
Kaplan, N. A. - 600178	441	441	441	441	441		$2,205
Karwisch, Henry & J. S. & Mims, Abi - 600179	1,187	1,187	1,187	1,187	1,187		$5,935
Kaufmann, Albert & Edith - 600180	1,400	1,400	1,400	1,400	1,400		$7,000
Killian, Julia - 600181	1,270	1,270	1,270	1,270	1,270		$6,350
Kingsberry, Lula L. - 600182	527	527	527	527	527		$2,635
Lang, Frank L. - 600183	884	884	884	884	884		$4,420
Lawshe, Margaret - 600184	432	432	432	432	432		$2,160
Lewman, Idolene Edwards - 600185	336	336	336	336	336		$1,680
Lilienthal, B. L. - 600186	394	394	394	394	394		$1,970
Long, Sallie Griggs - 600187	595	595	595	595	595		$2,975
Macdougald, Louise Black - 600188	1,404	1,404	1,404	1,404	1,404		$7,020
Manassee, Julian - 600189	1,930	1,930	1,930	1,930	1,930		$9,650
Marsh, Achsah F. - 600190	3,706	3,706	3,706	3,706	3,706		$18,530
Mcdonell, Annie - 600191	930	930	930	930	930		$4,650
Mcdowell, Thomas - 600192	729	729	729	729	729		$3,645
Mckemie, W. S. - 600193	723	723	723	723	723		$3,615
Menko, Martin & Joel, D. F. - 600194	776	776	776	776	776		$3,880
Mitchell, Eugene M. - 600195	903	903	903	903	903		$4,515
Mitchell, Stephen & Anita - 600196	2,169	2,169	2,169	2,169	2,169		$10,845
Moore, Mary Courtney - 600197	2,632	2,632	2,632	2,632	2,632		$13,160
Morrison, Mary Margaret Knapp - 600198	1,117	1,117	1,117	1,117	1,117		$5,585
Parrott, Mary R. - 600199	1,466	1,466	1,466	1,466	1,466		$7,330
Picard, Lipman E. - 600200	899	899	899	899	899		$4,495
Powers, Cora V. - 600201	774	774	774	774	774		$3,870
Rich, David R. - 600202	686	686	686	686	686		$3,430
Roy, Dunbar - 600203	1,191	1,191	1,191	1,191	1,191		$5,955
Saltzman, Edna B. - 600204	2,131	2,131	2,131	2,131	2,131		$10,655
Schiff, Junius Fred - 600205	554	554	554	554	554		$2,770
Schindler, Eva - 600206	617	617	617	617	617		$3,085
Schoenthal, Bertha, Mrs. - 600207	396	396	396	396	396		$1,980
Scoville, L. W., Mrs. - 600208	407	407	407	407	407		$2,035
Selig, Jacob & Sophie - 600209	865	865	865	865	865		$4,325
Smillie, Harriet A. - 600210	1,671	1,671	1,671	1,671	1,671		$8,355
Smith, Rubie Hill - 600211	1,357	1,357	1,357	1,357	1,357		$6,785
Speer, Clara S. - 600212	288	288	288	288	288		$1,440
Starry, Fannie B. - 600213	1,392	1,392	1,392	1,392	1,392		$6,960
Strauss, Gabriel & Karlsruher, G. - 600214	1,004	1,004	1,004	1,004	1,004		$5,020

FY16 CAPITAL BUDGET STATUS
Trust

	FY16	FY17	FY18	FY19	FY20	Future	Total
Weiss, William - 600215	557	557	557	557	557		$2,785
Werner, Sr., E. A. - 600216	691	691	691	691	691		$3,455
West, A. J. - 600217	1,048	1,048	1,048	1,048	1,048		$5,240
Wilson, Ada Bell - 600218	477	477	477	477	477		$2,385
Wiseberg, Clara H. & Morris - 600219	26	26	26	26	26		$130
Wooley, Dora V. - 600220	748	748	748	748	748		$3,740
Wootten, Katherine H. - 600221	748	748	748	748	748		$3,738
Undist. Perp. Care Receipts - 600222	13,551	13,551	13,551	13,551	13,551		$67,754
Dunbar Neighborhood Center - 600224	466	466	466	466	466		$2,331
Athletics Operations - 600228	45,362	45,362	45,362	45,362	45,362		$226,810
Piedmont Tennis Court Operations - 600229	224,092	224,092	224,092	224,092	224,092		$1,120,462
Recreation Camps Operations - 600230	27,065	27,065	27,065	27,065	27,065		$135,325
Summer User Fees - 600231	127,707	127,707	127,707	127,707	127,707		$638,537
Youth Athletics Program - 600239	2,230,631	2,230,631	2,230,631	2,230,631	2,230,631		$11,153,156
Chastain Park Tennis Center Operations - 600240	294,176	294,176	294,176	294,176	294,176		$1,470,879
Bitsy Grant Tennis Center Pro - 600249	105,582	105,582	105,582	105,582	105,582		$527,908
Mcghee Tennis Center Pro - 600250	84,204	84,204	84,204	84,204	84,204		$421,018
Washington Park Tennis Center - 600261	66,004	66,004	66,004	66,004	66,004		$330,020
Recreation Program Activities - 600282	29,767	29,767	29,767	29,767	29,767		$148,833
Georgia Hill Neighborhood Center - 600291	5,460	5,460	5,460	5,460	5,460		$27,301
Employee Incentive Program - 600299	15,464	15,464	15,464	15,464	15,464		$77,319
Prc Adams Park Recreation Center - 600312	(10,729)	(10,729)	(10,729)	(10,729)	(10,729)		($53,647)
Prc Adamsville Recreation Center - 600313	(37,566)	(37,566)	(37,566)	(37,566)	(37,566)		($187,832)
Prc Ben Hill Recreation Center - 600316	(3,915)	(3,915)	(3,915)	(3,915)	(3,915)		($19,574)
Prc Bessie Branham Recreation Center - 600317	(11,145)	(11,145)	(11,145)	(11,145)	(11,145)		($55,724)
Prc Ca Scott Recreation Center - 600320	5,028	5,028	5,028	5,028	5,028		$25,140
Prc Central Park Recreation Center - 600321	(68,125)	(68,125)	(68,125)	(68,125)	(68,125)		($340,625)
Prc Coan Recreation Center - 600324	(17,305)	(17,305)	(17,305)	(17,305)	(17,305)		($86,526)
Prc Collier Recreation Center - 600325	(6,958)	(6,958)	(6,958)	(6,958)	(6,958)		($34,788)
Prc Grant Recreation Center - 600328	2,475	2,475	2,475	2,475	2,475		$12,375
Prc Grove Recreation Center - 600329	80,222	80,222	80,222	80,222	80,222		$401,110
Prc Jd Sims Recreation Center - 600330	1,025	1,025	1,025	1,025	1,025		$5,125
Prc Ml King Recreation Center - 600334	(21,174)	(21,174)	(21,174)	(21,174)	(21,174)		($105,870)
Prc Morningside Recreation Center - 600335	(2,498)	(2,498)	(2,498)	(2,498)	(2,498)		($12,491)
Prc Oakland Recreation Center - 600336	7,489	7,489	7,489	7,489	7,489		$37,447
Prc Perkerson Recreation Center - 600337	(8,857)	(8,857)	(8,857)	(8,857)	(8,857)		($44,284)
Prc Peacthree Hills Recreation Center - 600338	(14,016)	(14,016)	(14,016)	(14,016)	(14,016)		($70,082)
Prc Pittman Recreation Center - 600339	(26,071)	(26,071)	(26,071)	(26,071)	(26,071)		($130,357)
Prc Rosel Fann Recreation Center - 600341	(49,045)	(49,045)	(49,045)	(49,045)	(49,045)		($245,224)
Prc Thomasville Recreation Center - 600342	2,902	2,902	2,902	2,902	2,902		$14,511
Prc Zaban Recreation Center - 600343	5,543	5,543	5,543	5,543	5,543		$27,713
Dunbar Rec Center Afterschool Prog 2009 - 600344	29,430	29,430	29,430	29,430	29,430		$147,149
Jazz Festival - 600346	8,188	8,188	8,188	8,188	8,188		$40,940
Cultural Affairs-General - 600349	45,317	45,317	45,317	45,317	45,317		$226,586
Non Res. Golfers- Summer Programs - 600354	127,147	127,147	127,147	127,147	127,147		$635,736
Summer Program - 600355	105,611	105,611	105,611	105,611	105,611		$528,057

FY16 CAPITAL BUDGET STATUS
Trust

	FY16	FY17	FY18	FY19	FY20	Future	Total
Ground & Site Improvements - 600359	674,292	674,292	674,292	674,292	674,292		$3,371,459
Citywide Park Furniture - 600363	222,791	222,791	222,791	222,791	222,791		$1,113,957
Candler Park - 600364	1,000	1,000	1,000	1,000	1,000		$5,000
Oakland Cemetary - 600365	182,986	182,986	182,986	182,986	182,986		$914,930
Chastain Amphitheater Sound - 600367	2,913	2,913	2,913	2,913	2,913		$14,566
Piedmont Park Arts Festival - 600370	93,455	93,455	93,455	93,455	93,455		$467,275
Cyclorama Improvements - 600371	7,072	7,072	7,072	7,072	7,072		$35,361
Chastain Amphitheater Park Improv - 600372	1,747,732	1,747,732	1,747,732	1,747,732	1,747,732		$8,738,661
Southbend Cultural Center Operations - 600382	2,042	2,042	2,042	2,042	2,042		$10,209
Centers Of Hope - 600384	867,703	867,703	867,703	867,703	867,703		$4,338,517
Apd Sos Special Event Trust Account - 600393	1,075,883	1,075,883	1,075,883	1,075,883	1,075,883		$5,379,415
Salary Surcharge & Security - 600394	108,252	108,252	108,252	108,252	108,252		$541,259
Sub-Total	$10,483,086	$10,483,086	$10,483,086	$10,483,086	$10,483,086		$52,415,430
Department Of Watershed Management							
Default - 000000	49,707	49,707	49,707	49,707	49,707		$248,537
Greenway Acquisition Project - 101760	5,419	5,419	5,419	5,419	5,419		$27,095
Englewood - 600105	6,498	6,498	6,498	6,498	6,498		$32,492
R.M. Clayton W.P.C. - 600107	8,069	8,069	8,069	8,069	8,069		$40,345
Utoy Creek - 600109	3,209	3,209	3,209	3,209	3,209		$16,043
Drinking Water-Vending Machines - 600112	27,048	27,048	27,048	27,048	27,048		$135,240
Erosion & Sedimentation Control Fee - 600271	131,214	131,214	131,214	131,214	131,214		$656,070
72 Marietta St-Vending Machines - 600398	1,039	1,039	1,039	1,039	1,039		$5,197
Care & Conserve Trust Fund - 600308	1,595,979	1,595,979	1,595,979	1,595,979	1,595,979		$7,979,894
Sub-Total	$1,828,182	$1,828,182	$1,828,182	$1,828,182	$1,828,182		$9,140,912
Judicial Agencies							
Jail Fund Administration & Construction - 200769	255	255	255	255	255		$1,277
Atlanta Community Court Foundation - 600124	12,366	12,366	12,366	12,366	12,366		$61,828
Victim & Witness Penalty, Tc - 600302	363,063	363,063	363,063	363,063	363,063		$1,815,314
Victim & Witness Penalty, Mc - 600303	55,649	55,649	55,649	55,649	55,649		$278,246
State Of Ga-Brain And Spinal Injury - 600304	(18,236)	(18,236)	(18,236)	(18,236)	(18,236)		($91,179)
Victim & Witness Penalty, County (5%) - 600305	12,520	12,520	12,520	12,520	12,520		$62,600
Sub-Total	$425,617	$425,617	$425,617	$425,617	$425,617		$2,128,087
Non-Departmental							
Default - 000000	331,339	331,339	331,339	331,339	331,339		$1,656,697
Elected Official Compensation Commission - 600100	13,844	13,844	13,844	13,844	13,844		$69,220
94 Flood Victims Relief Fund - 600272	3,549	3,549	3,549	3,549	3,549		$17,745
Electronic Legislative Management System - 600387	120,866	120,866	120,866	120,866	120,866		$604,329
Sub-Total	$469,598	$469,598	$469,598	$469,598	$469,598		$2,347,991
Department Of Human Resources							
Default - 000000	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)		($25,000)
City-Wide Training Program - 600232	78,998	78,998	78,998	78,998	78,998		$394,990
Sub-Total	$73,998	$73,998	$73,998	$73,998	$73,998		$369,990
Department Of Fire Services							
Default - 000000	9,596	9,596	9,596	9,596	9,596		$47,980
City'S Health And Wellness Center - 202397	4,368	4,368	4,368	4,368	4,368		$21,841
Fire Safety Education Program - 202845	1,353	1,353	1,353	1,353	1,353		$6,763

