

CITY OF  
**ATLANTA**



KASIM REED  
MAYOR

FISCAL YEAR 2014  
**ADOPTED BUDGET**





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## PREFACE

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ADOPTED BUDGET  
FY 2014



## READER'S GUIDE

The City of Atlanta's budget document is intended to provide information in such a manner that the lay reader can understand the operations of the City. The **Reader's Guide** describes the structure of the FY2014 Adopted Budget Book and outlines its contents. The FY2014 Adopted Budget has overview sections and detail on the overall revenues and expenses of the City of Atlanta. The entire document can be found on the City's website at [www.atlantaga.gov](http://www.atlantaga.gov).

- ***The Preface*** – provides a brief look into the City's History, the Mayor's Bio, a preview of the Atlanta City Council and how it operates, an overview of City officials, and organizational structure.
- ***Messages*** – provides the Mayor's and Chief Financial Officer's transmittal letters, which presents the framework for the City's operations and services adopted in FY2014.
- ***Introduction*** – provides detailed information on the City's economic and demographic information, and highlights of the City's performance metrics.
- ***Budget Summaries*** – provide an overview of the City's funds, and details information on revenues and expenditures; departmental budgets; fund balance, and full time position status.
- ***Revenue Overview*** – includes revenue projections and methodology as well as historical trends, and account details of major revenue sources.
- ***Operational Summaries*** - provides an expense budget summary, personnel information and the key performance measures for each operating department.
- ***Capital Projects Status*** - provides an expense budget summary for capital projects, which are non-recurring in nature. This section includes projected expenditures for FY2014 to FY2018 for bonds, grants, trusts and other capital projects.
- ***Debt Service*** - provides a summary for the City's debt obligations, bond ratings and debt coverage ratios.
- ***Appendix*** – includes the glossary, five-year plan summary and other essential information.

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

## EXECUTIVE OFFICES

### **Mission Statement**

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

### **Summary of Operations**

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

### **Divisions/Offices Descriptions**

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

*The Office of Communications* provides strategic counsel on message development for the Mayor and the City of Atlanta; plans and executes special events and projects that advance administrative priorities; manages relationships with dozens of local and national print, broadcast and online media outlets; organizes Mayoral press conferences, interviews and announcements; partners with the city's public information officers on projects; and leads in crisis communications. Daily functions include writing speeches, talking points, media advisories, press releases, communications plans, ceremonial documents, and correspondence on behalf of the Mayor. The

Office manages digital communications through the City of Atlanta website at [www.atlantaga.gov](http://www.atlantaga.gov) and via social media channels such as Facebook, Twitter and YouTube. The Mayor's Office of Communications also includes the operations of City Channel 26.

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

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

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

### **Departmental Overview**

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

### **Operating Budget Highlights**

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Atlanta  
Georgia**

For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Morrell*    *Jeffrey P. Evans*

President

Executive Director



## THE HISTORY OF THE CITY OF ATLANTA

Atlanta was founded in 1837 as the end of the Western & Atlantic railroad line. It was first named Marthasville in honor of the then-governor's daughter, nicknamed Terminus for its rail location, and then changed soon after to Atlanta, the feminine of Atlantic – as in the railroad. Today the fast-growing city remains a transportation hub, not just for the country but also for the world. Hartsfield Atlanta International Airport is one of the nation's busiest in daily passenger flights. Direct flights to Europe, South America, and Asia have made metro Atlanta easily accessible to the more than 1,000 international businesses that operate in Atlanta and in more than 50 countries that have representation in the city through consulates, trade offices, and chambers of commerce. The city has emerged as a banking center and is the world headquarters for 13 Fortune 500 companies.

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

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

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

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



## THE HONORABLE KASIM REED



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

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

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

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

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

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



## ATLANTA CITY COUNCIL MEMBERS

### ATLANTA CITY COUNCIL



Michael Julian Bond  
Post 1 At-Large



Aaron Watson  
Post 2 At-Large



H. Lamar Willis  
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



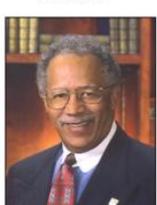
Howard Shook  
District 7



Yolanda Adrean  
District 8



Felicia A. Moore  
District 9



C.T. Martin  
District 10



Keisha Lance Bottoms  
District 11



Joyce M. Shepherd  
District 12



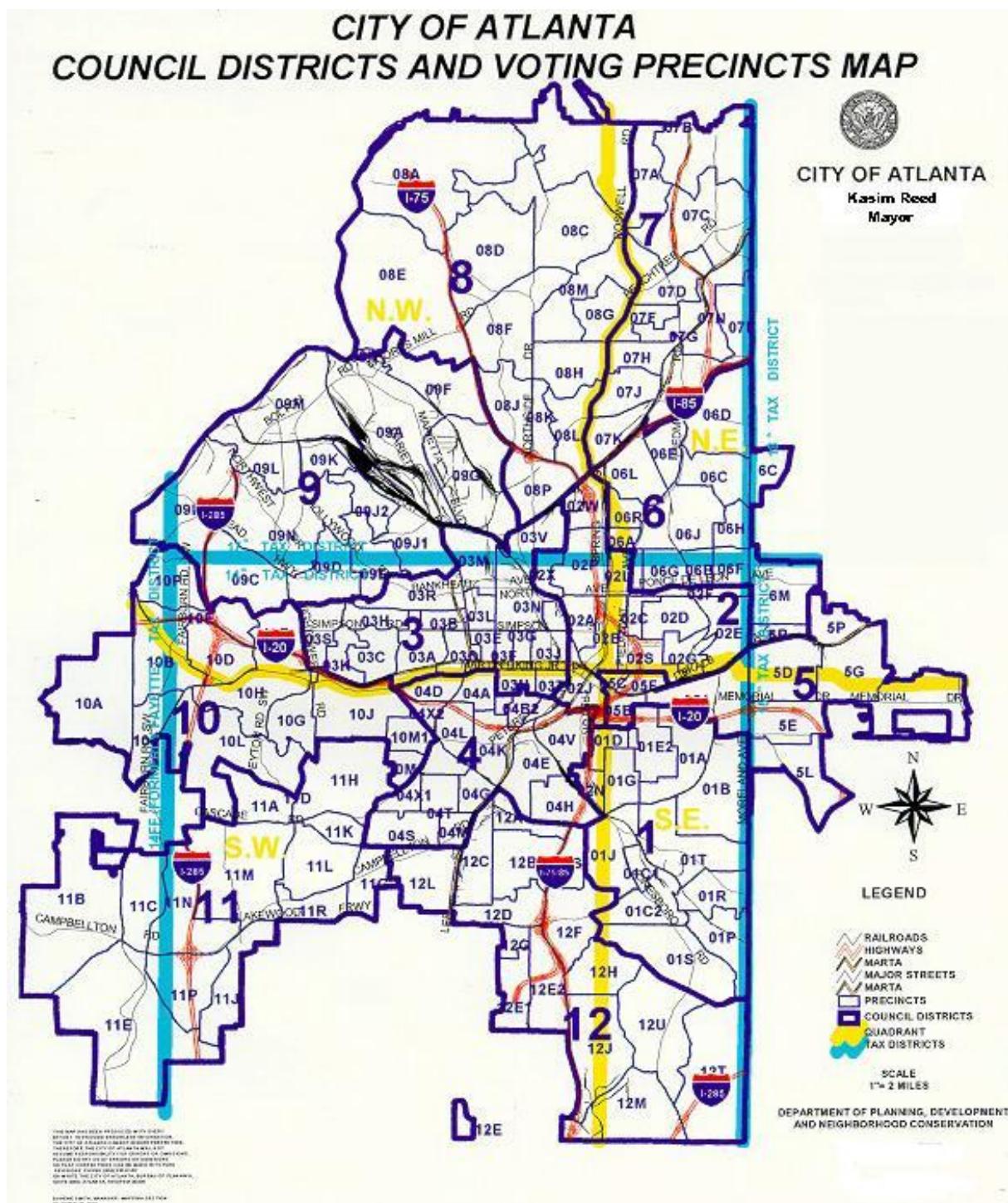
ATLANTA



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



## CITY OFFICIALS



Kasim Reed  
*Mayor*

Duriya Farooqui  
*Chief Operating Officer*

Candace L. Byrd  
*Chief of Staff*

J. Anthony Beard  
*Chief Financial Officer*

Cathy Hampton  
*City Attorney*

MEMBERS OF CITY COUNCIL		
Carla Smith <i>District 1</i>	Kwanza Hall <i>District 2</i>	Ivory Lee Young Jr. <i>District 3</i>
Cleta Winslow <i>District 4</i>	Natalyn Mosby Archibong <i>District 5</i>	Alex Wan <i>District 6</i>
Howard Shook <i>District 7</i>	Yolanda Adrean <i>District 8</i>	Felicia Moore <i>District 9</i>
C.T. Martin <i>District 10</i>	Keisha Bottoms <i>District 11</i>	Joyce M. Sheperd <i>District 12</i>
Michael Julian Bond <i>Post 1, At-Large</i>	Aaron Watson <i>Post 2, At-Large</i>	H. Lamar Willis <i>Post 3, At-Large</i>
<hr/>		
Rhonda Dauphin-Johnson <i>Municipal Clerk</i>		

## JUDICIAL OFFICERS

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COURT OPERATIONS	Herman L. Sloan <i>Chief Judge</i>
PUBLIC DEFENDER	Rosalie Joy <i>Interim Public Defender</i>
SOLICITOR	Raines F. Carter <i>City Solicitor</i>

## BOARD OFFICERS

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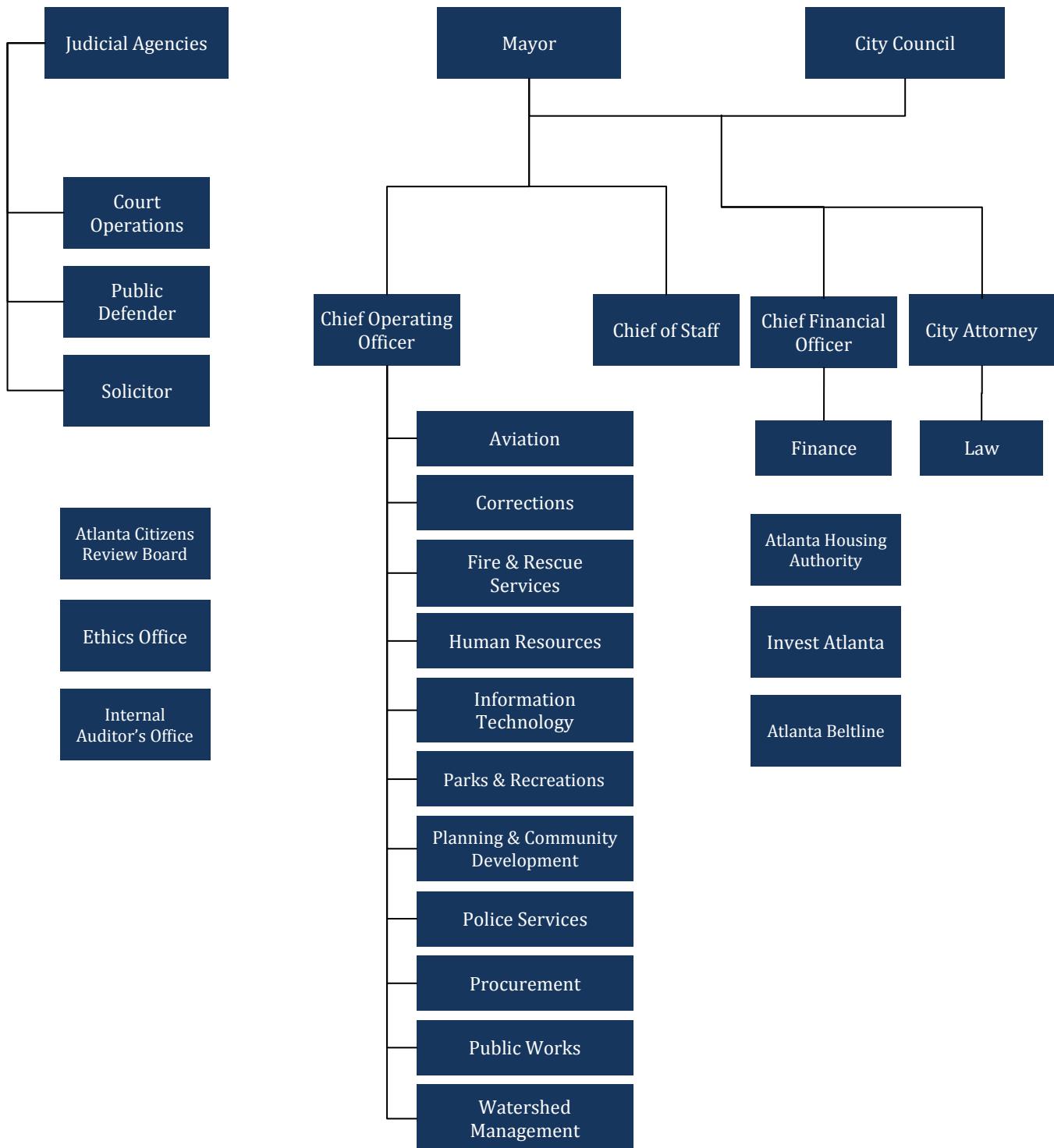
ATLANTA CITIZENS REVIEW DIRECTOR	Samuel Reid <i>Executive Director</i>
ETHICS OFFICER	Nina Hickson <i>Ethics Officer</i>
CITY INTERNAL AUDITOR	Leslie Ward <i>City Auditor</i>

## DEPARTMENT OFFICERS

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

# CITY ORGANIZATIONAL STRUCTURE





## Messages

THE MAYOR'S MESSAGE

THE CHIEF FINANCIAL OFFICER'S MESSAGE

ADOPTED BUDGET  
FY 2014





## CITY OF ATLANTA

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

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

Dear President Mitchell and Members of the Atlanta City Council:

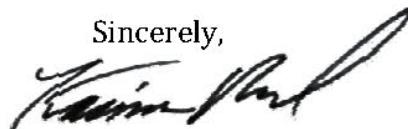
I have the honor to transmit to you the *FY2014 Adopted Budget* for the City of Atlanta.

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

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

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

Sincerely,



Kasim Reed





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

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

Dear President Mitchell and Members of the Atlanta City Council:

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

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

#### **REVENUES**

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

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

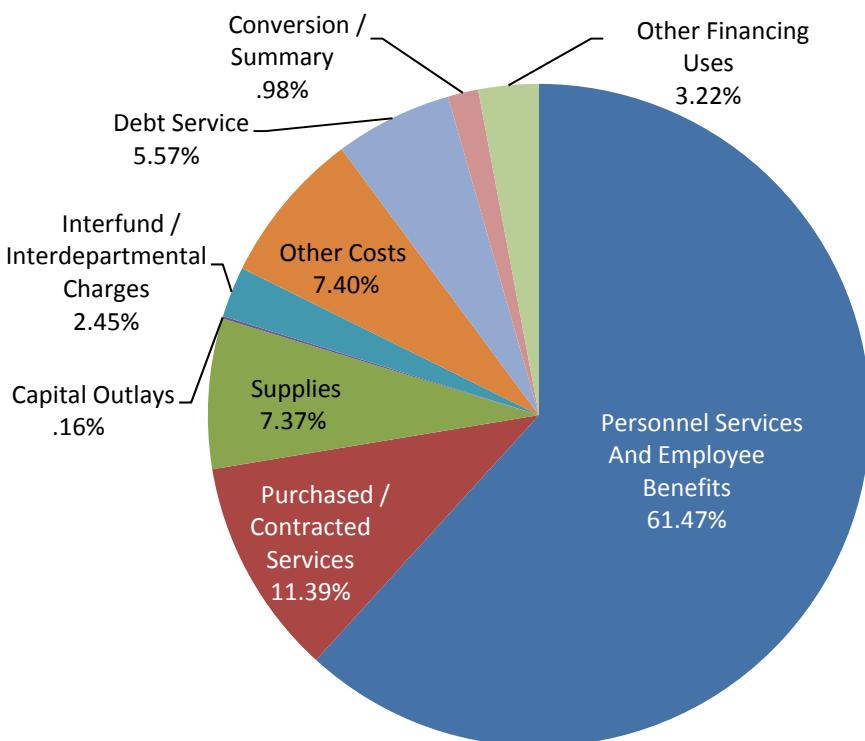
with historical performance. Revenue anticipations are budgeted to increase from \$526 million in FY2013 to \$533 million in FY2014.

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

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

#### **EXPENSES**

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



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

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

Sincerely,

A handwritten signature in black ink, appearing to read "J. Anthony Beard".

J. Anthony Beard, Chief Financial Officer



## INTRODUCTION

### BUDGET OVERVIEW

ECONOMIC AND DEMOGRAPHIC INFORMATION

FOR ATLANTA PERFORMANCE HIGHLIGHTS

ADOPTED BUDGET  
FY 2014



## BUDGET OVERVIEW

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

### ***Budget Responsibilities and Fiscal Policies***

#### **MAYOR**

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

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

#### **CITY COUNCIL**

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

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

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

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

The City Council may amend the proposed annual budget, except that the budget as finally amended must provide for all expenditures required by law or by the Charter, including but not limited to debt service, sinking fund, interest on bonded indebtedness and a general fund restricted reserve equal to one percent of the proposed general fund budget which sums shall not be diverted to any other purpose and the total appropriations from any such fund shall not exceed the estimated fund balance, reserves, and revenues constituting the fund availability of such fund. General Fund Restricted Reserves cannot be expended without prior approval of the City Council.

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

#### **BUDGET COMMISSION**

The Budget Commission annually prepares and files with the City Council, for submission to the Mayor, the City's budget revenue anticipations. By law, anticipations cannot exceed 99 percent of the normal revenue collected during the previous year, with the following exceptions: (A) the normal revenue which the city may be expected to collect from the taxable property in newly annexed territory may be anticipated; (B) collections from tax executions on real estate and on personal property and chooses in actions owned by the city may be anticipated, provided that revenues from such anticipations shall not exceed 85 percent of tax executions on real estate and 50 percent of tax executions on personal property not more than three years old and chooses in actions certified solvent and collectable by the tax assessor. When such revenue anticipations have been filed, they are binding upon the City Council without any action of approval or disapproval.

#### **CHIEF FINANCIAL OFFICER**

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

#### **OPERATING BUDGET POLICIES**

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

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

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

## ECONOMIC AND DEMOGRAPHIC INFORMATION

### HISTORY

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

### POPULATION

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

Table 1

#### CITY, COUNTY AND STATE POPULATION STATISTICS

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

(1) City of Atlanta 2011 estimates not available.

(2) U.S. Census Bureau conducts a population survey every 10 years (year 2012 is an estimate).

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

## INDUSTRY AND EMPLOYMENT

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

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

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

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

## EMPLOYMENT BY INDUSTRY

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

**Table 3**  
**CITY OF ATLANTA**  
**ESTIMATED INDUSTRY EMPLOYMENT AND LABOR FORCE**

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

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

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

## MAJOR EMPLOYERS

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

Table 4  
CITY OF ATLANTA PRINCIPLE EMPLOYERS

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

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

## **EFFECTIVE BUYING INCOME**

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

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

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

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

## RETAIL SALES

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

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

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

Source: 2012 City of Atlanta CAFR (Schedule 10) via Georgia Department of Revenue, Local Government Division

## CONSTRUCTION ACTIVITY

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

**Table 7**  
**CITY**  
**OF ATLANTA**  
**RESIDENTIAL BUILDING PERMIT VALUATIONS AND NEW UNITS**

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

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

<sup>(2)</sup> Valuation permits issued for Single-Family Dwellings and

<sup>(3)</sup> Number of permits for Single-Family Dwellings, Duplexes and Prefabricated

<sup>(4)</sup> Number of permits for new Apartment Buildings and Townhomes.

Source: Department of Planning and Community Development internal reporting

**PROPERTY TAX LEVIES AND COLLECTIONS**

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

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

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

Source: 2012 Comprehensive Annual Financial Report

**DIRECT AND OVERLAPPING SALES TAX RATES**

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

Fiscal Year	City Direct Rate	Fulton County
2008	1.00%	7.00%
2009	1.00%	7.00%
2010	1.00%	7.00%
2011	1.00%	7.00%
2012	1.00%	7.00%

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



## FOR ATLANTA PERFORMANCE HIGHLIGHTS

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

### FOR Atlanta's objectives are:

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

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

### Citywide Strategic Performance Measures

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

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



# BUDGET SUMMARIES

FUND STRUCTURE

SUMMARY OF ALL FUNDS

OPERATING FUNDS

SUMMARY OF REVENUES AND EXPENSES

SUMMARY OF FUND BALANCE

SUMMARY OF PERSONNEL CHANGES

ADOPTED BUDGET  
FY 2014



# FUND STRUCTURE

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

## GOVERNMENTAL FUNDS

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

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

## PROPRIETARY FUNDS

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

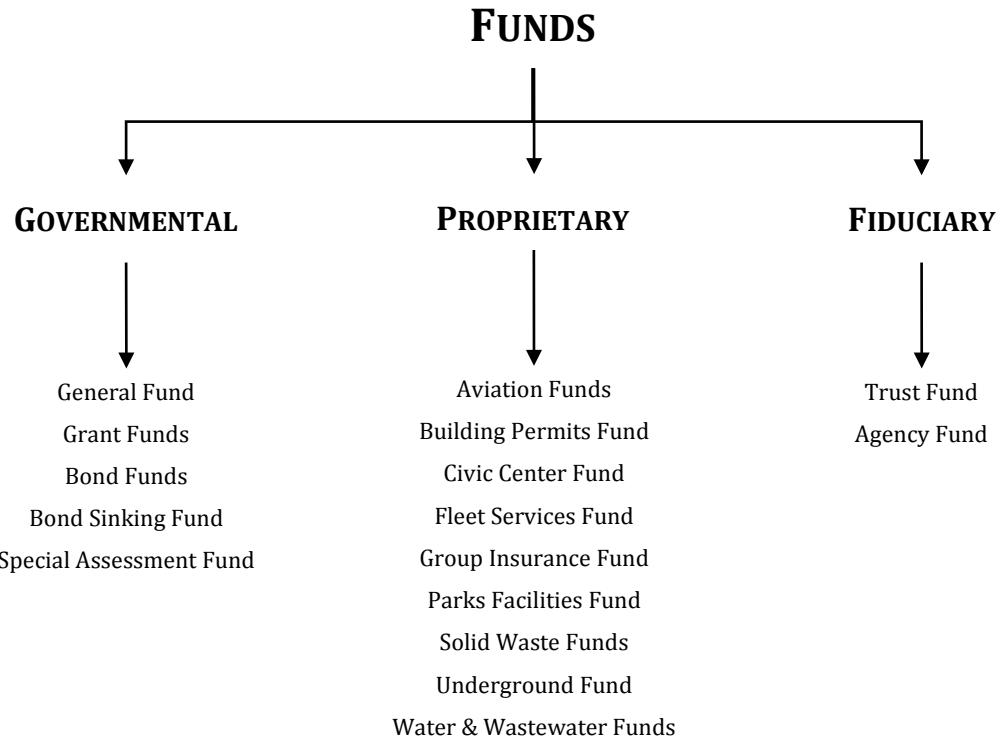
- Enterprise Funds are designed to be self-supporting. The Department of Watershed Management (DWM) Fund accounts for all activities associated with the provision and management of clean water, wastewater and storm water systems, and water pollution control services to individuals, organizations and other governmental units within and around the City. The Department of Aviation (DOA) Fund accounts for the activities of the William B. Hartsfield -Maynard H. Jackson Atlanta International Airport. Other enterprises funds include Parks Facilities Fund (Cyclorama), Underground Atlanta, Solid Waste Services, Civic Center, and the new Building Permits fund.
- The *Internal Service Funds* account for the activities of Motor Transport (Fleet) Services, as well as group insurance transactions related to the provision of life, accident, and medical insurance benefits through outside insurance companies for permanent employees and retirees of the City.

## FIDUCIARY FUNDS

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

- The Trust Fund accounts for activities in which the City acts as trustee for an individual or organization. Additionally, these funds account for pension trust funds, which accumulate resources for pension benefit payments to members of the plans and their beneficiaries.
- The Agency Fund accounts for various taxes and other receipts held in escrow for individuals, outside organizations, other governments and/or other funds.

## CITYWIDE FUND STRUCTURE





## SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

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

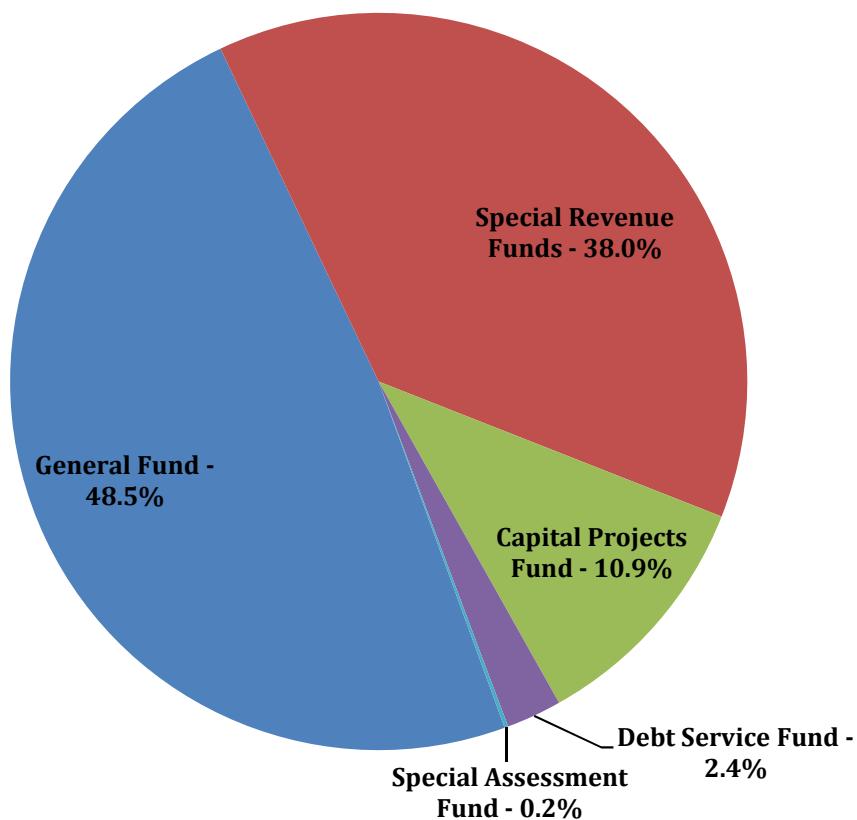
## SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

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

## SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

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

## FY 2014 GOVERNMENTAL FUNDS



## SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

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

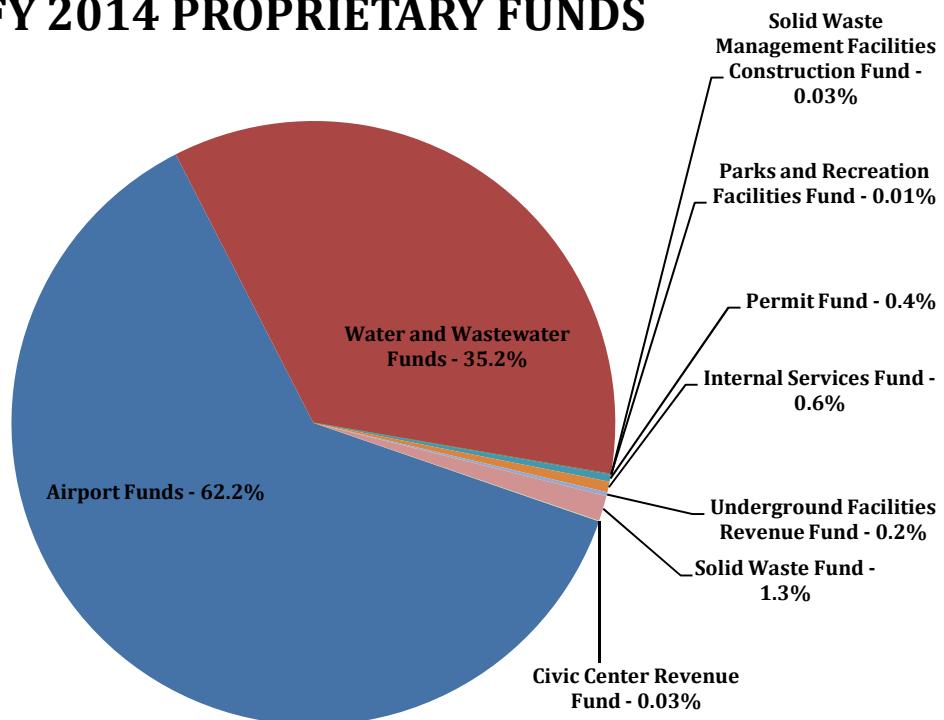
## SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

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

## SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

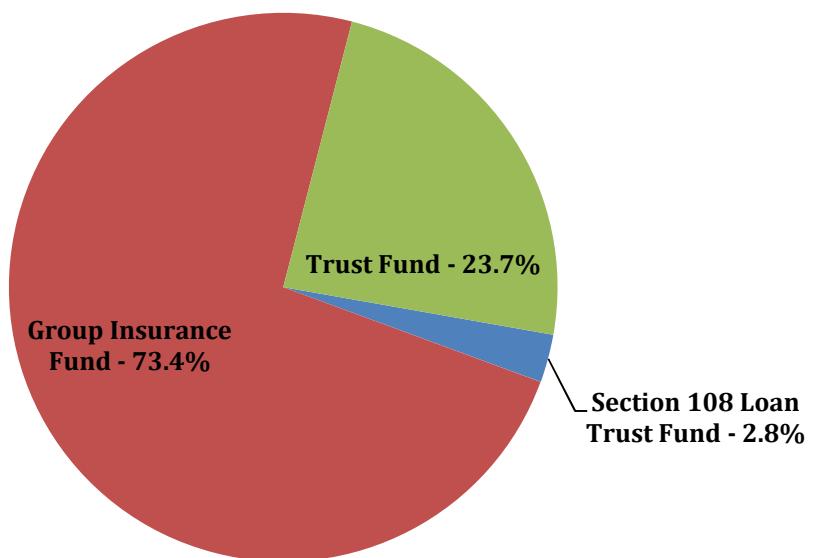
<b>Actual FY 2012</b>	<b>Adopted FY 2013</b>	<b>PROPRIETARY FUNDS</b>	<b>Adopted FY 2014</b>
<b>Solid Waste Fund</b>			
48,961,897	47,992,189	Solid Waste Services Revenue Fund	50,156,365
2,641,772	6,077,071	Solid Waste Renewal & Extension Fund	17,648,212
<b>51,603,669</b>	<b>54,069,260</b>	<b>Sub Total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

## FY 2014 PROPRIETARY FUNDS



## SUMMARY OF ALL FUNDS - FIDUCIARY FUNDS

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





# OPERATING FUNDS

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

## OPERATING FUND STRUCTURE

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

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

- The *Aviation Revenue fund* accounts for the accumulation of income and disbursement of funds associated with the operation and construction of the Hartsfield-Jackson Atlanta International Airport. These funds generate income primarily from leases and use agreements with airlines and with various concessionaires within the terminal facility and parking operations.
- The *Building Permits fund* accounts for the collection of income and disbursement of funds associated with the operation of the building permitting function.
- The *Atlanta Civic Center fund* accounts for the collection of income and disbursement of funds associated with the operation of the Boisfeuillet Jones Atlanta Civic Center. These funds generate income primarily from ticket sales (surcharges), building and land rentals.

- The *Parks Facilities fund* was created to support the Cyclorama restoration project, and is supported by user fees.
- Revenues generated from *Solid Waste services* are from user fees or charges for specific services provided. This fund should be self-sufficient and charge adequate fees to pay for the level of service provided. The primary sources of revenues are garbage pick-up/disposal, recycling, street sweeping and rubbish collection.
- The *Underground Atlanta fund* was established in 1989 to account for transactions associated with the public operations of the Underground Atlanta facilities and parking decks. The fund is supported by user fees, parking revenues and a general fund subsidy.
- *Water and Wastewater fund* were established to account for all transactions associated with the operation, development and maintenance of the City's expansive water and wastewater infrastructure system. The system is financed by user charges for water and wastewater services.

*Other funds* include the E-911 fund and the Internal Service funds.

- The *E-911 fund* is to support the E-911 call center and dispatching operation.
- The activities of the Internal Service funds are charged to internal departments to recoup its cost. The *Fleet Services fund* is established for maintaining the City of Atlanta's fleet of vehicles and motorized equipment. The *Group Insurance fund* is established through employer and employee contributions and

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

#### **CAPITAL FUND STRUCTURE**

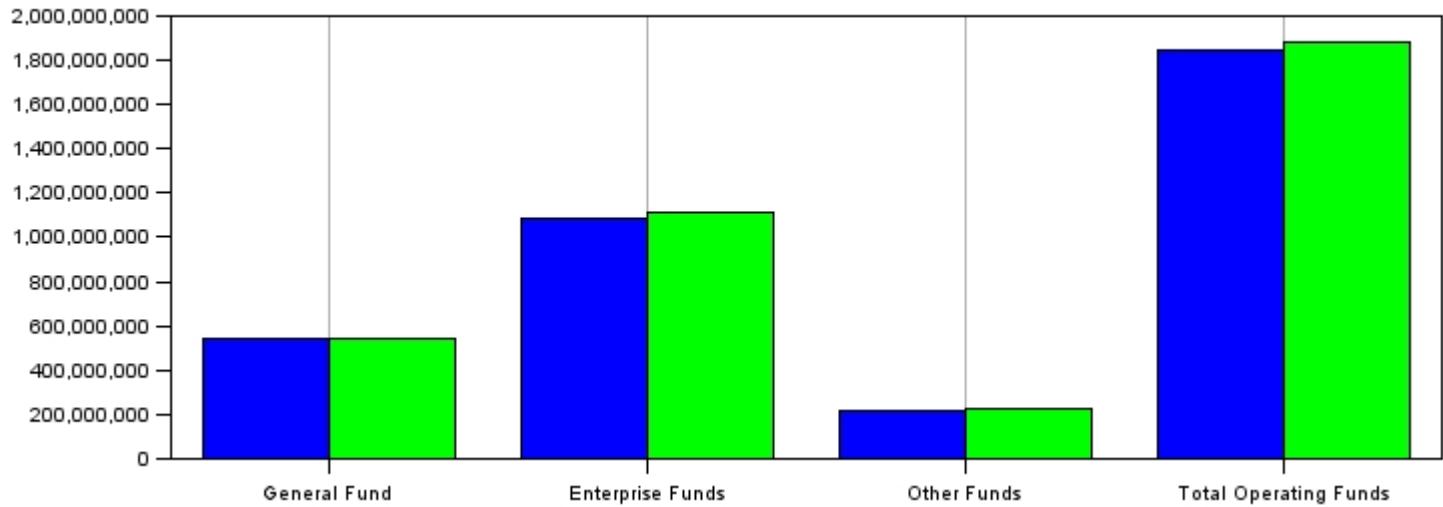
All other funds (listed below) are considered *capital funds* and were established for specific purpose, are of a non-recurring in nature or considered non-operating.