FY16 CAPITAL BUDGET STATUS
Trust

	FY16	FY17	FY18	FY19	FY20	Future	Total
Atlanta Smoke Alarm Program (Asap) - 600007	1,487	1,487	1,487	1,487	1,487		$7,434
Tree Removal Protection - 600013	1,000	1,000	1,000	1,000	1,000		$5,000
Emergency Response - 600096	(10,678)	(10,678)	(10,678)	(10,678)	(10,678)		($53,388)
Fire Headquarters Vending Machines - 600110	10,046	10,046	10,046	10,046	10,046		$50,230
Fire Fighters' Banquet - 600258	1,130	1,130	1,130	1,130	1,130		$5,652
Training & Gen Operating Enhancements - 600263	2,718	2,718	2,718	2,718	2,718		$13,589
Fire Dept Facility Relocation - 600274	1,768	1,768	1,768	1,768	1,768		$8,840
Donations-Recognition Fire Pers/Citizens - 600275	13,542	13,542	13,542	13,542	13,541		$67,708
Fire Dept. Costs Recovery Training Pgms - 600281	12,359	12,359	12,359	12,359	12,359		$61,795
Firefighting Equipment - 600392	20,279	20,279	20,279	20,279	20,279		$101,395
Sub-Total	$68,968	$68,968	$68,968	$68,968	$68,967		$344,838
Department Of Police Services							
Default - 000000	189,541	189,541	189,541	189,541	189,541		$947,703
Piedmont Park Restaurant - 600023	280	280	280	280	280		$1,400
Summer User Fees - 600231	(570)	(570)	(570)	(570)	(570)		($2,850)
Federal-Rico - 600234	4,178,179	5,428,179	5,428,179	5,428,179	5,428,117		$25,890,835
Drug Reward Program - 600235	8,096	8,096	8,096	8,096	8,096		$40,482
Zone 3 Mini Precinct - 600238	5,427	5,427	5,427	5,427	5,427		$27,133
Poor & Homeless Assistance Program - 600243	2,374	2,374	2,374	2,374	2,374		$11,870
Bricola W. Coleman Reward Fund - 600247	1,506	1,506	1,506	1,506	1,506		$7,530
Police Department Capital Acquisitions - 600253	2,636	2,636	2,636	2,636	2,636		$13,181
Police Department Management Retreat - 600254	4,589	4,589	4,589	4,589	4,589		$22,944
Bicycle Patrol Program - 600267	8,746	8,746	8,746	8,746	8,746		$43,730
Atlanta Police Athletic League - 600269	112,792	112,792	112,792	112,792	112,792		$563,959
Attack On America: 09/11/2001 - 600289	5,824	5,824	5,824	5,824	5,824		$29,121
R.I.C.O.-State - 600369	3,140,056	3,140,056	3,140,056	3,140,056	3,140,056		$15,700,281
Federal-Rico-Treasury - 600373	2,957,603	2,957,603	2,957,603	2,957,603	2,957,603		$14,788,014
Apd Sos Special Event Trust Account - 600393	32,462	32,462	32,462	32,462	32,462		$162,310
Sub-Total	$10,649,541	$11,899,541	$11,899,541	$11,899,541	$11,899,479		$58,247,643
Dept Of Planning & Community Development							
Default - 000000	(453,218)	(453,218)	(453,218)	(453,218)	(453,218)		($2,266,091)
Municicpal Market Parking, Cd-75 - 100153	26,064	26,064	26,064	26,064	26,064		$130,320
Recovering Substance Abusers' Program - 200952	2,424	2,424	2,424	2,424	2,424		$12,120
Housing Rehab/Seniors & Low Income Indiv - 201591	1,934	1,934	1,934	1,934	1,934		$9,671
Atlantic Station Wkforce Dev Partnership - 202877	19,049	19,049	19,049	19,049	19,049		$95,247
User Fee - 600001	586,304	586,304	586,304	586,304	586,304		$2,931,519
Pedestrian Safety Campaign - 600011	2,800	2,800	2,800	2,800	2,800		$14,000
Tree Removal Protection - 600013	7,844,898	7,844,898	7,844,898	7,844,898	7,844,898		$39,224,492
Streetscape Improv. & Maintenance Prog. - 600031	285,521	285,521	285,521	285,521	285,521		$1,427,605
Liveable Communities Initiative (Lci) - 600034	3,389	3,389	3,389	3,389	3,389		$16,943
Awda'S Cyber Center - 600094	21,859	21,859	21,859	21,859	21,859		$109,295
Council District 9 Sidewalk Waiver - 600116	98,776	98,776	98,776	98,776	98,776		$493,880
Council District 7 Sidewalk Waiver - 600117	132,599	132,599	132,599	132,599	132,599		$662,995
Council District 1 Sidewalk Waiver - 600118	34,743	34,743	34,743	34,743	34,743		$173,716
Council District 5 Sidewalk Waiver - 600119	23,366	23,366	23,366	23,366	23,366		$116,832
Council District 11 Sidewalk Waiver - 600120	49,174	49,174	49,174	49,174	49,174		$245,870

FY16 CAPITAL BUDGET STATUS
Trust

	FY16	FY17	FY18	FY19	FY20	Future	Total
Council District 10 Sidewalk Waiver - 600121	3,689	3,689	3,689	3,689	3,689		$18,446
Council District 8 Sidewalk Waiver - 600122	315,890	315,890	315,890	315,890	315,890		$1,579,448
Mayor'S Youth Program - 600306	227,213	227,213	227,213	227,213	227,213		$1,136,065
Edu. Outreach/Tree Removal - 600307	464,118	364,118	264,118	264,118	264,118		$1,620,589
Ground & Site Improvements - 600359	(314)	(314)	(314)	(314)	(314)		($1,569)
Bus Shelter - 600374	(124,468)	(124,468)	(124,468)	(124,468)	(124,468)		($622,342)
Technology Surcharge - 600375	1,501,487	1,501,487	1,501,487	1,501,487	1,501,487		$7,507,434
Sub-Total	$11,067,297	$10,967,297	$10,867,297	$10,867,297	$10,867,297		$54,636,486
Total City Wide	$50,311,747	$51,111,747	$50,661,747	$48,711,747	$49,111,684		$249,908,670


RESURGENS
1847
1865
ATLANTA GA

DEBT MANAGEMENT

DEBT OVERVIEW

GENERAL FUND & OTHER

DEPARTMENT OF AVIATION

DEPARTMENT OF WATERSHED MANAGEMENT

GENERAL OBLIGATION

TAX ALLOCATION DISTRICTS

LEGAL DEBT LIMITS

MUNICIPAL BOND RATINGS

ADOPTED BUDGET
FY 2016


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

BOND TYPE	CREDIT RATING		
	Moody's	**Standard & Poor's**	**Fitch**
General Obligation Bonds *Underlying Rating*	Aa2	AA	NR
Water and Wastewater Revenue Bonds *Underlying Rating*	Aa3	AA-	A+
Hartsfield - Jackson International Airport Revenue Bonds Senior Lien /GARBS *Underlying Rating*	Aa3	A+	A+
Hartsfield - Jackson International Airport Revenue Bonds Sub-ordinate Lien PFC *Underlying Rating*	A1	A+	A+
Hartsfield - Jackson International Airport Revenue Bonds Senior Lien CFC *Underlying Rating*	A3	A-	A-
Atlanta Development Authority *Underlying Rating*	A2	AA	NR
Downtown Development Authority *Underlying Rating*	Aa2	AA	NR
Solid Waste Management Authority *Underlying Rating*	Aa2	AA	NR
Atlanta Fulton County Recreational Authority *Underlying Rating*	Aa2	AA	NR
Atlanta Urban Residential Finance Authority *Underlying Rating*	Aa2	AA	NR
Tax Allocation Districts *Underlying Rating*	Baa3	BBB	NR

CITY OF ATLANTA – TOTAL OUTSTANDING DEBT PORTFOLIO

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 & Other:

The City has issued various bonds that are supported by the General Fund. The General Fund supports various capital improvement projects, leasing of equipment (i.e. police cars, dump trucks, garbage trucks and fire trucks). The General Fund also supports the debt payments for the public safety and traffic court buildings. The total outstanding debt for the General Fund Bonds is $322.6 million as of July 1, 2015.

Aviation Fund:

The Department of Aviation is responsible for operating Hartsfield-Jackson Atlanta International Airport for the City of Atlanta. This department 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, the department uses 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 $2.8 billion as of July 1, 2015.

Water & Wastewater Fund:

The Department of Watershed Management (the "Department" or "DWM") was created in 2002. It is dedicated to the provision and management of clean water, wastewater and storm water systems, and water pollution control services. These services are used by 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 $3.0 billion as of July 1, 2015.

General Obligation Fund:

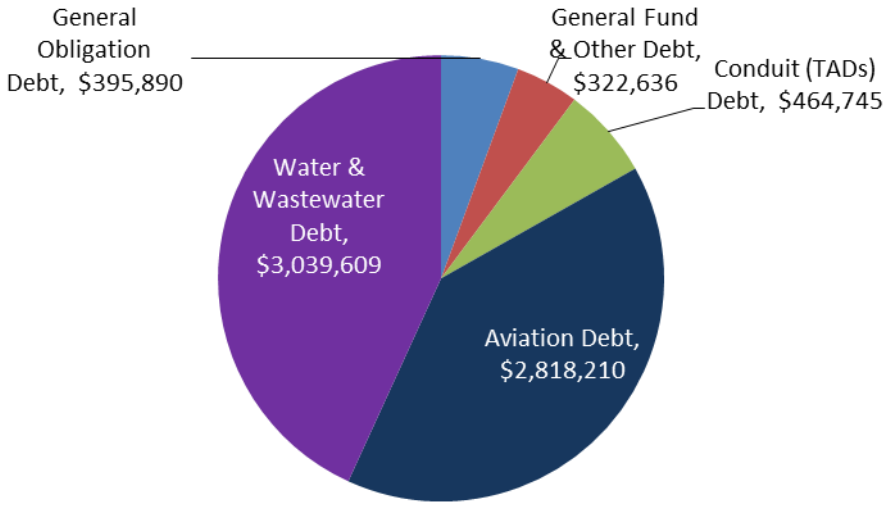
The City is authorized by the State of Georgia to issue annual General Obligation Bonds in the amount of $8,000,000 without a voter referendum for various public purpose capital improvements. Proceeds from these bonds, whenever issued, are shared equally between the City and the Atlanta Public Schools. 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 make the principal and interest payments that become due. The total outstanding debt for the General Obligation Bonds is $395.9 million as of July 1, 2015.

Tax Allocation District Fund:

The City has issued Tax Allocation District (TAD) bonds in accordance with Federal Tax Law which allows for state and local governments to issue tax-exempt securities on behalf of nonprofit corporations exempt from taxes under Section 501 (c)(3) of the Internal Revenue Service Code. There are ten (10) tax districts however, only six (6) are active (Atlantic Station, Beltline, Eastside, Perry Bolton, Princeton Lakes and Westside). The tax revenues from each active TAD district is pledged against the bonds that the district issues. For fiscal year 2016, the City will have fifteen (15) TAD bonds outstanding with a total value of $464.7 million.

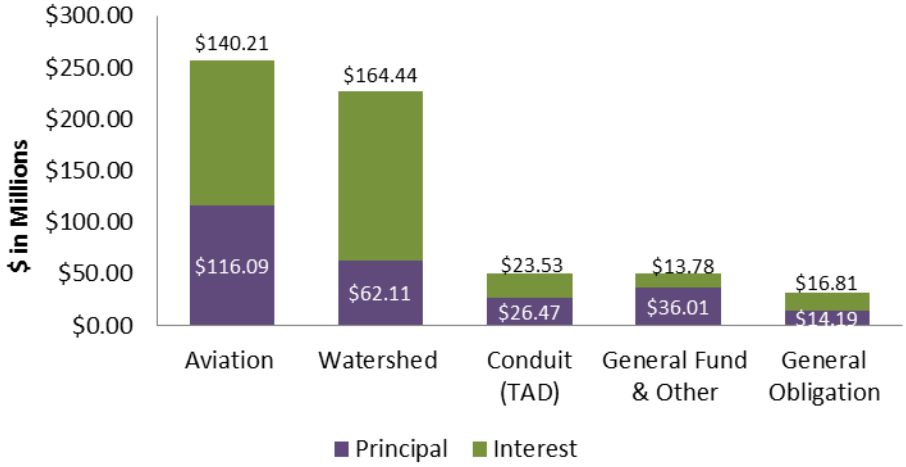
FY16 TOTAL OUTSTANDING DEBT

At the start of fiscal year 2016 (July 1, 2015) the City of Atlanta's debt outstanding will be $7.0 billion. Total debt will consist of $1.18 billion in General Obligation and other debt (General Fund, Loans, leases, Inter-governmental agreements, TADs); $2.82 billion in Aviation Revenue Bonds; and $3.0 billion in Water and Wastewater Revenue Bonds and other obligations.



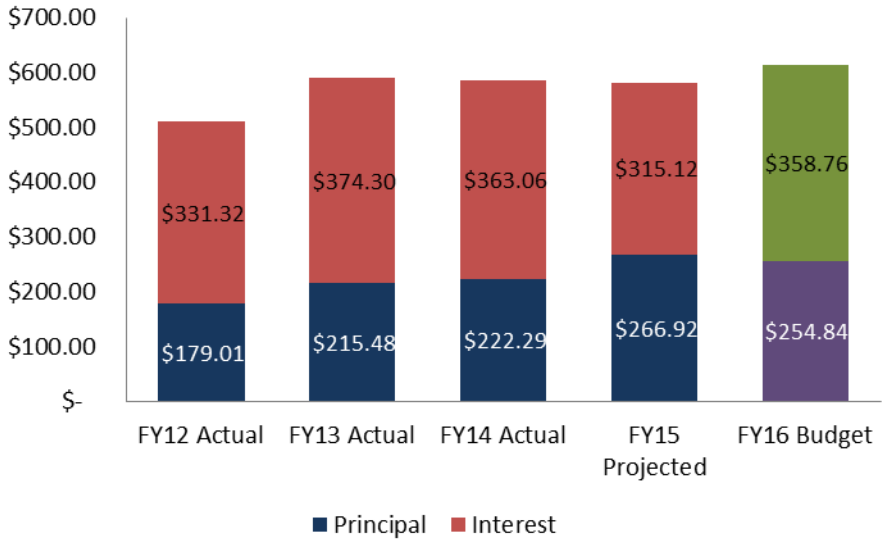
FY16 PRINCIPAL& INTEREST PAYMENTS (BY CATEGORY)

It is expected that in fiscal year 2016, $49.8 million of General and Other fund, $256.3 million of Aviation Fund, $226.5 million of Water and Wastewater Fund, $31.0 million of General Obligation Fund, and $50 million of TAD Fund receipts will be used to make debt service payments.



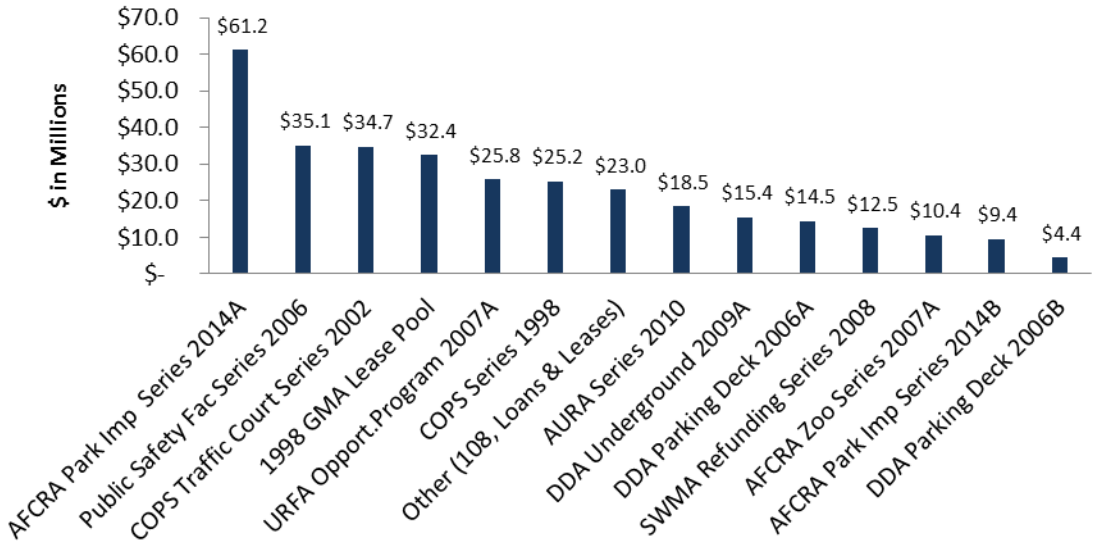
HISTORICAL EXPENSES & FY16 OUTLOOK

Between FY12 and FY15 ending June 30, 2015, the City will have made $2.26 billion in payments to service its debt obligations. $883.7 million of this total was for principal and $1.38 billion for interest payments. During fiscal year 2016, the City will make approximately $613.6 million in debt service payments; $254.8 million for principal and $358.8 million in interest payments, respectively.



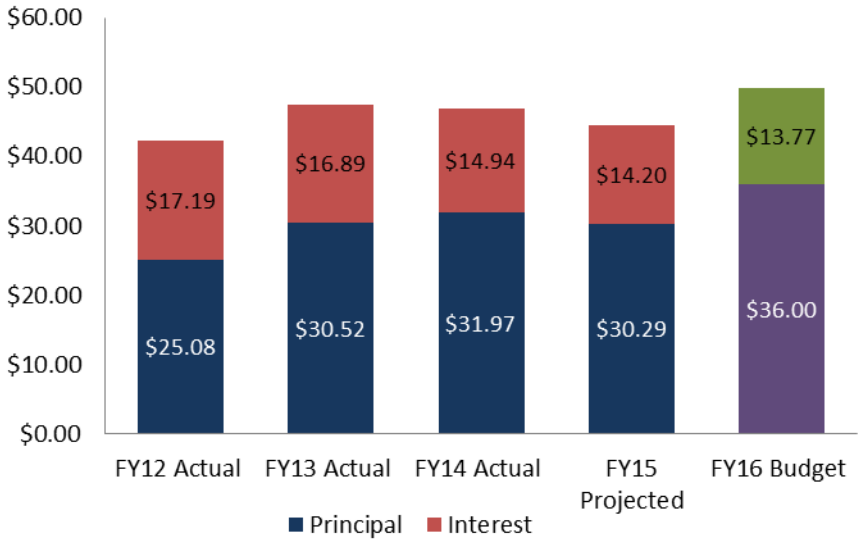
GENERAL FUND – TOTAL OUTSTANDING DEBT (JULY1, 2015)

The General Fund debt obligation of the City consists of various bonds issued for various purposes. For the fiscal year 2016, $322.6 million will be outstanding.



PRINCIPAL AND INTEREST PAYMENTS (FY2012 – FY2016)

During 2016 it is expected that the City will make approximately $49.8 million in payments to service outstanding General Fund and Other obligations. $36.0 million will be spent on principal and $13.8 million on interest payments.



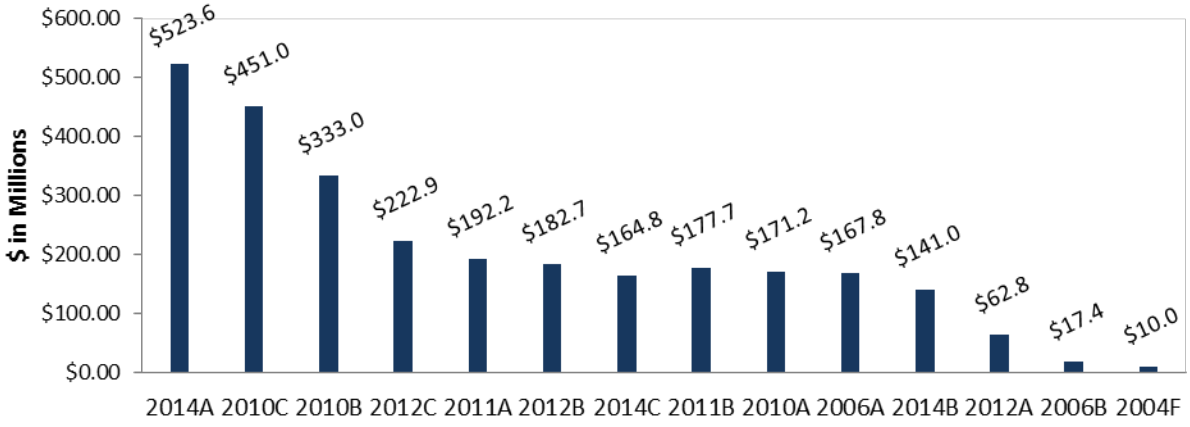
General Fund & other Debt Amortization schedule

Period Ending	Principal	Interest	Debt Service
6/30/2016	36,009,022	13,775,640	49,784,662
6/30/2017	37,365,087	12,167,753	49,532,841
6/30/2018	29,283,574	10,737,860	40,021,434
6/30/2019	20,326,906	9,599,367	29,926,273
6/30/2020	19,171,606	8,671,281	27,842,887
6/30/2021	17,865,000	7,769,475	25,634,475
6/30/2022	16,979,400	6,910,324	23,889,724
6/30/2023	17,802,248	6,037,669	23,839,917
6/30/2024	17,088,660	5,147,550	22,236,210
6/30/2025	14,445,388	4,331,367	18,776,755
6/30/2026	15,167,420	3,561,628	18,729,048
6/30/2027	15,924,239	2,753,360	18,677,600
6/30/2028	28,602,640	2,105,423	30,708,062
6/30/2029	4,580,000	1,712,120	6,292,120
6/30/2030	4,810,000	1,478,353	6,288,353
6/30/2031	5,050,000	1,232,880	6,282,880
6/30/2032	5,305,000	975,078	6,280,078
6/30/2033	3,915,000	745,125	4,660,125
6/30/2034	4,105,000	544,625	4,649,625
6/30/2035	4,310,000	334,250	4,644,250
6/30/2036	4,530,000	113,250	4,643,250
	322,636,189	100,704,378	423,340,568

DEPARTMENT OF AVIATION

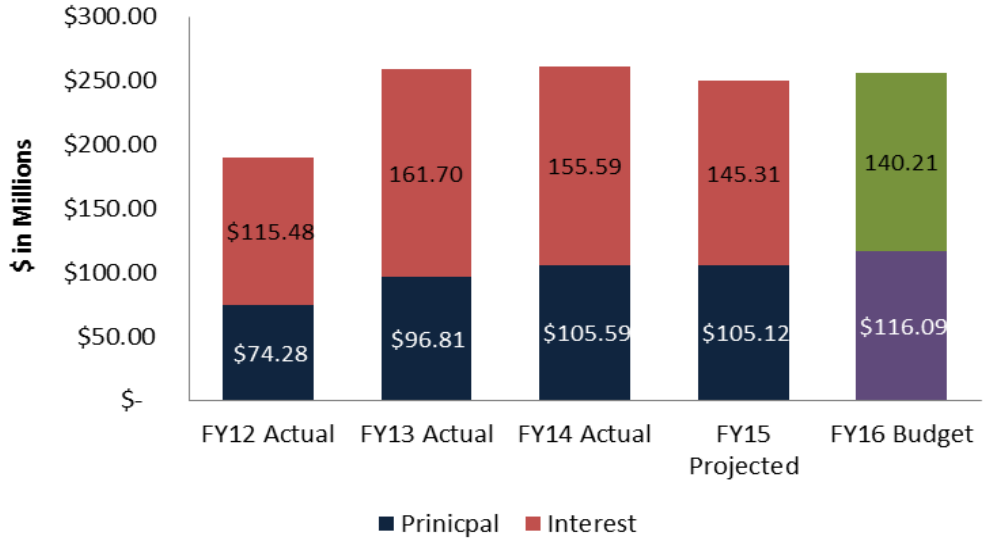
DEPARTMENT OF AVIATION – TOTAL OUTSTANDING DEBT (JULY 1, 2015)

For fiscal year 2016, the Department of Aviation is expected to have $2.8 billion in outstanding long term debt that consists of General Airport Revenue Bonds (GARB), Passenger Facility Charge Revenue Bonds (PFC) and Customer Facility Charge Revenue Bonds (CFC). These bonds were issued as Senior Lien or Subordinate Lien Debt with Alternative Minimum Tax (AMT) and or Non-Alternative Minimum Tax (Non-AMT) treatment.



PRINCIPAL AND INTEREST PAYMENTS (FY2012 – FY2016)

During fiscal year 2016 it is expected that $256.3 million in GARB, PFC, and CFC revenues will be used to service the outstanding debt; $116.1 for principal and $140.2 in interest.

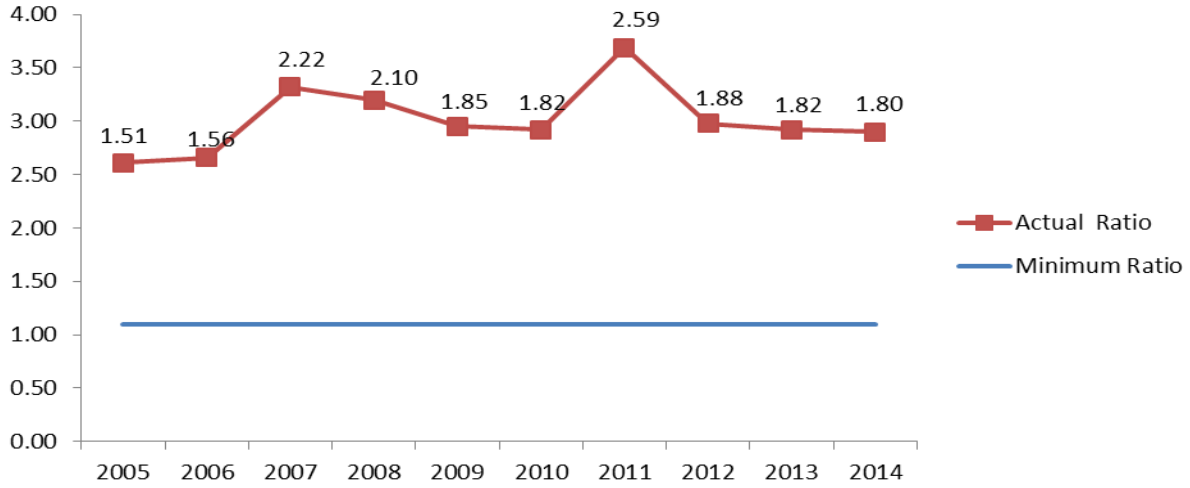


DEPARTMENT OF AVIATION REVENUE BOND COVERAGE (IN THOUSANDS)

Ending Period	Operating Revenue	Operating Expenses	Net Revenue	Principal Payments	Interest Payments	SWAP/LOC Payments	Total Payments	Coverage Ratio
2005	305,484	148,728	156,756	33,935	64,167	5,470	103,572	1.51
2006	152,601	74,353	78,248	26,253	23,727	334	50,314	1.56
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	165,995	238,729	42,502	67,392	19,187	129,081	1.85
2010	414,898	184,275	230,623	53,061	70,104	3,670	126,835	1.82
2011	416,748	169,799	246,949	38,395	52,665	4,293	95,353	2.59
2012	407,094	186,808	220,286	55,310	57,206	4,549	117,065	1.88
2013	497,165	211,196	285,969	66,215	86,268	4,754	157,237	1.82
2014	509,891	224,276	285,615	73,465	85,470	-	158,935	1.80

*Data Source – FY14 City of Atlanta Comprehensive Annual Financial Report (CAFR)

Coverage Ratio Performance



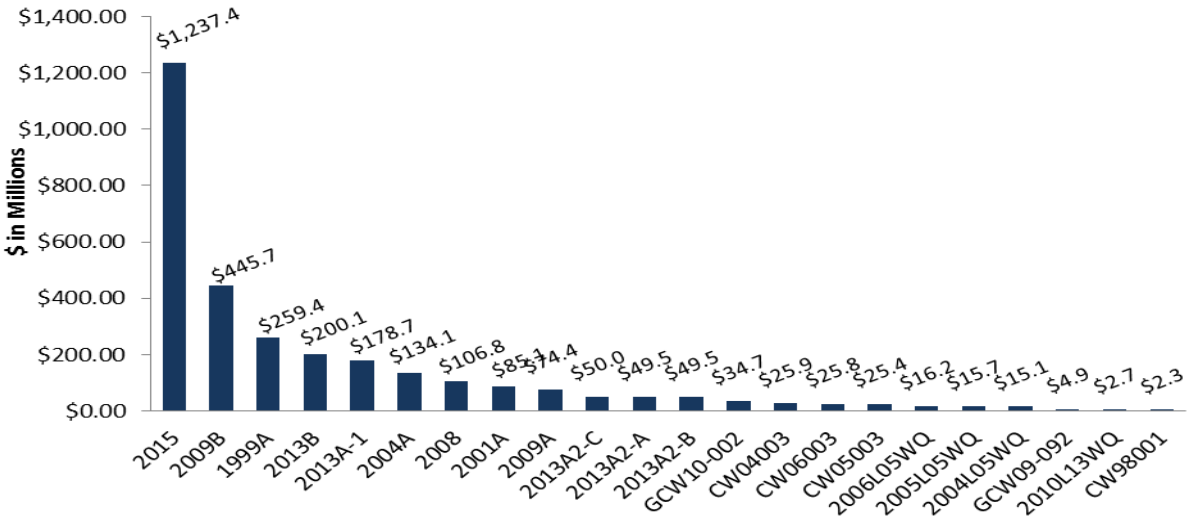
*Minimum coverage ratio per DOA Master Bond Ordinance is 1.10

DEPARTMENT OF AVIATION DEBT AMORTIZATION SCHEDULE

Period Ending	Principal	Interest	Debt Service
6/30/2016	116,085,000	140,207,953	256,292,953
6/30/2017	121,480,000	134,390,340	255,870,340
6/30/2018	127,675,000	128,186,747	255,861,747
6/30/2019	134,710,000	121,620,077	256,330,077
6/30/2020	136,490,000	114,814,917	251,304,917
6/30/2021	143,485,000	107,779,159	251,264,159
6/30/2022	121,110,000	101,008,465	222,118,465
6/30/2023	127,550,000	94,516,170	222,066,170
6/30/2024	133,755,000	87,664,758	221,419,758
6/30/2025	140,785,000	80,573,231	221,358,231
6/30/2026	148,130,000	73,159,945	221,289,945
6/30/2027	161,225,000	65,132,242	226,357,242
6/30/2028	169,695,000	56,547,957	226,242,957
6/30/2029	178,045,000	47,522,750	225,567,750
6/30/2030	180,940,000	38,240,327	219,180,327
6/30/2031	120,020,000	30,510,082	150,530,082
6/30/2032	108,115,000	24,789,412	132,904,412
6/30/2033	114,715,000	19,414,842	134,129,842
6/30/2034	64,200,000	15,085,200	79,285,200
6/30/2035	30,785,000	12,715,072	43,500,072
6/30/2036	32,350,000	11,143,200	43,493,200
6/30/2037	34,005,000	9,490,150	43,495,150
6/30/2038	35,745,000	7,749,375	43,494,375
6/30/2039	37,575,000	5,916,375	43,491,375
6/30/2040	39,510,000	3,989,250	43,499,250
6/30/2041	29,265,000	2,269,875	31,534,875
6/30/2042	30,765,000	769,125	31,534,125
	2,818,210,000	1,535,206,996	4,353,416,996

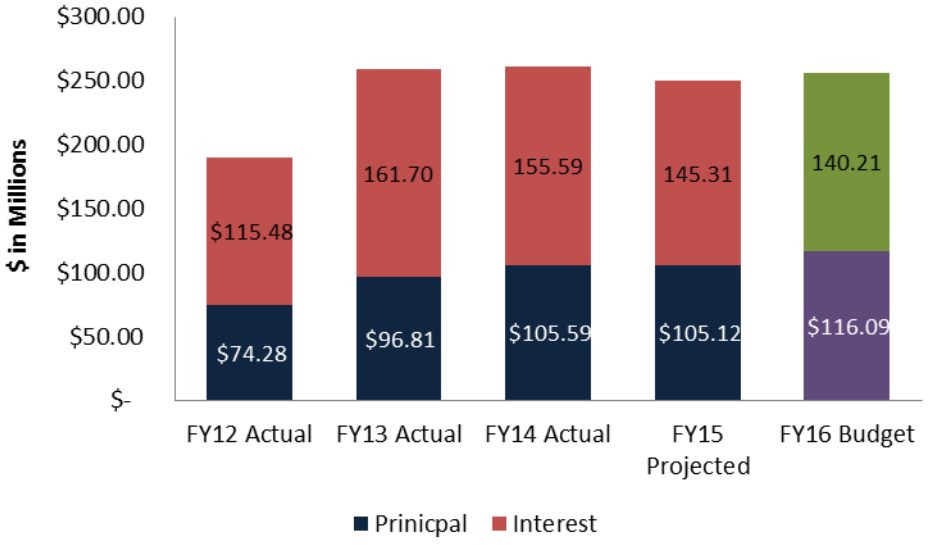
DEPARTMENT OF WATERSHED MANAGEMENT - TOTAL OUTSTANDING DEBT (JULY 1, 2015)

For fiscal year 2016, the Department of Watershed Management's outstanding debt will be $3.04 billion of long-term debt outstanding which consists of $2.9 billion of senior lien debt and $168.8 million of subordinate lien debt (GEFA).