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

## SUMMARY OF OPERATING BUDGET BY FUNDS

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

**Operating Budget by Fund**



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

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

# SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT

## Adopted

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

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

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

## SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

### General Fund

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

### ENTERPRISE FUNDS

#### Airport Revenue Fund

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

## SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

### Building Permits Fund

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

### Civic Center Revenue Fund

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

## SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

### Parks Facilities Revenue Fund

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

### Solid Waste Services Revenue Fund

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

## SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

Underground Atl Facil Revenue Fund			DESCRIPTION	FY2014 Budget
FY2012 Actual	FY2013 Adopted			
-	-		Salaries, Regular	-
-	-		Salaries, Perm Part-Time	-
-	-		Salaries, Sworn	-
-	-		Salaries, Extra Help	-
-	-		Salaries, Extra Help-Sworn	-
-	-		Overtime	-
-	-		Pen Cont Fire Pen Fd	-
-	-		Pen Cont Police Pen Fd	-
-	-		Pen Cont Gen Emp Pen Fd	-
-	-		Defined Contribution	-
-	-		Workers' Compensation	-
-	-		Other Personnel Costs	-
-	-		Sub Total	-
\$2,542,833	\$3,060,186		Purchased / Contracted Services	\$3,024,602
-	\$3,751		Supplies	-
-	-		Capital Outlays	-
-	-		Interfund / Interdepartmental Charges	\$10,893
\$38,555	\$28,925		Other Costs	\$38,925
\$8,286,677	\$8,130,255		Debt Service	\$8,155,303
-	-		Conversion / Summary	-
-	-		Other Financing Uses	-
\$10,868,065	\$11,223,117		Sub Total	\$11,229,722
\$10,868,065	\$11,223,117		Total	\$11,229,722
Water & Wastewater Revenue Fund				
FY2012 Actual	FY2013 Adopted		DESCRIPTION	FY2014 Budget
\$49,246,472	\$56,921,896		Salaries, Regular	\$56,836,563
-	-		Salaries, Perm Part-Time	\$22,550
-	-		Salaries, Sworn	-
\$1,475,672	\$550,764		Salaries, Extra Help	\$992,325
-	-		Salaries, Extra Help-Sworn	-
\$3,014,992	\$2,377,099		Overtime	\$1,798,293
-	-		Pen Cont Fire Pen Fd	-
-	-		Pen Cont Police Pen Fd	-
\$8,870,007	\$8,847,762		Pen Cont Gen Emp Pen Fd	\$10,589,146
\$931,448	\$1,229,286		Defined Contribution	\$1,224,804
\$1,045,479	\$1,027,285		Workers' Compensation	\$1,116,472
\$8,825,461	\$10,093,544		Other Personnel Costs	\$9,428,389
\$73,409,530	\$81,047,636		Sub Total	\$82,008,542
\$28,412,670	\$44,599,901		Purchased / Contracted Services	\$47,891,427
\$36,553,221	\$39,405,812		Supplies	\$34,551,643
\$17,131	\$1,969,000		Capital Outlays	\$2,573,070
\$16,059,201	\$20,321,811		Interfund / Interdepartmental Charges	\$17,952,884
\$24,349,835	\$53,508,219		Other Costs	\$39,058,183
\$9,188,432	\$8,850,812		Debt Service	\$21,351,922
-	\$52,462,758		Conversion / Summary	\$69,021,031
\$393,379,798	\$235,518,926		Other Financing Uses	\$222,204,248
\$507,960,288	\$456,637,239		Sub Total	\$454,604,409
\$581,369,818	\$537,684,875		Total	\$536,612,951

## SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

### OTHER FUNDS

#### Emergency Telephone System

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

#### Fleet Service Fund

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

## SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

### Group Insurance Fund

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

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



## SUMMARY OF REVENUES AND EXPENSES

### General Fund

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

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

## SUMMARY OF REVENUES AND EXPENSES

### Airport Revenue Fund

	FY12 Actuals	FY13 Adopted	FY14 Budget
Revenues			
Land and Building Rentals Revenue	\$7,980,037	\$7,904,548	\$8,281,815
Other Revenue	<u>\$393,990,736</u>	<u>\$475,602,809</u>	<u>\$489,412,209</u>
Total Revenues	<u><u>\$401,970,773</u></u>	<u><u>\$483,507,357</u></u>	<u><u>\$497,694,024</u></u>
Expenditures	FY12 Actuals	FY13 Adopted	FY14 Budget
Personnel Services And Employee Benefits	\$72,849,777	\$82,591,285	\$84,609,584
Purchased / Contracted Services	\$79,992,031	\$102,800,138	\$116,412,303
Supplies	\$12,495,318	\$16,853,949	\$16,228,946
Capital Outlays	\$184,626	\$623,734	\$622,700
Interfund / Interdepartmental Charges	\$14,711,020	\$11,833,350	\$12,898,479
Other Costs	\$8,004,138	\$7,487,578	\$9,309,043
Conversion / Summary	-	\$107,857,909	\$98,053,631
Other Financing Uses	<u>\$223,478,468</u>	<u>\$153,459,415</u>	<u>\$159,559,339</u>
Total Expenditures	<u><u>\$411,715,378</u></u>	<u><u>\$483,507,358</u></u>	<u><u>\$497,694,024</u></u>

## SUMMARY OF REVENUES AND EXPENSES

**Building Permits Fund**

	FY12 Actuals	FY13 Adopted	FY14 Budget
Revenues			
Other License/Permits Revenue	\$82,391	\$195,397	\$564,773
Other Revenue	<u>\$10,650,172</u>	<u>\$7,306,023</u>	<u>\$13,472,245</u>
Total Revenues	<u><u>\$10,732,563</u></u>	<u><u>\$7,501,420</u></u>	<u><u>\$14,037,018</u></u>
Expenditures	FY12 Actuals	FY13 Adopted	FY14 Budget
Personnel Services And Employee Benefits	\$3,692,165	\$5,308,087	\$8,271,312
Purchased / Contracted Services	\$143,573	\$120,825	\$3,179,768
Supplies	\$46,924	\$51,804	\$33,684
Capital Outlays	-	\$579,654	\$835,125
Interfund / Interdepartmental Charges	\$1,053,011	\$944,919	\$1,093,532
Other Costs	\$418,467	\$496,132	\$275,500
Conversion / Summary	-	-	\$348,098
Total Expenditures	<u><u>\$5,354,140</u></u>	<u><u>\$7,501,421</u></u>	<u><u>\$14,037,018</u></u>

## SUMMARY OF REVENUES AND EXPENSES

**Civic Center Revenue Fund**

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

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

## SUMMARY OF REVENUES AND EXPENSES

Parks Facilities Revenue Fund

	FY12 Actuals	FY13 Adopted	FY14 Budget
Revenues			
Land and Building Rentals Revenue	\$2,026	\$9,426	\$5,000
Other Revenue	<u>\$509,809</u>	<u>\$467,527</u>	<u>\$495,977</u>
Total Revenues	<u><u>\$511,836</u></u>	<u><u>\$476,953</u></u>	<u><u>\$500,977</u></u>
Expenditures	FY12 Actuals	FY13 Adopted	FY14 Budget
Personnel Services And Employee Benefits	\$229,334	\$254,496	\$258,300
Purchased / Contracted Services	\$143,588	\$152,172	\$126,137
Supplies	\$51,427	\$70,286	\$69,785
Interfund / Interdepartmental Charges	-	-	\$20,000
Other Costs	\$23,653	-	\$26,689
Debt Service	\$170	-	\$67
Total Expenditures	<u><u>\$448,173</u></u>	<u><u>\$476,954</u></u>	<u><u>\$500,977</u></u>

## SUMMARY OF REVENUES AND EXPENSES

Solid Waste Services Revenue Fund

	FY12 Actuals	FY13 Adopted	FY14 Budget
Revenues			
Other Revenue	\$53,587,318	\$47,992,189	\$50,156,365
Total Revenues	<u>\$53,587,318</u>	<u>\$47,992,189</u>	<u>\$50,156,365</u>
Expenditures			
Personnel Services And Employee Benefits	\$20,520,935	\$22,024,169	\$25,065,554
Purchased / Contracted Services	\$6,850,536	\$10,411,317	\$9,969,862
Supplies	\$1,906,646	\$3,484,101	\$2,669,744
Capital Outlays	\$30,323	\$574,500	\$1,053,224
Interfund / Interdepartmental Charges	\$10,358,558	\$10,482,094	\$9,782,764
Other Costs	\$832,039	\$716,045	\$1,440,239
Debt Service	\$0	\$299,963	\$174,978
Other Financing Uses	\$8,462,860	\$0	\$0
Total Expenditures	<u>\$48,961,897</u>	<u>\$47,992,189</u>	<u>\$50,156,365</u>

## SUMMARY OF REVENUES AND EXPENSES

### Underground Atl Facil Revenue Fund

	FY12 Actuals	FY13 Adopted	FY14 Budget
Revenues			
Land and Building Rentals Revenue	\$1,898,562	\$2,032,980	\$2,032,980
Other Revenue	\$7,381,440	\$9,190,137	\$9,196,742
Total Revenues	<u>\$9,280,002</u>	<u>\$11,223,117</u>	<u>\$11,229,722</u>
Expenditures	FY12 Actuals	FY13 Adopted	FY14 Budget
Purchased / Contracted Services	\$2,542,833	\$3,060,186	\$3,024,602
Supplies	-	\$3,751	-
Interfund / Interdepartmental Charges	-	-	\$10,893
Other Costs	\$38,555	\$28,925	\$38,925
Debt Service	<u>\$8,286,677</u>	<u>\$8,130,255</u>	<u>\$8,155,303</u>
Total Expenditures	<u>\$10,868,065</u>	<u>\$11,223,117</u>	<u>\$11,229,722</u>

## SUMMARY OF REVENUES AND EXPENSES

### Water & Wastewater Revenue Fund

	FY12 Actuals	FY13 Adopted	FY14 Budget
Revenues			
Indirect Costs	\$0	-	\$0
Fines/Forfeitures Revenue	-	\$79,452	\$79,452
Land and Building Rentals Revenue	\$28,400	-	-
Other Revenue	<u>\$581,607,841</u>	<u>\$537,605,418</u>	<u>\$536,533,499</u>
<b>Total Revenues</b>	<b><u>\$581,636,241</u></b>	<b><u>\$537,684,870</u></b>	<b><u>\$536,612,951</u></b>
Expenditures	FY12 Actuals	FY13 Adopted	FY14 Budget
Personnel Services And Employee Benefits	\$73,409,530	\$81,047,636	\$82,008,542
Purchased / Contracted Services	\$28,412,670	\$44,599,901	\$47,891,427
Supplies	\$36,553,221	\$39,405,812	\$34,551,643
Capital Outlays	\$17,131	\$1,969,000	\$2,573,070
Interfund / Interdepartmental Charges	\$16,059,201	\$20,321,811	\$17,952,884
Other Costs	\$24,349,835	\$53,508,219	\$39,058,183
Debt Service	\$9,188,432	\$8,850,812	\$21,351,922
Conversion / Summary	-	\$52,462,758	\$69,021,031
Other Financing Uses	<u>\$393,379,798</u>	<u>\$235,518,926</u>	<u>\$222,204,248</u>
<b>Total Expenditures</b>	<b><u>\$581,369,818</u></b>	<b><u>\$537,684,875</u></b>	<b><u>\$536,612,951</u></b>

## SUMMARY OF REVENUES AND EXPENSES

### Emergency Telephone System

	FY12 Actuals	FY13 Adopted	FY14 Budget
Revenues			
Other Revenue	\$21,535,855	\$15,922,500	\$16,503,403
Total Revenues	<b>\$21,535,855</b>	<b>\$15,922,500</b>	<b>\$16,503,403</b>
Expenditures			
Personnel Services And Employee Benefits	\$9,480,048	\$10,115,555	\$10,667,420
Purchased / Contracted Services	\$5,795,955	\$5,510,402	\$5,804,826
Supplies	\$47,114	\$99,058	\$31,157
Capital Outlays	-	\$197,482	\$0
Total Expenditures	<b>\$15,323,118</b>	<b>\$15,922,497</b>	<b>\$16,503,404</b>

## SUMMARY OF REVENUES AND EXPENSES

**Fleet Service Fund**

	FY12 Actuals	FY13 Adopted	FY14 Budget
Revenues			
Indirect Costs	-	\$3,987,051	\$0
Other Revenue	<u>\$28,500,357</u>	<u>\$28,381,835</u>	<u>\$28,073,061</u>
Total Revenues	<u><b>\$28,500,357</b></u>	<u><b>\$32,368,886</b></u>	<u><b>\$28,073,061</b></u>
Expenditures	FY12 Actuals	FY13 Adopted	FY14 Budget
Personnel Services And Employee Benefits	\$9,221,585	\$9,595,644	\$10,185,073
Purchased / Contracted Services	\$4,293,303	\$3,689,590	\$1,796,333
Supplies	\$19,023,206	\$15,201,850	\$16,003,722
Capital Outlays	\$11,987	-	-
Interfund / Interdepartmental Charges	\$2,125,400	\$3,881,803	\$0
Other Costs	\$402,903	-	-
Debt Service	\$74,003	-	\$87,933
Total Expenditures	<u><b>\$35,152,387</b></u>	<u><b>\$32,368,887</b></u>	<u><b>\$28,073,061</b></u>

## SUMMARY OF REVENUES AND EXPENSES

**Group Insurance Fund**

	FY12 Actuals	FY13 Adopted	FY14 Budget
<b>Revenues</b>			
Other Revenue	\$129,015,161	\$121,977,062	\$130,175,075
<b>Total Revenues</b>	<b>\$129,015,161</b>	<b>\$121,977,062</b>	<b>\$130,175,075</b>
<b>Expenditures</b>	<b>FY12 Actuals</b>	<b>FY13 Adopted</b>	<b>FY14 Budget</b>
Personnel Services And Employee Benefits	\$1,624,930	\$998,388	\$996,403
Purchased / Contracted Services	\$279,106	\$734,865	\$555,156
Supplies	\$71,787	\$73,920	\$3,692
Interfund / Interdepartmental Charges	\$1,178,820	\$791,762	\$473,507
Other Costs	\$119,094,946	\$117,917,615	\$93,702,614
Debt Service	\$0	\$200,000	\$0
Conversion / Summary	-	\$1,260,512	\$34,443,703
<b>Total Expenditures</b>	<b>\$122,249,589</b>	<b>\$121,977,062</b>	<b>\$130,175,075</b>

## SUMMARY OF REVENUES AND EXPENSES

### Hotel/Motel Tax Fund

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

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

## SUMMARY OF REVENUES AND EXPENSES

Rental/Motor Vehicle Tax Fund

	FY12 Actuals	FY13 Adopted	FY14 Budget
Revenues			
Other Revenue	\$853,256	\$750,000	\$866,908
Total Revenues	<u>\$853,256</u>	<u>\$750,000</u>	<u>\$866,908</u>
Expenditures			
Purchased / Contracted Services	\$3,357	-	-
Other Costs	\$848,193	\$750,000	\$866,908
Total Expenditures	<u>\$851,551</u>	<u>\$750,000</u>	<u>\$866,908</u>



## SUMMARY OF FUND BALANCE

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

## **Explanations for Change in Fund Balance:**

### **SPECIAL REVENUE FUNDS:**

#### Community Development Block Grant Fund

Increased expenditures for grant funded projects.

#### Emergency 911 Fund

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

#### Intergovernmental Grant Fund

Reduction in grant expenditures.

#### Empowerment Zone Fund

Grant funding is ending.

#### Job Training Grant Fund

Increased grant funding.

#### Home Investment Partnerships Program Fund

Reduction in grant expenditures.

#### Atlantic Station TAD Fund

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

#### Princeton Lakes TAD Fund

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

#### Eastside TAD Fund

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

#### Campbellton Road TAD Fund

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

#### Hollowell/M.L. King TAD Fund

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

#### Stadium Neighborhoods TAD Fund

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

#### Trust Fund

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

**CAPITAL PROJECTS FUNDS:**

Public Safety Facility Fund

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

2008A Quality Of Life Improvement

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

Capital Finance Fund

Expenditures related to the unspent bond proceeds.

Capital Asset - Finance Fund

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

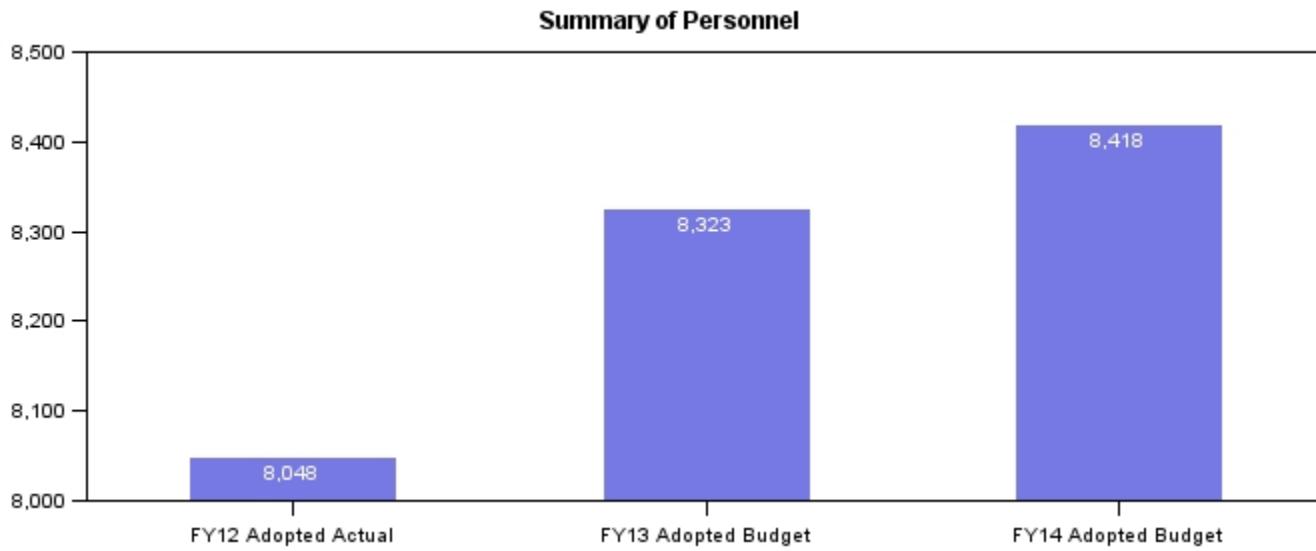
Park Improvement Fund

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



## SUMMARY OF PERSONNEL Total Funds

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





# REVENUE OVERVIEW

ECONOMIC OUTLOOK

REVENUE FORECAST SUMMARY

MAJOR REVENUE SUMMARIES

ADOPTED BUDGET  
FY 2014



## ECONOMIC OUTLOOK

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

### The National Outlook

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

Uncertainty regarding the sustainability of the US economic expansion – and the anxiety that goes along with it – will remain high. For example, in 2013, the risk of recession is 40 percent. In order, the three most likely recession triggers are (1) going off the fiscal cliff, (2) a major oil supply

interruption due to political events in the Middle East or North Africa, and (3) a financial panic in the EU that precipitates a global financial crisis. The baseline economic forecast assumes that these risks are avoided in 2013.

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

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

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

On an annual average basis, inflation-adjusted GDP will expand by 1.8 percent in 2013, which is below the 2.0 percent growth estimated for 2012, and far below the long-term trend rate of growth of approximately

2.6 percent. Meanwhile, the labor market is recovering much more slowly than production. It will be 2015 before the US replaces the 8.8 million jobs lost during the period leading up to, during, and in the immediate wake of the recession.

### **The Housing Market**

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

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

### **Non Residential Construction**

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

slightly lesser degree than they did in 2009-2012.

### **Consumer Spending**

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

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

In 2013, consumers' inflation-adjusted spending for goods will increase much faster than spending for services, with spending for durable goods growing more than twice as fast as spending for nondurable goods. Among durables, outlays for information processing equipment will increase very rapidly. Outlays for used motor vehicles and recreational goods also will grow quickly. Spending on nondurables such as food, pharmaceuticals, and other medical products will rise moderately, but spending for clothing and shoes will rise only slightly. Consumers will spend less on tobacco. Among services, spending on vehicle leasing

will increase the fastest. Providers of public transportation, recreational services, and financial services will see above average growth in spending. In contrast, consumers' outlays for restaurants and utilities will grow relatively slowly.

### **The Labor Market**

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

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

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

### **Business Spending**

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

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

### **International Trade**

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

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

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

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

### **Inflation**

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

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

The outlook for inflation beyond 2014 is considerably less sanguine, however. The magnitude of recent fiscal and monetary stimuli increases the risk of inflation. The federal debt has skyrocketed in absolute terms as well as in terms of its percentage of GDP. That will create pressure to monetize the debt. Also, despite the lack of a good substitute, the U.S. dollar could gradually lose some of its status as a reserve currency or

safe haven. China and others with large foreign currency holdings may choose to gradually diversify their portfolios away from U.S. dollar assets. Of course, the mushrooming federal debt does not have to produce more inflation; it may instead simply force interest rates higher to attract the needed capital. Either way, outsized budget deficits cannot be sustained for more than a few years without doing significant damage to the U.S. economy and its prospects for growth. Over the long term, keeping inflation in check means fully embracing sound federal fiscal policy.

### **The Economic Outlook for Georgia & Atlanta**

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

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

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

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

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

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

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

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

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

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

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

Another force that will help Georgia to match or exceed the pace of US GDP growth in 2013 is the upturn in information jobs that began in mid-2012. Georgia's information

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

### **The Employment Market**

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

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

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

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

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

## Housing

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

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

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

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

### **Government**

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

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

but it far from complete and fraught with uncertainties regarding future federal funding.

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

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

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

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

### **Prospects for Service Producing Industries**

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

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

governments will limit the gains for firms with many public-sector clients.

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

### **Prospects for Goods Producing Industries**

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

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

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

### **Comments Specific to Atlanta**

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

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

problematic for Atlanta's growth than for growth elsewhere in Georgia or for the nation as a whole.

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

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



## REVENUE FORECAST SUMMARY

### FORECAST METHODOLOGY

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

### CITY CHARTER REQUIREMENT

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

### REVENUE ANTICIPATIONS

The FY 2013 General Fund Revenue forecast is \$526 million and remains unchanged from the Anticipation amount adopted by the Budget Commission in June 2012. The FY 2014 General Fund Revenue

Anticipation is \$544 million and includes \$11 million in fund balance appropriation. The FY 2014 General Fund Revenue Anticipations are consistent with the City Charter requirements. As indicated earlier, the FY 2014 General Fund Revenue Anticipations includes a rigorous review and analysis of state, local economic trends, and financial modeling utilizing key input economic variables that affect revenues.

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

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

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

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

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

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

# MAJOR REVENUE SUMMARIES

## GENERAL FUND

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

### **Property Tax**

The City of Atlanta imposes a tax on real and personal property. Revenues are derived from the millage rate and the tax digest assessed values. The City's millage rate has remained 10.24 mills from FY201-FY2013 and is now set at 10.05 mills for FY2014 reflecting positive reassessment and assumes a collection rate of 98%.

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

*FY 2014 Forecast:*

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

### **Local Option Sales Tax (LOST)**

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

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

*FY 2014 Forecast:*

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

### **Hotel/Motel Tax**

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

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

*FY 2014 Forecast:*

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

### **Public Utility Franchise Fee**

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

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

*FY 2014 Forecast:*

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

### **Indirect Cost Recovery**

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

*FY 2014 Forecast:*

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

## **General Business Tax**

The general business tax statutory referred to as the occupational tax is levied on all entities conducting business in the City. The business tax is computed on two separate criteria 1) Estimated Gross Revenue and 2) Number of Employees. The estimated gross revenue amount filed in the prior year is adjusted by the Actual Gross amount when filing for the next year's business tax. The business tax is closely tied to corporate income and employment levels.

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

### *FY 2014 Forecast:*

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

## **Insurance Premium Tax**

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

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

### *FY 2014 Forecast:*

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

## **Other Licenses/Permits**

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

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

*FY 2014 Forecast:*

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

**Alcohol Tax**

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

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

*FY 2014 Forecast:*

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

**Fines & Forfeitures**

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

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

*FY 2014 Forecast:*

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

### **Intangible Recording Taxes**

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

### **Real Estate Transfer Tax**

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

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

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

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

### **Land and Building Rentals**

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

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

#### *FY 2014 Forecast:*

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

### **Motor Vehicle (HB 386)**

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

#### *FY 2014 Forecast:*

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

### **OVERALL GENERAL FUND FORECAST**

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

## **WATER AND WASTEWATER FUND**

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

### **Water and Sewer Service Revenue**

This category includes Water and Wastewater Service Charges. Projected revenue of \$437.8M for FY 2014 is \$4.3M higher than the FY 2013 Budget of \$433.5M. The increase is due primarily to an expected

1% growth in customer base, and higher than anticipated consumption. The Department does not plan to increase its water and sewer rates in FY 2014.

### **Charges for Services**

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

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

### **Intergovernmental Revenues**

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

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

elected to renew the MOST for an additional four-year term.

### **Investment Income**

This category is for interest earned as a result of the Department's Fund equity in the Cash Pool. The Department does earn interest on its Fund 5052 equity in the Investment in Cash Pool equity and as a result of the Cash Pool MOU.

### **Other Financing Sources**

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

### **Miscellaneous Revenues**

This category includes revenue for recoveries of prior year delinquent accounts/arrearages. For FY14 the convenience fees collected for credit card

payments are also included in this category. The FY 2014 Budget of \$359.8K, reflects substantial increase of \$41.1K over FY 2013 due to expected revenue from convenience fees paid by customers. The Department based its estimate on revenues generated in prior fiscal years.

### **Fines & Forfeitures**

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

## AVIATION REVENUE FUND

The Department of Aviation was established to operate and maintain Hartsfield-Jackson Atlanta International Airport. Its mission is to provide the Atlanta region a safe, secure and cost-competitive gateway to the world that drives economic

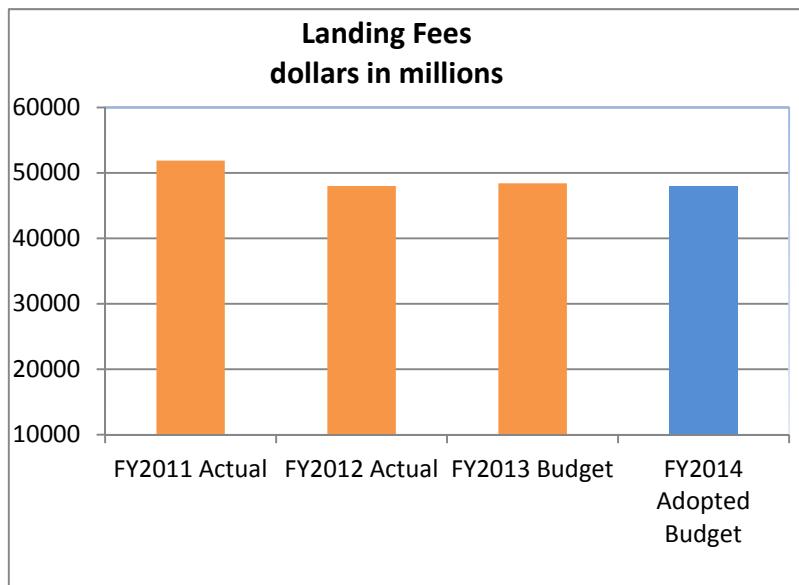
development and operates with the highest level of efficiency while exercising fiscal and environmental responsibility. The Department classifies its revenues into two general categories: Aeronautical and Non-Aeronautical.

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

## Landing Fees

The Department of Aviation collects landing fees from two different sources: 1) basic landing fees and 2) Airfield Improvement Program (AIP) landing fees. The basic landing fee for signatory airlines at Hartsfield-Jackson is \$0.16 per 1,000 pounds of landed weight and is intended to recover the cost of operating and maintaining the airfield. AIP landing fees are imposed as cost recovery for certain airfield capital improvements and are collected at a fixed rate and for a fixed duration. The Airport expects to experience a 2% growth in passengers in FY2014; however overall

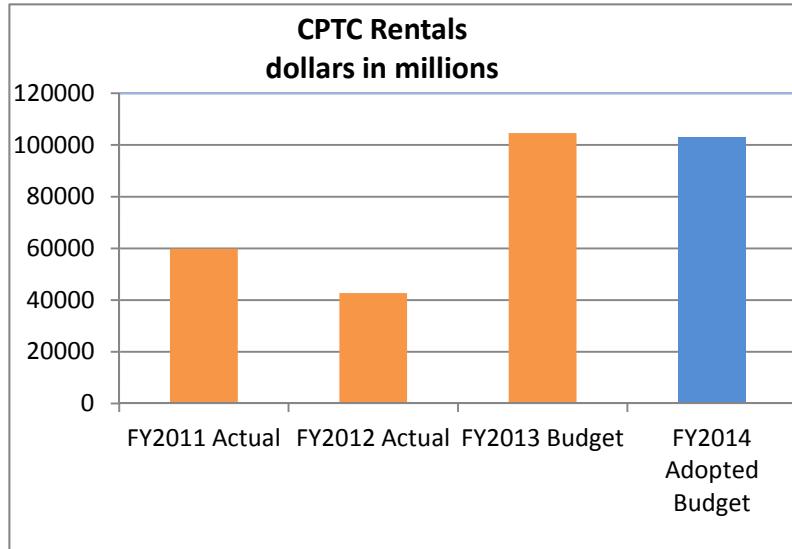
flight operations are expected to remain flat resulting in a nominal change in basic landing fees for FY2014. In fiscal year 2012, amortization of certain AIP revenues ended, most significantly the Fifth Runway, resulting in lower landing fees when compared to fiscal year 2011. Enplaned passenger traffic increased slightly in FY2013; however, actual flight operations may remain flat as airlines better utilize their fleets to transport passengers. This is causing the estimated landing fees in FY2014 to remain flat.



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

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

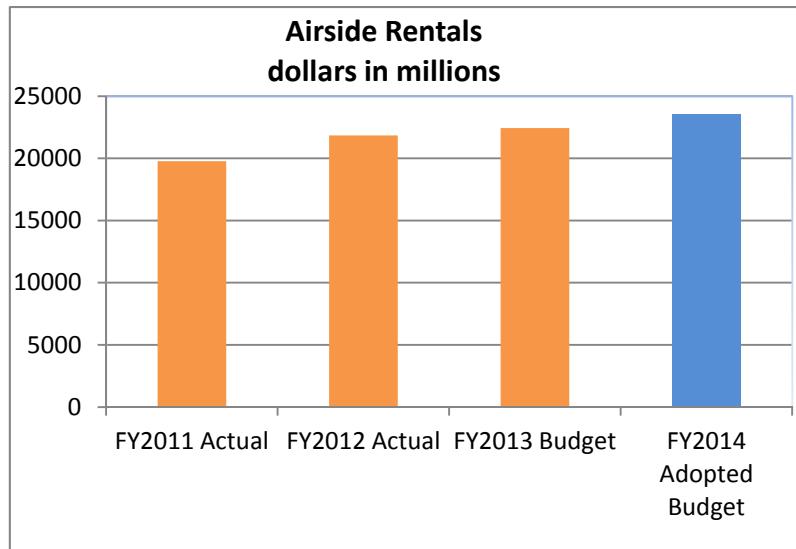
new revenue for tenant projects and the reduction of the annual supplemental rent result in an increase for FY2014.



### Airside Rentals

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

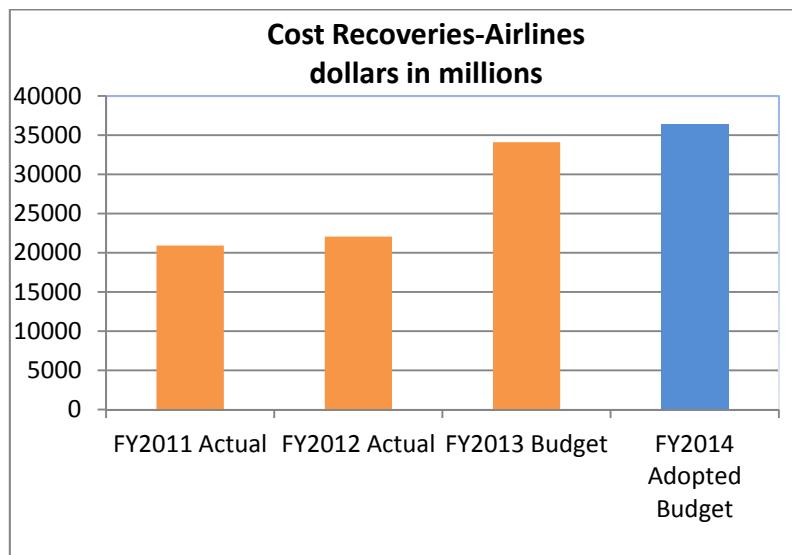
revenue resulting from incremental rate increases for occupied space, and new agreements being finalized in FY2011 and FY2012. The Airlines continue to monitor these costs in an effort to hold down their operating costs. These rentals are expected to increase due to lease escalations that will take effect in January 1, 2014.



## **Cost Recoveries**

The Airport incurs certain costs related to the maintenance and operation of the overall facility that are recovered (in total or in part) from the Airlines. Police, Fire, Security and Maintenance are major components of these recoveries, along with costs to operate the Automatic People Mover (APM) between concourses. For FY 2011 and

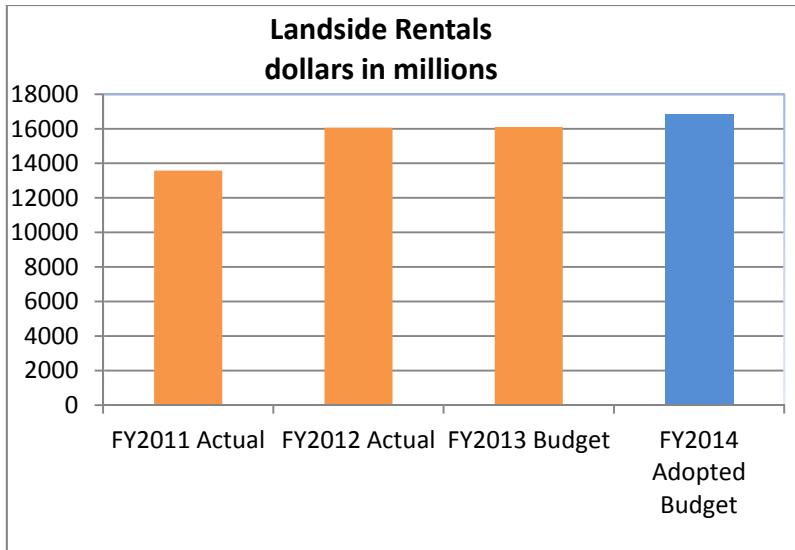
FY 2012 these recoveries had little change. The new International Terminal opened in May 2012 and added maintenance and operation costs in FY2013 not experienced in previous years, which is the main cause of the change between FY2012 and FY2013. An increase in FY2014 is anticipated as a result of increased APM and Security costs.



## **Landside Rentals**

Landside rentals are revenues collected for space occupied in any of the Airport's off-airfield or landside properties. Many of these leases had escalations effective in FY2012, which resulted in an increase over FY2011.

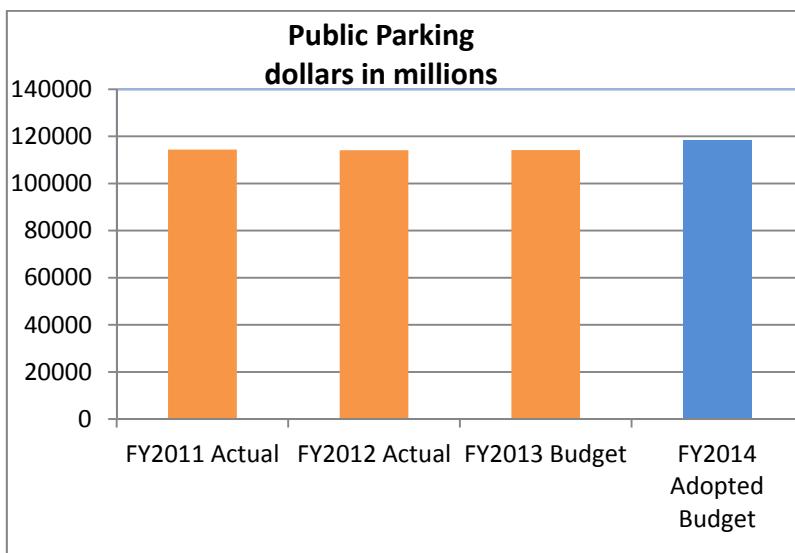
Although the airport continues to search for new revenue initiatives, the current projections for FY2013 and FY2014 reflect minimal growth.



### Public Parking

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

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



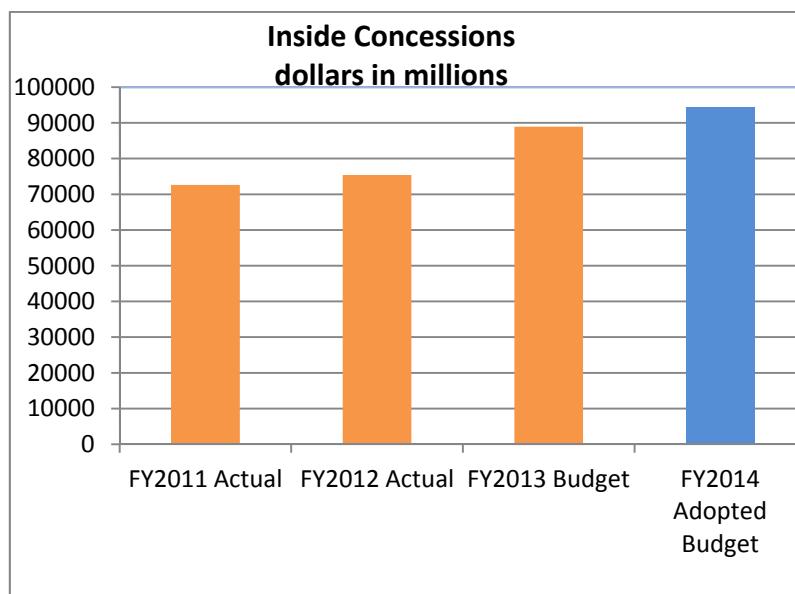
### Inside Concessions

FY2012 saw incremental increases in inside concessions revenues. These revenues are collected from the Airport's various food & beverage, retail, service, duty-free, and

advertising outlets. The opening of MHJIT in the spring of 2012 certainly has a positive impact on these revenues as new stores are opened and additional international passengers pass through the airport. FY2013

reflects an increase over FY2012 as the international terminal was in service for the full year. Additionally, new leases signed with concessionaires resulted in an increase due to higher minimum and percentage rent in food and beverage outlets. These outlets

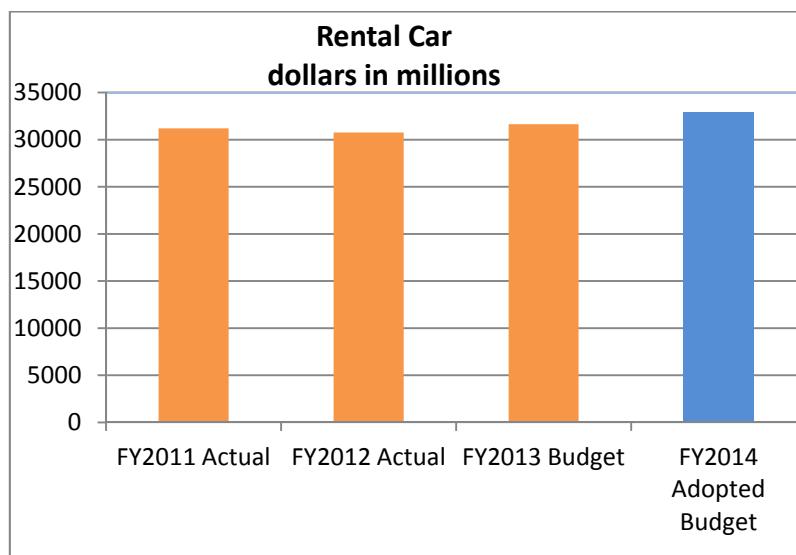
account for approximately half of the Airport's inside concessions revenues. FY2014 revenues are expected to increase by approximately 6.1% as concession operations reach full capacity.



### Rental Car

For FY2012 and FY2013, the year over year change in revenue is expected to be negligible. The Airport is anticipating growth in destination

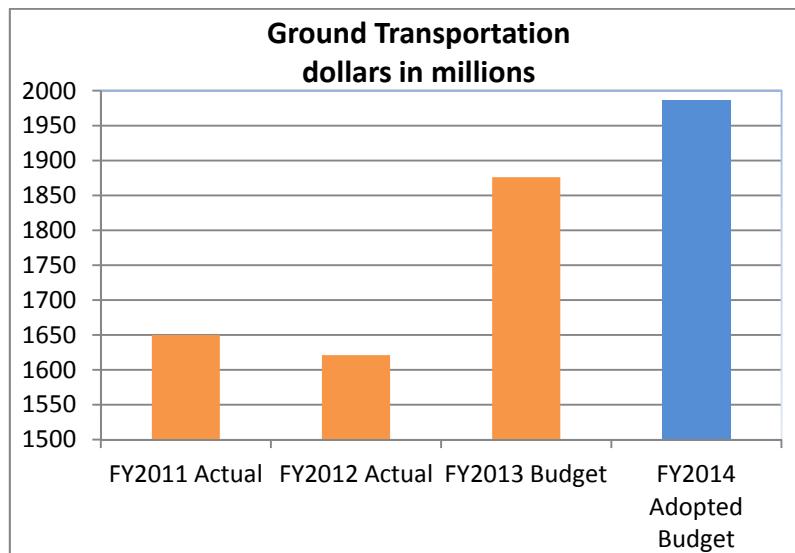
passengers in FY 2014, which has an impact on rental car activity, and is expecting revenue growth of approximately 4%.



## **Ground Transportation**

This category captures revenues related to the Airport's numerous off-airport parking shuttles, limousine services, hotel shuttle services, and other ground transportation venues. Without increases in the rates, the

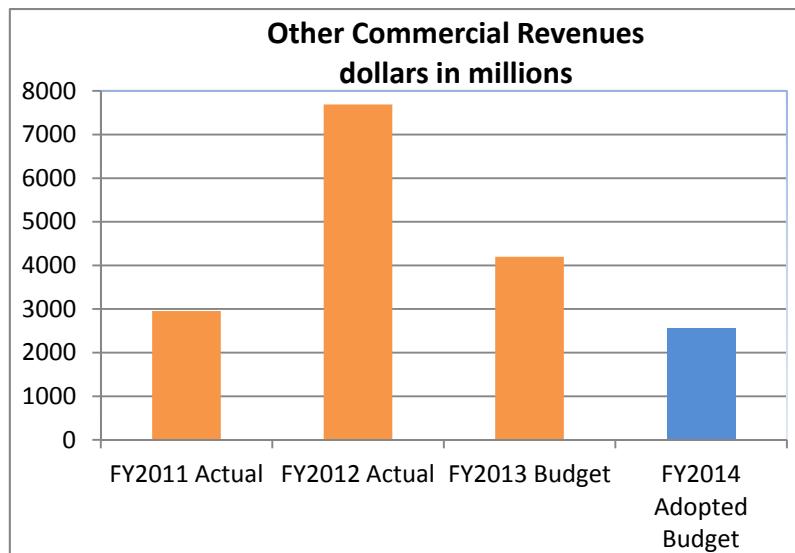
revenues collected from ground transportation services will experience gradual increases over time in line with overall passenger traffic.



## **Other Commercial Revenues**

Included in this category are revenues collected from Wi-Fi offerings to customers and vendors, Executive Conference Center (ECC) services and public telephone facilities. The majority of revenues in this category are now coming from Wi-Fi services. The spike in

revenue for FY2012 resulted from one-time cost recovery arrangements related to our cellular technology. The Airport will be offering free Wi-Fi during FY 2014, which is causing the drop in revenues.

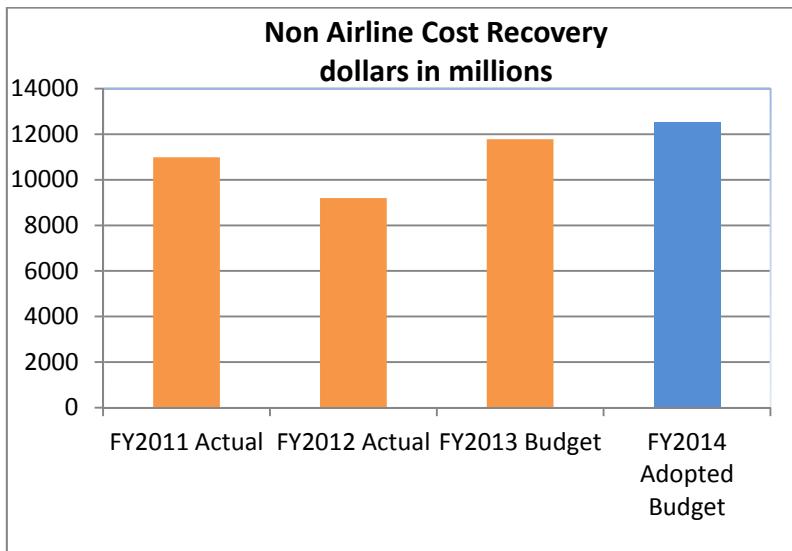


### **Cost Recoveries: Non-Airline**

Included in this category are rents collected from the rental car companies and charges to rental car customers in the form of a Customer Facility Charge (CFC). They are collected as reimbursement for the operation and maintenance of the 67.5 acre Rental Car Center (RCC). This facility opened in

December of 2009. These payments are set such that the Department is reimbursed for 100% of its RCC operating and maintenance expenses.

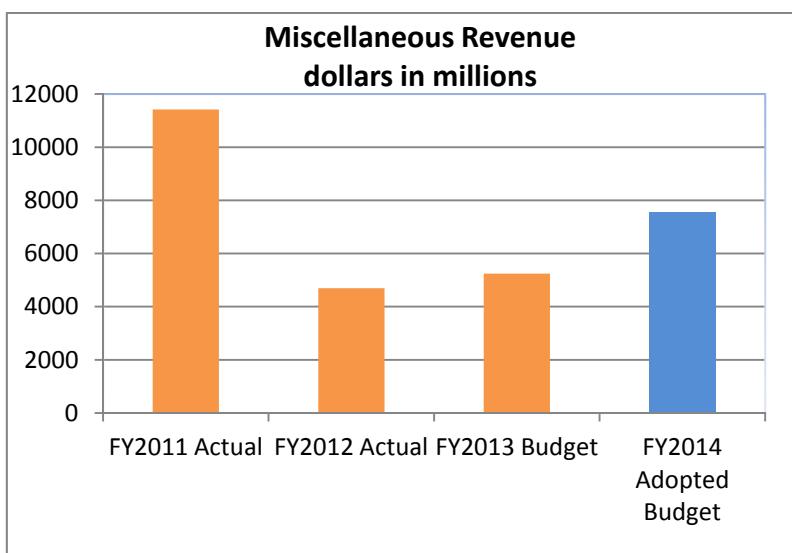
A minimal increase of 5% is expected in FY14 due to increase traffic.



### **Miscellaneous Revenues**

This category contains revenue streams from a multitude of sources, most of which produce revenue streams of less than \$1 million per year. It also contains any one-

time collections from disputed billings and legal settlements.





# OPERATIONAL SUMMARIES

CITY COUNCIL  
EXECUTIVE OFFICES  
INFORMATION TECHNOLOGY  
LAW  
CORRECTIONS  
FINANCE  
PROCUREMENT  
PUBLIC WORKS  
PARKS, RECREATION AND CULTURAL AFFAIRS  
WATERSHED MANAGEMENT  
AVIATION  
JUDICIAL AGENCIES – COURT OPERATIONS  
NON-DEPARTMENTAL  
HUMAN RESOURCES  
FIRE & RESCUE SERVICES  
POLICE SERVICES  
PLANNING & COMMUNITY DEVELOPMENT  
JUDICIAL AGENCIES – SOLICITOR'S OFFICE  
BOARD OF ETHICS  
ATLANTA CITIZENS REVIEW BOARD  
INTERNAL AUDITOR'S OFFICE  
JUDICIAL AGENCIES – PUBLIC DEFENDER

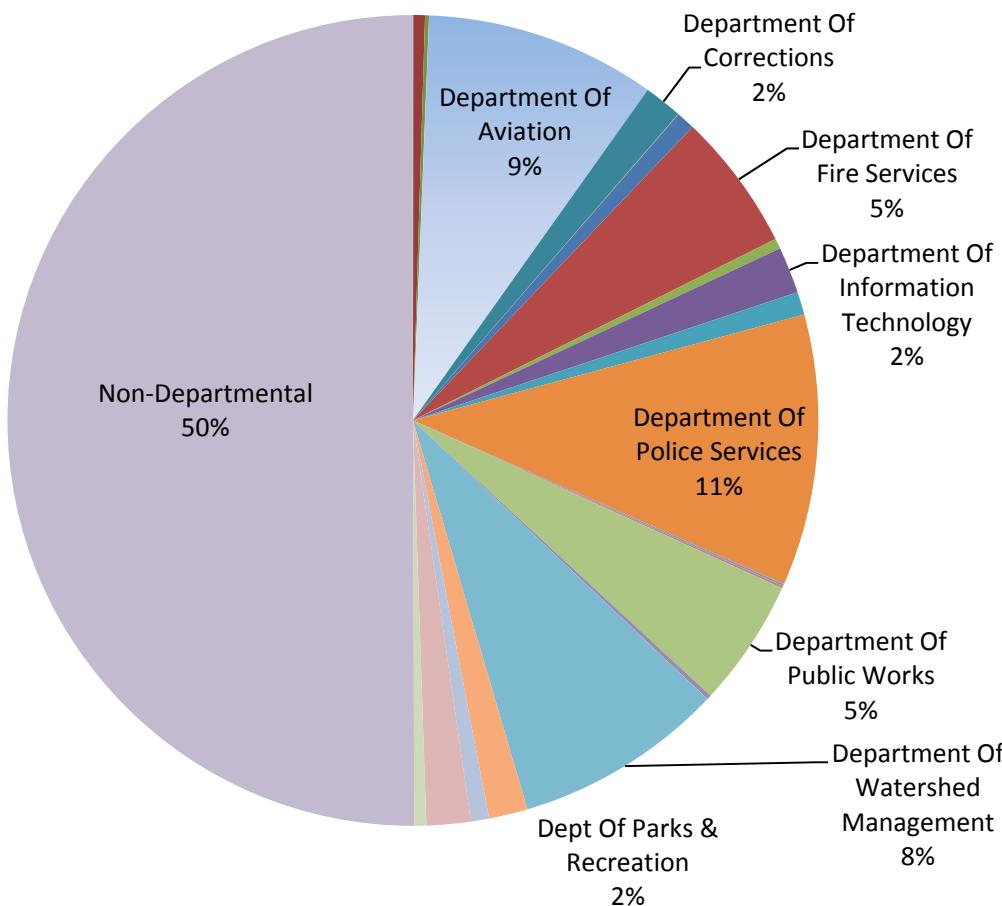
ADOPTED BUDGET  
FY 2014



## OPERATIONAL DEPARTMENTAL SUMMARY OVERVIEW

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

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



As depicted in the preceding chart, the operating budget totals \$1.88B, and the largest percent of the total or 50% is attributable to the citywide non-departmental operating budget. The non-departmental budget includes reserves and debt service costs for the general fund as well as for the enterprise funds including Aviation and Watershed Management.



# CITY COUNCIL

## Mission Statement

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

## Summary of Operations

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

The members of the Atlanta City Council are as follows:

*District 1: Carla Smith*

*District 2: Kwanza Hall*

*District 3: Ivory Lee Young*

*District 4: Cleta Winslow*

*District 5: Natalyn M. Archibong*

*District 6: Alex Wan*

*District 7: Howard Shook*

*District 8: Yolanda Adrean*

*District 9: Felicia A. Moore*

*District 10: C.T. Martin*

*District 11: Keisha Lance Bottoms*

*District 12: Joyce M. Sheperd*

*Post 1 At-Large: Michael Julian Bond*

*Post 2 At-Large: Aaron Watson*

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

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

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

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

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

**City Council  
General Fund**

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

**City Council  
General Fund**

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

FUND	VARIANCE (14-13)
General Fund	\$829,100
<b>TOTAL EXPENSES</b>	<b>\$829,100</b>

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

# EXECUTIVE OFFICES

## Mission Statement

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

## Summary of Operations

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

## Divisions/Offices Descriptions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **FY2013 Accomplishments**

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

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

#### *Facilities Management Division*

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

#### *Real Estate Division*

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

#### *Sustainability*

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

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

#### *Office of the Innovation Delivery Team*

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

#### **FY2014 Adopted Program Highlights**

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

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

#### *Facilities Management Division*

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

#### *Real Estate Division*

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

#### *Sustainability*

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

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

*Office of the Innovation Delivery Team*

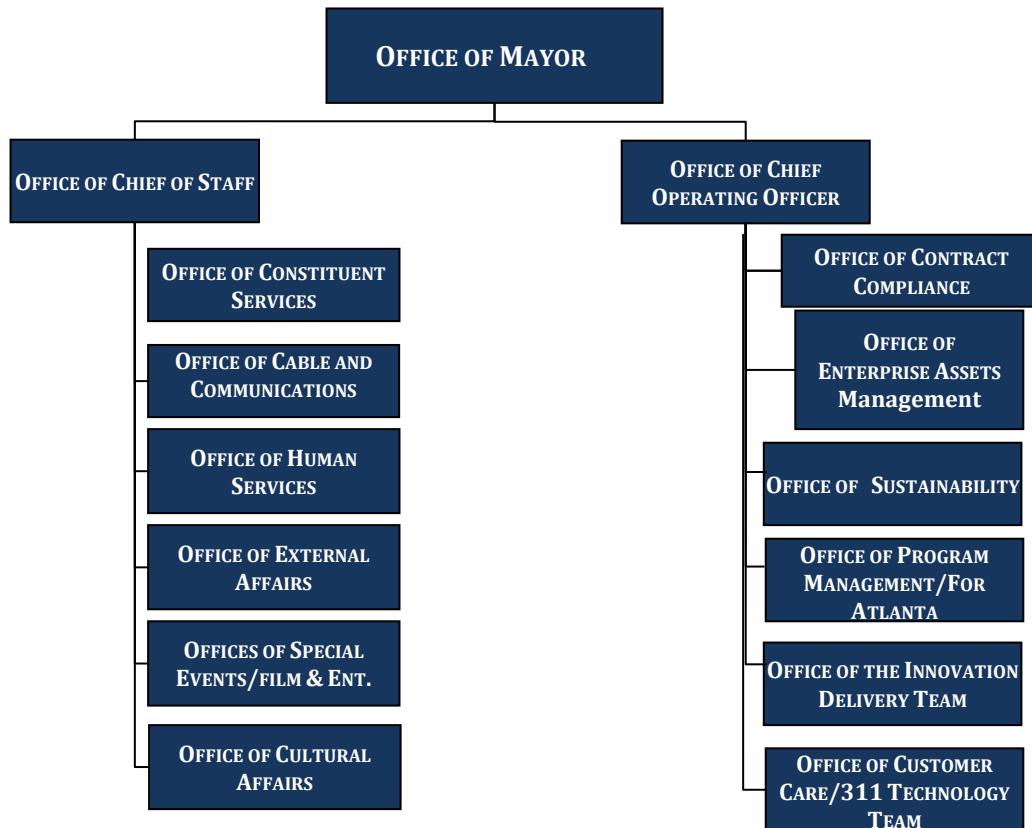
- House another 300 homeless veterans through the veterans initiative collaborative and eliminate chronic veterans homelessness in Atlanta.
- House at least another 100 chronic homeless through the chronic homeless collaborative.
- Support launch of a new community homeless Continuum-of-Care, a public-private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

*Office of the Customer Care/311 Technology Team*

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

# ORGANIZATIONAL CHART

*Executive Offices*





## FY14 OPERATING BUDGET HIGHLIGHTS Executive Offices

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Executive Offices  
Airport Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Executive Offices  
Airport Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

**Executive Offices  
Building Permits Fund**

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	-	- Salaries, Regular	\$64,764	\$64,764
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	- Defined Contribution	\$7,195	\$7,195
-	-	- Workers' Compensation	-	-
-	-	- Other Personnel Costs	\$17,233	\$17,233
-	-	- TOTAL PERSONNEL	\$89,191	\$89,191
OTHER EXPENSES				
-	-	- Purchased / Contracted Services	-	-
-	-	- Supplies	-	-
-	-	- Capital Outlays	-	-
-	-	- Interfund / Interdepartmental Charges	-	-
-	-	- Other Costs	-	-
-	-	- Debt Service	-	-
-	-	- Conversion / Summary	-	-
-	-	- Other Financing Uses	-	-
-	-	- TOTAL OTHER EXPENSES	-	-
-	-	- TOTAL PERSONNEL AND OTHER EXPENSES	\$89,191	\$89,191

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Executive Offices Building Permits Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$64,764	Increase due to the creation of the new 311 Call Center. Salaries and benefits were split funded among several funds.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	\$7,195	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$17,233	
TOTAL PERSONNEL	\$89,191	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	\$89,191	

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Executive Offices General Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Executive Offices General Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Executive Offices  
Solid Waste Services Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Executive Offices Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$62,602	Increase in Full-Time equivalents and salaries due to new offices (Entertainment and Film Office and 311 Call Center) and Office of Cultural Affairs transfer to Executive Offices.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	\$7,195	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$17,233	
TOTAL PERSONNEL	\$87,029	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	\$87,029	

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Executive Offices Water & Wastewater Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Executive Offices Water & Wastewater Revenue Fund

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

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

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



# INFORMATION TECHNOLOGY

## Mission Statement

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

## Core Functions

- End User and Systems Support
- Program Management
- Communications

## Summary of Operations

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

## Divisions/Offices Descriptions

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

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

*The End User Support Team* provides desktop, help desk and network support for the City, and selected City agencies. We are

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

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

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

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

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

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

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

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

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

## Goal

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

## Objectives

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

## FY2013 Accomplishments

### Public Safety

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

### City Infrastructure

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

### Fiscal Stability

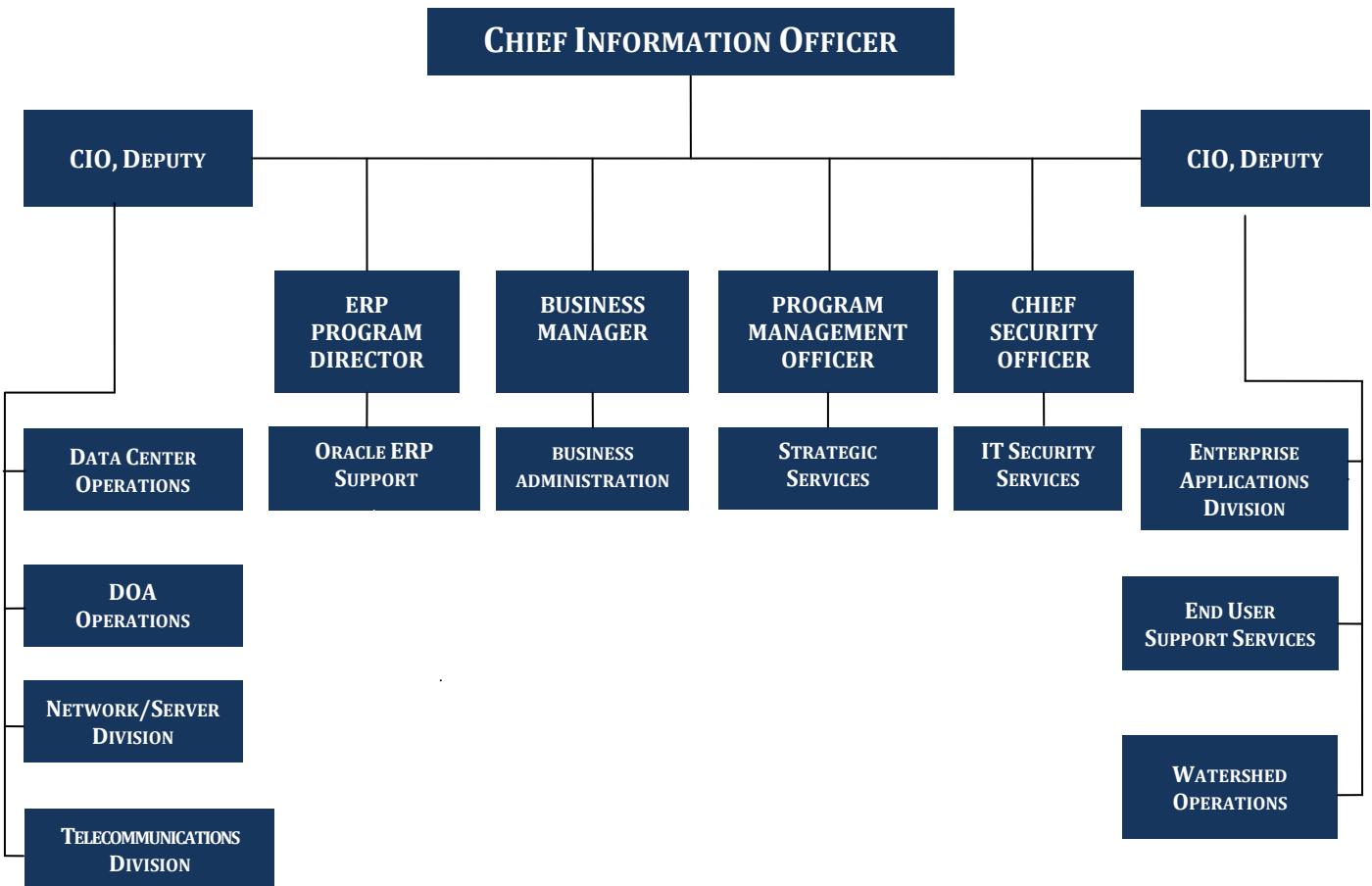
- Launch of Hyperion Budget Tool

## FY2014 Adopted Program Highlights

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

# ORGANIZATIONAL CHART

*Information Technology*



# PERFORMANCE METRICS

*Information Technology*

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





## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Information Technology

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Information Technology

#### Airport Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Information Technology

#### Airport Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Information Technology

#### Building Permits Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Information Technology

#### Building Permits Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Information Technology

Emergency Telephone System

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Information Technology

Emergency Telephone System

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$2,360	Increase due to approved position reclasses.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$0	
Defined Contribution	(\$2,585)	Decrease due to change in pension rate.
Workers' Compensation	-	
Other Personnel Costs	\$341	
TOTAL PERSONNEL	\$116	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	\$116	

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Information Technology

Fleet Service Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	-	- Salaries, Regular	-	-
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	- Defined Contribution	-	-
-	\$155	- Workers' Compensation	\$0	\$0
-	\$0	- Other Personnel Costs	\$0	\$0
-	\$155	- TOTAL PERSONNEL	\$0	\$0
OTHER EXPENSES				
\$4	\$3,635	- Purchased / Contracted Services	\$0	\$0
-	-	- Supplies	-	-
-	-	- Capital Outlays	-	-
-	-	- Interfund / Interdepartmental Charges	-	-
-	-	- Other Costs	-	-
-	-	- Debt Service	-	-
-	-	- Conversion / Summary	-	-
-	-	- Other Financing Uses	-	-
\$4	\$3,635	- TOTAL OTHER EXPENSES	\$0	\$0
\$4	\$3,790	- TOTAL PERSONNEL AND OTHER EXPENSES	\$0	\$0

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Information Technology

Fleet Service Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Information Technology

#### General Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Information Technology

#### General Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Information Technology

Solid Waste Services Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Information Technology

Solid Waste Services Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Information Technology

Water & Wastewater Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Information Technology

Water & Wastewater Revenue Fund

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

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

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



# LAW

## Mission Statement

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

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

## Core Functions

- Legal Counseling
- Litigation
- Transactions
- Compliance

## Summary of Operations

The City Attorney is the chief legal advisor for the City of Atlanta and is the commissioner of the Department of Law. As chief legal advisor for the City of Atlanta, the City Attorney provides legal counsel to the Mayor and to the Atlanta City Council. The Department of Law is vested with exclusive authority and jurisdiction in all matters of law relating to the executive branch of city government and every department, bureau, office, institution, commission, committee, board and other agency thereof. The Department of Law represents the City of Atlanta in a wide range of commercial transactions; litigates all matters on behalf of the City of Atlanta; defends city officers and employees in civil litigation arising from the performance of official duties of the officer or employee; provides written legal opinions on questions of law connected with the interest of the City of Atlanta to the Mayor, any department head, and president or member of the Atlanta City

Council; attends all meetings of the Atlanta City Council and meetings of the committees of the council as requested; supervises, administers and performs all claims work under O.C.G.A. § 34-9-1, et seq., and performs any other services as are consistent with the usual and customary duties of municipal corporation counsel. The Department of Law does not provide legal advice to members of the public. The Department of Law is limited to providing legal advice, counsel, and representation to the Mayor, City Council members, City officials and departments in all civil matters regarding the City of Atlanta, Georgia.

## Divisions/Offices Descriptions

The Department is comprised of seven major units:

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

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

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

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

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

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

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

employee or any person or organization to the extent that the person or organization shall have had any dealings with the City of Atlanta or any department, board, bureau, commission, institution, authority, retirement system or other instrumentality or agency thereof.

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

## Goals

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

## FY2013 Accomplishments

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

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

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

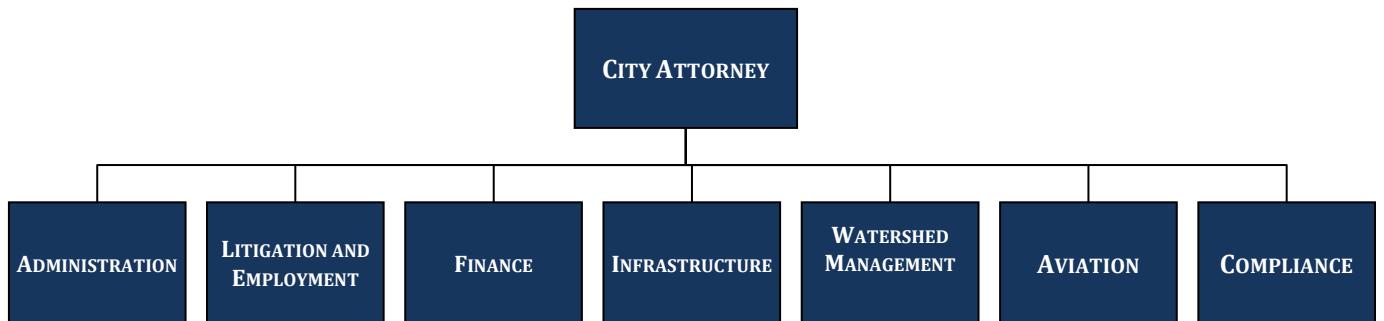
#### **FY2014 Adopted Program Highlights**

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

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

# ORGANIZATIONAL CHART

*Law*



# PERFORMANCE METRICS

*Law*

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





**FY14 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Law**

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

**Department Of Law  
Airport Revenue Fund**

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Law  
Airport Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Law

#### General Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Law

#### General Fund

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

FUND	VARIANCE (14-13)
General Fund	\$86,976
<b>TOTAL EXPENSES</b>	<b>\$86,976</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

**Department Of Law  
Water & Wastewater Revenue Fund**

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Law  
Water & Wastewater Revenue Fund

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

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

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



# CORRECTIONS

## Mission Statement

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

## Vision Statement

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

## Core Values

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

## Summary of Operations

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

## Divisions/Offices Descriptions

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

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

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

## Goals and Objectives

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

## FY2013 Accomplishments

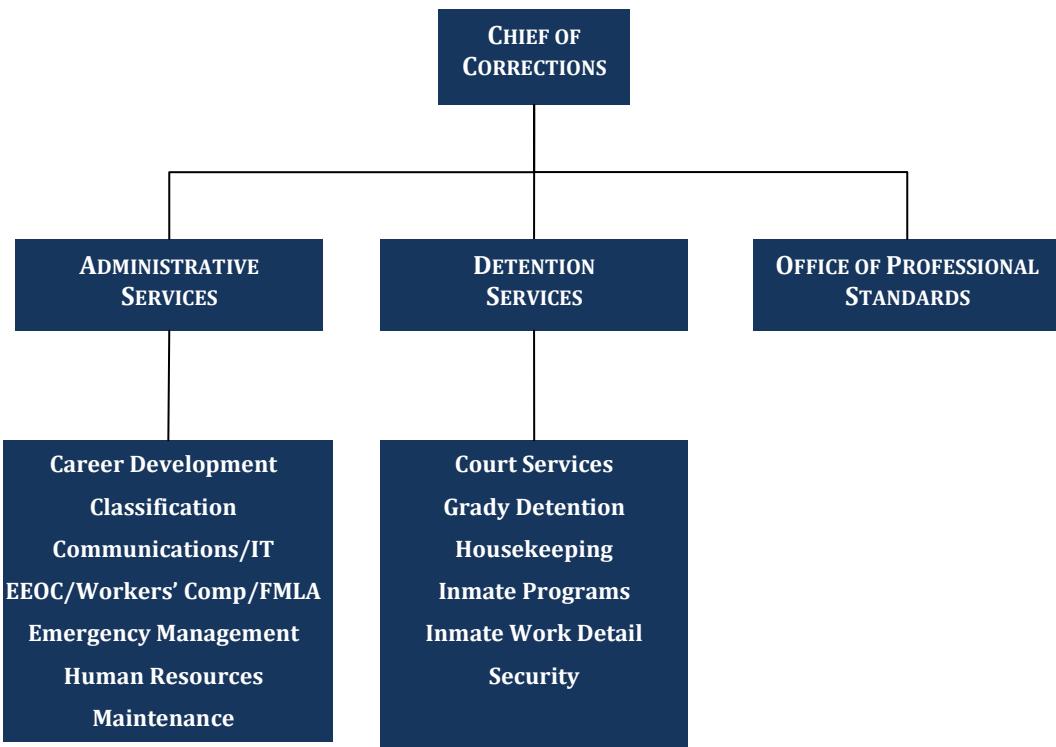
- Inmate Work Detail in partnership with the Mayor's Office, Community Court and the Atlanta Police Department's H.O.P.E. and C.O.P.'s units and The Clayton County Transitional Center is ensuring that Atlanta remains clean, safe and beautiful
- The expansion of the detail to include the Graffiti Strike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

## FY2014 Adopted Program Highlights

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

# ORGANIZATIONAL CHART

*Corrections*



# PERFORMANCE METRICS

*Corrections*

PERFORMANCE MEASURE	FY2011	FY2012	FY 2013	FY 2014
	ACTUAL	ACTUAL	TARGET	TARGET
<b><i>Public Safety</i></b>				
Total Number of bookings in the Jail	34,975	36,320	36,000	36,000
Average Daily Population of the Jail	505	488	600	600





## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Corrections

#### General Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Corrections

#### General Fund

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

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

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

# DEPARTMENT OF FINANCE

## Mission Statement

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

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

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

## Core Functions

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

## Summary of Operations

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

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

## Divisions/Offices Descriptions

*The Office of Administrative Services* manages functions associated with responses to open records requests, human resource administration, staff recruitment and training, background

investigations, conducts internal staff investigations, procurement, organization design, space management, and it includes the Office of Records Management which manages the physical maintenance of records for City Departments being transferred to and from an outsourced contractor.

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

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

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

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

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

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

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

*The Office of Management Consulting* functions and duties include providing financial business process support through the identification and development of process change within the Department of Finance and citywide. This office will serve as liaison in the development of

processes inherent to responsibilities unique to the Department of Finance. The Office of Management Consulting is responsible for benchmarking, developing and implementing best practices in the completion of financial processes. This office is also responsible for coordinating contract compliances issues, support of ATLStat in the absence of the Chief and/or Deputy Chief Financial Officer, financial reporting and modeling as well as the development of the Finance organization's performance metrics.

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

## FY2013 Accomplishments

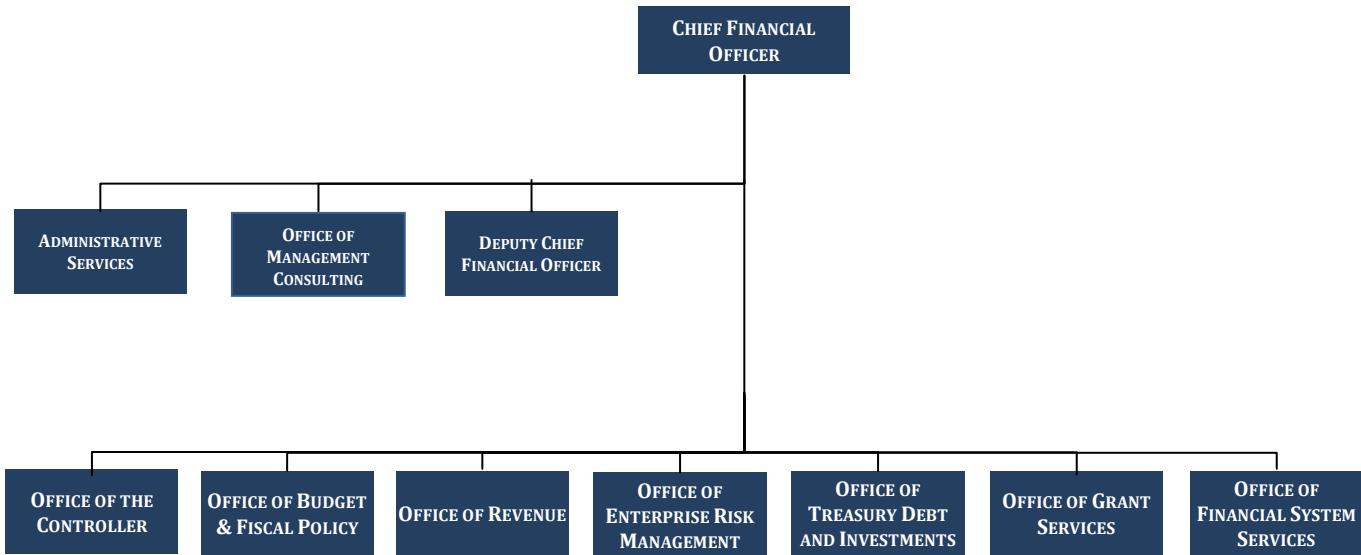
- Implemented Online Alcohol Renewal and Payment Processing
- Collected \$2.8M in Revenue Audit and Tax Compliance Revenues
- Launched Citywide Business Tax Amnesty Program
- Completed major revision of Owner Controlled Insurance Program (OCIP) Safety Program
- Implemented eCivis, a grants application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

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

#### **FY2014 Adopted Program Highlights**

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

## ORGANIZATIONAL CHART



## PERFORMANCE METRICS

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

**Department Of Finance**

**Airport Revenue Fund**

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

**Department Of Finance**

**Airport Revenue Fund**

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$9,249	Full Time Equivalent increased due to creation of split funded position. Salaries increased due to creation of a split-funded position.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$23,458	Increase due to pension rate adjustment.
Defined Contribution	(\$5,259)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$350)	
TOTAL PERSONNEL	\$27,098	
OTHER EXPENSES		
Purchased / Contracted Services	\$83,841	Increase due to fund portion of the Hyperion Purchase in FY14.
Supplies	(\$25,116)	Decrease due to departmental cost containment initiative aimed at reducing redundancy in purchasing of supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$125,000	Increase due to trending of prior year actuals as well as budget
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	\$183,726	
TOTAL PERSONNEL AND OTHER EXPENSES	\$210,823	

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

#### General Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

#### General Fund

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

FUND	VARIANCE (14-13)
General Fund	(\$165,669)
<b>TOTAL EXPENSES</b>	<b>(\$165,669)</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

**Department Of Finance**

**Group Insurance Fund**

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Finance  
Group Insurance Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Finance  
Solid Waste Services Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Finance  
Solid Waste Services Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Finance  
Water & Wastewater Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

**Department Of Finance  
Water & Wastewater Revenue Fund**

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

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

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



# PROCUREMENT

## Mission Statement

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

## Core Functions

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

## Summary of Operations

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

## Divisions/Offices Descriptions

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

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

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

Information Systems/ERP is responsible for the management of the Procurement modules in

the Oracle system. Services include system maintenance, report production and training.