PRINCIPAL AND INTEREST PAYMENTS (FY2012 – FY2016)

During 2016, it is expected that the City will pay approximately $224 million to service the Department's current outstanding debt. $62.1 million will be spent on principal and $162.0 million on interest payments.

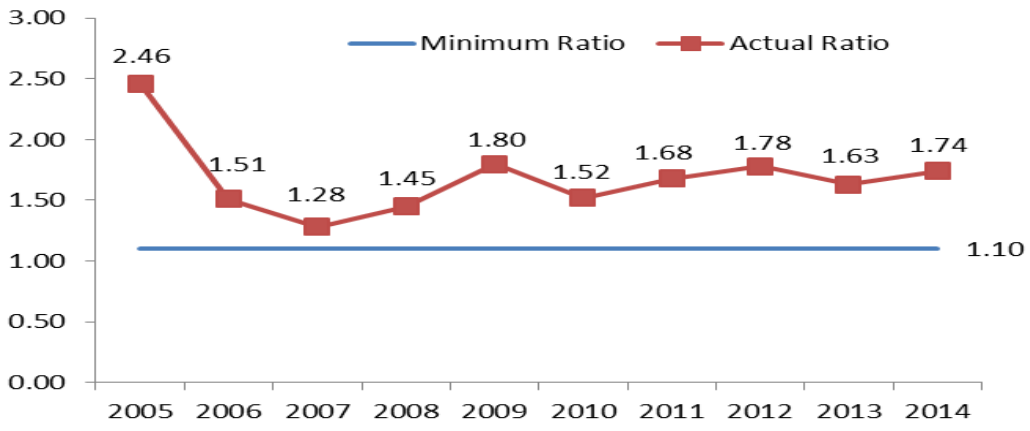


WATERSHED MANAGEMENT REVENUE BOND COVERAGE
(IN THOUSANDS)

Ending Period	Operating Revenue	Operating Expenses	Net Revenue	Principal Payment	Interest Payment	Total Payments	Coverage Ratio
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	511,667	206,186	305,481	28,980	172,074	201,054	1.52
2011	561,485	191,816	369,669	38,370	182,157	220,527	1.68
2012	596,680	192,177	404,503	46,085	180,893	226,978	1.78
2013	576,474	205,520	370,954	48,425	178,763	227,188	1.63
2014	575,656	210,265	365,391	51,370	158,893	210,263	1.74

**Data Source - City of Atlanta Comprehensive Annual Financial Report FY14 CAFR*

Coverage Ratio Performance



*Minimum coverage ratio per DOA Master Bond Ordinance is 1.10

DEPARTMENT OF WATERSHED MANAGEMENT DEBT AMORTIZATION SCHEDULE

Period Ending	Principal	Interest	Debt Service
6/30/2016	62,108,113	164,435,166	226,543,279
6/30/2017	66,109,254	134,832,167	200,941,421
6/30/2018	69,836,804	131,433,153	201,269,957
6/30/2019	73,240,982	127,752,881	200,993,863
6/30/2020	77,492,015	123,816,764	201,308,778
6/30/2021	81,290,140	119,708,765	200,998,905
6/30/2022	85,530,591	115,514,178	201,044,769
6/30/2023	90,213,628	111,100,354	201,313,982
6/30/2024	92,037,561	106,785,497	198,823,058
6/30/2025	96,942,350	102,531,929	199,474,279
6/30/2026	103,169,686	98,000,413	201,170,099
6/30/2027	122,468,765	92,998,772	215,467,537
6/30/2028	139,327,799	87,194,235	226,522,033
6/30/2029	116,355,648	81,521,790	197,877,438
6/30/2030	122,716,553	76,029,579	198,746,132
6/30/2031	117,113,653	70,542,472	187,656,125
6/30/2032	119,537,176	65,271,807	184,808,984
6/30/2033	125,450,427	59,890,238	185,340,665
6/30/2034	142,305,946	54,001,745	196,307,691
6/30/2035	136,061,360	47,858,793	183,920,153
6/30/2036	141,024,674	41,747,589	182,772,264
6/30/2037	147,609,497	35,312,275	182,921,772
6/30/2038	154,581,135	28,580,362	183,161,497
6/30/2039	162,385,000	21,501,677	183,886,677
6/30/2040	173,755,000	13,704,999	187,459,999
6/30/2041	68,085,000	8,150,617	76,235,617
6/30/2042	79,205,000	5,151,264	84,356,264
6/30/2043	35,935,000	2,784,375	38,719,375
6/30/2044	37,720,000	943,000	38,663,000
	3,039,608,758	2,129,096,857	5,168,705,615

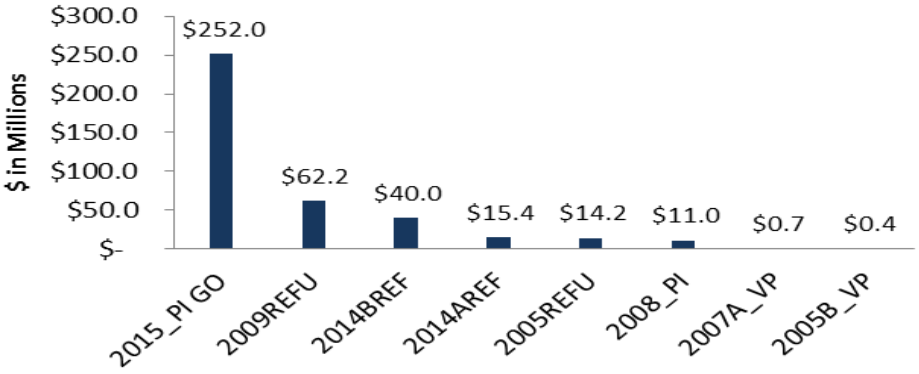
GENERAL OBLIGATION

GENERAL OBLIGATION - TOTAL OUTSTANDING DEBT (JULY 1, 2015)

The City's General Obligation (G.O) Public Improvement bonds are issued to finance capital improvement projects throughout the City for the benefit of residents. Projects financed with G.O. issued bonds include sidewalk installations, facility improvements, bridges, roads, streets improvements, and streetscape.

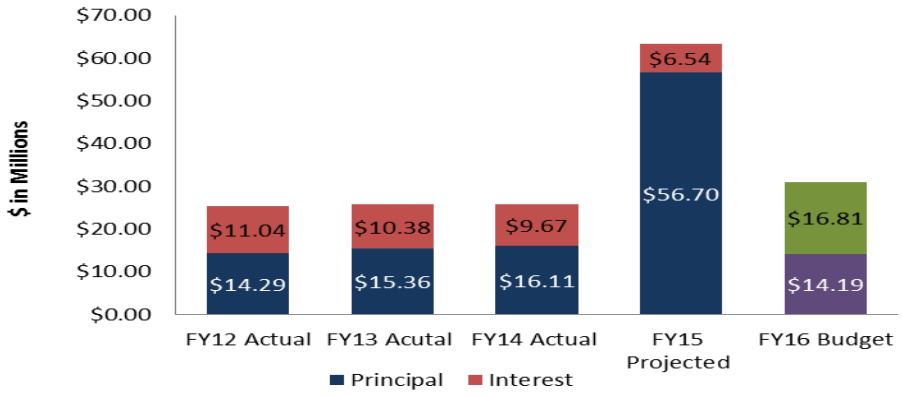
Under State of Georgia Law, the City is permitted to issue $8.0 million in annual General Obligation bonds without a voter referendum. As a requirement, the proceeds from any annual GO bond issuance are to be evenly distributed between the City and Atlanta Public Schools. Since 2007, the City has not exercised this state option to issue G.O. bonds.

At the beginning of fiscal year 2016, the City is budgeted to have eight (8) General Obligation bonds outstanding totaling $395.9 million.



PRINCIPAL AND INTEREST PAYMENTS (FY2012 – FY2016)

During fiscal year 2016, the City will pay approximately $31.0 million to service outstanding General Obligation debt. $14.2 million will be spent on principal and $16.8 million on interest payments.



**The City defeased $39.7 million in outstanding bonds in FY2015*

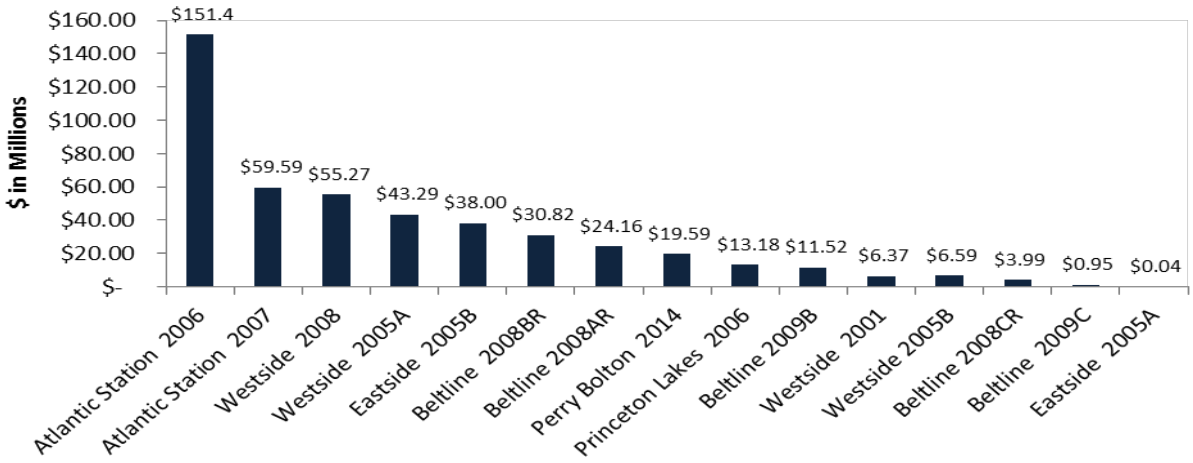
GENERAL OBLIGATION DEBT AMORTIZATION SCHEDULE

Period Ending	Principal	Interest	Debt Service
6/30/2016	14,185,000	16,813,039	30,998,039
6/30/2017	14,400,000	16,994,014	31,394,014
6/30/2018	24,545,000	16,227,528	40,772,528
6/30/2019	26,015,000	15,259,345	41,274,345
6/30/2020	27,695,000	14,185,287	41,880,287
6/30/2021	29,215,000	12,986,827	42,201,827
6/30/2022	26,465,000	11,765,562	38,230,562
6/30/2023	23,975,000	10,636,980	34,611,980
6/30/2024	25,840,000	9,448,095	35,288,095
6/30/2025	14,275,000	8,460,673	22,735,673
6/30/2026	14,720,000	7,769,116	22,489,116
6/30/2027	14,560,000	7,061,397	21,621,397
6/30/2028	14,595,000	6,341,200	20,936,200
6/30/2029	15,345,000	5,631,063	20,976,063
6/30/2030	16,130,000	4,922,875	21,052,875
6/30/2031	16,955,000	4,178,463	21,133,463
6/30/2032	17,825,000	3,351,350	21,176,350
6/30/2033	18,740,000	2,437,225	21,177,225
6/30/2034	19,700,000	1,476,225	21,176,225
6/30/2035	20,710,000	491,863	21,201,863
	395,890,000	176,438,124.44	572,328,124

TAX ALLOCATION DISTRICTS (TADS)

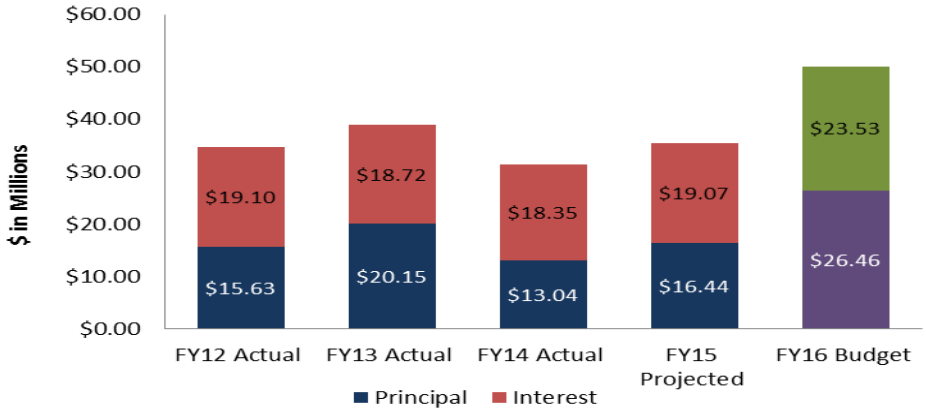
TADs - TOTAL OUTSTANDING DEBT (JULY 1, 2015)

The City has issued bonds to fund various Capital Improvement Projects (CIP) specially designated tax districts. There are ten (10) tax districts and six (6) of the ten (10) districts are active which include Atlantic Station, Beltline, Eastside, Perry Bolton, 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 2016, the City will have fifteen (15) TAD bonds outstanding with a total value of $464.7 million.