## Goals

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

## Objectives

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

## FY2013 Accomplishments

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

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

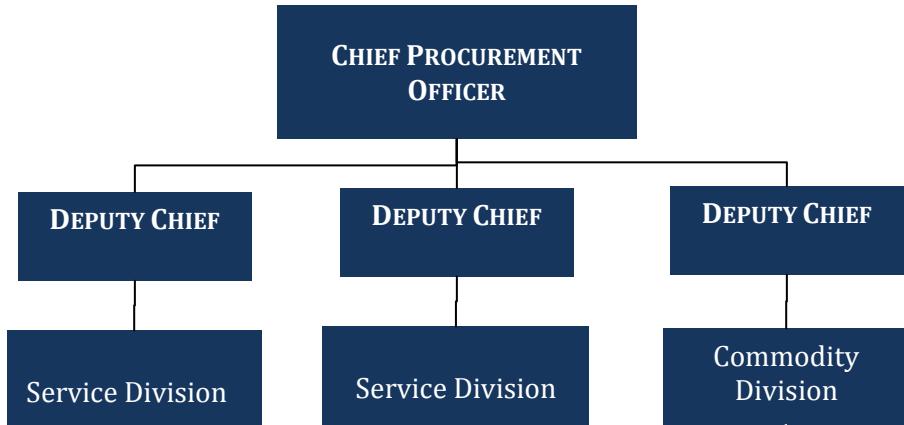
- Prevailed on all protests/lawsuits filed related to the largest concessions solicitation in North America (estimated at over \$3 Billion, with estimated annual sales of over \$400 Million among the concessionaires)

#### **FY2014 Adopted Program Highlights**

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

# ORGANIZATIONAL CHART

*Department of Procurement*



## PERFORMANCE METRICS

*Department of Procurement*

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





**FY14 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement Airport Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement

#### Airport Revenue Fund

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

FUND	VARIANCE (14-13)
Airport Revenue Fund	(\$23,370)
<b>TOTAL EXPENSES</b>	<b>(\$23,370)</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement

#### General Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement

#### General Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Procurement  
Water & Wastewater Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Procurement  
Water & Wastewater Revenue Fund

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

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

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



# PUBLIC WORKS

## Mission Statement

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

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

Public Works has a continued commitment to serve beyond expectations.

## Core Functions

- City Infrastructure
- Public Safety & Cleanliness
- Fleet Management

## Summary of Operations

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

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

## Divisions/Offices Descriptions

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

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

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

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

## **Goals and Objectives**

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

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

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

## **FY2013 Accomplishments**

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

## **FY2014 Adopted Program Highlights**

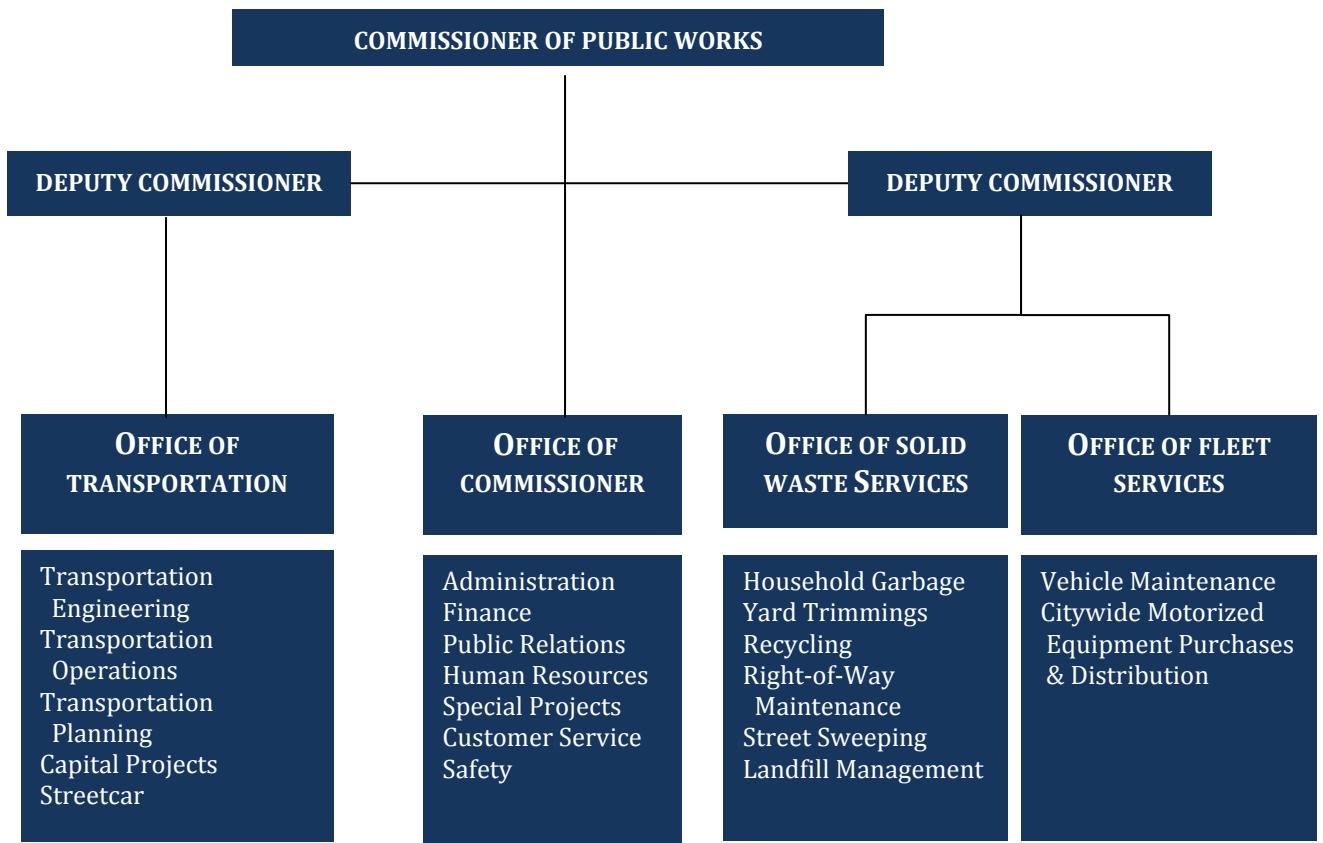
- Implementation of the Atlanta Streetcar
- Continue Graffiti Removal Program
- Continue Adopt a Spot Anti-Litter Program
- Continue to engage in Public Participation and Public Education Processes
- Improve Safety Training and Compliance
- Implement Departmental Training and Professional Enhancement Initiatives to

Retain and Reward Human Resources within the Department

- Develop Infrastructure Capital Improvement Plan in anticipation of future funding
- Update Construction Design Standards
- Implement Preventive Maintenance Program
- Resume street sweeping outside of Central Business District
- Enhanced gravel road maintenance using recycled asphalt
- Beautify key city entranceways
- Implement Signal and Street light Efficiency Program to reduce energy costs
- Continue replacement of copper communication wire with fiber optic and/or wireless communication technology
- Upgrade Atlanta Traffic Control Center
- Establish/re-establish communication to 100 school flasher locations
- Continue to Improve Fuel Efficiency with Life Cycle Reduction of Equipment

# ORGANIZATIONAL CHART

*Public Works*



# PERFORMANCE METRICS

*Public Works Services*

PERFORMANCE MEASURE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 TARGET
<b><i>Transportation</i></b>				
<b><i>City Infrastructure</i></b>				
% of reactive bridge inspections completed within 10 days of report or request	100%	100%	100%	90%
% of bridge repairs completed within 30 days of work order creation	83%	81%	67%	90%
% pothole repairs completed within 72 Hours	75%	95%	88%	90%
% of asphalt point repairs completed within 30 calendar days of work order creation	88%	80%	75%	90%
% of concrete repairs completed within 30 days of work order creation	34%	32%	35%	90%
% emergency traffic signal repairs completed within 12 hours of receipt/report	98%	96%	89%	90%
<b><i>Solid Waste Services</i></b>				
<b><i>Merit and Excellence</i></b>				
% of single family garbage pickups on scheduled day	98%	99.8%	99.9%	99.9%
% of yard trimmings pickups collected On scheduled day	90%	99.5%	98.7%	99.9%
% recycling pickups collected on scheduled day	95%	99.2%	99.4%	99.9%
<b><i>Fleet Services</i></b>				
<b><i>Public Safety</i></b>				
Average vehicle availability - Patrol Cars	98%	97%	100%	100%
Average vehicle availability - Motorcycles	100%	97%	100%	100%
Average vehicle availability - Aerial Buckets	96%	72%	79%	100%
Average vehicle availability - Ladders	100%	100%	100%	100%
Average vehicle availability - Pumpers	100%	100%	100%	100%
<b><i>Merit and Excellence</i></b>				
Average vehicle availability - Rear Loaders	92%	98%	100%	100%
<b><i>City Infrastructure</i></b>				
Average vehicle availability - Pothole Trucks	100%	100%	100%	100%



**FY14 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works

Fleet Service Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works

Fleet Service Fund

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

FUND	VARIANCE (14-13)
Fleet Service Fund	(\$513,661)
<b>TOTAL EXPENSES</b>	<b>(\$513,661)</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Works

#### General Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Works

#### General Fund

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

FUND	VARIANCE (14-13)
General Fund	( <b>\$573,477</b> )
TOTAL EXPENSES	( <b>\$573,477</b> )

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works  
Solid Waste Services Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Works Solid Waste Services Revenue Fund

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

FUND	VARIANCE (14-13)
Solid Waste Services Revenue Fund	\$1,075,933
<b>TOTAL EXPENSES</b>	<b>\$1,075,933</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works  
Water & Wastewater Revenue Fund

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

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$829,759	\$789,561	\$716,184	\$808,387	\$92,203
\$829,759	\$789,561	\$716,184	\$808,387	\$92,203
TOTAL EXPENSES				

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Public Works  
Water & Wastewater Revenue Fund

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

FUND	VARIANCE (14-13)
Water & Wastewater Revenue Fund	\$92,203
<b>TOTAL EXPENSES</b>	<b>\$92,203</b>

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



# DEPARTMENT OF PARKS AND RECREATION

## Mission Statement

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

## Core Functions

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

## Summary of Operations

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

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

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

## Divisions/Offices Descriptions

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

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

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

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

## Goals

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

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

## Objectives

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

## FY2013 Accomplishments

- Applied lessons learned from Centers of Hope pilot projects and DPR after school programming to develop a comprehensive youth development strategy for the department.
- Successfully launched iPARCS, an on-line registration and reservation system for all DPR programs and facilities.
- Partnered with Atlanta BeltLine, Inc. to open the Northeast Atlanta BeltLine Trail.
- Expanded park system by 46.22 acres, providing land for 7 future parks and expanding 4 existing parks.
- Completed comprehensive renovations of Thomasville, Dunbar and Pittman Recreation Centers.
- Completed transition of Parks Operations, Arborists, Forestry and Skilled Services to the Hansen Asset Management System.
- Deployed Big Belly Smart Compactors in five Atlanta parks
- Partnered with Central Atlanta Progress to develop a long-term strategy for the Atlanta Civic Center.

- Provided exposure to an arts presentation or cultural venue for 28,862 Atlanta Public School students (Pre-K through 12th Grade) through the Cultural Experience Project with program support from outside funding sources in the amount of \$217,182.
- Provided creative arts education programming for youth residing in Atlanta through ARTSCooL, the Chastain Arts Center/City Gallery at Chastain, and The Culture Club: An After School Experience.

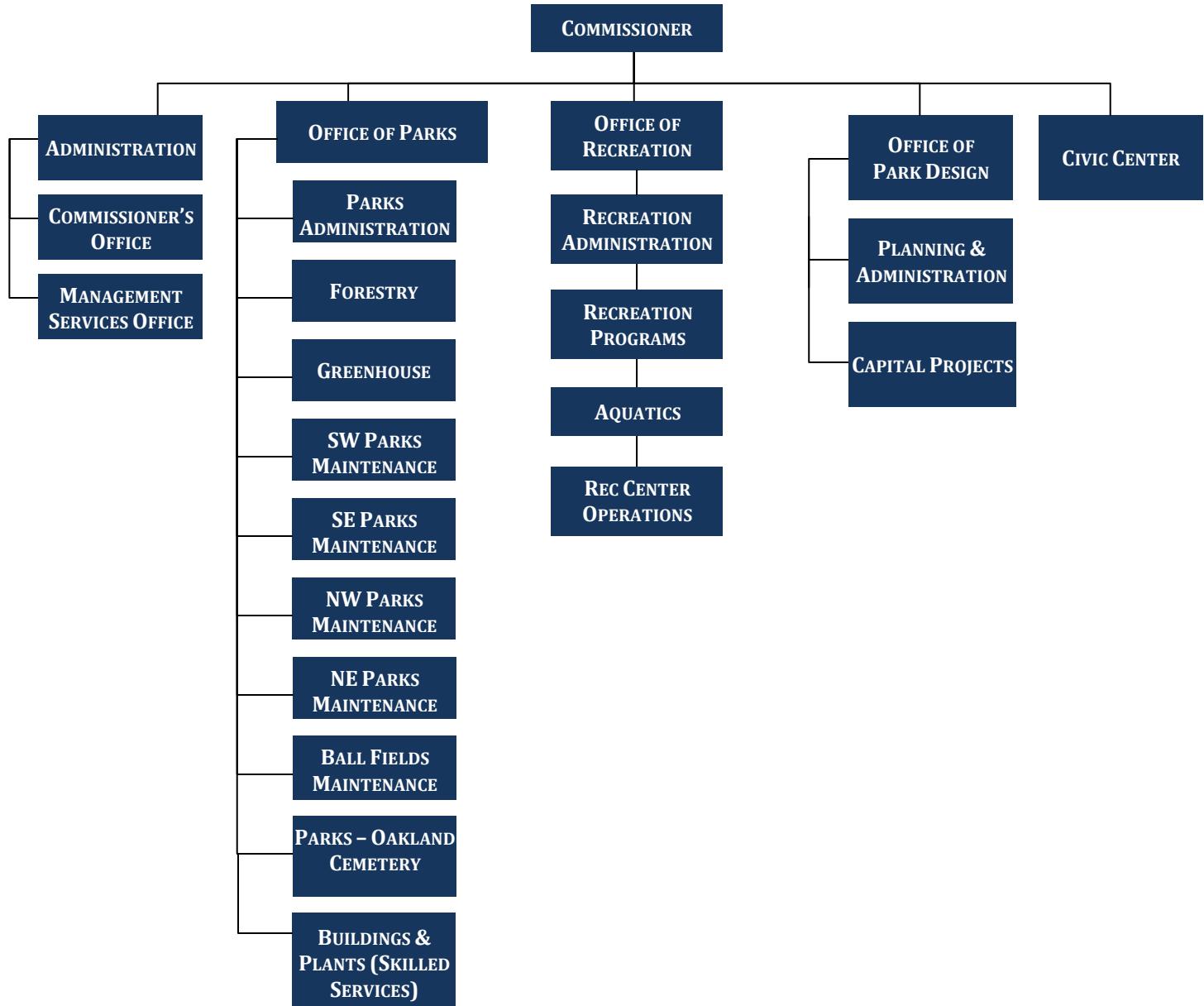
## FY2014 Adopted Program Highlights

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

- operation and possible ownership of the Atlanta Civic Center.
- Transition leadership of the Graffiti Task Force to the Department of Public Works.

# ORGANIZATIONAL CHART

*Department of Parks and Recreation*



# PERFORMANCE METRICS

*Department of Parks and Recreation*

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

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





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

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Dept Of Parks & Recreation  
Civic Center Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Dept Of Parks & Recreation

Civic Center Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Dept Of Parks & Recreation

#### General Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Dept Of Parks & Recreation

#### General Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Dept Of Parks & Recreation  
Parks Facilities Revenue Fund

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Dept Of Parks & Recreation  
Parks Facilities Revenue Fund

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

FUND	VARIANCE (14-13)
Parks Facilities Revenue Fund	\$3,148
<b>TOTAL EXPENSES</b>	<b>\$3,148</b>

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



# 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<sup>1</sup>, and drinking water storage and pumping stations.

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

Wastewater treatment includes the operation and maintenance of four wastewater treatment (reclamation) facilities, and six combined sewer facilities, plus sixteen sewage pumping stations.

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

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

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

*The Office of Financial Administration* is responsible for all aspects of financial management, including financial planning and budgeting, determination of rates, fees, and charges, interjurisdictional 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 for FY 2014:

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

## Objectives

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

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

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

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

- Enhance workforce levels, efficiency, and accountability

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

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

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

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

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

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

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

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

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

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

## FY2013 Accomplishments

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

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

#### **FY2014 Adopted Program Highlights**

##### Department-wide:

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

##### Customer Service:

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

##### Safe Workplace:

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

##### Environmental Compliance:

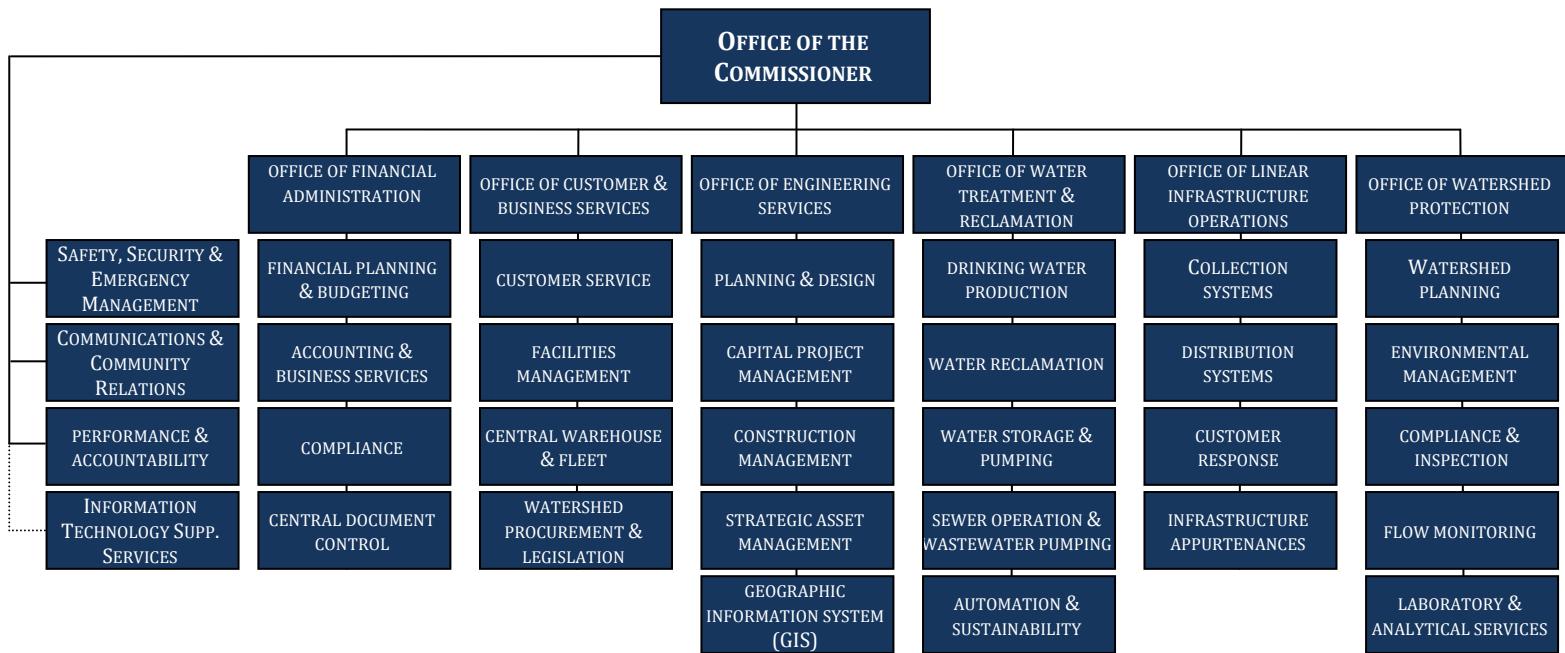
- Implement recommendations from independent evaluations of facilities
- Complete decommissioning of Intrenchment Creek WRC
- Reduce number of sewer overflows through analysis and resolution of root causes
- Improve standard operating procedures, staff development, and interdepartmental communications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

##### Efficient Operations:

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

# ORGANIZATIONAL CHART

*Watershed Management*



# PERFORMANCE METRICS

*Watershed Management*

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

Note:

- (1) Based on combination of actual and projected.
- (2) Figure currently does not include system leaks.



## FY14 OPERATING BUDGET HIGHLIGHTS

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

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

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

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

FUND	VARIANCE (14-13)
Water & Wastewater Revenue Fund	(\$4,643,972)
<b>TOTAL EXPENSES</b>	<b>(\$4,643,972)</b>

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

# AVIATION

## Mission Statement

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

## Core Functions:

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

## Summary of Operations

Hartsfield-Jackson Atlanta International Airport (ATL/Airport) is the “World’s Busiest Airport” handling over 95 million incoming and outgoing passengers aboard more than 930,000 aircraft operations. It is the principle air carrier airport servicing both Georgia and the Southeastern United States. The Airport occupies a 4,750-acre site in Clayton and Fulton counties, approximately ten miles south of downtown Atlanta. It also serves as a primary transfer point in the national air transportation system as it is a major hub for Delta Air Lines, Inc., Southwest Airlines, and AirTran Airways. This has resulted in a large number of destination offerings to and from Atlanta relative to other similarly-sized metropolitan areas. With an annual economic impact of more than \$32.6 billion to the metro-Atlanta area, it is one of the single-largest economic generators in the Southeastern United States.

The City of Atlanta’s Department of Aviation is responsible for operating ATL. Each day more than 6.5% of the nation’s air travelers utilize the

Airport, causing many experts to consider ATL as the most important transportation node in the United States and perhaps the world. As such, the continued safe and efficient functioning of ATL is of critical importance to city, state, and national interests. It is the DOA’s responsibility to ensure that this is accomplished in a manner that achieves maximum efficiency while ensuring that passengers passing through the Airport enjoy the best possible experience in air travel.

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

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

## Division/Office Descriptions

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

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

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

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

*The Office of Finance and Administration* is responsible for the proper accounting, budgeting, financial analysis, cash management, financing of the Airport's capital program, and financial risk management for the Department of Aviation. To accomplish this, the office is divided into four divisions: Accounting; Treasury; Financial Analysis, Budgeting, & Risk Management; and Procurement & Contracts. Each of these business units performs a unique function that seeks to ensure sound financial management, solid

financial health, and strict adherence to the City's policies and procedures regarding the procurement of goods and services. Additionally, a consultant team reports to the CFO that manages the Airport's capital financing and cost accounting.

*The Information Services Division* provides the leadership and vision for the implementation of technology at DOA. The division sets technological and platform standards as well as guides the priorities of the various divisions and individuals involved in the promotion and use of technology throughout the Department. The team is responsible for coordinating and managing all Information Systems Development (ISD) efforts, requirements, and processes & procedures. In addition, it further develops and implements the intranet/internet/extranet-focused infrastructure requirements.

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

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

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

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

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

- The Operations unit at ATL consists of two business units (Airside Operations and Landside Operations) staffed by a team with the knowledge, competencies, and skills necessary to ensure the safe, secure, and efficient operation of the Airport. They develop, implement, and evaluate actions and programs to comply with the mandates for a Category X commercial airport operator
- The Maintenance unit keeps the Airport runways, taxiways, roadways, and support facilities safe and operational. It ensures that the runways’ navigational aids work properly and that all 37 support facilities are maintained. The Maintenance unit also oversees the maintenance and repair of roadway lights, conducts daily inspections of the airfield to ensure that navigational signs and airfield lights are repaired, and inspects more than 10,000 lights in parking decks, parking lots, and walkways. Additionally, the maintenance unit provides sewage systems maintenance, daily inspecting all area

drains and curb inlets throughout the Airport

- The APM unit performs recurring strategic and operational functions supporting the underground Plane Train system transiting between all concourses and an aboveground ATL SkyTrain providing service between the Rental Car Center (RCC), Georgia International Convention Center (GICC)/Gateway Center Hotel and Office Complex, and the Central Passenger Terminal Complex (CPTC)
- The Ground Transportation (GT) unit is responsible for providing safe, efficient, and comfortable ground transportation options to the traveling public with an emphasis on customer service excellence. It performs both administrative and regulatory functions pursuant to City of Atlanta and state of Georgia requirements for commercial ground transportation operators within the state of Georgia and Hartsfield-Jackson Atlanta International Airport

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

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

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

## Goals and Objectives

### *Employee Engagement and Satisfaction*

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

The objectives are:

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

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

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

The objectives are:

- Focus on the organization - Maintain high levels of customer service and satisfaction for our passengers and those that transport or meet/greet them in a safe and secure environment
- Focus on our business partners - Ensure that the Airport's focus on efficiency and customer service is supported by the business partners who provide services at ATL

- Focus on our stakeholders – Support the airport's role as an economic generator for the Atlanta metropolitan area, Georgia and the Southeastern United States

### *Preserve the Airport's Financial Health*

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

The objectives are:

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

### *Focusing on the Future*

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

The objectives are:

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

## **FY2013 Accomplishments**

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

than 95 million passengers and 930,000 aircraft operations.

#### *Maynard H. Jackson Jr. International Terminal*

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

#### *Employee Engagement and Satisfaction*

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

#### *Enhance & Deliver Best in Class Customer Service*

- The Airport hosted the 26th International Air Cargo Forum and Exposition of the International Air Cargo Association
- Established a new Southwest Airlines Reservation Center after entering into an

agreement to lease approximately 7.5 acres to be used as a parking lot for Southwest's Airport Corporate Center located on adjacent land

- Established a program whereby consumers who register their debit/credit cards earn frequent-flier miles for parking, shopping, or dining at participating merchants at the Airport
- A survey conducted by the "Travel Leaders Group" resulted in Hartsfield-Jackson being named the number one airport for amenities & dining
- Enhanced the Standard of Response Coverage (SORC) inside the CPTC by increasing the number of Mobile Medic Response Teams (MMRT) from three to four, and launching the opening of the First Aid Station on Concourse F. Through high visibility and rapid emergency response from MMRT members has enabled the Airport Fire Division to enhance the quality of life to the citizens and staff of the HJAIA community

#### *Preserve the Airport's Financial Health*

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

#### *Focus on the Future*

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

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

## FY2014 Adopted Program Highlights

### *Employee Engagement and Satisfaction*

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

### *Enhance & Deliver Best in Class Customer Service*

- To meet the needs of forecasted passenger growth (97 mil in 2013, 99 mil in 2014, 101 mil in 2015), execute a new Customer Service Contract at a level to meet the demands of the increasing passenger throughput, enhancing the traveling experience for passengers seeking assistance throughout the facility
- Install additional automated pay-in-lane equipment to allow customers to use cash or credit cards in an unmanned hourly parking exit lanes at the international terminal
- Install interactive way-finding touchscreens throughout the CPTC complex
- Establish a new food court adjacent to Concourse T north
- Complete all construction related to the 126 new food and beverage locations that were awarded in FY2012 with the exception of Concourse C midpoint

- Complete construction of D midpoint expansion concessions and open locations to the public
- Add new amenities and services for passengers including sleep units, play area, nursing station and game room
- Redesign the Hartsfield-Jackson Atlanta International Airport internet website ATLWeb
- Upgrade emergency call boxes on North & South Terminal and RCC
- Complete Flight Path Art Construction
- Train and implement the special Police responsive team at the HJAIA

### *Preserve the Airport's Financial Health*

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

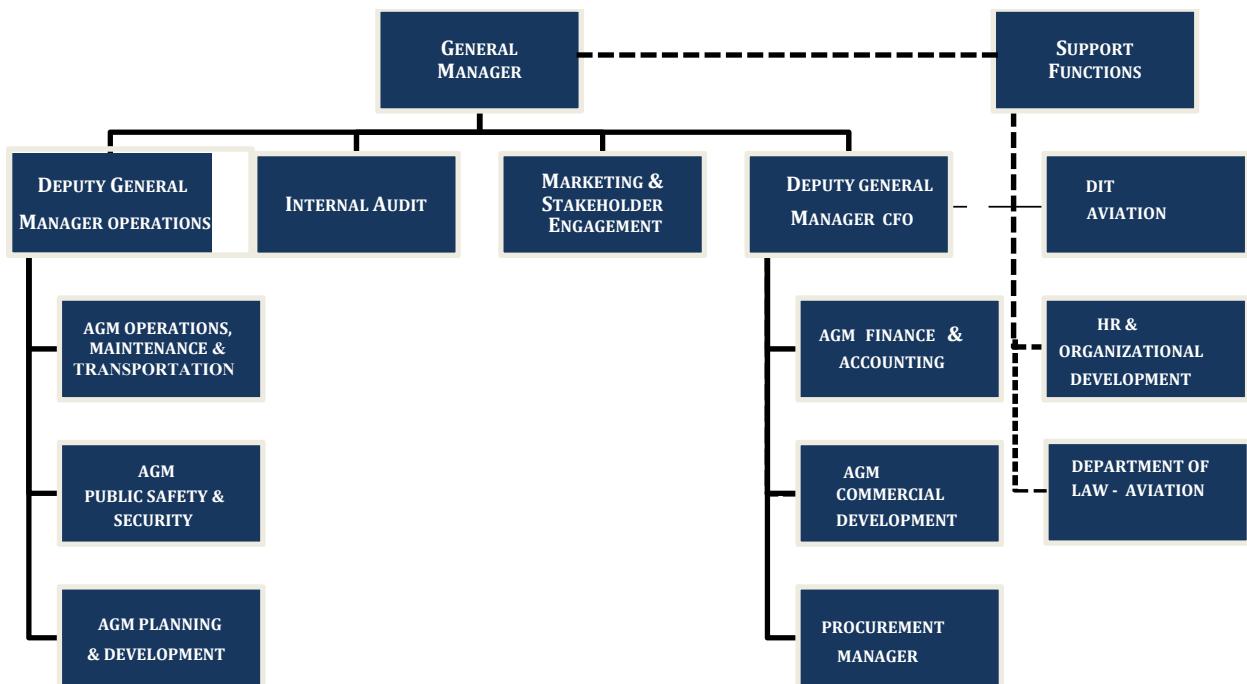
### *Focus on the Future*

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

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

# ORGANIZATIONAL CHART

*Aviation*



# PERFORMANCE METRICS

*Aviation*

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



## FY14 OPERATING BUDGET HIGHLIGHTS

**Department Of Aviation**

**Airport Revenue Fund**

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

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

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Aviation

Airport Revenue Fund

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

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

AUTHORIZED POSITION COUNT	VARIANCE (14-13)
Full Time Equivalent	23.00

# COURT OPERATIONS

## Mission Statement

The mission of the Judicial Agencies of the City of Atlanta is to dispense justice, equality, and fairness while promoting respect for the justice system.

## Core Functions:

- Case Adjudication
- Court Administration
- Exceptional customer service

## Summary of Operations

Judicial Agencies provides efficient and effective court services for all criminal and traffic offenses arising in Atlanta.

## Divisions/Offices Descriptions

*Courtroom Operations* ensures that all cases filed in Municipal Court are properly and efficiently adjudicated. There will be nine courtrooms in operations handling traffic offenses, parking and red light camera offenses, DUI offenses, probation revocation hearings, housing offenses, city code offenses, community court offenses, false alarm offenses, and bond forfeiture offenses and two courtrooms handling Pretrial Intervention Traffic (PTIT) cases.

*Finance* processes all financial transactions in Municipal Court.

*Data Entry/Call Center* processes all citations filed, schedules court hearings, and answers a high volume of incoming calls.

*Pretrial/Ombudsman/Warrants/Bonds* releases defendants based on criminal history records, researches court related cases, processes and verify warrant info, and processes all bond related activities in Municipal Court.

*Community Court* provides alternative sentencing options for low-level offenses.

*Administration* oversees the budget, human resource, and court technology functions at the Court.

## Goals

- Provide customer service in a safe and secure environment
- Maintain judicial independence with a professional staff trained

## Objectives

- To provide citizens with a fair and efficient judicial process while preserving the constitutional right to trial

## FY2013 Accomplishments

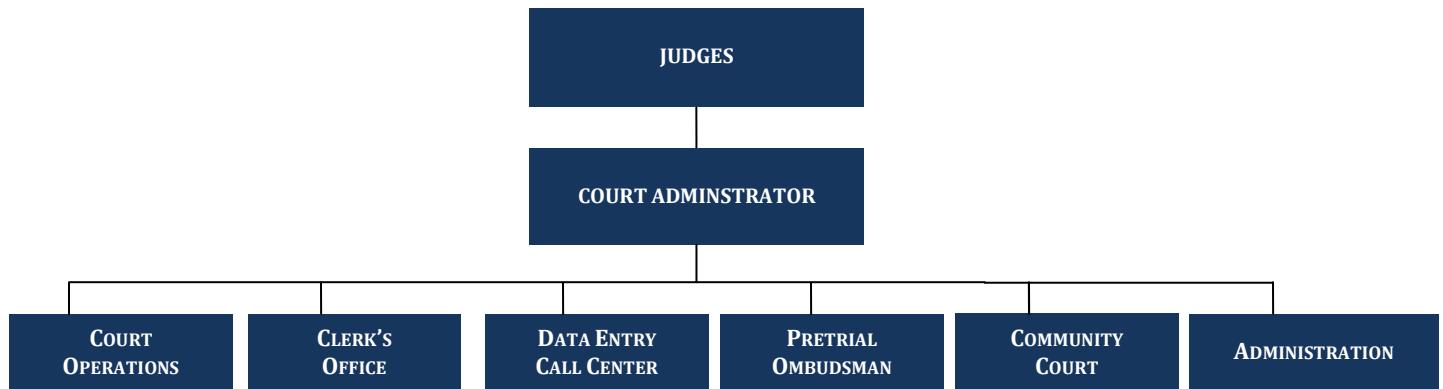
- Successfully piloted the eCitation project to improve operational efficiency between Atlanta Police Department and Municipal Court
- Establish Quality Control Unit to improve operational efficiency, statistical reporting, and data integrity.
- Implemented a case flow plan to reduce disposition time in DUI cases and continued to hold additional court sessions to reduce the DUI backlog.
- Completed the work of the Court Security Commission to assess the overall state of court security and recommendation improvement initiatives. The Commission was chaired by Billy Warren, Director of O.E.A.M.

## FY2014 Adopted Program Highlights

- Investment in Staffing.
- Addresses long-standing security concerns.
- Technology
  - A. Improve network reliability
  - B. Increases focus on service quality
  - C. Streamline operations using technology
  - D. Expands capacity for managing caseload

# ORGANIZATIONAL CHART

*Municipal Court Operations*



# PERFORMANCE METRICS

*Municipal Court Operations*

PERFORMANCE MEASURE	2011 ACTUAL	2012 ACTUAL	2013 TARGET	2014 TARGET
<b>PUBLIC SAFETY:</b>				
# of Traffic cases filed in Court	133,773	171,632	150,156	176,654
# of DUI cases filed in Court	2,887	2,126	2,973	3,811
# of Parking cases filed in Court	32,224	29,059	20,019	10,000
# of Red Light cases filed in Court	8,401	11,359	14,499	18,829
# of Criminal cases filed in Court	25,114	23,015	22,005	23,163
# of False Alarm cases filed in Court	8,217	25,408	29,489	15,000
# of Housing cases filed in Court	2,390	2,646	2,020	2,270
Municipal Court total revenue	\$21,523,470	\$24,370,980	\$24,831,621	\$22,255,251
# of traffic cases scheduled for Court	163,478	190,571	173,262	196,086
Median # of days to dispose traffic cases	40	40	39	37
# of criminal cases scheduled for Court	36,139	37,029	38,534	37,292
Median # of days to dispose criminal cases	31	31	29	28
% of revenue collected vs. anticipated	105%	116%	98%	110%



## FY14 OPERATING BUDGET HIGHLIGHTS

### Judicial Agencies General Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$4,659,777	\$4,418,626	\$4,986,370	Salaries, Regular	\$5,042,566	\$56,196
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$11,202	\$77,570	\$23,854	Salaries, Extra Help	\$16,352	(\$7,502)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$6,837	\$58	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,111,100	\$884,896	\$885,605	Pen Cont Gen Emp Pen Fd	\$1,014,784	\$129,179
\$73,156	\$75,118	\$80,784	Defined Contribution	\$96,768	\$15,984
\$27,286	\$4,845	\$24,752	Workers' Compensation	\$18,176	(\$6,576)
\$648,817	\$639,918	\$884,922	Other Personnel Costs	\$875,335	(\$9,587)
\$6,538,174	\$6,101,032	\$6,886,287	TOTAL PERSONNEL	\$7,063,981	\$177,694
OTHER EXPENSES					
\$1,298,170	\$1,319,404	\$1,524,335	Purchased / Contracted Services	\$1,265,289	(\$259,046)
\$87,674	\$414,926	\$458,418	Supplies	\$569,857	\$111,439
\$15,000	-	-	Capital Outlays	-	-
\$2,886	\$3,181	\$3,575	Interfund / Interdepartmental Charges	\$3,181	(\$394)
\$14,905	\$22,077	\$12,600	Other Costs	\$15,099	\$2,499
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	\$227	-	Other Financing Uses	-	-
\$1,418,635	\$1,759,815	\$1,998,928	TOTAL OTHER EXPENSES	\$1,853,426	(\$145,502)
\$7,956,809	\$7,860,847	\$8,885,215	TOTAL PERSONNEL AND OTHER EXPENSES	\$8,917,407	\$32,192

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$7,956,809	\$7,860,847	\$8,885,215	General Fund	\$8,917,407	\$32,192
\$7,956,809	\$7,860,847	\$8,885,215	TOTAL EXPENSES	\$8,917,407	\$32,192

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
102.00	103.00	107.00	Full Time Equivalent	107.00	0.00



## FY14 OPERATING BUDGET HIGHLIGHTS

### Judicial Agencies General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$56,196	Increase due to salary adjustments mandated by Law.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(-\$7,502)	Decrease due to anticipated reduction in extra help costs.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$129,179	Increase due to pension rate adjustment.
Defined Contribution	\$15,984	Increase due to pension rate adjustment.
Workers' Compensation	(-\$6,576)	Decrease due to worker's comp cost anticipated less than prior year.
Other Personnel Costs	(-\$9,587)	
<b>TOTAL PERSONNEL</b>	<b>\$177,694</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	(\$259,046)	Decrease due to anticipated reduction in purchased services costs.
Supplies	\$111,439	Increase due to anticipated increase in water/sewer costs.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$394)	Decrease due to anticipated reduction in motor/fuel costs.
Other Costs	\$2,499	Increase due to anticipated increase in refunds.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$145,502)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$32,192</b>	

FUND	VARIANCE (14-13)
General Fund	\$32,192
<b>TOTAL EXPENSES</b>	<b>\$32,192</b>

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

## NON-DEPARTMENTAL

### Mission Statement

The purpose of Non-Departmental is to provide funding for a variety of expenditures that generally are not specific to any one department.

### Summary of Operations

The General Fund Non-Departmental budget includes payments that do not fall under any particular City department, including:

- Debt Service
- Workers' Compensation
- OPEB (Other Post Employee Benefits)
- Insurance
- Unemployment Compensation
- Animal Control

### Divisions/Offices Descriptions

*Debt Service* is required to meet interest expenses, principal payments, and sinking fund requirements during a specific time period. The debt payments that are included in General Fund NonDepartmental are: Urban Residential Finance Authority (URFA), Solid Waste Management Authority (SWMA), Municipal Court/City Hall East, Georgia Municipal Association Lease Pool (GMA), Underground, Downtown Parking Deck and Zoo Atlanta.

*Workers' Compensation* is a form of insurance that provides compensation for employees who are injured in the course of employment. Workers compensation insurance covers workers injured during or by job related activities or related illnesses.

*Other Post Employee Benefits (OPEB)* provides Post-employment benefits that an employee will receive at the start of retirement. In addition to a salary, many employees earn benefits over their years of service that will not be received until after their employment with the City ends through

retirement or other reason for separation. This does not include pension benefits paid to the retired employee. OPEBs generally take the form of health insurance, dental, vision, or health care benefits. It may also include some types of life insurance.

*Insurance* is provided to cover expenses for all risk property, excess high hazard flood, railroad protective liability, crime helicopter, and miscellaneous bonds. Property insurance is related to the City's buildings, contents and personal property. The excess high hazard flood is coverage related to losses that are deemed by FEMA to be in what is zoned as high hazard areas. The crime insurance provides coverage for theft by an employee. The helicopter insurance covers claims related to the City's helicopters. The railroad protective liability insurance protects against railroad liability. The Risk Management division operates the City's insurance program and manages safety programs.

*Unemployment Compensation* provides temporary income for former City workers. Workers do not pay any costs. Eligibility for benefits is determined based on past wages, reason for job separation, and availability and job search requirements.

*Animal Control* services are provided by Fulton County to control rabies, investigate cruelty complaints, and investigate animal bites within the corporate limits of the City. Fulton County and the City entered into an agreement for the County to respond to citizen's requests for animal control services twenty-four hours per day within the corporate limits of the City.





## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED		FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS					
-	-	-	Salaries, Regular	-	
-	-	-	Salaries, Perm Part-Time	-	
-	-	-	Salaries, Sworn	-	
\$43,041	\$44,149	\$44,318	Salaries, Extra Help	\$44,318	\$0
-	-	-	Salaries, Extra Help-Sworn	-	
\$157,015	-	-	Overtime	-	
\$91,818	(\$9,842)	-	Pen Cont Fire Pen Fd	-	
(\$53,723)	\$0	-	Pen Cont Police Pen Fd	-	
\$864,234	\$7,577	-	Pen Cont Gen Emp Pen Fd	-	
-	-	-	Defined Contribution	-	
\$1,820,337	\$2,738,998	\$4,981,274	Workers' Compensation	\$3,397,674	(\$1,583,600)
\$1,969,569	\$1,279,863	\$2,532,233	Other Personnel Costs	\$2,083,244	(\$448,989)
\$4,892,292	\$4,060,746	\$7,557,825	TOTAL PERSONNEL	\$5,525,236	(\$2,032,589)
OTHER EXPENSES					
\$16,723,429	\$20,668,658	\$16,059,649	Purchased / Contracted Services	\$18,160,702	\$2,101,053
\$10,221,605	\$1,304,767	\$9,433	Supplies	\$5,682	(\$3,751)
\$0	-	-	Capital Outlays	-	
\$26,461,043	\$29,785,407	\$31,894,289	Interfund / Interdepartmental Charges	\$27,761,446	(\$4,132,843)
\$212,246,736	\$217,851,096	\$234,091,819	Other Costs	\$206,987,887	(\$27,103,933)
\$49,867,400	\$48,805,663	\$53,148,994	Debt Service	\$59,921,744	\$6,772,750
-	-	\$177,603,717	Conversion / Summary	\$207,967,588	\$30,363,872
\$672,635,039	\$669,096,280	\$409,825,083	Other Financing Uses	\$410,649,331	\$824,248
\$988,155,252	\$987,511,872	\$922,632,984	TOTAL OTHER EXPENSES	\$931,454,380	\$8,821,396
\$993,047,544	\$991,572,617	\$930,190,809	TOTAL PERSONNEL AND OTHER EXPENSES	\$936,979,615	\$6,788,807

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED		FY14 BUDGET	VARIANCE FY14-FY13
FUND					
\$254,216,031	\$241,027,929	\$274,533,474	Airport Revenue Fund	\$272,169,309	(\$2,364,165)
-	\$1,363,386	-	Building Permits Fund	\$1,597,816	\$1,597,816
(\$2,086,073)	\$0	-	Cash Pool	-	
\$40,965	\$32,687	-	Civic Center Revenue Fund	\$50,499	\$50,499
\$0	\$0	-	Emergency Telephone System	\$0	\$0
\$343,226	\$74,003	\$3,881,803	Fleet Service Fund	\$90,005	(\$3,791,798)
\$153,612,336	\$118,629,812	\$111,236,240	General Fund	\$109,934,629	(\$1,301,611)
\$114,207,425	\$120,986,388	\$120,159,755	Group Insurance Fund	\$128,610,934	\$8,451,179
\$42,929,134	\$48,583,260	\$46,618,647	Hotel/Motel Tax Fund	\$49,324,534	\$2,705,887
\$28,734	\$15,387	-	Parks Facilities Revenue Fund	\$20,876	\$20,876
\$746,350	\$851,551	\$750,000	Rental/Motor Vehicle Tax Fund	\$866,908	\$116,908
\$13,185,824	\$12,992,967	\$4,264,791	Solid Waste Services Revenue Fund	\$4,984,731	\$719,940
\$10,554,862	\$10,868,065	\$11,223,117	Underground Atl Facil Revenue Fund	\$11,229,722	\$6,606
\$405,268,731	\$436,147,182	\$357,522,982	Water & Wastewater Revenue Fund	\$358,099,653	\$576,671
\$993,047,544	\$991,572,617	\$930,190,809	TOTAL EXPENSES	\$936,979,615	\$6,788,807

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



## FY14 OPERATING BUDGET HIGHLIGHTS

**Non-Departmental  
Airport Revenue Fund**

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	-	- Salaries, Regular	-	-
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
(\$24,302)	-	- Pen Cont Fire Pen Fd	-	-
(\$28,272)	-	- Pen Cont Police Pen Fd	-	-
\$354,782	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	- Defined Contribution	-	-
-	-	- Workers' Compensation	-	-
\$0	-	- Other Personnel Costs	-	-
\$302,207	-	- TOTAL PERSONNEL	-	-
OTHER EXPENSES				
\$296,057	\$15,101	- Purchased / Contracted Services	\$0	\$0
\$0	-	- Supplies	-	-
\$0	-	- Capital Outlays	-	-
\$8,870,565	\$12,052,852	\$9,262,108 Interfund / Interdepartmental Charges	\$10,237,250	\$975,142
\$4,042,299	\$5,481,507	\$3,954,042 Other Costs	\$4,321,218	\$367,176
-	-	- Debt Service	-	-
-	-	\$107,857,909 Conversion / Summary	\$98,051,502	(\$9,806,407)
\$240,704,903	\$223,478,468	\$153,459,415 Other Financing Uses	\$159,559,339	\$6,099,924
\$253,913,824	\$241,027,929	\$274,533,474 TOTAL OTHER EXPENSES	\$272,169,309	(\$2,364,165)
\$254,216,031	\$241,027,929	\$274,533,474 TOTAL PERSONNEL AND OTHER EXPENSES	\$272,169,309	(\$2,364,165)

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$254,216,031	\$241,027,929	\$274,533,474 Airport Revenue Fund	\$272,169,309	(\$2,364,165)
\$254,216,031	\$241,027,929	\$274,533,474 TOTAL EXPENSES	\$272,169,309	(\$2,364,165)

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13) EXPLANATION
Salaries, Regular	-
Salaries, Perm Part-Time	-
Salaries, Sworn	-
Salaries, Extra Help	-
Salaries, Extra Help-Sworn	-
Overtime	-
Pen Cont Fire Pen Fd	-
Pen Cont Police Pen Fd	-
Pen Cont Gen Emp Pen Fd	-
Defined Contribution	-
Workers' Compensation	-
Other Personnel Costs	-
TOTAL PERSONNEL	-
OTHER EXPENSES	
Purchased / Contracted Services	\$0
Supplies	-
Capital Outlays	-
Interfund / Interdepartmental Charges	\$975,142
Other Costs	\$367,176
Debt Service	-
Conversion / Summary	(\$9,806,407)
Other Financing Uses	\$6,099,924
TOTAL OTHER EXPENSES	(\$2,364,165)
TOTAL PERSONNEL AND OTHER EXPENSES	(\$2,364,165)

FUND	VARIANCE (14-13)
Airport Revenue Fund	(\$2,364,165)
TOTAL EXPENSES	(\$2,364,165)

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Building Permits Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	-	- Salaries, Regular	-	-
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	- Defined Contribution	-	-
-	-	- Workers' Compensation	-	-
-	-	- Other Personnel Costs	-	-
-	-	- TOTAL PERSONNEL	-	-
OTHER EXPENSES				
-	-	- Purchased / Contracted Services	\$2,520	\$2,520
-	-	- Supplies	-	-
-	-	- Capital Outlays	-	-
-	\$944,919	- Interfund / Interdepartmental Charges	\$985,440	\$985,440
-	\$418,467	- Other Costs	\$261,758	\$261,758
-	-	- Debt Service	-	-
-	-	- Conversion / Summary	\$348,098	\$348,098
-	-	- Other Financing Uses	-	-
-	\$1,363,386	- TOTAL OTHER EXPENSES	\$1,597,816	\$1,597,816
-	\$1,363,386	- TOTAL PERSONNEL AND OTHER EXPENSES	\$1,597,816	\$1,597,816

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
-	\$1,363,386	- Building Permits Fund	\$1,597,816	\$1,597,816
-	\$1,363,386	- TOTAL EXPENSES	\$1,597,816	\$1,597,816

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Building Permits Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$2,520	Increase due to trending of prior year actuals as well as budget
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$985,440	Increase due to Indirect Cost calculation
Other Costs	\$261,758	Increase due to trending of prior year actuals as well as budget
Debt Service	-	
Conversion / Summary	\$348,098	Increase due to trending of prior year actuals as well as budget
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,597,816</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,597,816</b>	

FUND	VARIANCE (14-13)
Building Permits Fund	\$1,597,816
<b>TOTAL EXPENSES</b>	<b>\$1,597,816</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Civic Center Revenue Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	-	- 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	-	-
\$919	-	- TOTAL PERSONNEL	-	-
OTHER EXPENSES				
\$34,842	\$30,434	- Purchased / Contracted Services	\$113	\$113
\$5,204	\$2,253	- Supplies	-	-
-	-	- Capital Outlays	-	-
\$40,965	\$32,687	- Interfund / Interdepartmental Charges	-	-
\$40,965	\$32,687	- Other Costs	\$47,844	\$47,844
		- Debt Service	\$2,542	\$2,542
		- Conversion / Summary	-	-
		- Other Financing Uses	-	-
		- TOTAL OTHER EXPENSES	\$50,499	\$50,499
		- TOTAL PERSONNEL AND OTHER EXPENSES	\$50,499	\$50,499

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$40,965	\$32,687	- Civic Center Revenue Fund	\$50,499	\$50,499
\$40,965	\$32,687	- TOTAL EXPENSES	\$50,499	\$50,499

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Civic Center Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$113	Increase due to trending of prior year actuals as well as budget
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$47,844	Increase due to trending of prior year actuals as well as budget
Debt Service	\$2,542	Increase due to trending of prior year actuals as well as budget
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$50,499</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$50,499</b>	

FUND	VARIANCE (14-13)
Civic Center Revenue Fund	\$50,499
<b>TOTAL EXPENSES</b>	<b>\$50,499</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Fleet Service Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	-	-
-	-	-	TOTAL PERSONNEL	-	-
			OTHER EXPENSES		
(\$55,000)	\$0	-	Purchased / Contracted Services	\$2,072	\$2,072
\$0	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
\$169,311	-	\$3,881,803	Interfund / Interdepartmental Charges	\$0	(\$3,881,803)
-	-	-	Other Costs	-	-
\$228,915	\$74,003	-	Debt Service	\$87,933	\$87,933
-	-	-	Conversion / Summary	\$0	\$0
-	-	-	Other Financing Uses	-	-
\$343,226	\$74,003	\$3,881,803	TOTAL OTHER EXPENSES	\$90,005	(\$3,791,798)
\$343,226	\$74,003	\$3,881,803	TOTAL PERSONNEL AND OTHER EXPENSES	\$90,005	(\$3,791,798)

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$343,226	\$74,003	\$3,881,803	Fleet Service Fund	\$90,005	(\$3,791,798)
\$343,226	\$74,003	\$3,881,803	TOTAL EXPENSES	\$90,005	(\$3,791,798)

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$2,072	Increase due to trending of prior year actual as well as budget
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$3,881,803)	Decrease due to indirect cost not being charged
Other Costs	-	
Debt Service	\$87,933	Increase due to trending of prior year actual as well as budget
Conversion / Summary	\$0	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$3,791,798)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$3,791,798)</b>	

FUND	VARIANCE (14-13)
Fleet Service Fund	(\$3,791,798)
<b>TOTAL EXPENSES</b>	<b>(\$3,791,798)</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental General Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	-	- Salaries, Regular	-	-
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
\$43,041	\$44,149	\$44,318 Salaries, Extra Help	\$44,318	\$0
-	-	- Salaries, Extra Help-Sworn	-	-
\$157,015	-	- Overtime	-	-
\$122,787	(\$9,842)	- Pen Cont Fire Pen Fd	-	-
(\$25,450)	\$0	- Pen Cont Police Pen Fd	-	-
\$1,007,772	\$7,577	- Pen Cont Gen Emp Pen Fd	-	-
-	-	- Defined Contribution	-	-
\$1,698,478	\$2,613,971	\$4,981,274 Workers' Compensation	\$3,397,674	(\$1,583,600)
\$1,283,057	\$557,560	\$2,532,233 Other Personnel Costs	\$2,083,244	(\$448,989)
\$4,286,700	\$3,213,416	\$7,557,825 TOTAL PERSONNEL	\$5,525,236	(\$2,032,589)
OTHER EXPENSES				
\$15,732,279	\$17,926,336	\$12,999,463 Purchased / Contracted Services	\$14,889,463	\$1,890,000
\$10,221,605	\$1,304,767	\$5,682 Supplies	\$5,682	\$0
\$0	-	- Capital Outlays	-	-
(\$968)	\$1,222,083	- Interfund / Interdepartmental Charges	\$0	\$0
\$32,244,262	\$32,620,064	\$30,532,481 Other Costs	\$37,299,456	\$6,766,975
\$32,617,213	\$31,254,128	\$35,967,927 Debt Service	\$30,323,976	(\$5,643,951)
-	-	\$14,976,120 Conversion / Summary	\$5,331,273	(\$9,644,847)
\$58,511,244	\$31,089,017	\$9,196,742 Other Financing Uses	\$16,559,543	\$7,362,801
\$149,325,636	\$115,416,396	\$103,678,415 TOTAL OTHER EXPENSES	\$104,409,393	\$730,978
\$153,612,336	\$118,629,812	\$111,236,240 TOTAL PERSONNEL AND OTHER EXPENSES	\$109,934,629	(\$1,301,611)

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$153,612,336	\$118,629,812	\$111,236,240 General Fund	\$109,934,629	(\$1,301,611)
\$153,612,336	\$118,629,812	\$111,236,240 TOTAL EXPENSES	\$109,934,629	(\$1,301,611)

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$0	-
Salaries, Perm Part-Time	\$0	-
Salaries, Sworn	\$0	-
Salaries, Extra Help	\$0	\$0
Salaries, Extra Help-Sworn	\$0	-
Overtime	\$0	-
Pen Cont Fire Pen Fd	\$0	-
Pen Cont Police Pen Fd	\$0	-
Pen Cont Gen Emp Pen Fd	\$0	-
Defined Contribution	\$0	-
Workers' Compensation	(\$1,583,600)	Decrease due to workers' comp less than anticipated.
Other Personnel Costs	(\$448,989)	
<b>TOTAL PERSONNEL</b>	<b>(\$2,032,589)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$1,890,000	Increase in Invest Atlanta of \$2.3MM offset by decrease in litigation of \$300K and \$110K related to People TV.
Supplies	\$0	
Capital Outlays	\$0	-
Interfund / Interdepartmental Charges	\$0	
Other Costs	\$6,766,975	Increase in OPEB of \$4.6MM and \$2.4MM for election expenses.
Debt Service	(\$5,643,951)	Decrease \$2.1MM SWMA, \$1MM DWM MOU, and \$2MM other debt.
Conversion / Summary	(\$9,644,847)	Decrease in reserves from 2.5% to 1%.
Other Financing Uses	\$7,362,801	Increase of \$6.1MM E911 Operating Subsidy and \$1.2MM for Fire Station #7.
<b>TOTAL OTHER EXPENSES</b>	<b>\$730,978</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,301,611)</b>	

FUND	VARIANCE (14-13)
General Fund	(\$1,301,611)
<b>TOTAL EXPENSES</b>	<b>(\$1,301,611)</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Group Insurance Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	-	- Salaries, Regular	-	-
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	- Defined Contribution	-	-
-	-	- Workers' Compensation	-	-
\$686,512	\$722,302	- Other Personnel Costs	\$0	\$0
\$686,512	\$722,302	- TOTAL PERSONNEL	\$0	\$0
OTHER EXPENSES				
\$29,240	-	- Purchased / Contracted Services	-	-
-	-	- Supplies	-	-
-	-	- Capital Outlays	-	-
\$832,673	\$1,169,930	\$781,628 Interfund / Interdepartmental Charges	\$464,617	(\$317,011)
\$112,659,000	\$119,094,156	\$117,917,615 Other Costs	\$93,702,614	(\$24,215,001)
\$0	\$0	\$200,000 Debt Service	\$0	(\$200,000)
-	-	\$1,260,512 Conversion / Summary	\$34,443,703	\$33,183,192
-	-	- Other Financing Uses	-	-
\$113,520,913	\$120,264,086	\$120,159,755 TOTAL OTHER EXPENSES	\$128,610,934	\$8,451,180
\$114,207,425	\$120,986,388	\$120,159,755 TOTAL PERSONNEL AND OTHER EXPENSES	\$128,610,934	\$8,451,179

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$114,207,425	\$120,986,388	\$120,159,755 Group Insurance Fund	\$128,610,934	\$8,451,179
\$114,207,425	\$120,986,388	\$120,159,755 TOTAL EXPENSES	\$128,610,934	\$8,451,179

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Group Insurance Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	\$0	
<b>TOTAL PERSONNEL</b>	<b>\$0</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$317,011)	Decrease due to trending of prior year actuals.
Other Costs	(\$24,215,001)	Decrease due to trending of prior year actuals..
Debt Service	(\$200,000)	Decrease due to trending of prior year actuals.
Conversion / Summary	\$33,183,192	Increase due to timing of anticipated claims submitted but not yet paid.
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$8,451,180</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$8,451,179</b>	

FUND	VARIANCE (14-13)
Group Insurance Fund	\$8,451,179
<b>TOTAL EXPENSES</b>	<b>\$8,451,179</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Hotel/Motel Tax Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	-	- Salaries, Regular	-	-
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	- Defined Contribution	-	-
-	-	- Workers' Compensation	-	-
-	-	- Other Personnel Costs	-	-
-	-	- TOTAL PERSONNEL	-	-
OTHER EXPENSES				
-	-	- Purchased / Contracted Services	-	-
-	-	- Supplies	-	-
-	-	- Capital Outlays	-	-
-	-	- Interfund / Interdepartmental Charges	-	-
\$30,668,573	\$35,897,123	Other Costs	\$36,998,333	\$2,029,686
\$0	\$0	- Debt Service	-	-
-	-	- Conversion / Summary	-	-
\$12,260,561	\$12,686,137	Other Financing Uses	\$12,326,201	\$676,201
\$42,929,134	\$48,583,260	\$46,618,647 TOTAL OTHER EXPENSES	\$49,324,534	\$2,705,887
\$42,929,134	\$48,583,260	\$46,618,647 TOTAL PERSONNEL AND OTHER EXPENSES	\$49,324,534	\$2,705,887

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$42,929,134	\$48,583,260	\$46,618,647 Hotel/Motel Tax Fund	\$49,324,534	\$2,705,887
\$42,929,134	\$48,583,260	\$46,618,647 TOTAL EXPENSES	\$49,324,534	\$2,705,887

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Hotel/Motel Tax Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$2,029,686	Increase due to anticipated revenue for FY14.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$676,201	
<b>TOTAL OTHER EXPENSES</b>	<b>\$2,705,887</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,705,887</b>	

FUND	VARIANCE (14-13)
Hotel/Motel Tax Fund	\$2,705,887
<b>TOTAL EXPENSES</b>	<b>\$2,705,887</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Parks Facilities Revenue Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	-	- Salaries, Regular	-	-
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	- Defined Contribution	-	-
-	-	- Workers' Compensation	-	-
-	-	- Other Personnel Costs	-	-
-	-	- TOTAL PERSONNEL	-	-
OTHER EXPENSES				
-	\$0	- Purchased / Contracted Services	\$120	\$120
-	-	- Supplies	-	-
-	-	- Capital Outlays	-	-
-	-	- Interfund / Interdepartmental Charges	-	-
\$27,873	\$15,217	- Other Costs	\$20,689	\$20,689
\$861	\$170	- Debt Service	\$67	\$67
-	-	- Conversion / Summary	-	-
-	-	- Other Financing Uses	-	-
\$28,734	\$15,387	- TOTAL OTHER EXPENSES	\$20,876	\$20,876
\$28,734	\$15,387	- TOTAL PERSONNEL AND OTHER EXPENSES	\$20,876	\$20,876

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$28,734	\$15,387	- Parks Facilities Revenue Fund	\$20,876	\$20,876
\$28,734	\$15,387	- TOTAL EXPENSES	\$20,876	\$20,876

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Parks Facilities Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$120	Increase due to trending of prior year actuals as well as budget
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$20,689	Increase due to trending of prior year actuals as well as budget
Debt Service	\$67	Increase due to trending of prior year actuals as well as budget
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$20,876</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$20,876</b>	

FUND	VARIANCE (14-13)
Parks Facilities Revenue Fund	\$20,876
<b>TOTAL EXPENSES</b>	<b>\$20,876</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Rental/Motor Vehicle Tax Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	-	- Salaries, Regular	-	-
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	- Defined Contribution	-	-
-	-	- Workers' Compensation	-	-
-	-	- Other Personnel Costs	-	-
-	-	- TOTAL PERSONNEL	-	-
OTHER EXPENSES				
-	\$3,357	- Purchased / Contracted Services	-	-
-	-	- Supplies	-	-
-	-	- Capital Outlays	-	-
-	-	- Interfund / Interdepartmental Charges	-	-
\$746,350	\$848,193	Other Costs	\$866,908	\$116,908
\$0	\$0	- Debt Service	-	-
-	-	- Conversion / Summary	-	-
-	-	- Other Financing Uses	-	-
\$746,350	\$851,551	TOTAL OTHER EXPENSES	\$866,908	\$116,908
\$746,350	\$851,551	TOTAL PERSONNEL AND OTHER EXPENSES	\$866,908	\$116,908

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$746,350	\$851,551	\$750,000	Rental/Motor Vehicle Tax Fund	\$866,908 \$116,908
\$746,350	\$851,551	\$750,000	TOTAL EXPENSES	\$866,908 \$116,908

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Rental/Motor Vehicle Tax Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
TOTAL PERSONNEL	-	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$116,908	Increase due to anticipated transactions associated with excise tax levy.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	\$116,908	
TOTAL PERSONNEL AND OTHER EXPENSES	\$116,908	

FUND	VARIANCE (14-13)
Rental/Motor Vehicle Tax Fund	\$116,908
TOTAL EXPENSES	\$116,908

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Solid Waste Services Revenue Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	-	- Salaries, Regular	-	-
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
(\$151,750)	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	- Defined Contribution	-	-
\$0	-	- Workers' Compensation	-	-
(\$151,750)	-	- Other Personnel Costs	-	-
		- TOTAL PERSONNEL	-	-
		OTHER EXPENSES		
-	-	\$0 Purchased / Contracted Services	\$0	\$0
-	-	- Supplies	-	-
-	-	- Capital Outlays	-	-
\$3,622,548	\$3,698,290	\$3,548,746 Interfund / Interdepartmental Charges	\$3,544,841	(\$3,905)
\$1,855,028	\$831,817	\$716,045 Other Costs	\$1,439,890	\$723,845
\$252,732	\$0	\$0 Debt Service	\$0	\$0
-	-	- Conversion / Summary	\$0	\$0
\$7,607,265	\$8,462,860	\$0 Other Financing Uses	\$0	\$0
\$13,337,574	\$12,992,967	\$4,264,791 TOTAL OTHER EXPENSES	\$4,984,731	\$719,940
\$13,185,824	\$12,992,967	\$4,264,791 TOTAL PERSONNEL AND OTHER EXPENSES	\$4,984,731	\$719,940

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$13,185,824	\$12,992,967	\$4,264,791 Solid Waste Services Revenue Fund	\$4,984,731	\$719,940
\$13,185,824	\$12,992,967	\$4,264,791 TOTAL EXPENSES	\$4,984,731	\$719,940

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$0	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$3,905)	Decrease due to trending of prior year actual as well as budget
Other Costs	\$723,845	Increase due to trending of prior year actual as well as budget
Debt Service	\$0	
Conversion / Summary	\$0	
Other Financing Uses	\$0	
<b>TOTAL OTHER EXPENSES</b>	<b>\$719,940</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$719,940</b>	

FUND	VARIANCE (14-13)
Solid Waste Services Revenue Fund	\$719,940
<b>TOTAL EXPENSES</b>	<b>\$719,940</b>

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



**FY14 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Underground Atl Facil Revenue Fund**

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
-	-	- Salaries, Regular	-	-
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
-	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	- Defined Contribution	-	-
-	-	- Workers' Compensation	-	-
-	-	- Other Personnel Costs	-	-
-	-	- TOTAL PERSONNEL	-	-
		OTHER EXPENSES		
\$2,263,310	\$2,542,833	\$3,060,186	Purchased / Contracted Services	\$3,024,602
		\$3,751	Supplies	(\$3,751)
			Capital Outlays	-
			Interfund / Interdepartmental Charges	\$10,893
\$31,429	\$38,555	\$28,925	Other Costs	\$38,925
\$8,260,123	\$8,286,677	\$8,130,255	Debt Service	\$8,155,303
			Conversion / Summary	-
			Other Financing Uses	-
\$10,554,862	\$10,868,065	\$11,223,117	TOTAL OTHER EXPENSES	\$11,229,722
\$10,554,862	\$10,868,065	\$11,223,117	TOTAL PERSONNEL AND OTHER EXPENSES	\$11,229,722
				\$6,606
				\$6,606

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
\$10,554,862	\$10,868,065	\$11,223,117	Underground Atl Facil Revenue Fund	\$11,229,722
\$10,554,862	\$10,868,065	\$11,223,117	TOTAL EXPENSES	\$11,229,722
				\$6,606
				\$6,606

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Underground Atl Facil Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	(\$35,584)	Decrease due to trending of prior year actuals as well as budget
Supplies	(\$3,751)	Decrease due to trending of prior year actuals as well as budget
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$10,893	Increase due to trending of prior year actual as well as budget
Other Costs	\$10,000	Increase due to trending of prior year actual as well as budget
Debt Service	\$25,048	Increase due to trending of prior year actual as well as budget
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$6,606</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,606</b>	

FUND	VARIANCE (14-13)
Underground Atl Facil Revenue Fund	\$6,606
<b>TOTAL EXPENSES</b>	<b>\$6,606</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Water & Wastewater Revenue Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	-	- Salaries, Regular	-	-
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
(\$6,667)	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
(\$346,569)	-	- Pen Cont Gen Emp Pen Fd	-	-
-	-	- Defined Contribution	-	-
\$121,859	\$125,027	- Workers' Compensation	-	-
\$0	\$0	- Other Personnel Costs	-	-
(\$231,377)	\$125,027	- TOTAL PERSONNEL	-	-
OTHER EXPENSES				
\$543,615	\$181,030	- Purchased / Contracted Services	\$241,813	\$241,813
\$0	-	- Supplies	-	-
-	-	- Capital Outlays	-	-
\$12,965,996	\$10,697,333	\$14,420,004 Interfund / Interdepartmental Charges	\$12,518,405	(\$1,901,599)
\$29,937,080	\$22,575,562	\$45,224,064 Other Costs	\$31,990,252	(\$13,233,812)
\$8,502,351	\$9,188,432	\$8,850,812 Debt Service	\$21,351,922	\$12,501,110
-	-	\$53,509,176 Conversion / Summary	\$69,793,012	\$16,283,836
\$353,551,065	\$393,379,798	\$235,518,926 Other Financing Uses	\$222,204,248	(\$13,314,678)
\$405,500,108	\$436,022,155	\$357,522,982 TOTAL OTHER EXPENSES	\$358,099,653	\$576,671
\$405,268,731	\$436,147,182	\$357,522,982 TOTAL PERSONNEL AND OTHER EXPENSES	\$358,099,652	\$576,670

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$405,268,731	\$436,147,182	\$357,522,982 Water & Wastewater Revenue Fund	\$358,099,652	\$576,670
\$405,268,731	\$436,147,182	\$357,522,982 TOTAL EXPENSES	\$358,099,652	\$576,670

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	<b>-</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$241,813	Funding for DWM portion of Oracle agreement.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$1,901,599)	Decrease due to less than required funding for indirect costs.
Other Costs	(\$13,233,812)	Decrease due to less than anticipated health insurance costs for retirees.
Debt Service	\$12,501,110	Increase due to GEFA loan requirements.
Conversion / Summary	\$16,283,836	Increase in fund wide reserves.
Other Financing Uses	(\$13,314,678)	Decrease due to reduced debt service requirements.
<b>TOTAL OTHER EXPENSES</b>	<b>\$576,671</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$576,670</b>	

FUND	VARIANCE (14-13)
Water & Wastewater Revenue Fund	\$576,670
<b>TOTAL EXPENSES</b>	<b>\$576,670</b>

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



# HUMAN RESOURCES

## Mission Statement

The mission of the Department of Human Resources is to attract, retain and develop a diverse and competent workforce that enables City agencies to achieve their business needs.

## Core Functions

- Acquire and retain top talent
- Promote employee health and financial wellness
- Create a learning environment that sustains a culture of excellence
- Promote fairness and equitable treatment for all applicants and employees
- Ensure compliance with employment-related laws and regulations

## Summary of Operations

The Atlanta Department of Human Resources partners with city agencies and employees to hire, compensate, support, and develop a diverse workforce that is dedicated to delivering high-quality services to the community. The department designs and manages the City's human resources programs and fosters the development of innovative policies and practices.

## Divisions/Offices Descriptions

*Human Resources Business Partners* serve as consultant and partner to customer departments, offering the full range of human resources services, including strategic support in recruitment, selection, and hiring; classification and compensation; grievances and labor relations; compliance with employment-related laws and regulations; workforce planning and departmental restructuring.

*Employee and Labor Relations* monitors all labor and employee relations activity across the City, offering advice and counsel to HR Business Partners and department leadership; investigates

employee complaints and conducts compliance training on progressive discipline, prevention of sexual harassment, the Americans with Disabilities Act and the Fair Labor Standards Act. It also manages the Civil Service employee appeals process.

*HR Information Systems and Records Management* is responsible for the accurate presentation of employee and position data in the human resources information system. Services include system maintenance of employee records and personnel actions, report production, ERP training, and position management. This office also performs procurement, financial, ATLStat, administrative tasks, and ensures compliance with laws and regulations governing open records, authorization to work and unemployment compensation.

*Organizational and Employee Development* is responsible for design, implementation and evaluation of citywide executive, supervisory and employee development programs; orientation of new employees; literacy and basic skills enhancement; team building; and the customer service program. This office also administers the performance management system and provides performance training and consultation.

*Employee Benefits* administers the City's employee/retiree insurance benefit and pension programs. It manages vendor contracts and coordinates health and financial wellness initiatives that include a state-of-the-art fitness facility, partnership with on-site EMTs, the mobile nurse program, health fairs, on-site health screenings, blood drives, and monthly lunch-and-learn sessions.

*Psychological Services/Employee Assistance Program* assists employees with solutions to issues that could have negative impact on performance. Its licensed mental health professionals offer confidential counseling, 24/7 critical incident response, psychological screening of public safety applicants, workplace violence prevention, fitness for duty exams, and random drug/alcohol testing.

*Talent Acquisition* provides full-lifecycle recruiting support for all jobs across the City, including sourcing, identifying, pre-screening/qualifying, interviewing, developing offer packages, negotiating and closing candidates. This office promotes the City's employment brand across numerous markets and professional communities.