PRINCIPAL AND INTEREST PAYMENTS (FY2011 – FY2016)

During fiscal year 2016, the City will pay approximately $50 million to service the TAD obligations of the City. $26.5 million will be spent on principal and $23.5 million on interest payments.



TAX ALLOCATION DISTRICTS (TADS) DEBT AMORTIZATION SCHEDULE

Period Ending	Principal	Interest	Debt Service
6/30/2016	26,465,000	23,534,696	49,999,696
6/30/2017	27,710,000	22,170,043	49,880,043
6/30/2018	28,980,000	20,767,738	49,747,738
6/30/2019	30,295,000	19,321,705	49,616,705
6/30/2020	31,650,000	17,801,431	49,451,431
6/30/2021	33,890,000	16,151,231	50,041,231
6/30/2022	34,820,000	14,391,048	49,211,048
6/30/2023	37,245,000	12,534,591	49,779,591
6/30/2024	41,650,000	10,461,818	52,111,818
6/30/2025	68,450,000	7,661,211	76,111,211
6/30/2026	12,610,000	5,570,944	18,180,944
6/30/2027	13,370,000	4,842,660	18,212,660
6/30/2028	14,155,000	4,065,687	18,220,687
6/30/2029	15,015,000	3,238,346	18,253,346
6/30/2030	14,440,000	2,386,708	16,826,708
6/30/2031	11,370,000	1,510,148	12,880,148
6/30/2032	2,585,000	799,735	3,384,735
6/30/2033	2,670,000	714,974	3,384,974
6/30/2034	2,760,000	627,420	3,387,420
6/30/2035	4,335,000	499,797	4,834,797
6/30/2036	2,945,000	369,218	3,314,218
6/30/2037	3,035,000	272,672	3,307,672
6/30/2038	1,925,000	176,452	2,101,452
6/30/2039	-	118,750	118,750
6/30/2040	-	118,750	118,750
6/30/2041	-	118,750	118,750
6/30/2042	2,375,000	59,375	2,434,375
	464,745,000	190,285,897	655,030,897

LEGAL DEBT LIMIT

LEGAL DEBT LIMIT

According to the State Constitution: Article IX, Section V, Paragraph 1

The debt incurred by any county, municipality, or other political subdivision of this state, including debt incurred on behalf of any special district, shall never exceed 10 percent of the assessed value of all taxable property within such county, municipality, or political subdivision; and no such county, municipality, or other political subdivision shall incur any new debt without the assent of a majority of the qualified voters of such county, municipality, or political subdivision voting in an election held for that purpose as provided by law.

As of June 30th 2015 the City's assessed value is $22,433,893,897. As of July1, 2015 the City has a legal debt margin in the amount of **$1,847,499,390.**

Assessed Value	**22,433,893,897**
Debt Limit Calculation:	
Legal limit (10% of Assessed Value)	**2,243,389,390**
Less Outstanding General Obligation Bonded Debt	**395,890,000**
Legal Debt Margin	**$ 1,847,499,390**

Source: Assessed values are established by the Fulton & DeKalb Counties Board of Tax Assessors on January 1 of each year at 40% of the property's market value as required by State Law.


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APPENDIX

BUDGET CALENDAR & BUDGET PROCESS

FINANCIAL POLICIES

MAYORAL STRATEGIC INITIATIVES & PRIORITIES

FIVE YEAR PLAN

GLOSSARY

ACKNOWLEDGMENTS

ADOPTED BUDGET
FY 2016


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FY16 Adopted Budget Calendar and Budget Process

The Mayor

- Prepares and submits the proposed annual budget ordinance to the governing body no later than its first regular meeting in May, preceding the commencement of the fiscal year
- Considers the resolution submitted by City Council's Finance/Executive Committee, based on council members' suggestions for budget priorities
- Mayor and Chief Financial Officer (CFO) may choose to consider the resolution in preparing the budget

City Council

- Holds one or more public hearings on the proposed budget; advertises said meeting(s) in a general-circulation newspaper at least seven (7) days before the date of the hearing
- Amends the proposed annual budget as many times as necessary, so long as the final version allows for all legal and Charter-mandated expenditures
- City Council has until June to adopt the annual budget for the upcoming fiscal year

Budget Commission

- Works alongside City Council to submit an anticipated revenue report to the Mayor for use in preparing the budget
- Upon filing revenue anticipations, needs no approval or disapproval, as they are binding upon the City Council

Chief Financial Officer

- Five days before the meeting at which the final budget will be submitted to the City Council, the CFO must provide a complete detailed written copy of the final version of the budget

	Description	Date	Responsibility
1.	Five Year Plan due to City Council	**February 15**	**Finance**
2.	Enter/Verify Variables (i.e. health rate, pension rate, workers' comp)	**February 23 -27**	**OBFP**
3.	**City Council submits Budget Priorities for FY2016**	**March 2**	**City Council**
4.	Budget Kickoff/Training Training/Instructions, Templates and Timeline Provided	**March 3 – 4**	**DOF/DHR/ERP**
5.	Department meetings with Executive Office/HR	**March 12 - 17**	**OBFP**

	DESCRIPTION	DATE	RESPONSIBILITY
6.	Departments Develop Proposed FY16 Budget in Hyperion/Reallocation/HCP Updates	**March 18 - 23**	**HR**
7.	Budget Office to Review Hyperion & Prepare Proposed Budget Book	**March 24 - April 3**	**OBFP**
8.	**FINANCE/EXECUTIVE COMMITTEE MEETING** • FY16 Budget Ordinance Introduced as 1st Read • Revenue Package Items Legislation Introduced as 1st Read • Departments to submit legislation to transfer funds from reserves to projects (if applicable)	**April 1**	**City Council**
9.	Budget Office Reviews Budget Book	**March 31- April 3**	**OBFP**
10.	Draft of Proposed Budget Book to Mayor, COO, CFO	**April 6**	**DOF**
11.	Mayor, COO and CFO Review of Proposed Budget Book Complete/Actions to Finalize Budget Defined	**April 7 -10**	**Executive Offices**
12.	Print Budget Book	**April 14-17**	**OBFP**
13.	**Proposed Book Finalized/Delivered**	**April 21**	**DOF**

	DESCRIPTION	DATE	RESPONSIBILITY
14.	**FINANCE/EXECUTIVE COMMITTEE MEETING -** • FY2016 Budget Ordinance Discussed and Amended 2nd Read • Revenue Package Items Legislation 2nd Read • Public Hearing for Revenue Legislation (if needed)	**April 29**	**City Council**
15.	BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS • Fiscal Condition of the City • Budget Development Process • Non-Departmental • Capital, Grants, and Trust Funds; Debt Service; Cash Pool; Investments	**May 5**	**DOF**
16.	**Full Council Meeting** • Adoption of Resolution to Appoint Budget Commission Member • FY2016 Budget Ordinance Discussed and Amended 2nd Read – Held • Revenue Package Items Legislation 2nd Read – Held	**May 6**	**City Council**

	DESCRIPTION	DATE	RESPONSIBILITY
17.	**BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS** • Department of Police • Department Parks and Recreation • Department of Planning and Community Development • Building Permits	**May 6**	**Executive Offices Chiefs/Commissioners**
18.	**DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS** • Department of Public Works • Solid Waste Services • Department of Fire/Rescue • Department of Corrections • Judicial Agencies	**May 7**	**City Council**
19.	**FINANCE/EXECUTIVE COMMITTEE MEETING -** • **FY 2016 Personnel Ordinance discussed and amended by FEC Committee (HR)** • Other HR related legislation if applicable • Property Tax Rate Ordinance discussed and adopted by Finance/Executive Committee • **Public Hearing for Revenue Fee Legislation *(if needed)***	**May 13**	**City Council**

	DESCRIPTION	DATE	RESPONSIBILITY
20.	DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS • Personnel Paper Discussion • Department of Human Resources • Citizen Review Board • Board of Ethics • Executive Offices • City Council • Internal Auditor • **BUDGET PUBLIC HEARING City Council Chambers** (Interactive Community Budget Session)	**May 14**	**Executive Offices Chiefs/Commissioners**
21.	DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS • Department of Watershed Management • Department of Law • Department of Procurement • **First Public Hearing for Tax Millage Rate-Per Published Notice** • Department of Information Technology • Unions (AFSCME, PACE, IAFF, IBPO) • **Second Public Hearing for Tax Millage Rate-Per Published Notice**	**May 19**	**Executive Offices Chiefs/Commissioners**

	DESCRIPTION	DATE	RESPONSIBILITY
22.	DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS • Invest Atlanta • Department of Finance • Department of Aviation	**May 20**	**Executive Offices Chiefs/Commissioners**
23.	**SPECIAL CALLED COUNCIL MEETING** • Amend Budget**(if necessary)** • **Public Hearing for Tax Millage Rate (Per Published Notices-Morning)**	**June 10**	**City Council**
24.	**FINANCE/EXECUTIVE COMMITTEE MEETING -** • FY2016 Personnel Ordinance discussed and adopted by Finance/Executive Committee – forwarded to City Council • Other HR related legislation, if applicable forwarded to City Council. • Property Tax Rate ordinance discussed and adopted and forwarded to City Council • FY2016 Budget Ordinance discussed, adopted and forwarded to City Council	**June 10**	**City Council**

	DESCRIPTION	DATE	RESPONSIBILITY
25.	**Budget Commission Meets to Approve 2016 Anticipations** **Full Council Meeting** • **FY2016 Budget Adopted by Council** • Adoption of Revenue/Fee/Budget legislation • Adoption of FY2016 Personnel Ordinance • Adoption of other HR related legislation, if applicable	**June 24**	**Budget Commission**
26.	**Mayor Reed Approves/Vetoes Adopted Ordinances** • Property Tax Rate Ordinance • FY16 Budget Ordinance • Personnel Ordinance • HR-related legislation	**June 25**	**Mayor Reed** **Executive Offices**


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FINANCIAL POLICIES

The City of Atlanta is a municipal corporation governed by the Mayor and the City Council. The accounting principles of the City of Atlanta, Georgia (the "City"), conform to generally accepted accounting principles ("GAAP") applicable to governmental entities. The Government Accounting Standards Board ("GASB") is the accepted standards setting body for establishing governmental accounting and financial reporting principles. The significant financial policies of the City are described below.

Accounting, Auditing and Financial Reporting Policies

An annual audit shall be performed by an independent public accounting firm with the subsequent issue of a Comprehensive Annual Financial Report (CAFR) 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.

The accounting and financial reporting treatment applied to a fund is determined by its measurements focus. The government-wide, proprietary funds and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. Agency funds, as part of fiduciary funds, while on the accrual basis do not have a measurement focus since they do not report net position.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available.

Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, principal and interest on general long-term debt, compensated absences, claims and judgments, and worker's compensation are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

Property taxes, franchise taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual and have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the City.

Revenue Recognition – Accrual Basis of Accounting

The accrual basis of accounting is used by all proprietary fund and fiduciary fund types. Under the accrual basis, revenue recognition occurs when the transactions are earned and measurable irrespective of when cash is received. Measurable means the amount can be determined accurately. (Note: a transaction cannot be reported unless the amount of the transaction can be determined. In order to record the transaction, either the actual amount of a transaction or an estimate must be known in order to record the transaction). For a government to earn revenue, it must have provided the goods or services.

Revenue Recognition – Modified Accrual Basis of Accounting

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers revenues as available if they are collected within 60 days after year-end. All revenues are considered susceptible to accrual except revenues from licenses and permits, fines, forfeitures and penalties because they are generally not measurable until cash is received.

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

Cash & Investments

The City considers all highly liquid debt securities with an original maturity of three months or less to be cash equivalents. The Georgia Fund 1 (Georgia Fund) is a stable net asset value investment pool managed by the State of Georgia (Office of State Treasurer) and is not registered with the SEC. The Georgia Fund operates in a manner consistent with Rule 2a-7 of the Investment Company Act of 1940 and is considered a 2a-7- like pool. The fair value of the participant shares is computed weekly with pool earnings distributed on a monthly basis based on equivalent shares owned by participants based on $1.00 per share.

The O.C.G.A. 36-83-4 authorizes the City to invest in U.S. Government obligations, U.S. Government agency obligations, State of Georgia obligations, and obligations of a corporation of the U.S. Government. The City's investment policy authorizes portfolios that consist of U.S. Treasuries, U.S. Agencies/Instrumentalities, Obligations of Other Political in the State of Georgia, Municipal Securities, Bankers Acceptances, Local Government Investment Pools and Certificate of Deposit. According to City Policy up to 75% may consist of U.S. corporate equity securities. The City invests in repurchase agreements only when collateralized by U.S. Government or Agency Obligations. By statue, up to 55% of the cost basis of the investment portfolio for the General Employees' Pension Plan, the Firefighters' Pension Plan and the Police Officers' Pension Plan (The Plans) may consist of U.S. corporate equity securities. Additionally, in accordance with authorized investment laws, The Plans can invest in various mortgage-backed securities, such as collateralized mortgage obligations ("CMOs") and government backed mortgage securities. These are separately identified in the disclosure of custodial credit risk (see Note III. A.). In 2014, the General Employees' Pension Board, the Firefighters' Pension Board, the Police Officers' Pension Board (The Pension Boards) authorized The Plans to invest in

alternative investments, not to exceed 5% of the total investments.

Investments, other than repurchase agreements, are reported at fair value, based on quoted market prices, and include any accrued interest. Repurchase agreements are reported at amortized cost.

The City maintains a cash management pool whereby operating cash is held. This pool is not considered a separate accounting entity for financial reporting purposes; instead, each participating fund's equity in the cash management pool is recorded as such on its statement of net position. Related interest income is allocated to each participating fund based on each fund's recorded equity in the pool.

Restricted Assets

Restricted assets represent amounts which are required to be maintained pursuant to City ordinances relating to the passenger and customer facility charges (Department of Aviation only); construction, renewal and extension and sinking funds; funds received for specific purposes pursuant to U. S. Government grants; and municipal option sales tax (Department of Watershed Management only).

Capital Assets

Capital assets, which include property, easements, plant, equipment and infrastructure (e.g. roads, bridges, sidewalks, and similar items) used in governmental and business-type activities of the City, are recorded in the statement of net position at historical cost (or estimated historical cost). Capital assets are defined by the City as assets with an initial, individual cost of $5,000 and an estimated useful life in excess of one year. Donated capital assets are recorded at their estimated fair value at the date of donation. Expenses for replacements, maintenance, repairs, and betterments which do not materially prolong the life of the related asset are charged to expenditures/expenses when incurred. All reported capital assets except land and construction in progress are depreciated.

Fund Balance

City of Atlanta Code of Ordinances Section 6-315 provides authority pertaining to fund balances. Fund balances are classified as: (1) Nonspendable, (2) Restricted, (3) Committed, (4) Assigned, and (5) Unassigned. *Nonspendable fund balance* refers to amounts that are not in spendable form or are legally required to remain intact. *Restricted fund balance* refers to amounts that are subject to externally enforceable legal restrictions by either debt covenants, or laws or regulations of other governments. *Committed fund balance* refers to amounts that can only be used for specific purposes pursuant to constraints imposed by ordinance of the City Council prior to the end of the fiscal year. The same formal action is required to remove the limitation. *Assigned fund balance* refers to amounts that are intended to be used for specific purposes. The Chief Financial Officer of the City may recommend assignment of fund balances subject to approval of the City Council. *Unassigned fund balance*s refer to the residual net resources and are the excess of nonspendable, restricted, committed, and assigned. Fund expenditures are from restricted fund balance to the extent of the restricted fund revenue and followed by committed then assigned and unassigned fund balance.

Spending Prioritization Policy

When an expenditure is incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, restricted amounts shall be considered to have been reduced first. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, committed amounts are reduced first, followed by assigned amounts and then unassigned amounts.

Authority to Commit or Assign Funds Policy

Commitments or assignments of funds will only be used for specific purposes. Committed balances or assigned balances will only be established pursuant to formal action by the City Council, upon recommendation from the Chief Financial Officer. Such commitments or assignments cannot exceed the available fund balance in any particular fund.

Minimum Unrestricted Balance in the General Fund Policy

The City maintains a minimum unrestricted fund balance in the General Fund ranging from no

less than 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers. At any time the unrestricted fund balance is within the range of 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers, upon recommendation by the Chief Financial Officer, the City Council may authorize additional transfers to a fund at its discretion, up to a maximum of 5% per year of the subsequent year's budgeted revenues in preparation for adoption of the upcoming year's budget. If the unrestricted fund balance falls below the minimum 15% of the subsequent year's budgeted expenditures and outgoing transfers, replenishment of shortages/deficiencies will be made within specified time periods and upon the recommendation of the Chief Financial Officer. Should the unrestricted fund balance of the General Fund exceed the maximum of 20%, such surplus fund balance may be considered for transfer to deficit balances in other funds and for one-time expenditures that are nonrecurring. At least 50% of surplus fund balance must be used to reduce any deficit fund balance prior to allocation for any one-time expenditure.

Net Position

Net position is classified and displayed in three components, as applicable:

Net investment in capital assets – Consists of capital assets including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, notes, or other borrowings that are attributable to the acquisition, construction or improvement of those assets. If there are significant unspent related debt proceeds at year-end, the portion of the debt attributable to the unspent proceeds is excluded from the calculation of net investment in capital assets.

Restricted – Consists of assets with constraints placed on the use either by (1) external groups, such as creditors, grantors, contributors, or laws or regulations of other governments; or (2) law through constitutional provisions or enabling legislation. When an expense is incurred for purposes for which there are both restricted and unrestricted assets available, it is the City's policy to apply those expenses to restricted assets, to the extent such are available, and then to unrestricted assets.

Unrestricted – All other assets that constitute the components of net position that do not meet the definition of "restricted" or "investment in capital assets."

Grants from Other Governments

Federal and state governmental units represent an important source of supplementary funding used to finance housing, employment, construction programs, and other activities beneficial to the community. This funding, primarily in the form of grants, is recorded in the governmental and proprietary funds. All grant contributions in the proprietary funds are for the purpose of construction activities, principal debt service reimbursements, or land or easement acquisitions. They are recorded in the statement of revenues, expenses, and changes in net position on a separate line as capital contributions after non-operating revenues and expenses. For all funds, a grant receivable is recorded when all applicable eligibility requirements have been met.

General Services Costs

The City allocates a portion of general services costs (such as purchasing, accounting, budgeting, personnel administration, and certain other costs based on allocation methods determined by an independent study) to the Department of Aviation, the Department of Watershed Management, the Sanitation Fund and the Internal Service Fund in order to more fully reflect the actual cost of providing these services.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, expenditures/expenses and disclosures. Actual results could differ from those estimates.

Mayoral Strategic Initiatives and Priorities
Fiscal Year Outlook

Priorities and Investments	
Public Safety	• Continue reduction in crime rate, with a goal of a 25% reduction in crimes over Mayor Reed's two terms in office • Achieve Fire Rescue reaccreditation and upgrade in City's Public Protection Classification (PPC) rating to Class 1 • Implement recommendations from the natural disaster preparedness commission
City Infrastructure	• Successfully issue a $250-350M bond dedicated to addressing the City's $1B backlog of needed infrastructure repairs • Meet July 2014 EPA sewer rehabilitation deadlines and initiate a $250M capital program within the Department of Watershed Management to increase water reliability • Successfully launch Atlanta Streetcar
Human Capital and Youth Development	• Increase youth enrollment and attendance in afterschool, recreation center programs, and Centers of Hope, as well as meet established quality and safety standards • Focus on increasing graduate retention rates from local institutions of higher education
Economic Development	• Maintain #1 global passenger ranking and deliver positive passenger volume growth • Westside and downtown redevelopment (Civic Center, Underground) and Ft McPherson • Increase venture capital and startup activity in and around the City
Government Efficiency & Excellence	• Implement reforms recommended by Blue Ribbon Efficiency Commission to achieve savings necessary to finance infrastructure bond without raising property taxes • Successfully launch integrated 311 call center • Deliver on fifth consecutive budgets under Mayor Reed with no property tax increases and achieve upgrades in bond ratings


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City of Atlanta

Five Year Financial Stabilization Plan

February 25, 2015

Department of Finance

J. Anthony Beard, CFO

Michael Geisler, COO


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INTRODUCTION

Five Year Plan Enhancements

- Includes 6 Months Actuals and 6 Months Budgets New!
- Includes Detail by Category New!
- Includes Blue Ribbon Commission Savings and Initiatives New!


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REVENUE OVERVIEW

FY16 General Fund Revenue Assumptions

- The General Fund revenue forecast includes inflation indices for price sensitive revenue streams including sales tax, hotel/motel tax and business occupation tax.
- An estimated 2015 property tax digest increase of ~1.2% (new construction) after roll-back for reassessments; this growth is projected from FY16-FY20 and correlates with the real estate rebound.
- An estimated Dollar value of one mill is projected at $19 million in FY16 for budgetary purposes.
- The FY16 millage rate rollback is an estimated $5 million in foregone property tax revenue from positive reassessment growth.
- Sales tax revenue growth is forecasted at 1.1% per annum and is closely correlated with the gross metro product and personal income trends.
- Proposed revenue initiatives of $13.9 million with $5.9 million attributed to Blue Ribbon Comprehensive Fee Study and $8 million from proposed Traffic Fines increase.

FY16 General Fund Revenue Assumptions

Office of Revenue Comprehensive Fee Study

In July 2014, the City Office of Revenue and the Mayor's Office of Innovation Delivery & Performance implemented a Comprehensive Fees Cost Recovery Program. The program scope includes a full review of Appendix B (Fees and Fines) of the City Code of Ordinance.

As a result, the Office of Revenue identified $5.9 million in additional General Fund revenues from the Comprehensive Fee Study:

Sale of Certificates of Public Necessity	$1.8 million (Non-recurring)
Commercial Parking Permit	$1.8 million
Towing/Wrecker Fee Increase	$1 million
Parking Lots and Garage Fee	$513 thousand
Fire Inspection Fee Increase	$501 thousand
Right-of-Way Permit	$250 thousand
Total	**$5.9 million**

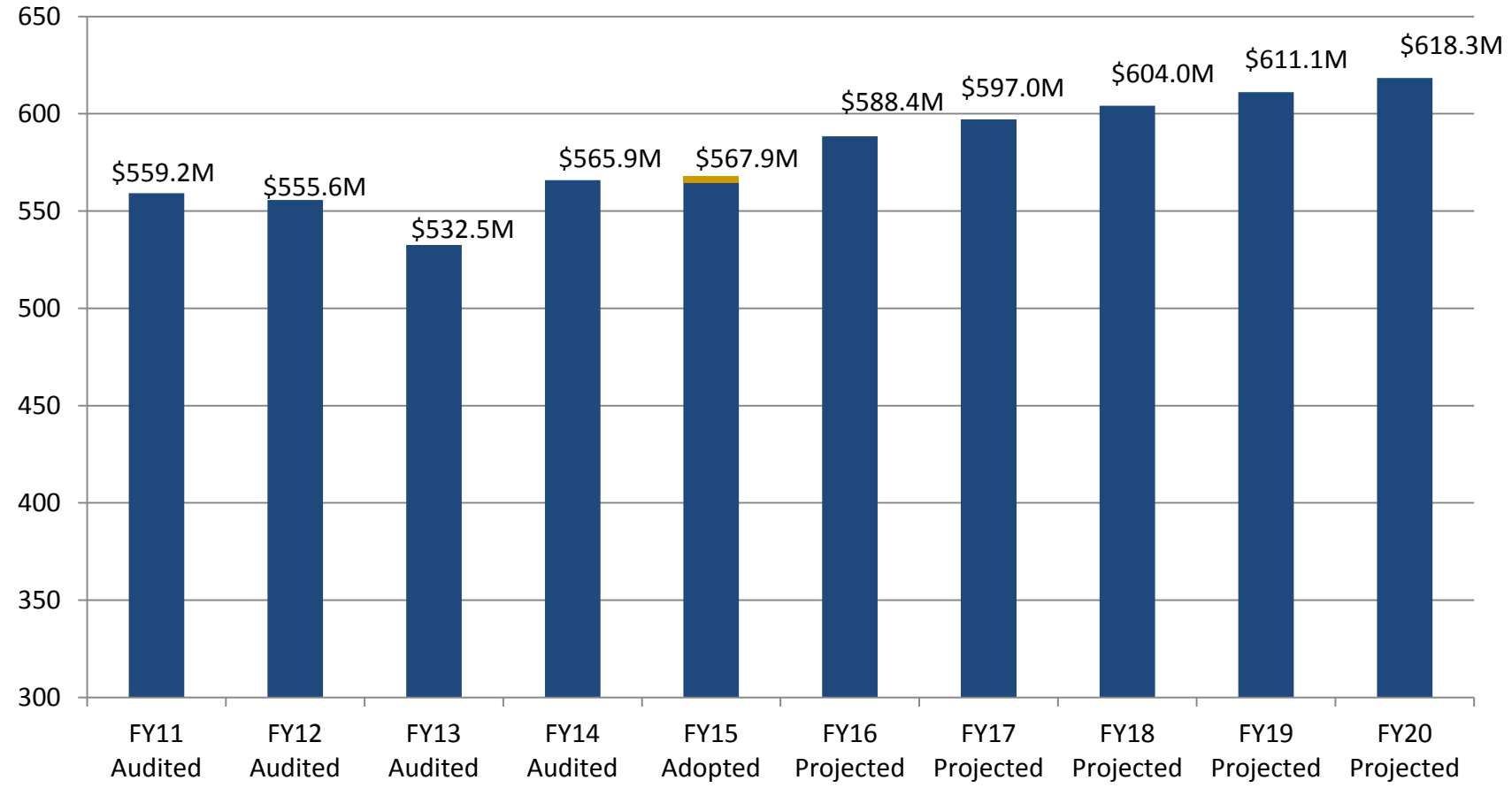
Office of Revenue Traffic Fine Study

The City Office of Revenue completed a Traffic Fine Study that compared certain City Fines with Fulton County and other jurisdictions. This study determined that there were a significant number of City Traffic infraction fines, which were below Fulton County. The City fines and penalties when aligned with Fulton County results in an additional $8 million in City fines.

FY 2016 Revenue Package

A portion of the aforementioned items will be included in the City's Legislative Cycle 7 (Revenue Package) which aligns with FY 2016 Budget Calendar. The City Revenue team continues to hold Revenue Roundtable meetings with departments to ensure that standard operating procedures are updated to achieve these revenue objectives.

General Fund Revenue Forecast Overview



NOTE: FY 2010-2012 Includes Permit Revenue which beginning in FY13 is now accounted for in Building Permit Fund.

REVENUE COMPARISON BY CATEGORY

In Millions

	FY2014 ACTUALS	FY2015 ADOPTED BUDGET	FY2016 PROPOSED BUDGET	FY15 ADOPTED vs. FY16 PROPOSED BUDGET
PROPERTY, REAL ESTATE TRANSFER & INTANGIBLE TAXES	$180.24	$179.42	$184.44	$5.02
LOCAL OPTION SALES TAX	$99.71	$100.05	$101.51	$1.46
ALCOHOL & HOTEL/MOTEL	$30.82	$30.05	$31.30	$1.25
PUBLIC UTILITY FRANCHISE	$40.12	$48.55	$49.02	$0.47
BUSINESS LICENSE	$48.56	$43.58	$43.60	$0.02
INSURANCE PREMIUM	$21.66	$21.95	$22.89	$0.94
LICENSES AND PERMITS	$18.51	$18.66	$23.61	$4.95
FINES & FORFEITURES	$24.21	$31.11	$38.77	$7.66
LAND & BUILDING RENTALS	$7.04	$6.49	$10.10	$3.61
OTHER REVENUE	$67.17	$52.81	$50.70	($2.11)
INDIRECT COSTS	$27.89	$31.80	$32.48	$0.68
SUBTOTAL	**$565.93**	**$564.47**	**$588.42**	$23.95
INTRAFUND TRANSFER (FUND BALANCE)	$0.00	$3.46	$0.00	($3.46)
GRAND TOTAL	**$565.93**	**$567.93**	**$588.42**	**$20.49**