## Goals and Objectives

- Create a learning environment that sustains a culture of excellence.
- Compensate the City's workforce consistent with the peer market while ensuring a competent and competitive personnel base.
- Maximize operational functional through increased use of mechanization.
- Create a culture of mental physical and financial wellness
- Ensure expeditious acquisition of the top talent
- Promote and maintain a work environment based on merit, fair and equitable treatment.

## FY2013 Accomplishments

- Renewed benefits contracts to generate a total savings of \$7.5m without diminishing benefits offerings
  - \$1.68m actual saved from BCBS contract
  - \$2.85m actual saved from Medicare Advantage United Healthcare
  - Increased carrier commitments to \$1.725m for wellness initiatives

- Received over \$750,000 in pharmacy rebates, vendor service/performance guarantees
- Developed first Citywide Weight Loss Challenge (including partnership with author Dr. Ian Smith), with target of 5,000 pounds lost in 6 weeks across the City
- Expanded Diabetes Disease Management Program, including partnership with Morehouse School of Medicine E-Healthy Strides Program and the first Diabetes Awareness Health Fair
- Expanded financial incentives for employees and retirees participation in the online Health Risk Assessment (HRA) \$50.00 gift card and \$150.00 gift card for completion of an annual physical exam
- Expanded and refurbished onsite fitness centers : Department of Corrections, Englewood Station, 911, and Public Safety
- Expanded Citywide Employee Health and Wellness Programs under the Mayor's Healthier You Initiatives: Weight Watchers, Line Dancing, Zumba, Tai Chi, 30-Day Challenge, Personal Trainers and Stress Reduction Programs
- Finalist for Atlanta Business Chronicle 2013 Healthiest Employer Award and 101 Best & Brightest Companies to Work For (Regional)
- Continuation of citywide health and wellness events: 2 Employee Health Fairs held at Civic Centers (average attendance of 800 employees and 40 vendors), Breast Cancer Awareness Luncheon, Men's Health Awareness Luncheon
- Launched Citywide Financial Awareness Campaign as a part of Mayor Reed's "A Healthier You" initiative: Credit and Banking Seminars, Financial and Retirement Planning

- Completed consolidation of HR Business Partner and Centers of Expertise functions
- Designed and began implementation of streamlined recruitment process
- Increased functionality of NeoGov, including more targeted preliminary screening and more accurate requisition management
- Implemented Streamlined New Employee Orientation (NEO) to one day
- Implemented 1<sup>st</sup> phase of NEO technology upgrade (consolidated links on-line)
- Provided Customer C.A.R.E. training to 95% of City employees
- Revised performance management program to include goal-setting and common universal competencies; automated submission process
- Received/processed FY12 performance evaluations for 89.2% of eligible employees
- Provided training across the city: 4,315 Learners, 287 Sessions, 12,072 Hours
- Launched Great Promise Partnership (GPP), a co-operative work experience for high-school students at risk of not graduating
- Formed centralized Labor and Employee Relations Team
- Developed and deployed comprehensive training for HR Business Partners:
  - Discipline in the Workplace
  - Effective Investigations
  - Civil Service Board Representation
- On-boarded Chief Psychologist to head Employee Assistance Program and additional staff members including a clinician and office manager
- Improved clinical documentation while transforming EAP into a “paperless office”

#### **FY2014 Adopted Program Highlights**

- Continue to support the portfolio of employee wellness initiatives in the Mayor’s “A Healthier You” initiative
- Automate HR transactions (TADs, ATFs) through the City’s new Sharepoint technology
- Implement online learning capability for NEO and compliance training
- Streamline timekeeping processes across the City, leveraging upgraded Kronos technology
- Open a centralized employee fitness center, clinic and pharmacy
- Launch City-wide training and educational incentive

# ORGANIZATIONAL CHART

*Human Resources*



## PERFORMANCE METRICS

*Human Resources*

PERFORMANCE MEASURE	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 TARGET	FY2014 TARGET
<b><i>Merit and Excellence:</i></b>				
% Eligible employees receiving annual performance evaluation	91.8%	97.9%	100%	100%
Average days to refer candidates	17	15	10	5
Employee Assistance Program utilization rate	5.3%	6.2%	5%	5.5%
<b><i>Fiscal Stability</i></b>				
% Increase in overall healthcare claims costs	4%	4.6%	3.5%	2%
% Increase in healthcare premiums	7.3%	9.8%	5%	2%



**FY14 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
\$2,650,564	\$6,926,298	\$7,542,831	\$7,196,428	(\$346,403)
-	-	-	-	-
-	-	-	-	-
\$80,041	\$294,507	\$57,844	\$651,825	\$593,981
-	-	-	-	-
-	\$32,339	-	\$18,222	\$18,222
-	-	-	-	-
\$578,050	\$1,122,551	\$1,047,396	\$1,030,296	(\$17,100)
\$53,844	\$162,988	\$192,777	\$200,317	\$7,540
\$8,714	\$8,793	\$2,484	\$4,214	\$1,730
\$375,722	\$1,052,232	\$1,189,432	\$992,394	(\$197,038)
\$3,746,936	\$9,599,707	\$10,032,764	\$10,093,696	\$60,932
OTHER EXPENSES				
\$840,378	\$1,494,851	\$2,097,093	\$994,954	(\$1,102,138)
\$57,333	\$156,858	\$110,223	\$49,688	(\$60,535)
-	-	-	-	-
\$4,326	\$8,890	\$15,654	\$8,890	(\$6,763)
\$22,063	\$37,544	\$60,616	\$53,705	(\$6,911)
-	-	-	-	-
-	-	(\$1,046,418)	(\$771,981)	\$274,437
-	-	-	-	-
\$924,100	\$1,698,144	\$1,237,168	\$335,256	(\$901,911)
\$4,671,036	\$11,297,851	\$11,269,931	\$10,428,952	(\$840,979)

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$262,954	\$1,437,074	\$1,663,648	\$1,591,120	(\$72,529)
-	\$134,490	\$174,458	\$184,090	\$9,632
\$2,358,226	\$4,887,023	\$4,845,689	\$4,806,404	(\$39,285)
\$1,324,740	\$1,263,201	\$1,581,071	\$1,327,905	(\$253,166)
-	\$260,755	\$367,108	\$432,135	\$65,027
\$725,116	\$3,315,307	\$2,637,958	\$2,087,298	(\$550,659)
\$4,671,036	\$11,297,851	\$11,269,931	\$10,428,952	(\$840,979)

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE
51.00	52.00	142.00	Full Time Equivalent	139.00	FY14-FY13 (3.00)



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

#### Airport Revenue Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$182,327	\$1,040,581	\$1,177,629	Salaries, Regular	\$1,209,956	\$32,327
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	\$460	Salaries, Extra Help	\$5,000	\$4,540
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$2,466	-	Overtime	\$1,738	\$1,738
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$24,623	\$111,142	\$96,380	Pen Cont Gen Emp Pen Fd	\$122,360	\$25,981
\$6,465	\$38,264	\$46,890	Defined Contribution	\$44,224	(\$2,666)
-	-	-	Workers' Compensation	-	-
\$23,794	\$124,886	\$179,726	Other Personnel Costs	\$152,174	(\$27,552)
\$237,209	\$1,317,338	\$1,501,084	TOTAL PERSONNEL	\$1,535,452	\$34,367
OTHER EXPENSES					
\$25,613	\$117,535	\$161,534	Purchased / Contracted Services	\$51,989	(\$109,545)
\$131	\$2,201	\$1,030	Supplies	\$2,890	\$1,860
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	\$789	\$789
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$25,744	\$119,736	\$162,564	TOTAL OTHER EXPENSES	\$55,668	(\$106,896)
\$262,954	\$1,437,074	\$1,663,648	TOTAL PERSONNEL AND OTHER EXPENSES	\$1,591,120	(\$72,529)

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$262,954	\$1,437,074	\$1,663,648	Airport Revenue Fund	\$1,591,120	(\$72,529)
\$262,954	\$1,437,074	\$1,663,648	TOTAL EXPENSES	\$1,591,120	(\$72,529)

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
3.00	3.00	21.00	Full Time Equivalent	23.80	2.80



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

#### Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$32,327	Increase due to split funded four positions: Commissioner, Deputy Commissioner, Employee & Labor Relations Director, and HRIS & Records Management Director.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$4,540	Increase due to funding unexpected DHR projects that would require extra help.
Salaries, Extra Help-Sworn	-	
Overtime	\$1,738	Increase due to prior years actuals. It was not budgeted in FY'13
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$25,981	Increase due to moving a HR Manager position out of Watershed fund into Airport Fund.
Defined Contribution	(\$2,666)	Decrease due to resignation of Aviation employee.
Workers' Compensation	-	
Other Personnel Costs	(\$27,552)	
TOTAL PERSONNEL	\$34,367	
OTHER EXPENSES		
Purchased / Contracted Services	(\$109,545)	Decrease due to the Financial education was only funded for two years FY' 12 and FY'13.
Supplies	\$1,860	Increase due to cost in supplies for FY'14.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$789	Increase due to trending actuals.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	(\$106,896)	
TOTAL PERSONNEL AND OTHER EXPENSES	(\$72,529)	

FUND	VARIANCE (14-13)
Airport Revenue Fund	(\$72,529)
TOTAL EXPENSES	(\$72,529)

AUTHORIZED POSITION COUNT	VARIANCE (14-13)
Full Time Equivalent	2.80



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

#### Fleet Service Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
-	\$94,403	\$120,254	\$90,506	(\$29,748)
-	-	- Salaries, Regular	-	-
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	-	- Salaries, Extra Help	\$63,107	\$63,107
-	-	- Salaries, Extra Help-Sworn	-	-
-	\$70	- Overtime	\$143	\$143
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
-	\$23,901	\$29,258	\$10,560	(\$18,698)
-	-	\$0 Defined Contribution	\$2,864	\$2,864
-	-	- Workers' Compensation	-	-
-	\$16,116	\$24,946	\$16,910	(\$8,036)
-	\$134,490	\$174,458	\$184,090	\$9,632
OTHER EXPENSES				
-	-	- Purchased / Contracted Services	-	-
-	-	- Supplies	-	-
-	-	- Capital Outlays	-	-
-	-	- Interfund / Interdepartmental Charges	-	-
-	-	- Other Costs	-	-
-	-	- Debt Service	-	-
-	-	- Conversion / Summary	-	-
-	-	- Other Financing Uses	-	-
-	-	- TOTAL OTHER EXPENSES	-	-
-	\$134,490	\$174,458	\$184,090	\$9,632
TOTAL PERSONNEL AND OTHER EXPENSES				

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
-	\$134,490	\$174,458	\$184,090	\$9,632
-	\$134,490	\$174,458	\$184,090	\$9,632
TOTAL EXPENSES				

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE
-	-	3.00	Full Time Equivalent	2.00	(1.00)



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

#### Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	(\$29,748)	Decrease due to HR Technician position being funded in FY'14 budget
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$63,107	Increase due to future need for file migration.
Salaries, Extra Help-Sworn	-	
Overtime	\$143	Increase due to trending of prior year actuals.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$18,698)	Decrease due to personnel adjustments.
Defined Contribution	\$2,864	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$8,036)	
TOTAL PERSONNEL	\$9,632	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	\$9,632	

FUND	VARIANCE (14-13)
Fleet Service Fund	\$9,632
TOTAL EXPENSES	\$9,632

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

#### General Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$1,360,111	\$2,818,281	\$2,872,845	Salaries, Regular	\$2,755,998	(\$116,847)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$48,066	\$194,179	\$13,961	Salaries, Extra Help	\$552,631	\$538,670
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$18,256	-	Overtime	\$5,072	\$5,072
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$351,363	\$525,284	\$426,569	Pen Cont Gen Emp Pen Fd	\$419,292	(\$7,277)
\$17,710	\$58,140	\$67,175	Defined Contribution	\$77,800	\$10,625
\$8,714	\$4,067	\$2,484	Workers' Compensation	\$1,831	(\$653)
\$168,269	\$436,656	\$449,388	Other Personnel Costs	\$419,650	(\$29,738)
\$1,954,232	\$4,054,863	\$3,832,422	TOTAL PERSONNEL	\$4,232,273	\$399,851
			OTHER EXPENSES		
\$363,155	\$728,252	\$932,277	Purchased / Contracted Services	\$492,553	(\$439,724)
\$22,564	\$70,860	\$30,716	Supplies	\$40,329	\$9,613
-	-	-	Capital Outlays	-	-
-	-	\$5,520	Interfund / Interdepartmental Charges	-	(\$5,520)
\$18,275	\$33,048	\$44,754	Other Costs	\$41,250	(\$3,504)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$403,995	\$832,160	\$1,013,267	TOTAL OTHER EXPENSES	\$574,131	(\$439,136)
\$2,358,226	\$4,887,023	\$4,845,689	TOTAL PERSONNEL AND OTHER EXPENSES	\$4,806,404	(\$39,285)

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$2,358,226	\$4,887,023	\$4,845,689	General Fund	\$4,806,404	(\$39,285)
\$2,358,226	\$4,887,023	\$4,845,689	TOTAL EXPENSES	\$4,806,404	(\$39,285)

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
25.00	26.00	54.20	Full Time Equivalent	56.60	2.40



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	(\$116,847)	Decrease due to split funded four positions: Commissioner, Deputy Commissioner, Employee & Labor Relations Director, and HRIS & Records Management Director.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$538,670	Increase due to funding for previous extra help leadership positions.
Salaries, Extra Help-Sworn	-	
Overtime	\$5,072	Increase due to HRIS team completing several major updates in Oracle manually.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$7,277)	Decrease due to personnel adjustments.
Defined Contribution	\$10,625	Increase due to Personnel salary adjustments
Workers' Compensation	(\$653)	Decrease due to worker's comp less than anticipated from previous year
Other Personnel Costs	(\$29,738)	
TOTAL PERSONNEL	\$399,851	DHR has 9 vacant positions. 2 are partially funded
OTHER EXPENSES		
Purchased / Contracted Services	(\$439,724)	Decrease due to the financial education initiative was only funded for two years: FY12 and FY13.
Supplies	\$9,613	Increase supplies for FY14 planning and administration.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$5,520)	Decrease due to reduced compensation board hearings from FY13 to FY14.
Other Costs	(\$3,504)	Decrease due to trending of prior year actuals as well as budget
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	(\$439,136)	
TOTAL PERSONNEL AND OTHER EXPENSES	(\$39,285)	

FUND	VARIANCE (14-13)
General Fund	(\$39,285)
TOTAL EXPENSES	(\$39,285)

AUTHORIZED POSITION COUNT	VARIANCE (14-13)
Full Time Equivalent	2.40



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Human Resources

Group Insurance Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$683,613	\$615,329	\$753,911	Salaries, Regular	\$739,725	(\$14,186)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$31,975	\$91,992	\$38,472	Salaries, Extra Help	\$31,087	(\$7,385)
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$97,866	\$57,641	\$66,963	Pen Cont Gen Emp Pen Fd	\$89,367	\$22,404
\$24,406	\$23,733	\$27,226	Defined Contribution	\$29,542	\$2,316
-	\$4,726	-	Workers' Compensation	\$2,384	\$2,384
\$118,417	\$109,207	\$111,816	Other Personnel Costs	\$104,299	(\$7,517)
\$956,277	\$902,628	\$998,388	TOTAL PERSONNEL	\$996,403	(\$1,985)
			OTHER EXPENSES		
\$329,499	\$279,106	\$498,649	Purchased / Contracted Services	\$318,940	(\$179,709)
\$34,638	\$71,787	\$73,900	Supplies	\$3,672	(\$70,228)
-	-	-	Capital Outlays	-	-
\$4,326	\$8,890	\$10,134	Interfund / Interdepartmental Charges	\$8,890	(\$1,243)
-	\$790	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$368,463	\$360,573	\$582,683	TOTAL OTHER EXPENSES	\$331,502	(\$251,181)
\$1,324,740	\$1,263,201	\$1,581,071	TOTAL PERSONNEL AND OTHER EXPENSES	\$1,327,905	(\$253,166)

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$1,324,740	\$1,263,201	\$1,581,071	Group Insurance Fund	\$1,327,905	(\$253,166)
\$1,324,740	\$1,263,201	\$1,581,071	TOTAL EXPENSES	\$1,327,905	(\$253,166)

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
14.00	14.00	14.00	Full Time Equivalent	13.00	(1.00)



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

#### Group Insurance Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	(\$14,186)	Decrease due to abolished Nurse position in FY14 budget and used part of savings to increase the funding for EAP Director.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$7,385)	Decrease due to moving funds to regular salary line.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$22,404	Increase due to personnel adjustments.
Defined Contribution	\$2,316	Increase due to Personnel salary adjustments
Workers' Compensation	\$2,384	Increase due to personnel adjustments.
Other Personnel Costs	(\$7,517)	
TOTAL PERSONNEL	(\$1,985)	
OTHER EXPENSES		
Purchased / Contracted Services	(\$179,709)	Decrease due to medical contract not funded in FY 14.
Supplies	(\$70,228)	Decrease due to supplies being underfunded.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$1,243)	Decrease due to newer model car that should result in lower repair cost.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	(\$251,181)	
TOTAL PERSONNEL AND OTHER EXPENSES	(\$253,166)	

FUND	VARIANCE (14-13)
Group Insurance Fund	(\$253,166)
TOTAL EXPENSES	(\$253,166)

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



## FY14 OPERATING BUDGET HIGHLIGHTS

**Department Of Human Resources  
Solid Waste Services Revenue Fund**

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
-	\$177,486	\$264,391	Salaries, Regular	\$309,688	\$45,297
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$11,517	-	Overtime	\$10,412	\$10,412
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$41,038	\$50,624	Pen Cont Gen Emp Pen Fd	\$55,376	\$4,751
-	-	\$3,379	Defined Contribution	\$7,016	\$3,637
-	-	-	Workers' Compensation	-	-
-	\$30,714	\$48,714	Other Personnel Costs	\$49,642	\$928
-	\$260,755	\$367,108	TOTAL PERSONNEL	\$432,135	\$65,027
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	TOTAL OTHER EXPENSES	-	-
-	\$260,755	\$367,108	TOTAL PERSONNEL AND OTHER EXPENSES	\$432,135	\$65,027

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13	
-	\$260,755	\$367,108	Solid Waste Services Revenue Fund	\$432,135	\$65,027
-	\$260,755	\$367,108	TOTAL EXPENSES	\$432,135	\$65,027

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
-	-	5.80	Full Time Equivalent	7.80	2.00



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$45,297	Increase due to Public Works Director was only partially funded in FY13 budget and fully funded in FY'14 due to ordinance providing funding from Department of Public Works.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$10,412	Increase due to trending of prior year actuals.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$4,751	Increase due to personnel adjustments.
Defined Contribution	\$3,637	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$928	
TOTAL PERSONNEL	\$65,027	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	\$65,027	

FUND	VARIANCE (14-13)
Solid Waste Services Revenue Fund	\$65,027
TOTAL EXPENSES	\$65,027

AUTHORIZED POSITION COUNT	VARIANCE (14-13)
Full Time Equivalent	2.00



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Human Resources  
Water & Wastewater Revenue Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$424,514	\$2,180,219	\$2,353,801 Salaries, Regular	\$2,090,554	(\$263,247)
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	\$8,336	\$4,951 Salaries, Extra Help	\$0	(\$4,951)
-	-	- Salaries, Extra Help-Sworn	-	-
-	\$29	- Overtime	\$857	\$857
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
\$104,198	\$363,546	\$377,602 Pen Cont Gen Emp Pen Fd	\$333,341	(\$44,261)
\$5,263	\$42,850	\$48,108 Defined Contribution	\$38,871	(\$9,237)
-	-	- Workers' Compensation	-	-
\$65,242	\$334,653	\$374,842 Other Personnel Costs	\$249,720	(\$125,122)
\$599,218	\$2,929,633	\$3,159,304 TOTAL PERSONNEL	\$2,713,343	(\$445,961)
OTHER EXPENSES				
\$122,111	\$369,959	\$504,633 Purchased / Contracted Services	\$131,472	(\$373,160)
-	\$12,009	\$4,577 Supplies	\$2,798	(\$1,780)
-	-	- Capital Outlays	-	-
-	-	- Interfund / Interdepartmental Charges	-	-
\$3,788	\$3,706	\$15,862 Other Costs	\$11,666	(\$4,196)
-	-	- Debt Service	-	-
-	-	(\$1,046,418) Conversion / Summary	(\$771,981)	\$274,437
-	-	- Other Financing Uses	-	-
\$125,899	\$385,674	(\$521,346) TOTAL OTHER EXPENSES	(\$626,045)	(\$104,699)
\$725,116	\$3,315,307	\$2,637,958 TOTAL PERSONNEL AND OTHER EXPENSES	\$2,087,298	(\$550,659)

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$725,116	\$3,315,307	\$2,637,958 Water & Wastewater Revenue Fund	\$2,087,298	(\$550,659)
\$725,116	\$3,315,307	\$2,637,958 TOTAL EXPENSES	\$2,087,298	(\$550,659)

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE
9.00	9.00	44.00	Full Time Equivalent	35.80	(8.20)



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Human Resources  
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	( <span style="color:red;">\$263,247</span> )	Decrease due to Personnel salary adjustments
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	( <span style="color:red;">\$4,951</span> )	Decrease due to trending of prior year actuals as well as budget
Salaries, Extra Help-Sworn	-	
Overtime	\$857	Increase due to trending of prior year actuals as well as budget
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	( <span style="color:red;">\$44,261</span> )	Decrease due to Personnel salary adjustments
Defined Contribution	( <span style="color:red;">\$9,237</span> )	Decrease due to Personnel salary adjustments
Workers' Compensation	-	
Other Personnel Costs	( <span style="color:red;">\$125,122</span> )	
<b>TOTAL PERSONNEL</b>	<b>(<span style="color:red;">\$445,961</span>)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	( <span style="color:red;">\$373,160</span> )	Decrease due to trending of prior year actuals as well as budget
Supplies	( <span style="color:red;">\$1,780</span> )	Decrease due to trending of prior year actuals as well as budget
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	( <span style="color:red;">\$4,196</span> )	Decrease due to trending of prior year actuals as well as budget
Debt Service	-	
Conversion / Summary	\$274,437	Increase due to trending of prior year actuals as well as budget
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(<span style="color:red;">\$104,699</span>)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(<span style="color:red;">\$550,659</span>)</b>	

FUND	VARIANCE (14-13)
Water & Wastewater Revenue Fund	( <span style="color:red;">\$550,659</span> )
<b>TOTAL EXPENSES</b>	<b>(<span style="color:red;">\$550,659</span>)</b>

AUTHORIZED POSITION COUNT	VARIANCE (14-13)
Full Time Equivalent	( <span style="color:red;">8.20</span> )



# FIRE RESCUE SERVICES

## Mission Statement

Atlanta Fire Rescue shall provide prompt quality services that promote safety, security, enhance sustainability and enrich quality of life through professional development and dedication to service.

## Core Functions

- Provide for life safety protection
- Provide for property and environment conservation
- Provide for emergency preparedness and homeland security

## Summary of Operations

The Atlanta Fire Rescue Department provides fire mitigation and rescue services in addition to emergency medical services to a population of 519,000 residents, businesses and visitors responding within 132.6 square miles, with more than sixty miles of interstate highways, twenty-three miles of rapid rail and protects Hartsfield-Jackson International Airport. The department achieves its mission by focusing on six organizational priorities which include: Human Resources; Professional Development; Emergency Preparedness and Response, Equipment, Facilities, Supplies and Technology; Customer Service Programs; and Public Information, Education and Relations Programs. AFRD consists of approximately 1100 personnel comprised of four divisions of labor.

## Divisions/Offices Descriptions

*The Division of Fire Chief* functions as the executive office and is responsible for the overall operation and direction of the Atlanta Fire Rescue Department. The Office of Fire Chief provides leadership, advocacy and the daily administration of the organization through the Office of Professional Standards; Public Information Office; Office of Chaplaincy; Assessment and Planning;

Homeland Security and Emergency Preparedness; Medical Director; Recruitment and the Administrative Services Section which includes the Financial Management Unit.

*The Division of Technical Services* provides effective management support for the department. The division consists of a satellite Human Resources Office; Fire Training; Community Risk Reduction; Fire Investigations; Real Property, Fleet and Equipment Section; and Resource Management which includes Information Technology and Communications.

*The Division of Field Operations* is responsible for responding to, preventing, and mitigating disastrous incidents. Field Operations includes fire suppression, emergency medical services, hazardous materials response, technical rescue service and other special services and activities. The Field Operations Division has five battalions and thirty fire stations throughout the City.

*The Division of Airport Fire Administration* provides incident response and prevention services at Hartsfield-Jackson International Airport. Additionally, the office provides aircraft fire protection, structural fire protection, emergency medical services, hazardous materials response, technical rescue service and other special services and activities to the traveling public and employees of Hartsfield-Jackson International Airport.

## Goals and Objectives

Improve response to fires and emergency medical service calls

- Increase number of firefighters to four per apparatus
- Sustain EMS field supervision and quality assurance

- Implement five (5), Quick Intervention Crews (QIC) EMS Response.
- Sustain City Hall EMS Response program
- Realign apparatus response territories
- Add and relocate fire stations

#### Ensure Competitive Salaries

- Institute incentive pay for Hazardous Material Certifications
- Institute incentive pay for Technical Rescue Certifications
- Institute Special Certification Incentive pay program

#### Enhance employee wellness and fitness

- Add a Health and Safety Section

#### Enhance Training Delivery

- Sustain training delivery capability
- Regain Class 2 Insurance Service Office (ISO) Rating

#### Sustain Commission for Public Safety Excellence Accreditation

- Sustain performance measurement systems and processes
- Sustain records management and self assessment processes

### FY 2013 Accomplishments

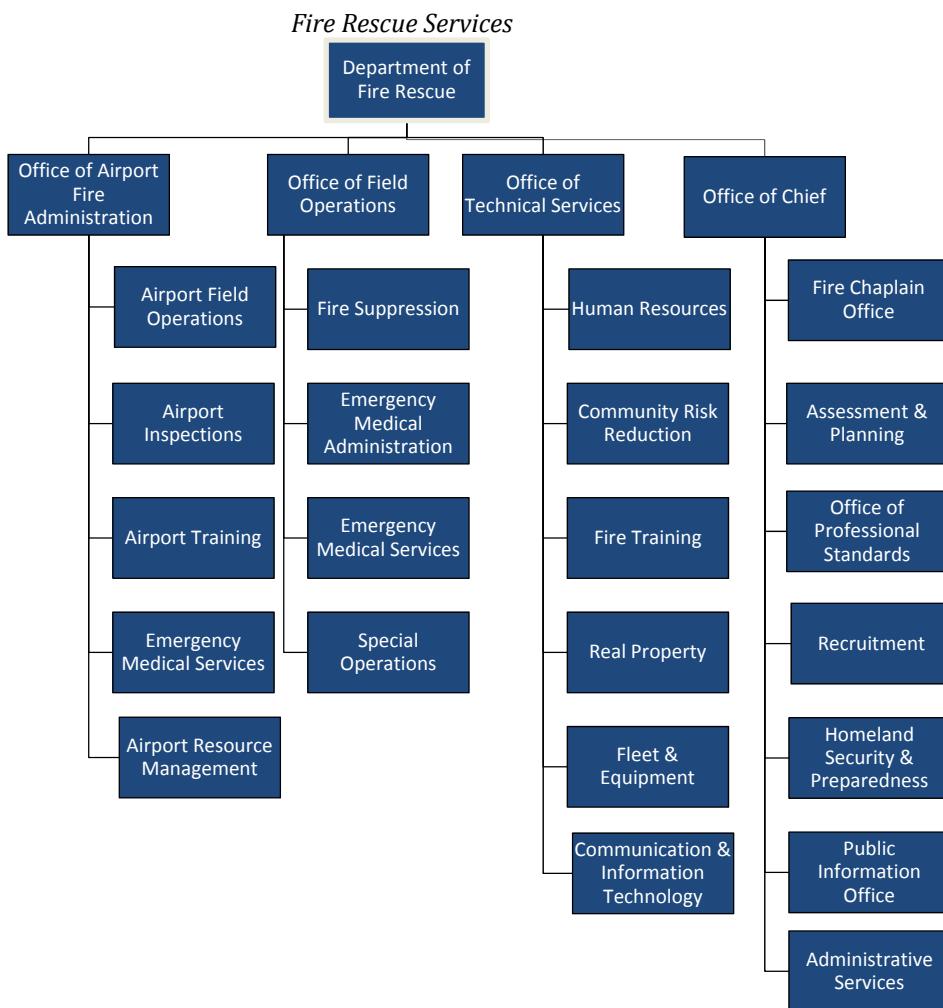
- Relocated Fire Station 28
- Added a Special Operations Assistant Chief
- Enhanced non-sworn support staffing levels
- Reduced pay compression between Chief Officer ranks
- Increased Field Operations staffing with 75 new firefighter recruits under Federal S.A.F.E.R grant funding
- Accomplished zero sworn vacancies
- Reinstated annual medical physicals for sworn personnel using the AFG Wellness Grant
- Increased Fire Standard of Response Coverage (SORC)
- Increased EMS Standard of Response Coverage (SORC)

- Maintained EMS field supervision and quality assurances
- Implemented pilot Quick Intervention Crew (QIC) program- EMS Response enhancement program
- Maintained City Hall EMS Response Initiative
- Continued mandatory and required training program delivery
- Maintained Swift Water Rescue Program
- Purchased replacement fire engines, trucks, specialty apparatus and support staff vehicles
- Hired and trained 142 recruit firefighters
- Completed the AFRD Professional Development Manual of Standards and Guidelines
- Continued the AFRD Preparedness Leadership Institute
- Continued the AFRD Senior Link Program

### FY 2014 Adopted Program Highlights

- Improve response times to typical fire risks providing four firefighters within five minutes
- Improve response times to emergency medical services providing two EMTs within five minutes
- Enhance special operations services and response through increasing rescue technicians and enhanced deployment strategy
- Enhance mandatory and required training delivery through increase training staff capability
- Enhance employee wellness and fitness by reinstating annual medical physicals and improving fitness culture
- Regain Class 2 ISO Fire Insurance Rating
- Increase sworn staffing by filling vacancies
- Expand fleet replacement strategy for Field Operations
- Enhance stations and facilities to address employee safety and quality of life issues
- Implement departmental Professional Development Standards and Guidelines
- Continue achievements outlined in the AFRD Strategic Plan by searching and applying for supplemental funding sources

# ORGANIZATIONAL CHART



# PERFORMANCE METRICS

*Fire Rescue Services*

PERFORMANCE MEASURE	FY2011 ACTUAL	2012 ACTUAL	2013 TARGET	2014 TARGET
<b>Public Safety</b>				
Number of Incidents	54,744	67,453	N/A	N/A
Number of Fire Incidents	2,249	2,380	N/A	N/A
Number of EMS Incidents	36,476	43,482	N/A	N/A
% of Typical Monthly Fire Risk Incidents achieving Standard of Response Coverage (SORC)	62.60%	81.00%	82.0%	82.0%
% of EMS Incidents achieving SORC	67.80%	56.00%	80.0%	80.0%
% of 12 hour occurrences with reserve apparatus in service	N/A	40.60%	N/A	N/A





**FY14 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Fire Services**

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
\$1,854,513	\$1,714,679	\$2,112,391	\$2,775,775	\$663,383
-	-	-	\$0	\$0
\$44,656,515	\$43,930,941	\$47,236,370	\$49,115,520	\$1,879,150
\$44,495	\$281,669	\$2,092	\$2,484,361	\$2,482,269
\$68,855	\$113,970	-	\$150,992	\$150,992
\$7,172,368	\$7,687,603	\$6,054,444	\$5,434,552	(\$619,892)
\$24,819,481	\$20,027,823	\$22,810,443	\$20,291,545	(\$2,518,898)
\$11,627	\$6,394	-	\$12,624	\$12,624
\$508,378	\$374,573	\$397,805	\$539,335	\$141,531
\$12,343	\$81,073	\$28,640	\$324,861	\$296,220
\$754,317	\$903,322	\$1,077,082	\$1,052,229	(\$24,853)
\$8,421,965	\$8,872,931	\$10,098,843	\$8,712,473	(\$1,386,370)
\$88,324,857	\$83,994,977	\$89,818,110	\$90,894,267	\$1,076,157
OTHER EXPENSES				
\$1,418,169	\$2,245,367	\$2,566,445	\$2,865,639	\$299,194
\$3,100,129	\$4,400,619	\$4,695,897	\$5,260,394	\$564,497
\$328,827	\$218,638	\$291,486	\$98,142	(\$193,344)
\$2,944,363	\$3,517,746	\$3,242,391	\$3,519,949	\$277,558
\$185,188	\$278,036	\$255,560	\$261,789	\$6,229
\$179,594	\$46,846	-	\$0	\$0
-	-	Debt Service	\$0	\$0
-	-	Conversion / Summary	\$0	\$0
-	-	Other Financing Uses	\$78,760	\$78,760
\$8,156,270	\$10,707,252	\$11,051,779	\$12,084,674	\$1,032,894
\$96,481,127	\$94,702,229	\$100,869,889	\$102,978,941	\$2,109,051

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$22,946,009	\$22,582,772	\$24,059,481	\$23,778,927	(\$280,554)
\$73,535,118	\$72,119,456	\$76,810,408	\$79,200,013	\$2,389,605
\$96,481,127	\$94,702,229	\$100,869,889	\$102,978,941	\$2,109,051

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
1,000.00	1,030.00	1,046.50	Full Time Equivalent	1,113.00	66.50



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services

#### Airport Revenue Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$309,002	\$317,260	\$514,620	Salaries, Regular	\$683,906	\$169,286
-	-	-	Salaries, Perm Part-Time	\$0	\$0
\$11,075,189	\$11,297,738	\$11,476,256	Salaries, Sworn	\$11,402,520	(\$73,736)
-	\$26,249	\$1,046	Salaries, Extra Help	\$153,726	\$152,680
-	-	-	Salaries, Extra Help-Sworn	\$0	\$0
\$1,874,685	\$1,840,470	\$2,351,528	Overtime	\$2,391,571	\$40,043
\$6,079,368	\$5,123,795	\$5,541,883	Pen Cont Fire Pen Fd	\$4,607,474	(\$934,409)
-	-	-	Pen Cont Police Pen Fd	-	-
\$101,275	\$79,499	\$111,468	Pen Cont Gen Emp Pen Fd	\$136,628	\$25,160
-	\$6,037	\$3,388	Defined Contribution	\$37,650	\$34,262
\$39,308	\$65,902	-	Workers' Compensation	\$19,289	\$19,289
\$2,117,659	\$2,183,446	\$2,054,819	Other Personnel Costs	\$1,915,866	(\$138,953)
\$21,596,486	\$20,940,395	\$22,055,008	TOTAL PERSONNEL	\$21,348,631	(\$706,377)
OTHER EXPENSES					
\$155,238	\$159,406	\$531,800	Purchased / Contracted Services	\$569,005	\$37,205
\$720,702	\$846,318	\$896,867	Supplies	\$1,226,163	\$329,296
\$5,934	\$16,186	\$40,734	Capital Outlays	\$5,549	(\$35,185)
\$465,817	\$616,519	\$531,572	Interfund / Interdepartmental Charges	\$619,579	\$88,007
\$1,831	\$3,950	\$3,500	Other Costs	\$10,000	\$6,500
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	\$0	\$0
-	-	-	Other Financing Uses	\$0	\$0
\$1,349,523	\$1,642,377	\$2,004,473	TOTAL OTHER EXPENSES	\$2,430,296	\$425,823
\$22,946,009	\$22,582,772	\$24,059,481	TOTAL PERSONNEL AND OTHER EXPENSES	\$23,778,927	(\$280,554)

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$22,946,009	\$22,582,772	\$24,059,481	Airport Revenue Fund	\$23,778,927	(\$280,554)
\$22,946,009	\$22,582,772	\$24,059,481	TOTAL EXPENSES	\$23,778,927	(\$280,554)

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
232.00	241.00	243.00	Full Time Equivalent	246.00	3.00



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services

#### Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$169,286	Increase due to the creation of Budget Analyst, Sr., Procurement Specialist, and Management Analyst, Sr. positions.
Salaries, Perm Part-Time	\$0	
Salaries, Sworn	(\$73,736)	Decrease due to positions reclassified from Sworn to Civilian.
Salaries, Extra Help	\$152,680	Increase due to recognized funding need for critical extra help.
Salaries, Extra Help-Sworn	\$0	
Overtime	\$40,043	Increase due to recognized funding need for overtime.
Pen Cont Fire Pen Fd	(\$934,409)	Decrease due to change in pension rate.
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$25,160	Increase due to change in pension rate.
Defined Contribution	\$34,262	Increase due to additional personnel.
Workers' Compensation	\$19,289	Increase due to worker's comp costs higher than anticipated.
Other Personnel Costs	(\$138,953)	
<b>TOTAL PERSONNEL</b>	<b>(\$706,377)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$37,205	Increase due to funding for new AED signage and increased professional development.
Supplies	\$329,296	Increase due to new ARFF training program.
Capital Outlays	(\$35,185)	Decrease due to vehicle funding adjustments to Fund 5502.
Interfund / Interdepartmental Charges	\$88,007	Increase due to additional motor fleet.
Other Costs	\$6,500	Increase due to recognized funding need for meeting costs.
Debt Service	-	
Conversion / Summary	\$0	
Other Financing Uses	\$0	
<b>TOTAL OTHER EXPENSES</b>	<b>\$425,823</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$280,554)</b>	

FUND	VARIANCE (14-13)
Airport Revenue Fund	(\$280,554)
<b>TOTAL EXPENSES</b>	<b>(\$280,554)</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services

#### General Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$1,545,511	\$1,397,418	\$1,597,771	Salaries, Regular	\$2,091,869	\$494,098
-	-	-	Salaries, Perm Part-Time	-	-
\$33,581,326	\$32,633,203	\$35,760,114	Salaries, Sworn	\$37,713,000	\$1,952,886
\$44,495	\$255,420	\$1,046	Salaries, Extra Help	\$2,330,635	\$2,329,589
\$68,855	\$113,970	-	Salaries, Extra Help-Sworn	\$150,992	\$150,992
\$5,297,683	\$5,847,133	\$3,702,916	Overtime	\$3,042,981	(\$659,935)
\$18,740,113	\$14,904,028	\$17,268,560	Pen Cont Fire Pen Fd	\$15,684,071	(\$1,584,489)
\$11,627	\$6,394	-	Pen Cont Police Pen Fd	\$12,624	\$12,624
\$407,103	\$295,073	\$286,337	Pen Cont Gen Emp Pen Fd	\$402,707	\$116,370
\$12,343	\$75,037	\$25,252	Defined Contribution	\$287,210	\$261,958
\$715,009	\$837,420	\$1,077,082	Workers' Compensation	\$1,032,939	(\$44,143)
\$6,304,307	\$6,689,485	\$8,044,024	Other Personnel Costs	\$6,796,607	(\$1,247,417)
\$66,728,371	\$63,054,582	\$67,763,102	TOTAL PERSONNEL	\$69,545,636	\$1,782,534
			OTHER EXPENSES		
\$1,262,930	\$2,085,962	\$2,034,645	Purchased / Contracted Services	\$2,296,634	\$261,989
\$2,379,427	\$3,554,301	\$3,799,030	Supplies	\$4,034,231	\$235,201
\$322,893	\$202,453	\$250,752	Capital Outlays	\$92,593	(\$158,159)
\$2,478,546	\$2,901,228	\$2,710,819	Interfund / Interdepartmental Charges	\$2,900,370	\$189,551
\$183,357	\$274,086	\$252,060	Other Costs	\$251,789	(\$271)
\$179,594	\$46,846	-	Debt Service	\$0	\$0
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	\$78,760	\$78,760
\$6,806,747	\$9,064,875	\$9,047,306	TOTAL OTHER EXPENSES	\$9,654,378	\$607,072
\$73,535,118	\$72,119,456	\$76,810,408	TOTAL PERSONNEL AND OTHER EXPENSES	\$79,200,013	\$2,389,605

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$73,535,118	\$72,119,456	\$76,810,408	General Fund	\$79,200,013	\$2,389,605
\$73,535,118	\$72,119,456	\$76,810,408	TOTAL EXPENSES	\$79,200,013	\$2,389,605

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
768.00	789.00	803.50	Full Time Equivalent	867.00	63.50



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$494,098	Increase due to reclassified personnel and associated salary adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	\$1,952,886	Increase due to additional funding for S.A.F.E.R. positions.
Salaries, Extra Help	\$2,329,589	Increase to cover anticipated personnel needs.
Salaries, Extra Help-Sworn	\$150,992	Increase due to recognized funding for critical extra help.
Overtime	(\$659,935)	Decrease due to recognized need for reduced overtime funding.
Pen Cont Fire Pen Fd	(\$1,584,489)	Decrease due to change in pension rate.
Pen Cont Police Pen Fd	\$12,624	Increase due to capture of Police pension costs within Fire Services.
Pen Cont Gen Emp Pen Fd	\$116,370	Increase due to change in pension rate.
Defined Contribution	\$261,958	Increase due to reclassified personnel and associated salary adjustments.
Workers' Compensation	(\$44,143)	Decrease due to anticipation of worker's comp costs less than previous year.
Other Personnel Costs	(\$1,247,417)	
<b>TOTAL PERSONNEL</b>	<b>\$1,782,534</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$261,989	Increase due to FY14 contract cost anticipated higher than previous year.
Supplies	\$235,201	Increase due to funding for additional supplies related to S.A.F.E.R. positions.
Capital Outlays	(\$158,159)	Decrease due to capital outlay anticipated less than prior year.
Interfund / Interdepartmental Charges	\$189,551	Increase due to recognized funding for additional vehicles and associated fuel costs.
Other Costs	(\$271)	Decrease due to trending of prior year actuals.
Debt Service	\$0	
Conversion / Summary	-	
Other Financing Uses	\$78,760	Increase due to additional costs related to S.A.F.E.R. grant.
<b>TOTAL OTHER EXPENSES</b>	<b>\$607,072</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,389,605</b>	

FUND	VARIANCE (14-13)
General Fund	\$2,389,605
<b>TOTAL EXPENSES</b>	<b>\$2,389,605</b>

AUTHORIZED POSITION COUNT	VARIANCE (14-13)
Full Time Equivalent	63.50



# ATLANTA POLICE DEPARTMENT

## Mission Statement

Our mission is to create a safer Atlanta by reducing crime, ensuring the safety of our citizens and building trust in partnership with our communities.

## Core Functions:

- Public Safety
- Community Engagement
- Intelligence Analysis

## Summary of Operations

The Atlanta Police Department provides a myriad of professional services to the citizens of Atlanta. The Department's efforts are comprehensive with primary responsibilities including uniform patrol operations, criminal investigations, community-based programs, administrative/technical support services and strategic development. The Public Safety Headquarters serve as the control center for the Department's operations with multiple precincts providing the staging area for emergency 911 responses. Additionally, the Department is responsible for local law enforcement as it pertains to Hartsfield-Jackson Atlanta International Airport. The Department works closely with the Neighborhood Planning Units, independent community organizations, and business associations in an attempt to best understand and meet the demands of the community it serves.

## Divisions/Offices Descriptions

*Community Services Division (CSD)* encompasses all of the units that are directly responsible for coordinating and facilitating Community Oriented Policing along with the Airport precinct, Special Operations, and the Code Enforcement Section.

*Criminal Investigations Division (CID)* consists of investigative units that are primarily responsible for the follow-up investigation of crimes committed against persons or property in the City of Atlanta. This division includes Homicide, Homeland Security, Narcotics, Gang

Unit and Fugitive. CID is also responsible for the regulation of vehicles for hire including functions such as licensing, permitting and enforcing.

*Field Operations Division (FOD)* is the uniformed patrol force of the City. Officers patrol the City streets, answer calls for service, and work with the community to solve problems. FOD consists of six geographic patrol zones and the Night Commander.

*Strategy and Special Projects Division (SSP)* is responsible for coordinating and facilitating the department's strategic crime fighting initiatives and implementing new technologies and projects. The Division consists of the Planning, Research/Accreditation, Staff Inspections, Public Affairs and the Community Liaison and the Crime Analysis Unit.

*Support Services Division (SSD)* provides administrative and logistical support to all divisions in the Atlanta Police Department. The Division consists of Corporate Services, E911, Information Services, and the Training Academy.

## Goals

- Reduce crime to provide the highest quality of life for residents and visitors alike
- Work closely with community organizations to assist them to take a proactive leadership role in improving public safety in order to address their unique community needs
- Provide the structure necessary to identify and attain the highest professional standards available to a law enforcement agency
- Secure equipment and build facilities that foster a productive work environment, promote our professionalism, and instill confidence in our stakeholders

### **FY2013 Accomplishments**

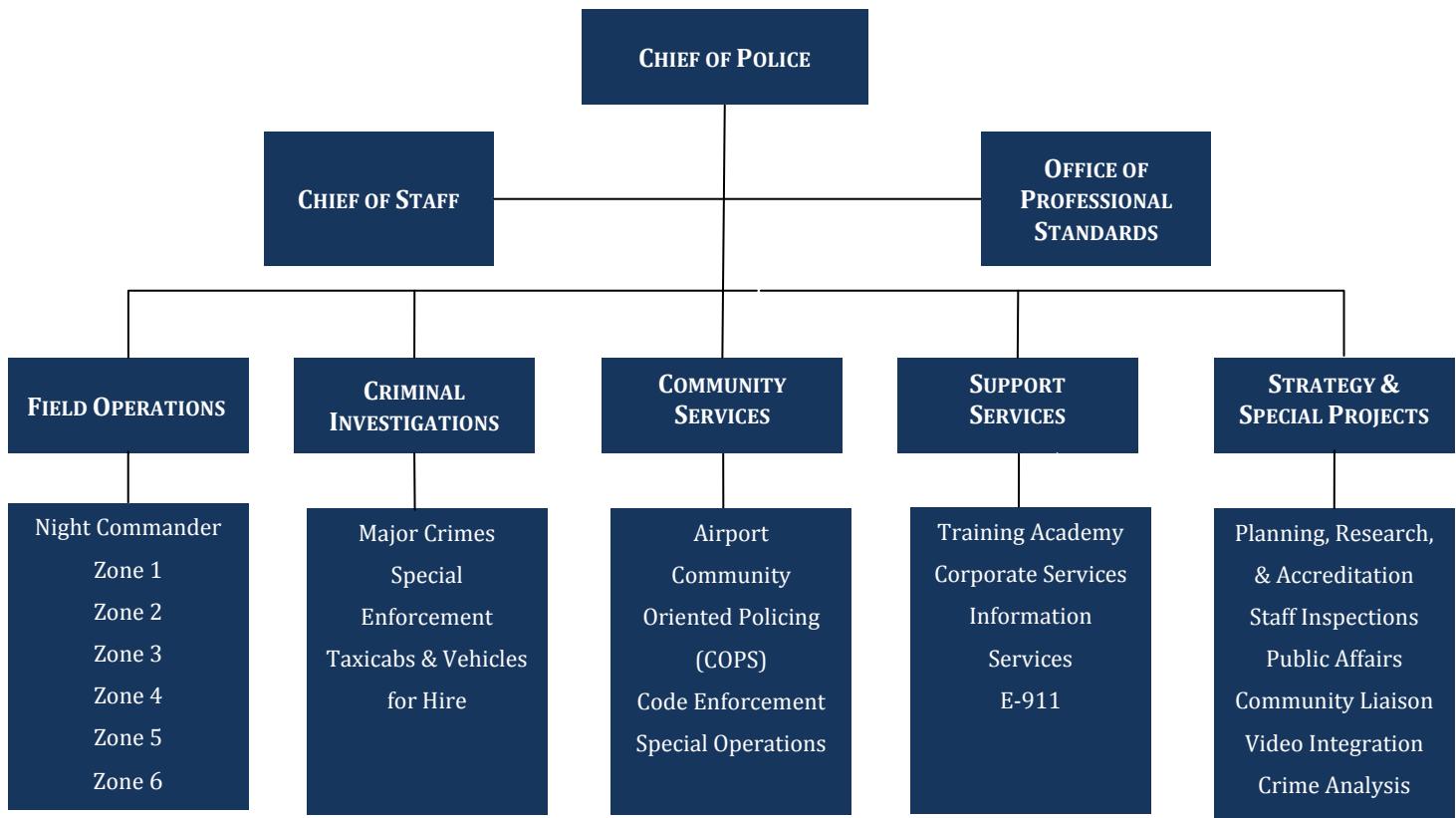
- Reached 1900 officers hired for the first time in APD's history
- Homicide Unit had the second lowest number of homicides (84) since 1962
- Through mobile registration assistance programs, COPS personnel registered 5200 Atlanta residents in Smart 911
- Code Enforcement facilitated the demolition of 75 structures to include cleaning and closing 42 residential structures
- Expanded the Video Integration Center (VIC) from approximately 70 accessible cameras to more than 1,200 accessible cameras
- Initiated Georgia Electronic Accident Reporting System (GEARS), an on-line distribution of police reports electronically, saving the General Fund approximately \$100,000 per year
- Successfully integrated a new automated License Plate Reader system (LPR) department-wide

### **FY2014 Adopted Program Highlights**

- Reduce crime to meet a 20% reduction over 4-years
- Continue to further develop the Video Integration Center to incorporate more than 3,000 cameras while simultaneously building out the City's infrastructure to support the operation
- Collaborate with the Mayor's Office and various non-profit organizations to develop an educational platform geared towards reducing the instances of rape and sexual assault
- Implement 192 vehicle tracking systems, utilizing state-of-the-art electronics to more efficiently track and monitor marked patrol vehicles
- Implement computer forensics technology (Fred C software) to aid in investigations with the ability to duplicate information from hard drives to USB drive, CD-RW, DVD, memory cards, FireWire, floppy, or storage devices and media

## ORGANIZATIONAL CHART

*POLICE SERVICES*



## PERFORMANCE METRICS

*Police Services*

PERFORMANCE MEASURE	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 TARGET	FY2014 TARGET
<b>Public Safety</b>				
Major Crimes Total	36,940	35,988	34,189	32,479
Homicide	95	84	80	76
Rape	120	138	131	125
Robbery	2,223	2,316	2,200	2,090
Aggravated Assaults	3,452	3,717	3,531	3,355
Burglaries	7,646	6,976	6,627	6,296
Larcenies	17,737	17,531	16,654	15,822
Auto Thefts	5,217	5,226	4,965	4,716
911 Call Volume	1,110,247	1,118,989	1,113,945	1,120,900
9-1-1 Call Answer Time, Less Than 10 Seconds	90%	91%	90%	90%
9-1-1 Call Dispatch, Overall Time (High Priority Calls)	N/A	N/A	N/A	N/A
Code Enforcement, Number New Cases Received	7,884	6,109	5,399	4,049
Code Enforcement, Number Compliance Resolution Cases Closed	41	117	235	576
Code Enforcement, Number Inspection Cases Closed	7,334	5,978	6831	5,123





**FY14 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Police Services**

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
\$13,920,622	\$14,986,998	\$18,109,360	\$18,827,576	\$718,216
\$16,131	-	-	\$0	\$0
\$84,400,127	\$87,602,885	\$93,629,803	\$96,080,078	\$2,450,275
\$72,899	\$332,737	\$155,780	\$229,940	\$74,160
\$212,364	\$1,407,487	\$1,319,972	\$1,094,312	(\$225,660)
\$4,159,737	\$6,574,583	\$4,394,440	\$5,424,315	\$1,029,875
\$0	\$513	-	\$16,728	\$16,728
\$37,944,454	\$32,993,033	\$32,292,506	\$29,900,700	(\$2,391,806)
\$3,972,679	\$3,451,039	\$3,763,281	\$4,040,881	\$277,600
\$72,147	\$335,709	\$148,484	\$988,622	\$840,138
\$3,235,786	\$4,879,403	\$3,123,007	\$3,162,756	\$39,749
\$16,207,175	\$17,831,768	\$20,273,742	\$18,876,625	(\$1,397,116)
\$164,214,121	\$170,396,155	\$177,210,374	\$178,642,533	\$1,432,160
OTHER EXPENSES				
\$7,457,154	\$11,444,494	\$12,336,676	\$10,126,041	(\$2,210,634)
\$3,429,294	\$4,125,783	\$5,779,976	\$5,025,332	(\$754,644)
\$384,362	\$181,702	\$223,082	\$72,971	(\$150,111)
\$6,444,043	\$7,759,259	\$6,881,865	\$7,675,019	\$793,154
\$34,717	\$18,435	\$289,800	\$534,966	\$245,166
-	-	Debt Service	-	-
-	-	Conversion / Summary	\$0	\$0
\$281,230	\$140,200	-	\$461,825	\$461,825
\$18,030,799	\$23,669,873	\$25,511,398	\$23,896,154	(\$1,615,244)
\$182,244,921	\$194,066,028	\$202,721,772	\$202,538,688	(\$183,084)

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$14,013,533	\$14,535,080	\$18,569,584	\$18,499,278	(\$70,306)
\$14,437,981	\$15,273,541	\$15,500,724	\$16,081,515	\$580,791
\$153,794,237	\$164,257,407	\$168,651,464	\$167,957,894	(\$693,570)
(\$830)	-	\$0	\$0	\$0
\$182,244,921	\$194,066,028	\$202,721,772	\$202,538,688	(\$183,084)

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE
					FY14-FY13
2,217.00	2,343.00	2,436.00	Full Time Equivalent	2,494.00	58.00



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Police Services

Airport Revenue Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$611,223	\$781,587	\$996,825	Salaries, Regular	\$1,268,990	\$272,165
-	-	-	Salaries, Perm Part-Time	\$0	\$0
\$6,974,255	\$6,770,112	\$7,985,009	Salaries, Sworn	\$9,145,195	\$1,160,186
-	-	-	Salaries, Extra Help	\$0	\$0
\$12,020	(\$12,020)	-	Salaries, Extra Help-Sworn	\$0	\$0
\$1,214,327	\$1,590,338	\$1,948,213	Overtime	\$2,341,492	\$393,279
-	-	-	Pen Cont Fire Pen Fd	\$16,728	\$16,728
\$3,117,031	\$2,666,082	\$2,762,813	Pen Cont Police Pen Fd	\$2,785,273	\$22,460
\$170,140	\$211,261	\$242,528	Pen Cont Gen Emp Pen Fd	\$236,314	(\$6,213)
\$2,260	\$16,359	\$0	Defined Contribution	\$35,810	\$35,810
\$145,841	\$257,953	-	Workers' Compensation	\$64,123	\$64,123
\$1,266,794	\$1,363,978	\$1,546,722	Other Personnel Costs	\$1,633,365	\$86,643
\$13,513,892	\$13,645,650	\$15,482,110	TOTAL PERSONNEL	\$17,527,292	\$2,045,182
			OTHER EXPENSES		
\$38,436	\$339,622	\$2,060,549	Purchased / Contracted Services	\$75,899	(\$1,984,650)
\$133,500	\$142,929	\$638,710	Supplies	\$488,708	(\$150,002)
-	-	\$20,000	Capital Outlays	\$0	(\$20,000)
\$326,947	\$406,879	\$367,715	Interfund / Interdepartmental Charges	\$406,879	\$39,165
\$756	-	\$500	Other Costs	\$500	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	\$0	\$0
-	-	-	Other Financing Uses	\$0	\$0
\$499,640	\$889,430	\$3,087,474	TOTAL OTHER EXPENSES	\$971,986	(\$2,115,487)
\$14,013,533	\$14,535,080	\$18,569,584	TOTAL PERSONNEL AND OTHER EXPENSES	\$18,499,278	(\$70,306)

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$14,013,533	\$14,535,080	\$18,569,584	Airport Revenue Fund	\$18,499,278	(\$70,306)
\$14,013,533	\$14,535,080	\$18,569,584	TOTAL EXPENSES	\$18,499,278	(\$70,306)

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
162.00	208.00	208.00	Full Time Equivalent	216.00	8.00



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services

#### Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$272,165	Increase due to 3% salary increase.
Salaries, Perm Part-Time	\$0	
Salaries, Sworn	\$1,160,186	Increase due to 3% salary increase.
Salaries, Extra Help	\$0	
Salaries, Extra Help-Sworn	\$0	
Overtime	\$393,279	Increase due to trending of prior year actuals as well as budget.
Pen Cont Fire Pen Fd	\$16,728	
Pen Cont Police Pen Fd	\$22,460	Increase due to pension rate adjustment.
Pen Cont Gen Emp Pen Fd	(\$6,213)	Decrease due to pension rate adjustment.
Defined Contribution	\$35,810	Increase due to trending of prior year actuals as well as budget.
Workers' Compensation	\$64,123	Increase due to worker's comp more than anticipated from previous year.
Other Personnel Costs	\$86,643	
<b>TOTAL PERSONNEL</b>	<b>\$2,045,182</b>	
OTHER EXPENSES		
Purchased / Contracted Services	(\$1,984,650)	Decrease due to Retire Officer Contract expired.
Supplies	(\$150,002)	Decrease due to trending of prior year actuals as well as budget.
Capital Outlays	(\$20,000)	Decrease due to trending of prior year actuals as well as budget.
Interfund / Interdepartmental Charges	\$39,165	Increase due to motor and fuel rising cost for repair and maintenance.
Other Costs	\$0	Increase due to trending of prior year actuals as well as budget.
Debt Service	-	
Conversion / Summary	\$0	
Other Financing Uses	\$0	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$2,115,487)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$70,306)</b>	

FUND	VARIANCE (14-13)
Airport Revenue Fund	(\$70,306)
<b>TOTAL EXPENSES</b>	<b>(\$70,306)</b>

AUTHORIZED POSITION COUNT	VARIANCE (14-13)
Full Time Equivalent	8.00



## FY14 OPERATING BUDGET HIGHLIGHTS

**Department Of Police Services  
Emergency Telephone System**

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$5,852,063	\$5,833,361	\$6,488,136	Salaries, Regular	\$6,632,829	\$144,692
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$16,443	\$454	\$118,573	Salaries, Extra Help	\$69,167	(\$49,405)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$812,001	\$1,074,470	\$327,851	Overtime	\$694,041	\$366,190
-	-	-	Pen Cont Fire Pen Fd	-	-
\$38,017	\$8,299	-	Pen Cont Police Pen Fd	\$95,125	\$95,125
\$1,644,828	\$1,381,554	\$1,381,804	Pen Cont Gen Emp Pen Fd	\$1,516,854	\$135,050
\$32,383	\$38,012	\$38,504	Defined Contribution	\$65,402	\$26,898
-	\$252	\$448	Workers' Compensation	\$4,963	\$4,515
\$1,075,696	\$1,094,069	\$1,338,467	Other Personnel Costs	\$1,167,151	(\$171,316)
\$9,471,431	\$9,430,472	\$9,693,783	TOTAL PERSONNEL	\$10,245,532	\$551,749
OTHER EXPENSES					
\$4,859,221	\$5,795,955	\$5,510,402	Purchased / Contracted Services	\$5,804,826	\$294,425
\$94,357	\$47,114	\$99,058	Supplies	\$31,157	(\$67,901)
\$12,973	-	\$197,482	Capital Outlays	\$0	(\$197,482)
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$4,966,550	\$5,843,069	\$5,806,942	TOTAL OTHER EXPENSES	\$5,835,984	\$29,042
\$14,437,981	\$15,273,541	\$15,500,724	TOTAL PERSONNEL AND OTHER EXPENSES	\$16,081,515	\$580,791

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$14,437,981	\$15,273,541	\$15,500,724	Emergency Telephone System	\$16,081,515	\$580,791
\$14,437,981	\$15,273,541	\$15,500,724	TOTAL EXPENSES	\$16,081,515	\$580,791

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
164.00	166.00	166.00	Full Time Equivalent	166.00	0.00



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Police Services  
Emergency Telephone System

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$144,692	Increase due to 3% salary increase.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$49,405)	Decrease due to trending of prior year actuals as well as budget.
Salaries, Extra Help-Sworn	-	
Overtime	\$366,190	Increase due to trending of prior year actuals as well as budget.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	\$95,125	Increase due to pension rate adjustment.
Pen Cont Gen Emp Pen Fd	\$135,050	Increase due to pension rate adjustment.
Defined Contribution	\$26,898	Increase due to pension rate adjustment.
Workers' Compensation	\$4,515	Increase due to worker's comp more than anticipated from previous year.
Other Personnel Costs	(\$171,316)	
<b>TOTAL PERSONNEL</b>	<b>\$551,749</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$294,425	Increase due to trending of prior year actuals as well as budget.
Supplies	(\$67,901)	Decrease due to trending of prior year actuals as well as budget.
Capital Outlays	(\$197,482)	Decrease due to trending of prior year actuals as well as budget.
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$29,042</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$580,791</b>	

FUND	VARIANCE (14-13)
Emergency Telephone System	\$580,791
<b>TOTAL EXPENSES</b>	<b>\$580,791</b>

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services

#### General Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$7,457,337	\$8,372,050	\$10,624,398	Salaries, Regular	\$10,925,757	\$301,359
\$16,131	-	-	Salaries, Perm Part-Time	-	-
\$77,425,871	\$80,832,773	\$85,644,794	Salaries, Sworn	\$86,934,883	\$1,290,089
\$56,456	\$332,283	\$37,207	Salaries, Extra Help	\$160,773	\$123,566
\$200,344	\$1,419,507	\$1,319,972	Salaries, Extra Help-Sworn	\$1,094,312	(\$225,660)
\$2,133,410	\$3,909,775	\$2,118,376	Overtime	\$2,388,782	\$270,406
\$0	\$513	-	Pen Cont Fire Pen Fd	-	-
\$34,789,405	\$30,318,651	\$29,529,693	Pen Cont Police Pen Fd	\$27,020,302	(\$2,509,391)
\$2,157,711	\$1,858,224	\$2,138,949	Pen Cont Gen Emp Pen Fd	\$2,287,712	\$148,763
\$37,504	\$281,337	\$109,980	Defined Contribution	\$887,410	\$777,430
\$3,089,945	\$4,621,199	\$3,122,559	Workers' Compensation	\$3,093,670	(\$28,889)
\$13,864,685	\$15,373,722	\$17,388,553	Other Personnel Costs	\$16,076,109	(\$1,312,444)
\$141,228,799	\$147,320,034	\$152,034,481	TOTAL PERSONNEL	\$150,869,710	(\$1,164,771)
OTHER EXPENSES					
\$2,559,497	\$5,308,917	\$4,765,725	Purchased / Contracted Services	\$4,245,316	(\$520,409)
\$3,202,267	\$3,935,740	\$5,042,208	Supplies	\$4,505,467	(\$536,741)
\$371,389	\$181,702	\$5,600	Capital Outlays	\$72,971	\$67,371
\$6,117,096	\$7,352,380	\$6,514,150	Interfund / Interdepartmental Charges	\$7,268,140	\$753,990
\$33,960	\$18,435	\$289,300	Other Costs	\$534,466	\$245,166
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$281,230	\$140,200	-	Other Financing Uses	\$461,825	\$461,825
\$12,565,439	\$16,937,374	\$16,616,983	TOTAL OTHER EXPENSES	\$17,088,185	\$471,202
\$153,794,237	\$164,257,407	\$168,651,464	TOTAL PERSONNEL AND OTHER EXPENSES	\$167,957,894	(\$693,570)

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$153,794,237	\$164,257,407	\$168,651,464	General Fund	\$167,957,894	(\$693,570)
\$153,794,237	\$164,257,407	\$168,651,464	TOTAL EXPENSES	\$167,957,894	(\$693,570)

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
1,891.00	1,969.00	2,062.00	Full Time Equivalent	2,112.00	50.00



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Police Services

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$301,359	Increase due to 3% salary increase.
Salaries, Perm Part-Time	-	
Salaries, Sworn	\$1,290,089	Increase due to 3% salary increase.
Salaries, Extra Help	\$123,566	Increase due to trending of prior year actuals as well as budget.
Salaries, Extra Help-Sworn	( <b>\$225,660</b> )	Decrease due to trending of prior year actuals as well as budget.
Overtime	\$270,406	Increase due to trending of prior year actuals as well as budget.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	( <b>\$2,509,391</b> )	Decrease due to pension rate adjustment.
Pen Cont Gen Emp Pen Fd	\$148,763	Increase due to pension rate adjustment.
Defined Contribution	\$777,430	Increase due to pension rate adjustment.
Workers' Compensation	( <b>\$28,889</b> )	Decrease due to worker's comp less than anticipated from previous year.
Other Personnel Costs	( <b>\$1,312,444</b> )	
<b>TOTAL PERSONNEL</b>	<b>(<b>\$1,164,771</b>)</b>	
OTHER EXPENSES		
Purchased / Contracted Services	( <b>\$520,409</b> )	Decrease due to trending of prior year actuals as well as budget.
Supplies	( <b>\$536,741</b> )	Decrease due to trending of prior year actuals as well as budget.
Capital Outlays	\$67,371	Increase due to trending of prior year actuals as well as budget.
Interfund / Interdepartmental Charges	\$753,990	Increase due to motor and fuel rising cost for repair and maintenance.
Other Costs	\$245,166	Increase due to trending of prior year actuals as well as budget.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$461,825	Increase due to transfer to grants for matching funds.
<b>TOTAL OTHER EXPENSES</b>	<b>\$471,202</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(<b>\$693,570</b>)</b>	

FUND	VARIANCE (14-13)
General Fund	( <b>\$693,570</b> )
<b>TOTAL EXPENSES</b>	<b>(<b>\$693,570</b>)</b>

AUTHORIZED POSITION COUNT	VARIANCE (14-13)
Full Time Equivalent	50.00



# PLANNING AND COMMUNITY DEVELOPMENT

## Mission Statement

The mission of the Department of Planning and Community Development is to guide, plan, and implement the development of the City by stabilizing and preserving the quality of life for all citizens through planning, design review, construction plan approval, building code enforcement, and housing preservation and assistance.

## Core Functions:

- Economic Development
- Public Safety
- City Infrastructure

## Summary of Operations

The Department of Planning and Community Development (DPCD) provides the leadership role in creating opportunities for our City to continue to grow and sustain our diverse communities that define and give Atlanta its unique character. The Department's objective is to guide the development of the City through effective measures of planning, design review, construction plan approval, building code enforcement, and housing preservation and assistance.

The Department works closely with the Neighborhood Planning Units, independent community organizations, and developers in an attempt to provide the policy guidance and assistance to support the growth of our community.

## Divisions/Offices Descriptions

*Office of the Commissioner* provides leadership, policy direction, and centralized staff support for the Offices of Buildings, Housing, and Planning. Support services include administration, budget, personnel management, legislative liaison, policy collaboration and coordination, technical support, and management of the Office's workload functions.

*Office of Buildings* enforces the Codes adopted by the City of Atlanta to ensure minimum standards for the construction, repair, demolition, occupancy and maintenance of buildings, structures and properties. The Office reviews, approves, and issues all permits required by the City's Codes for the repair, alteration or addition to all public and private buildings and structures; as well as, permits for new construction. The permit center assists property owners in their effort to ensure that buildings are in compliance with the standards set forth in the City's Codes. This Office is also responsible for issuing tree removal permits for trees on private property.

*Office of Housing* promotes the development of affordable workforce housing and community development policies and provides fiscal oversight and management for development contracts and programs valued in excess of 30 million dollars. The Office of Housing encourages partnerships with both public and private developers of workforce affordable housing. The Office of Housing also provides rental assistance and financing of affordable rental developments.

*Office of Planning* is the City's planning source for establishing an action plan for the integration of land use with housing, transportation, historic preservation and community and economic development. The Office is responsible for administering land development regulations inclusive of zoning, subdivision and historic designations (Urban Design Commission). The Office is also responsible for the development of the Comprehensive Development Plan, the Capital Improvement Plan, the management of the ATL GIS system and the Neighborhood Planning Unit system.

## **Goals**

- Promote the sustainability of an enhanced quality of life for the residents of the City of Atlanta.
- Increase the availability and encourage the preservation of affordable housing opportunities.
- Implement holistic and comprehensive community development policies to promote the livability of the City as it continues in economic and physical growth.
- Promote smart growth and transportation policies which stimulate the City's economic growth.

## **Objectives**

- Implement a neighborhood transformation and public response demonstration project.
- Provide affordable housing opportunities through the successful deployment of federal resources.
- Update the Connect Atlanta transportation plan.
- Streamline the permitting process through the consolidation of all permit related services.
- Update the Zoning Ordinance to promote the development of smart growth principles.

## **FY2013 Accomplishments**

### **Office of Building**

- **Implemented a Quality Control Review Process** that has resulted in a more advanced quality of plan submittals, a faster plan review based on the quality of the plans submitted and a reduction in number of times that plans need to be resubmitted prior to acceptance for review.
- **Established Specialized Services** that allows our customer to react to the needs of their customer by reinstituting the major project team for projects over 10 million dollars to get the job started faster to meet pre-determined corporate deadline requirements.
- **Established Dashboard Report** that consists of a combination of relevant

reports that are produced on a weekly basis and that specifically address the Application Summary, Permits Issued, and Permit Activity Sections.

- **Established the goal of completing the initial review of all submitted plans within 10 business days** and we are currently meeting that goal more than 90% of the time and sometime on a weekly basis.
- **Created a Triage Process to educate our customers** on the need to submit good quality plans by providing all of the basic plan review requirements on the plans that they submit for plan review since doing so allows our plan reviewers to review the submitted plans much more quickly.
- **Implemented a Permit Technician training program** to improve the permit processing staff's understanding of the requirements of quality customer service and to train the staff on basic plan review, legal, zoning and planning requirements for proper plan intake and processing. Currently 13 out of 16 Customer Service Representatives were able to qualify as Permit Technicians and gain national certification via ICC (International Code Council).
- **Implemented a Combination Inspector Program** that will increase the skill sets available for inspections, increase the pay rate of the individual Inspector through certification, while also eventually lowering the City of Atlanta's cost of providing these inspections by allowing a single Inspector to perform up to four inspections on an as needed basis at any given job site.
- **Implemented an update of existing forms** and a complete reconfiguration of several major forms that we use daily to insure that those forms made sense to our customers and provided all of the needed information.
- **Currently managing across Departmental lines** through a memorandum of understanding that gives

the Director a measure of management control over Site Development and Erosion Control, and establishes a working relationship with the Department of Watershed's management team.

#### **Office of Housing**

- **Limited Rehabilitation:** During the 2013 Fiscal year, the Office of Housing performed limited rehabilitation on 326 units of single family senior housing utilizing over 1 million CDBG dollars.
- **Single Family Housing Assistance and Construction:** Under the HOME Program, the Office of Housing worked with agencies to provide down payment assistance to approximately 70 households. Additionally, provided funding for the construction of 9 single family homes and five 5 rental units.
- **Multi-Family Rehabilitation:** 2 multi-unit properties are underway. **Imperial Hotel**, a 90 unit SRO, and **Betmar Village**, a 35 unit senior housing development, is under construction totaling over two million dollars of investment from the City of Atlanta.
- **Neighborhood Stabilization Program Funded Single-Family/Multi-Family Rehabilitation Projects:** NSP funds were leveraged with private dollars to complete 19 single family homes for sale and three properties containing 33 multifamily rental units.
- **Lead Safe Program**
  - Assessed 85 units for lead hazards in homes representing 108 children being exposed to dangers.
  - Trained more than 49 persons on how to identify and remediate lead hazards. Of the persons, we have been able to offer employment to 12 of these individuals.
  - Conducted 79 outreach events throughout the city reaching more than 422 individuals
  - Expended over 840,000 dollars over the past year in completing lead interventions and making homes

healthier using both lead and green and healthy homes dollars.

- **Section 8 Moderate Rehabilitation Program:** The City continues to provide rehabilitation HQS monitoring and inspection for re-certification of properties having Housing Assistance Payment Contracts with the City. Currently 190 MF units received rental assistance in 2012.
- **Special Projects:** Worked with the Intergenerational Resources Center as they opened the MLK Resource Center at Ebenezer Baptist Church during this fiscal year.
- **Job Creation:** The Office of Housing issued 12 construction contracts totaling 2.2 million dollars to housing development businesses which created 33 subcontracts utilizing HOME funds.

#### **Office of Planning**

- **2010 Census:** Worked with the consultant team to research, prepare and submit the documentation required to challenge the City's 2010 Census results. The City's Count Question Resolution documentation was submitted to the U.S. Census on January 18, 2013.
- **Livable Centers Initiative (LCI)**
  - Lakewood LCI: Procured consultant team to develop the Lakewood LCI and managed process for developing the Lakewood LCI (anticipated approval in September 2013).
  - LCI 5 year update - Completed 5 year updates for the following:
    - (a) Bankhead MARTA LCI
    - (b) Ponce de Leon Ave LCI
    - (c) Moreland Ave LCI
    - (d) South Moreland Ave LCI
  - Other: Prepared LCI application for Stadium Neighborhood.
- **Land Use Amendments:** Worked with the Loring Heights Neighborhood to get the Loring Heights Neighborhood Master Plan adopted.