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EXPENSE OVERVIEW

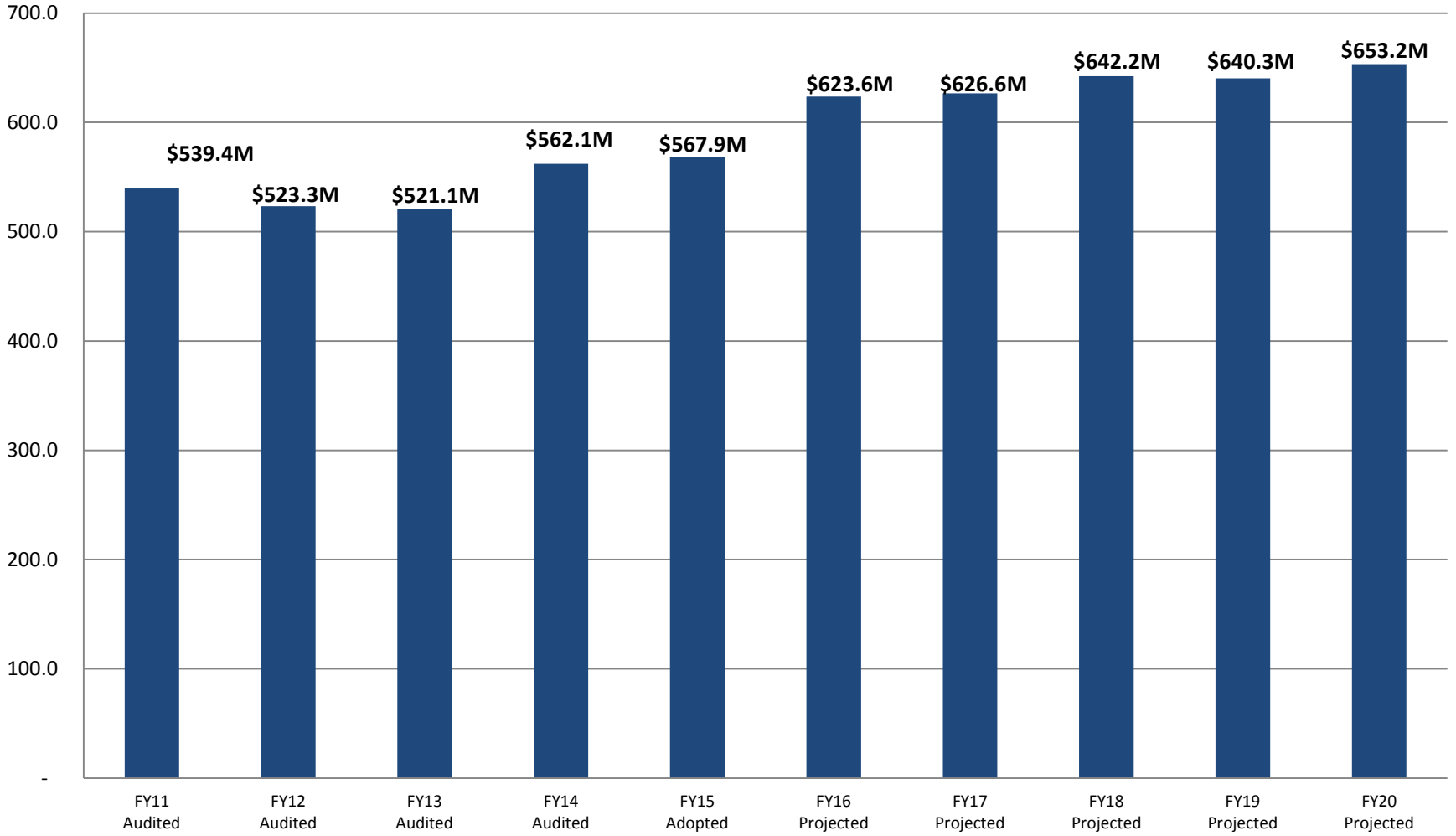
EXPENSE ASSUMPTIONS

- Citywide, the pension rates were adjusted for all Defined Benefit plans to account for the Annual Required Contribution (ARC):

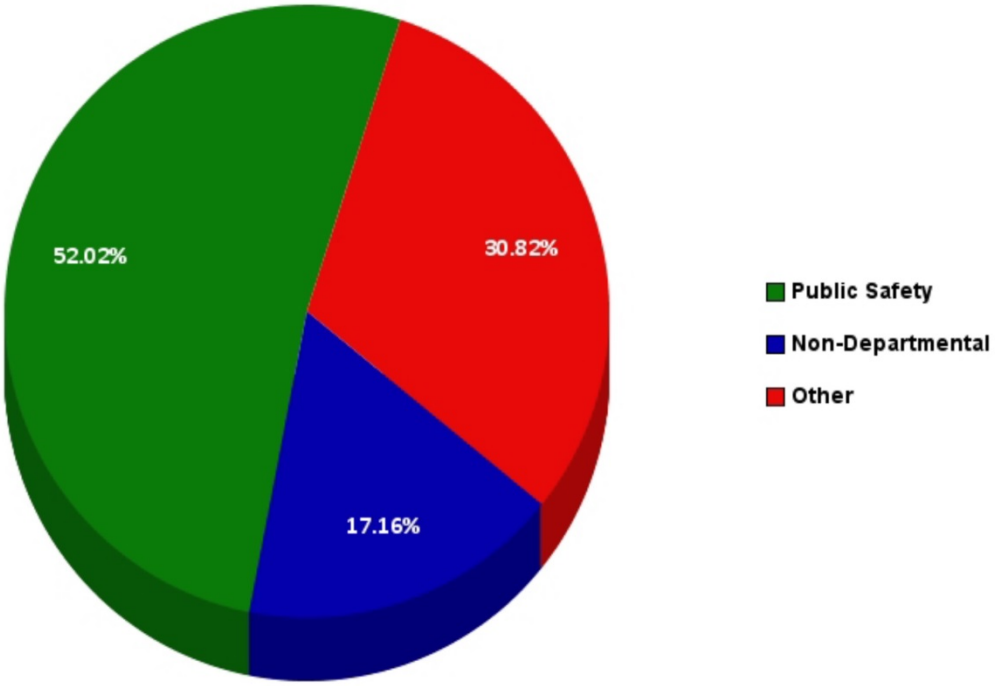
Plan	FY14 ARC	FY15 ARC	EST FY16 ARC	YOY INCR
Defined Benefit (General)	$42.1M	$53.3M	$58.4M	$5.1M
Defined Benefit (Police)	$30.2M	$31.4M	$32.6M	$ 1.2M
Defined Benefit (Fire)	$20.7M	$21.5M	$22.3M	$ 0.8M
Total	**$93.0M**	**$106.2M**	**$113.3M**	**$7.1M**

- Citywide, the workers' compensation requirement is projected to decrease in FY2017 due to efforts initiated under the Blue Ribbon Commission. The City will continue its effort in safety programs and other citywide initiatives.
- Citywide, utilities (electricity and natural gas) increased by 1.1%, and electricity by 2.1% for FY2016 based on the total FY2014 utilization. Traffic signals and street lights budgets are projected to increase by 2.1% for FY2016 with slight increases for FY2017 –FY2020.
- FY2016, Water and Sewer budget is projected to remain at the same level based on utilization from the prior year (no rate increase).
- FY2016, fuel increased by at least 10%, and maintenance increased by 15%; No increases for FY2017 – FY2020 as the Department determines how to gain efficiencies.

General Fund Expenditure Forecast Overview

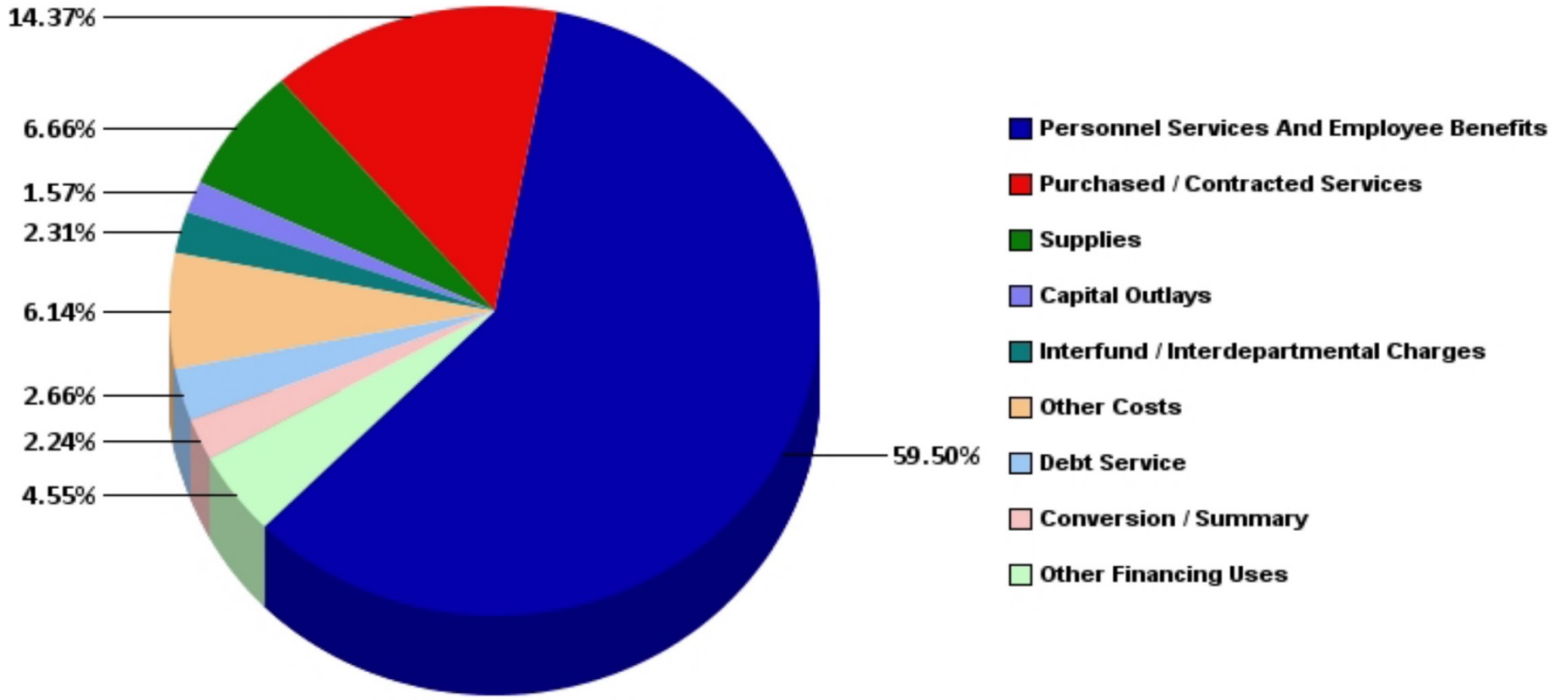


FY16 General Fund By Major Category



- Sixty-nine percent or 69.18% of the general fund costs are attributable to Public Safety and Non-Departmental
- All other activities of City government such as Public Works, Parks, Planning, Technology, and the support departments are funded with the remaining 31%.

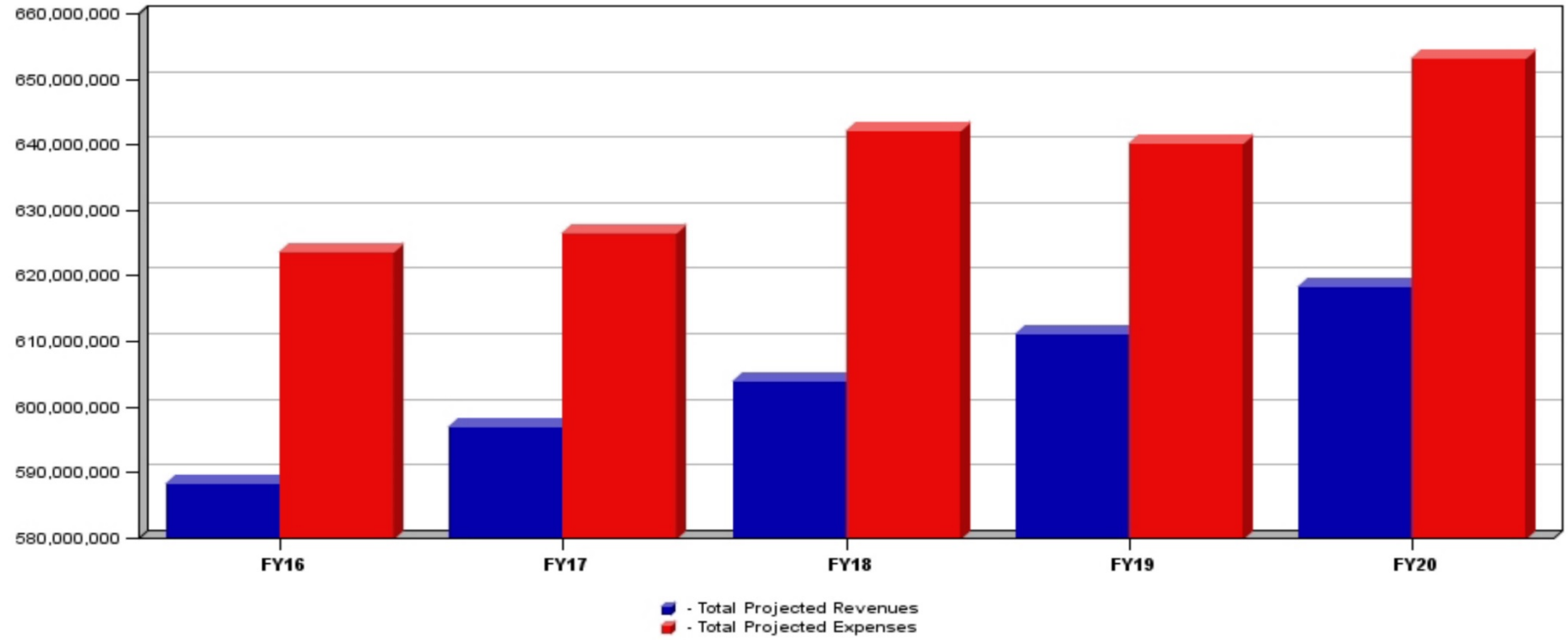
FY16 General Fund By Account



Almost Sixty percent of the budget is comprised of Personnel expenses which includes mainly salaries, pension, and health insurance.

General Fund - Five Year Plan

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.



	FY16	FY17	FY18	FY19	FY20	Total Plan Years
Total Projected Revenues	$588,421,381	$597,047,441	$604,074,427	$611,189,497	$618,393,828	$3,019,126,575
Expenses	$601,240,274	$609,325,985	$605,235,806	$593,614,107	$595,071,799	$3,004,487,971
Incremental	$19,541,720	$26,140,168	$32,735,888	$39,432,610	$49,303,583	$167,153,968
Initiative Costs	$15,374,471	$13,884,294	$13,884,294	$12,197,628	$11,897,628	$67,238,317
Capital Impact	$0	$0	$4,895,965	$9,600,000	$11,450,000	$25,945,965
Blue Ribbon Commission	($12,471,497)	($22,663,689)	($14,513,747)	($14,513,658)	($14,513,658)	($78,676,248)
Total Projected Expenses	$623,684,969	$626,686,758	$642,238,206	$640,330,688	$653,209,352	$3,186,149,972
Revenues Over(Under) Expenses	($35,263,587)	($29,639,317)	($38,163,779)	($29,141,190)	($34,815,524)	($167,023,397)
Variance %	(6%)	(5%)	(6%)	(5%)	(6%)	(6%)

General Fund Expenditure Comparison by Department

DEPARTMENT	FY14 ACTUALS	FY15 ADOPTED BUDGET	FY16 FIVE YEAR PLAN BUDGET	FY15 ADOPTED vs. FY16 FIVE YEAR PLAN BUDGET
City Council	$ 7,147,415.85	$ 8,777,321.22	$ 11,985,008.35	$ 3,207,687.13
Executive Offices	$ 27,643,440.58	$ 30,441,021.48	$ 31,607,438.22	$ 1,166,416.74
Department of Information Technology	$ 26,874,889.10	$ 28,544,179.12	$ 41,708,928.84	$ 13,164,749.73
Department of Law	$ 5,360,829.81	$ 6,281,031.17	$ 6,079,371.21	$ (201,659.96)
Department of Corrections	$ 30,140,359.68	$ 31,402,982.53	$ 32,846,912.73	$ 1,443,930.20
Department of Finance	$ 11,471,935.60	$ 13,494,301.15	$ 14,658,147.02	$ 1,163,845.87
Department of Procurement	$ 889,518.42	$ 880,765.14	$ 885,638.16	$ 4,873.02
Department of Public Works	$ 36,787,246.27	$ 26,268,815.88	$ 37,680,157.72	$ 11,411,341.84
Department of Parks, Recreation	$ 29,049,850.20	$ 30,770,764.88	$ 36,259,736.79	$ 5,488,971.91
Judicial Agencies	$ 8,661,403.22	$ 12,572,949.63	$ 13,016,209.12	$ 443,259.49
Non-Departmental	$ 115,326,005.48	$ 98,544,369.12	$ 107,005,221.15	$ 8,460,852.03
Department of Human Resources	$ 4,330,064.00	$ 5,277,166.90	$ 5,617,511.40	$ 340,344.50
Department of Fire Services	$ 79,099,365.09	$ 83,688,945.84	$ 88,683,691.34	$ 4,994,745.51
Department of Police Services	$ 170,251,843.93	$ 177,874,472.60	$ 180,816,883.02	$ 2,942,410.43
Department of Planning & Community Development	$ 2,021,582.02	$ 2,729,555.84	$ 2,697,945.03	$ (31,610.81)
Solicitor	$ 3,607,199.78	$ 4,879,036.09	$ 6,267,447.28	$ 1,388,411.19
Ethics	$ 412,532.93	$ 500,636.41	$ 633,424.96	$ 132,788.55
Atlanta Citizens Review Board	$ 407,299.08	$ 645,800.42	$ 685,906.64	$ 40,106.22
Audit	$ 1,050,152.57	$ 1,634,396.66	$ 1,730,736.66	$ 96,340.00
Public Defender	$ 1,583,231.63	$ 2,730,292.73	$ 2,818,652.86	$ 88,360.13
TOTAL GENERAL FUND EXPENDITURES	**$562,116,165**	**$567,938,805**	**$623,684,969**	**$55,746,164**


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BLUE RIBBON COMMISSION OVERVIEW

Goal and scale of Blue Ribbon Efficiency Commission challenge

- The Mayor's Blue Ribbon Commission on Waste and Efficiency in Government was charged with making recommendations to the Mayor **that provide the City with necessary funds to support investment in the infrastructure backlog and ongoing operating & maintenance expenditures.**

$1 Billion infrastructure maintenance backlog

+

$95M annual spend required for ongoing infrastructure maintenance and repair

- Pending voter approval, the City will issue an infrastructure bond of up to $250M
- **Estimated annual debt service on the bond will be $16-20M**

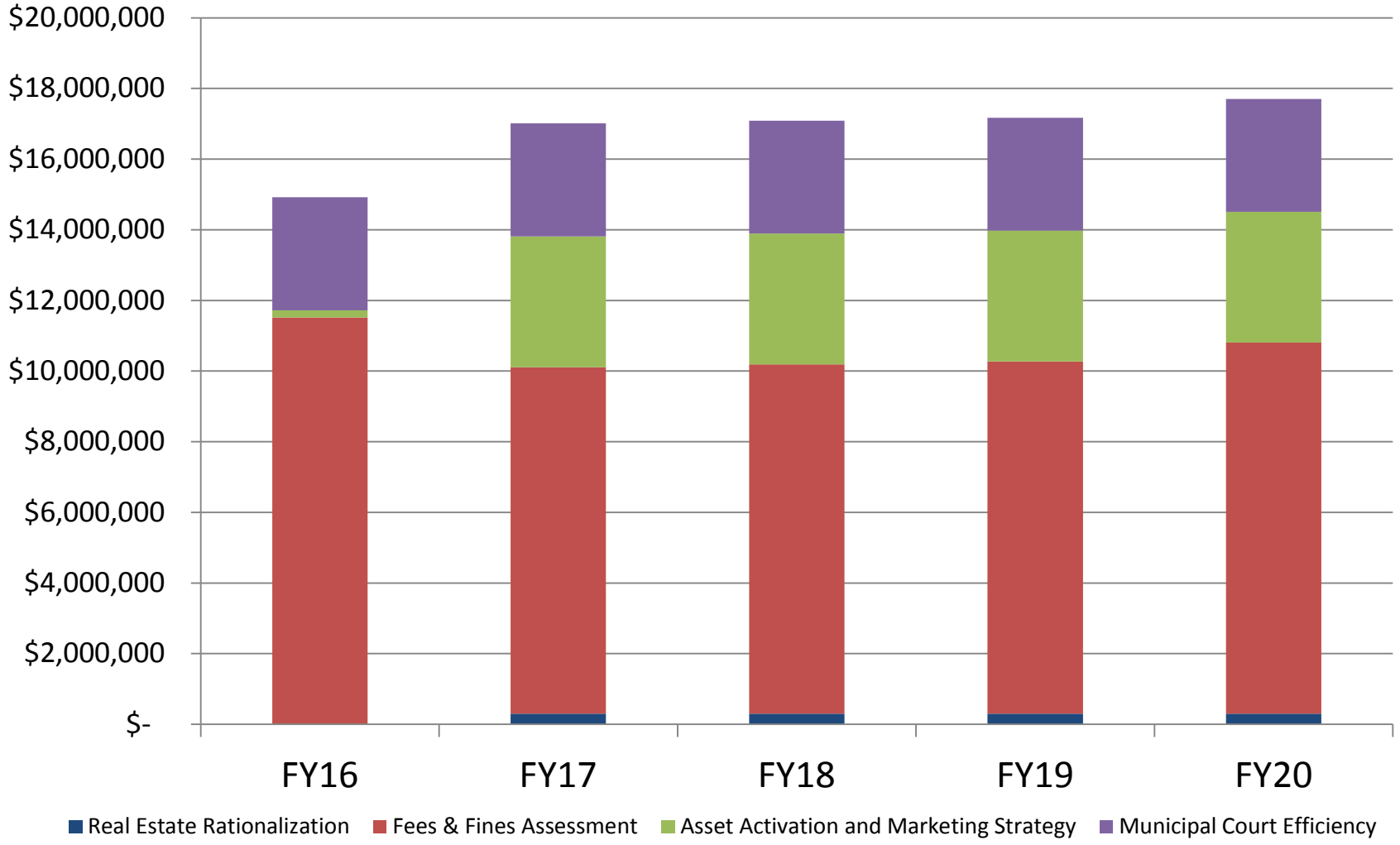
- City currently spends $30-$35M per year on infrastructure maintenance and repair
- Council ordinance 14-O-1513 sets aside a phased in 3.5% of General Fund budget for infrastructure maintenance, or approximately $20-$25M
- **Remaining annual infrastructure spend gap is $35-$45M**

Accounting for debt service to address backlog, existing spend and future spend for Council legislation, the **total remaining steady state infrastructure spend gap is $51-$65M**

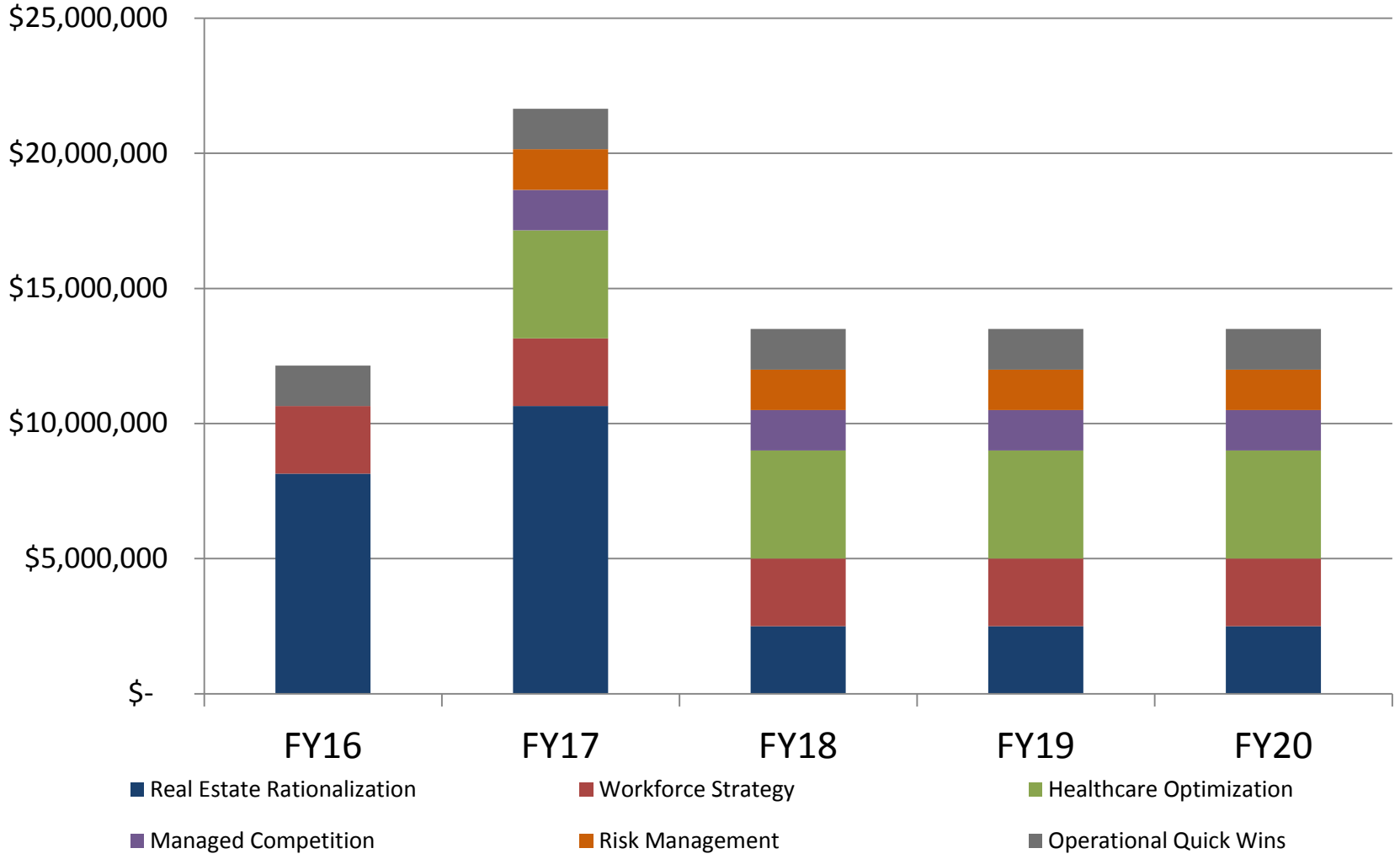
BLUE RIBBON COMMISSION RECOMMENDED INITIATIVES

Initiative	Description
Real Estate Portfolio Rationalization	Analyze the City's real estate portfolio for opportunities to generate savings and redeploy capital across the enterprise
Fees & Fines Assessment	Analyze the City's fee and fine structures to ensure they are set appropriately, managed effectively and fit for purpose
Municipal Court Efficiency	Develop and implement processes that increase the efficiency of the Municipal Court's revenue collection
Workforce Strategy	Develop an approach to managing City staffing, headcount and workforce management policies that is driven by operational and constituent needs
Asset Activation & Marketing Strategy	Analyze opportunities for public-private partnerships that leverage specific city assets to generate revenue.
Healthcare Optimization	Focus resources to optimize the City's current healthcare system in a thoughtful manner , ensuring the city gets the best value for expense and overall costs are reduced
Managed Competition for Select Services	Develop and deploy a standardized process to identify whether a city service should be run in-house or in partnership with a third-party provider to minimize costs, maximize service and deliver best value to tax payers
Operational Quick Wins	Implement multiple smaller scale, Department-level efficiency projects to deliver savings in a variety of areas
Risk Management	Develop a comprehensive approach to risk management that proactively manages risk to minimize workers compensation and liability costs, maximizes on-the-job time, and reduces costs to taxpayers

BLUE RIBBON COMMISSION PROJECTED REVENUE , BY INITIATIVE



BLUE RIBBON COMMISSION PROJECTED SAVINGS , BY INITIATIVE



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.
- Continue to reduce deficit fund balances and maintain a healthy fund balance.
- 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.

GLOSSARY

ACI:	Airports Council International
ACTIVITY:	An action or set of actions directed at a specific purpose or purposes
ADID:	Atlanta Downtown Improvement District
AEDs:	Automated External Defibrillators
AFCRA:	Atlanta Fulton County Recreation Authority
AFIS:	Automated Fingerprinting Identification System
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
ARFF:	Aircraft Rescue Fire Fighting
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
COP:	Community Oriented Policing
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
DBC:	Debt Management Software
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
GAAP:	Generally Accepted Accounting Principles
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
GPP:	Georgia Production Partnership
GRTA:	Georgia Regional Transportation Authority
HB:	House Bill
HIDTA:	High Intensity Drug Trafficking Area
HJAIA:	Hartsfield-Jackson Atlanta International Airport
IAG:	Investigate Accounting Group
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
MAG:	Minimum Annual Guarantee
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
MOST:	A 1% City of Atlanta Municipal Option Sales Tax (MOST) is collected for retail sales and use occurring within the incorporated city limits of Atlanta. The purpose of this tax is to assist with funding renovations to the water and sewer system
MOU:	Memorandum of Understanding
NACWA:	National Association of Clean Water Agencies
NEO:	New Employee Orientation and the City's HR recruiting tool for new applicants
NIMS:	National Incident Management 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
OPS	Office of Professional Standards
PILOT:	Payment In Lieu of Taxes
PPT:	Permanent Part Time
PREA:	Prison Rape Elimination Act
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
PTIT:	Pretrial Intervention for Traffic
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
SAFER:	Staffing for Adequate, Fire and Emergency Response
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


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ACKNOWLEDGMENTS

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Budget Chief

John Gaffney, CPA
Deputy Chief Financial Officer

Gary Donaldson
Revenue Chief

Michael Geisler
Chief Operating Officer

Kristin Wilson
Deputy Chief Operating Officer

Matt Malament
Director, Budget and Performance

Paul Kwaw
Interim Treasurer

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Youlanda Carr, CPA
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Sean Dunn
Shawn Gabriel
Michael Geisler
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