- **Collier Heights Historic District Designation:** On or before May 8, 2013, the City of Atlanta will have adopted the designation of the Collier Heights neighborhood as the City of Atlanta's latest and (one of) its largest Historic District.
- **Historic District Regulations Update:** The Office of Planning has updated the design review regulations of two Historic Districts: Inman Park and West End. We anticipate updating the design review regulations for Druid Hills Landmark District, Martin Luther King, Jr. Landmark District, Adair Park Historic District, and Whittier Mill Historic District by the end of 2013.
- **Obtain federal and state funding support for smart growth and transportation policies which stimulate the City's economic growth.**  
As the City's staff liaison to ARC, the metropolitan planning organization, we secured approximately 45 million dollars in Federal funds to plan, design and construct City-initiated transportation projects identified in the *Connect Atlanta Plan*. These projects will improve the operation of the City's traffic signals system, expand the City's network of high-quality bicycle facilities, improve pedestrian safety around MARTA bus stops and rails stations and lay the groundwork for better bus and rail transit within the City limits.
- **Complete an update of the City's transportation plan.** The Office of Planning has completed a draft summary of the City's successes in implementing the comprehensive transportation plan since its adoption in 2008. This *Connect Atlanta Plan Progress Report* will provide a status update for each project listed in the plan and also bring the plan itself up to date so it continues to remain relevant. This progress report will be presented to City Council within the next two months.
- **Collaboration with Georgia Tech on the Northside Drive Project.** The Office of Planning has served as a strong partner to Georgia Tech and is continuing to work

with students and faculty on studying additional corridors within the City.

## FY2014 Adopted Program Highlights

### Office of Buildings

- **Individual Tree Study:** Pilot Project – limited to the downtown area (estimated 9,000 trees covering approximately 1,500 acres).
- **Permitting Process Stabilization:** Continue stabilization of the permitting process and identify additional system enhancements for implementation.
- **Tree Canopy Study:** Study will identify the actual size of the City's tree canopy.
- **Update the Tree Ordinance:** Update the Tree Ordinance based on the recommendations from the Wallace Roberts & Todd report.

### Office of Housing

- **Comprehensive Housing Analysis:** Finalize the Housing Inventory Study to assess the overall condition of the existing housing stock, and establish a strategy for future investments.
- **First Responder's Program:** Program designed to increase police presence in high crime communities to positively affect the perception of safety in a neighborhood.
- **Green Affordable Housing:** Integrate sustainable practices (i.e. green building, energy retrofits, etc.) in the City's affordable housing programs.
- **Housing Study (Phase 2):** Complete the investment strategy and recommendations for the Housing Study (Phase 2).
- **Lead Safe Atlanta:** Program provides funds to abate/reduce lead hazards in properties occupied by families with children.
- **Neighborhood Stabilization Program:** Manage the NSP I and NSP III programs and contracts with non-profit and for-profit entities to acquire foreclosed or

abandoned properties for rehabilitation or redevelopment to produce affordable housing.

Neighborhood Transformation Program - Push Pittsburgh: Identify target impact areas to complete housing and community development initiatives.

#### **Office of Planning**

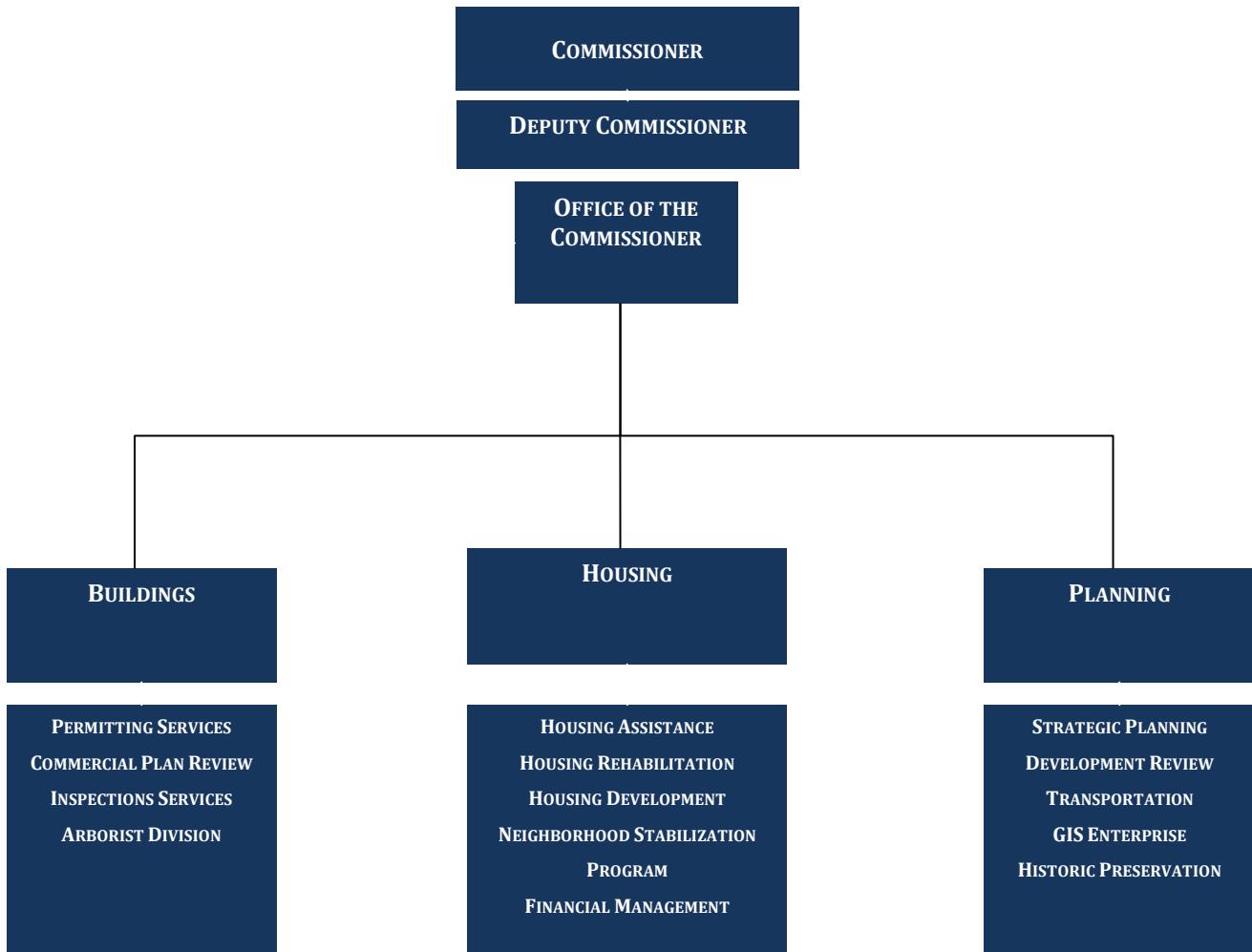
- **Capital Improvement Program:** Work with departments to identify and prioritize Capital Projects.
- **Bicycle Transportation Initiative:** Implement the bicycle element of the Connect Atlanta Plan by securing funding for planning, design and construction of bicycle facilities and a citywide bicycle sharing system.
- **Brownfield Program:** Encourage the reuse and redevelopment of environmentally contaminated properties through performing assessment and cleanup activities with funds provided by

the U.S. Environmental Protection Agency (EPA).

- **Connect Atlanta Plan Implementation & Update:** Implement and update the Connect Atlanta Plan, the city's comprehensive transportation plan.
- **Neighborhood Planning Unit By-Laws:** This project is to ensure that all NPUs have pertinent information included in their individual by-laws. This consistency will keep NPU operations efficient and assist in defining the structure and mission of each NPU.
- **Transportation Policy:** Obtain federal and state funding for smart growth and transportation projects which stimulate the city's economic growth.
- **Zoning Ordinance Rewrite:** Initiate Phase One of the Zoning Ordinance Rewrite by completing the initial assessment and best practices recommendation.

# ORGANIZATIONAL CHART

*Planning and Community Development*



# PERFORMANCE METRICS

*Planning and Community Development*

PERFORMANCE MEASURE <i>Office of Code Compliance</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Target	FY 2014 Target
<b><i>Public Safety</i></b>				
Code Compliance - Metrics in Development	N/A	N/A	N/A	N/A
<b><i>Economic Development</i></b>				
Median days to permit new Commercial	100	90	N/A	45
Median days to permit new Residential	30	30	N/A	30
Median days to permit new Multi-family	150	100	N/A	45
PERFORMANCE MEASURE <i>Office of Buildings</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Target	FY 2014 Target
<b><i>Economic Development</i></b>				
\$ value of Housing CDBG funds expended	\$1,974,754	\$2,463,380	\$3,762,055	\$2,353,010
# of Limited Rehabilitation Units completed	464	591	379	379
\$ value of HOME funds expended	\$3,795,176	\$4,593,161	\$4,302,005	\$2,974,568
\$ value of NSP funds expended	\$5,727,676	\$2,500,116	\$5,865,516	\$1,350,886
# of NSP Units sold	3	18	21	21
# of NSP Units rented	3	71	58	62
PERFORMANCE MEASURE <i>Office of Housing</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Target	FY 2014 Target
<b><i>Economic Development</i></b>				
% of variances completed within 90 Days	72%	76%	85%	85%
% of completed SAPs where staff time was 30 days or less	85%	90%	100%	100%
% of Office of Housing Sec 106 reviews completed within 10 days	89%	99%	100%	100%
<b><i>Public Safety</i></b>				
% of In Rem. Sec 106 review packages transmitted to SHPO within 5 days	89%	99%	100%	100%
% of In Rem. Sec 106 review packages transmitted to SHPO within 5 days	87%	100%	100%	100%





## FY14 OPERATING BUDGET HIGHLIGHTS

**Dept Of Planning & Community Development**

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED		FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS					
\$4,941,852	\$3,922,855	\$5,230,499	Salaries, Regular	\$7,192,647	\$1,962,148
-	-	-	Salaries, Perm Part-Time	-	-
-	-	\$0	Salaries, Sworn	-	\$0
\$121,080	\$107,300	\$34,113	Salaries, Extra Help	\$161,441	\$127,328
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,079	\$110	\$0	Overtime	\$179	\$179
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$987,194	\$758,894	\$637,797	Pen Cont Gen Emp Pen Fd	\$797,341	\$159,544
\$116,501	\$108,134	\$156,544	Defined Contribution	\$245,110	\$88,566
\$14,298	\$36,583	\$41,938	Workers' Compensation	\$28,369	(\$13,569)
\$871,859	\$671,536	\$934,099	Other Personnel Costs	\$1,095,731	\$161,631
\$7,053,862	\$5,605,412	\$7,034,990	TOTAL PERSONNEL	\$9,520,817	\$2,485,827
OTHER EXPENSES					
\$599,991	\$322,297	\$331,519	Purchased / Contracted Services	\$2,954,977	\$2,623,458
\$88,333	\$68,088	\$82,203	Supplies	\$52,170	(\$30,033)
\$0	\$0	\$5,154	Capital Outlays	\$500,000	\$494,846
\$124,895	\$103,986	\$948,510	Interfund / Interdepartmental Charges	\$108,355	(\$840,155)
\$21,825	\$124,514	\$622,916	Other Costs	\$447,813	(\$175,103)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$835,044	\$618,885	\$1,990,302	TOTAL OTHER EXPENSES	\$4,063,314	\$2,073,012
\$7,888,906	\$6,224,297	\$9,025,292	TOTAL PERSONNEL AND OTHER EXPENSES	\$13,584,132	\$4,558,840

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED		FY14 BUDGET	VARIANCE FY14-FY13
FUND					
-	\$3,990,754	\$6,926,921	Building Permits Fund	\$11,453,123	\$4,526,202
\$7,888,906	\$2,233,543	\$2,098,371	General Fund	\$2,131,008	\$32,637
\$7,888,906	\$6,224,297	\$9,025,292	TOTAL EXPENSES	\$13,584,132	\$4,558,840

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
110.85	116.25	99.25	Full Time Equivalent	128.25	29.00



**FY14 OPERATING BUDGET HIGHLIGHTS**  
**Dept Of Planning & Community Development**  
**Building Permits Fund**

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
-	\$2,520,298	\$3,913,241	Salaries, Regular	\$6,050,524	\$2,137,284
-	-	-	Salaries, Perm Part-Time	-	-
-	\$0	\$0	Salaries, Sworn	-	\$0
-	\$46,700	\$1,629	Salaries, Extra Help	\$133,581	\$131,952
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$35	\$0	Overtime	\$179	\$179
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$591,993	\$531,454	Pen Cont Gen Emp Pen Fd	\$656,177	\$124,723
-	\$52,979	\$103,733	Defined Contribution	\$206,384	\$102,651
-	\$7,147	-	Workers' Compensation	-	-
-	\$473,014	\$758,030	Other Personnel Costs	\$945,114	\$187,084
-	\$3,692,165	\$5,308,087	TOTAL PERSONNEL	\$7,991,959	\$2,683,872
OTHER EXPENSES					
-	\$143,573	\$120,825	Purchased / Contracted Services	\$2,805,647	\$2,684,822
-	\$46,924	\$51,804	Supplies	\$33,684	(\$18,120)
-	-	\$5,154	Capital Outlays	\$500,000	\$494,846
-	\$108,092	\$944,919	Interfund / Interdepartmental Charges	\$108,092	(\$836,827)
-	-	\$496,132	Other Costs	\$13,742	(\$482,390)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	\$298,589	\$1,618,834	TOTAL OTHER EXPENSES	\$3,461,164	\$1,842,330
-	\$3,990,754	\$6,926,921	TOTAL PERSONNEL AND OTHER EXPENSES	\$11,453,123	\$4,526,202

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY13 FUND	FY14 BUDGET	VARIANCE FY14-FY13
-	\$3,990,754	\$6,926,921	Building Permits Fund	\$11,453,123	\$4,526,202
-	\$3,990,754	\$6,926,921	TOTAL EXPENSES	\$11,453,123	\$4,526,202

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
-	-	79.00	Full Time Equivalent	111.00	32.00



## FY14 OPERATING BUDGET HIGHLIGHTS

### Dept Of Planning & Community Development

#### Building Permits Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$2,137,284	Increase due to Personnel salary adjustments
Salaries, Perm Part-Time	-	
Salaries, Sworn	\$0	
Salaries, Extra Help	\$131,952	Increase due to trending of prior year actuals as well as budget
Salaries, Extra Help-Sworn	-	
Overtime	\$179	Increase due to trending of prior year actuals as well as budget
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$124,723	Increase due to Personnel salary adjustments
Defined Contribution	\$102,651	Increase due to Personnel salary adjustments
Workers' Compensation	-	
Other Personnel Costs	\$187,084	
<b>TOTAL PERSONNEL</b>	<b>\$2,683,872</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	\$2,684,822	Increase due to City's Zoning ordinance re-write and Accela automation, maintenance, relocation and staffing.
Supplies	(\$18,120)	Decrease due to trending of prior year actuals as well as budget
Capital Outlays	\$494,846	Increase due to trending of prior year actuals as well as budget
Interfund / Interdepartmental Charges	(\$836,827)	Decrease due to motor and fuel cost for repair and maintenance
Other Costs	(\$482,390)	Decrease due to trending of prior year actuals as well as budget
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,842,330</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$4,526,202</b>	

FUND	VARIANCE (14-13)
Building Permits Fund	\$4,526,202
<b>TOTAL EXPENSES</b>	<b>\$4,526,202</b>

AUTHORIZED POSITION COUNT	VARIANCE (14-13)
Full Time Equivalent	32.00



## FY14 OPERATING BUDGET HIGHLIGHTS

### Dept Of Planning & Community Development

#### General Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$4,941,852	\$1,402,556	\$1,317,258	Salaries, Regular	\$1,142,122	(\$175,136)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$121,080	\$60,601	\$32,484	Salaries, Extra Help	\$27,860	(\$4,624)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,079	\$75	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$987,194	\$166,902	\$106,343	Pen Cont Gen Emp Pen Fd	\$141,164	\$34,821
\$116,501	\$55,155	\$52,811	Defined Contribution	\$38,727	(\$14,084)
\$14,298	\$29,436	\$41,938	Workers' Compensation	\$28,369	(\$13,569)
\$871,859	\$198,522	\$176,069	Other Personnel Costs	\$150,616	(\$25,453)
\$7,053,862	\$1,913,247	\$1,726,903	TOTAL PERSONNEL	\$1,528,858	(\$198,045)
			OTHER EXPENSES		
\$599,991	\$178,724	\$210,694	Purchased / Contracted Services	\$149,330	(\$61,364)
\$88,333	\$21,163	\$30,399	Supplies	\$18,486	(\$11,913)
\$0	\$0	-	Capital Outlays	-	-
\$124,895	(\$4,106)	\$3,591	Interfund / Interdepartmental Charges	\$264	(\$3,327)
\$21,825	\$124,514	\$126,784	Other Costs	\$434,071	\$307,287
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$835,044	\$320,296	\$371,468	TOTAL OTHER EXPENSES	\$602,150	\$230,682
\$7,888,906	\$2,233,543	\$2,098,371	TOTAL PERSONNEL AND OTHER EXPENSES	\$2,131,008	\$32,637

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$7,888,906	\$2,233,543	\$2,098,371	General Fund	\$2,131,008	\$32,637
\$7,888,906	\$2,233,543	\$2,098,371	TOTAL EXPENSES	\$2,131,008	\$32,637

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
110.85	116.25	20.25	Full Time Equivalent	17.25	(3.00)



## FY14 OPERATING BUDGET HIGHLIGHTS

### Dept Of Planning & Community Development

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	( <span style="color:red;">\$175,136</span> )	Decrease due to Personnel salary adjustments
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	( <span style="color:red;">\$4,624</span> )	Decrease due to trending of prior year actuals as well as budget
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$34,821	Increase due to pension rate adjustment
Defined Contribution	( <span style="color:red;">\$14,084</span> )	Decrease due to Personnel salary adjustments
Workers' Compensation	( <span style="color:red;">\$13,569</span> )	Decrease due to worker's comp less than anticipated from previous year
Other Personnel Costs	( <span style="color:red;">\$25,453</span> )	
<b>TOTAL PERSONNEL</b>	<b>(<span style="color:red;">\$198,045</span>)</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	( <span style="color:red;">\$61,364</span> )	Decrease due to trending of prior year actuals as well as budget
Supplies	( <span style="color:red;">\$11,913</span> )	Decrease due to trending of prior year actuals as well as budget
Capital Outlays	-	
Interfund / Interdepartmental Charges	( <span style="color:red;">\$3,327</span> )	Decrease due to trending of prior year actuals as well as budget
Other Costs	\$307,287	Increase due to Office of Housing HUD refunds
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$230,682</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$32,637</b>	

FUND	VARIANCE (14-13)
General Fund	\$32,637
<b>TOTAL EXPENSES</b>	<b>\$32,637</b>

AUTHORIZED POSITION COUNT	VARIANCE (14-13)
Full Time Equivalent	( <span style="color:red;">3.00</span> )



# JUDICIAL AGENCIES – OFFICE OF THE CITY SOLICITOR

## Mission Statement

The mission of the Office of the City Solicitor is to represent the interests of the citizens of Atlanta in all matters brought before the Atlanta Municipal Court by screening, investigating and prosecuting all cases, handling all appeals from the court and by providing legal assistance to the city administration, community groups, schools, colleges and by providing training to law enforcement agencies.

## Core Functions:

- Prosecution of Traffic and Criminal Cases
- Prosecution of Quasi-Criminal and City Code Violations
- Alternative Prosecution Programs
- Legal Assistance and Community Outreach through Communication, Education and Collaboration
- Appellate Work

## Summary of Operations

The Office of the City Solicitor is the prosecuting arm for the City of Atlanta. The Office represents the citizens of Atlanta in all matters brought before the Atlanta Municipal Court. The Solicitor prosecutes all city ordinances. The Office also prosecutes traffic offenses, DUIs, and state misdemeanors such as shoplifting, possession of marijuana and underage persons in possession of alcohol. In addition, to representing the citizens of Atlanta, the Office provides legal assistance to the City's administration, community groups, schools and colleges, and provides training to law enforcement.

## Divisions/Offices Descriptions

*General Traffic and Criminal Case Division* is responsible for prosecuting general traffic and criminal cases before the Atlanta Municipal Court. The prosecutors assigned to the courts prosecute criminal and civil offenses on behalf of law enforcement, city agencies, and the general public.

This division also handles all appeals arising from cases in Atlanta Municipal Court heard before the Superior Courts, the Georgia Court of Appeals, and the Georgia Supreme Court.

*DUI Division* is responsible for prosecuting DUI charges and all underlying traffic offenses. This division is responsible for the preparation and presentation from arraignment up to bench trials. The goal is to properly punish this behavior and reduce recidivism.

*Code Enforcement Division* is responsible for prosecuting Quasi-Criminal cases and city code violations associated with Housing, Fire, Commercial Maintenance, Zoning, Sanitation, Drinking Water, Illegal Dumping, Business License, Erosion Control, Judicial In-Rem, etc.

In addition to the traditional prosecution of cases brought before Municipal Court, the Solicitor's Office provides alternative methods of resolving traffic and criminal matters other than prosecution thereby, allowing the court to efficiently utilize resources on more serious offenses without additional costs to taxpayers:

- *Pre-trial Intervention for Traffic Offenses:* Commonly known as PTIT, provide traffic offenders an alternative to prosecution and possible conviction. Participation is limited to once every 12 months.
- *Pre-trial Intervention for Criminal Offenses (PTI):* Provides offenders charged with minor criminal offenses with no prior convictions or pending cases, an alternative to prosecution and possible conviction. Offenders must complete community service or educational requirements.
- *Plea-in-Absentia:* Program offered to defendants who wish to enter a plea without appearing personally before a judge.

*Other Specialty Programs* are collaborative initiatives that seek ways to prevent and reduce

crime through collaboration, communication, and education.

- *Neighborhood Prosecution:* Community based initiatives with a comprehensive multi-agency approach to law enforcement, crime prevention, and community revitalization.
- *Internship Program:* This program is designed to assist undergraduate and graduate students interested in pursuing a career in law with a comprehensive hands-on overview of the legal system and the operations of a prosecutor's office. The office is a participant of the University of Georgia Law School's clinical program for 3<sup>rd</sup> year law students.

*Prosecution Support Services include* Case Screening, Expungements, Case Records Management, Plea-in-Absentia, Investigative and Legal Support. These areas provide pre and post adjudication legal support services which include reviewing the arrest citation to determine whether the charge can sustain prosecution before filing the case in the court system. These areas are responsible for establishing the authenticity of data indicating a violation of law by reviewing court documents, conferring with law enforcement officers, or other involved parties to the case, and service of subpoenas for appearance on cases heard in the Atlanta Municipal Court.

#### **Goals**

- Promote the fair and efficient administration of justice.
- Provide service, reinforce safety, and promote fiscal responsibility without adding additional costs to taxpayers

#### **Objectives**

- To represent the interests of the citizens of Atlanta in all matters brought before the Atlanta Municipal Court, handle all appeals from the court and provide legal assistance to the city administration, community groups, schools and colleges, and provide training to law enforcement agencies.

#### **FY2013 Accomplishments**

- *PTI-T Program:* The program exceeded expectations. Initiatives were undertaken to bring awareness of the program availability to the public. The program resulted in more than a 20% increase over the previous year in collection of fee assessments.
- *Neighborhood Prosecution:* The Office of the City Solicitor partnered with Atlanta Police Department to decrease Quality of Life Crimes for Atlanta residents. This led to initiation of cases which resulted in successful prosecution and improved the quality of life for residents.
- *Code Enforcement Collaborative:* The Collaborative was established as a joint initiative with the Atlanta Police Department to adopt standard operating procedures in addressing code enforcement within the City of Atlanta. These collaborative efforts resulted in new legislation and enacted a new scrap tire ordinance which goes into effect April 1, 2013.

In addition, working with Code Enforcement and property owners, below are examples of blighted properties that were demolished in FY13:

- 1991 Martin Luther King
  - Without use of City funds
- 176 Anderson Ave
  - In rem
- Allison Court
  - In rem
- 2116 Thornton
  - Without use of City funds
- 2585 Martin Luther King
  - Commercial demolition
- 1095 Huff Road
  - Commercial demolition

#### **FY2014 Adopted Program Highlights**

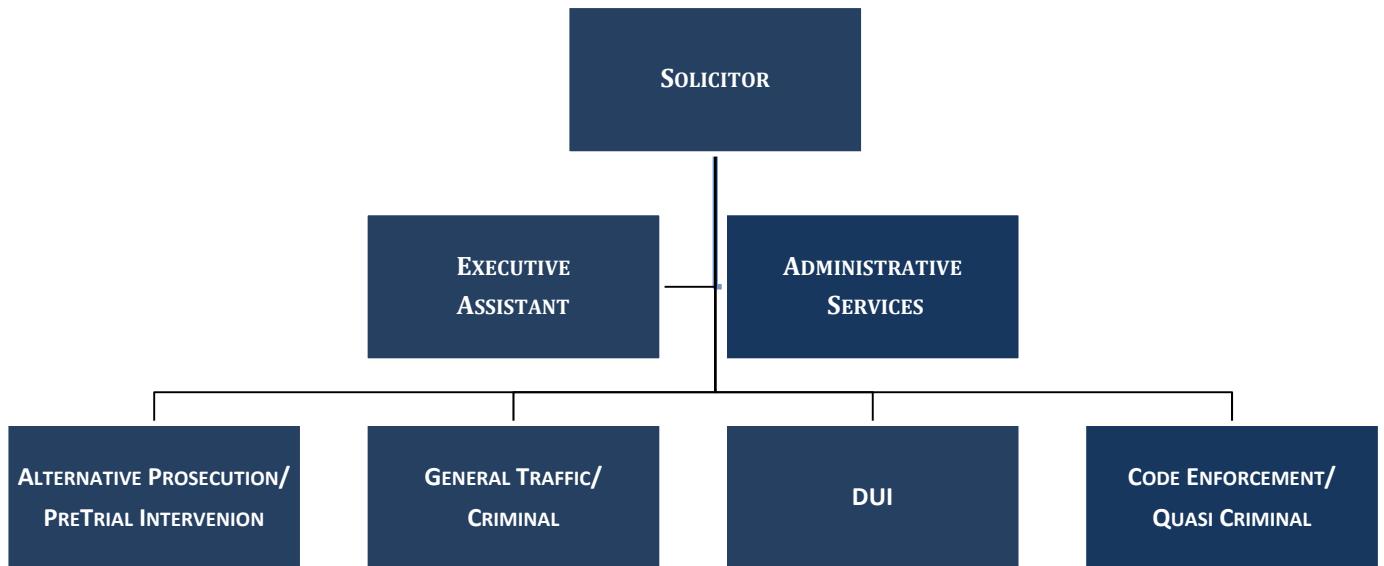
- Continue presence of the Solicitor's Office through the Neighborhood Prosecution Initiatives. These initiatives place prosecuting attorney's into the communities to assist in prioritizing and solving the quality of life issues that are specific to the target areas. This initiative has proven to be effective in providing a voice to the residents in how to resolve the crimes in their community and

improve the citizen's sense of a safe community. In addition, these initiatives will assist law enforcement with their policing efforts.

- The Solicitor's Office is a participant in the Department of Planning and Community Development's Phoenix Project. The Solicitor's Office will seek to expand neighborhood prosecution to include vertical prosecution and establish an Environment Court to create an exclusive docket to address housing and commercial code case only.
- The Solicitor's Office DUI division will increase its collaboration with community and special interest groups to address concerns regarding recidivism and road safety. In addition, this division will continue its targeted efforts to improve witness preparation through educating law enforcements.
- The Solicitor's Office will continue its efforts in providing alternatives to traditional prosecution by using programs such as PreTrial Diversion Program and Pleas in Absentia in order to provide the public with services that will improve public safety in an efficient and fiscally responsible manner.

# ORGANIZATIONAL CHART

*Office of the City Solicitor*



# PERFORMANCE METRICS

*Office of the City Solicitor*

PERFORMANCE MEASURE	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 TARGET	FY2014 TARGET
<b>Public Safety</b>				
Conviction rate of Criminal Charges	63%	78%	77%	78%
Conviction Rate of Traffic Charges	89%	92%	93%	94%
% Cases Diverted to Pre-Trial Intervention Program (PTI-T)	30%	33%	33%	33%
PTI-T Revenue	\$2.5	\$4.5M	\$4.3M	\$4.0M
DUI Backlog Revenue	n/a	n/a	n/a	\$375K



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of The Solicitor

General Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$1,545,384	\$1,747,800	\$2,099,037	Salaries, Regular	\$2,426,683	\$327,646
\$35,825	\$22,508	-	Salaries, Perm Part-Time	\$19,981	\$19,981
-	-	-	Salaries, Sworn	-	-
\$71,257	\$176,307	\$114,261	Salaries, Extra Help	\$3,890	(\$110,371)
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$233,826	\$184,360	\$178,895	Pen Cont Gen Emp Pen Fd	\$309,922	\$131,027
\$47,134	\$59,960	\$73,066	Defined Contribution	\$76,565	\$3,499
-	-	\$6,664	Workers' Compensation	\$3,887	(\$2,777)
\$185,465	\$253,415	\$268,572	Other Personnel Costs	\$343,536	\$74,964
\$2,118,893	\$2,444,350	\$2,740,495	TOTAL PERSONNEL	\$3,184,464	\$443,969
OTHER EXPENSES					
\$30,770	\$30,713	\$24,600	Purchased / Contracted Services	\$24,075	(\$525)
\$30,307	\$157,799	\$158,471	Supplies	\$55,779	(\$102,692)
-	-	-	Capital Outlays	-	-
\$7,190	\$8,896	\$9,377	Interfund / Interdepartmental Charges	\$7,544	(\$1,833)
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$68,266	\$197,407	\$192,448	TOTAL OTHER EXPENSES	\$87,398	(\$105,050)
\$2,187,159	\$2,641,757	\$2,932,943	TOTAL PERSONNEL AND OTHER EXPENSES	\$3,271,862	\$338,919

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$2,187,159	\$2,641,757	\$2,932,943	General Fund	\$3,271,862	\$338,919
\$2,187,159	\$2,641,757	\$2,932,943	TOTAL EXPENSES	\$3,271,862	\$338,919

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
34.00	34.00	34.00	Full Time Equivalent	40.00	6.00



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of The Solicitor

General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$327,646	Increase due to addition of new positions for DUI, PTIT, and CCH operations.
Salaries, Perm Part-Time	\$19,981	Increase due to funding needed for part-time help.
Salaries, Sworn	-	
Salaries, Extra Help	(\$110,371)	Decrease due to funding reallocated for new full time positions.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$131,027	Increase due to new positions for DUI, PTIT, and CCH operations.
Defined Contribution	\$3,499	Increase due to change in pension rate.
Workers' Compensation	(\$2,777)	Decrease due to worker's comp cost anticipated less than previous year.
Other Personnel Costs	\$74,964	
<b>TOTAL PERSONNEL</b>	<b>\$443,969</b>	
<b>OTHER EXPENSES</b>		
Purchased / Contracted Services	(\$525)	Decrease due to purchased services less than prior year.
Supplies	(\$102,692)	Decrease due to supplies less than anticipated from prior year.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$1,833)	Decrease due to motor/fuel less than anticipated from prior year.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$105,050)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$338,919</b>	

FUND	VARIANCE (14-13)
General Fund	\$338,919
<b>TOTAL EXPENSES</b>	<b>\$338,919</b>

AUTHORIZED POSITION COUNT	VARIANCE (14-13)
Full Time Equivalent	6.00

# BOARD OF ETHICS

## Mission Statement

The Board of Ethics seeks to protect the integrity of government and promote the public trust by bringing the City into compliance with the Atlanta Code of Ethics and instilling a culture of ethics in city government.

## Core Functions

- Conflicts of interest
- Financial disclosure

## Summary of Operations

The Board of Ethics administers, interprets, and enforces the city's ethical standards of conduct and works to ensure honesty, openness, integrity, accountability, and trust in city government. The Board and its staff educate and advise city officials, employees, board members, prohibited sources, and citizens about conflicts of interest and gift rules; investigate ethics complaints and bring enforcement actions for violations of the Ethics Code; and administer the financial disclosure program.

## Divisions/Office Descriptions

*The Board of Ethics* is an independent, citizen-appointed board composed of seven city residents selected by legal, business, civic, and educational groups to serve a three-year term of office. The board renders formal advisory opinions interpreting the Code of Ethics, holds hearings on ethics complaints, determines violations of the code, and enforces the financial disclosure laws.

*The Ethics Office* is a three-person office headed by the Ethics Officer, who reports to the Board of Ethics. The staff provides ethics training to employees and city officials, gives advice on conflicts of interest and gift rules, investigates ethics complaints, prosecutes violations of the Code of Ethics, manages the financial disclosure system, and coordinates the ethics and compliance hotline.

## Goals

- Strengthen the ethics training program for elected officials, employees and citizen appointees
- Provide timely, consistent, and understandable advice
- Conduct timely, thorough, and fair investigations of ethics complaints
- Educate city officials, employees, and the general public about the Code of Ethics through a variety of media
- Encourage and increase the timely and complete filing of financial disclosure statements

## Objectives

- Implement an online ethics training course for employees
- Answer 90 percent of all requests for advice within one week and 100 percent within one month
- Complete ethics investigations within six months in 75 percent of all cases and resolve all new cases within one year of the filing of a complaint
- Issue a newsletter three times a year, update the website quarterly
- Reduce delinquent filers to one percent of all persons required to file the financial disclosure statement

## FY2013 Accomplishments

- Provided ethics training to 1,006 employees, 21 board members, and 35 citizens and NPU officers
- Issued one formal advisory opinion and 97 advisory emails
- Completed 5 ethics investigations, and collected \$600 in fines
- Achieved a successful 95 percent filing rate of city financial disclosure forms
- Obtained Mayor's agreement to issue an Executive Order requiring all city

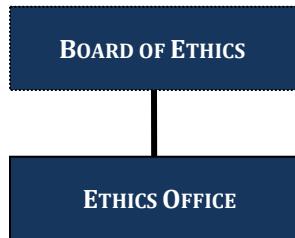
- employees to complete an ethics course, once every three years
- Held a “Lunch and Learn” series on ethical values
- Held 20 ethics workshops for city officials and employees
- Held media launch of Integrity at Work Campaign through press conference
- Continued to give timely, and well reasoned advice
- Awarded Transparent Diamond Award to 14 departments and 31 boards with exemplary financial disclosure filing records

#### **FY2014 Adopted Program Highlights**

- Implement e-learning ethics course
- Conduct audit of 2013 City Financial Disclosure Statements
- Increase training opportunities for City officials and employees
- Issue a 10<sup>th</sup> year report on Ethics Office activities
- Continue “Lunch and Learn” Series
- Issue or update five Formal Advisory Opinions

## ORGANIZATIONAL CHART

*Board of Ethics*



## PERFORMANCE METRICS

*Board of Ethics*

PERFORMANCE MEASURE	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 TARGET	FY2014 TARGET
Ethics Training Provided	1,109	1,006	1,200	1,500
Written Advice Given	92	75	100	100
Advice Given Within One Week (Written & Verbal)	90%	93%	85%	90%
Ethics Advisories issued	2	1	2	5
Ethics Investigations Completed	2	5	5	N/A
Ethics Violations Found	1	2	N/A	N/A
Integrity Line Calls (Total Volume)	86	85	125	N/A
Cease and Desist Notices Sent	2	1	N/A	N/A
Fines Collected	\$4,301.55	\$900	N/A	N/A
Financial Disclosure Timely Filers	91%	95%	95%	98%
Financial Disclosure Delinquent Filer Cases	16	21	16	16
Transparent Diamond Award Winners (Departments)	11	8	13	14
Gift, Conflict of Interest, and Travel Disclosure Reports Filed	92	79	N/A	N/A
Ethics Pledges Signed	913	1,105	1,000	1,500





## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Ethics

General Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$246,160	\$175,489	\$244,309	Salaries, Regular	\$281,427	\$37,118
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	\$41	\$41
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
\$14,769	\$10,529	\$14,659	Defined Contribution	\$14,697	\$38
-	-	-	Workers' Compensation	-	-
\$29,533	\$24,453	\$26,831	Other Personnel Costs	\$27,564	\$733
\$290,462	\$210,471	\$285,799	TOTAL PERSONNEL	\$323,729	\$37,930
OTHER EXPENSES					
\$40,903	\$73,422	\$56,892	Purchased / Contracted Services	\$71,839	\$14,947
\$5,214	\$26,265	\$7,050	Supplies	\$5,994	(\$1,056)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$1,945	\$1,809	\$2,000	Other Costs	\$2,000	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$48,061	\$101,495	\$65,942	TOTAL OTHER EXPENSES	\$79,832	\$13,890
\$338,523	\$311,966	\$351,741	TOTAL PERSONNEL AND OTHER EXPENSES	\$403,561	\$51,820

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$338,523	\$311,966	\$351,741	General Fund	\$403,561	\$51,820
\$338,523	\$311,966	\$351,741	TOTAL EXPENSES	\$403,561	\$51,820

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
3.00	3.00	3.00	Full Time Equivalent	3.00	0.00



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Ethics  
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$37,118	Increase due to Personnel salary adjustments from Pay and Class Study and the hiring of new Ethics Officer.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$41	No position filled.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	\$38	Increase due to salary adjustments from Pay and Class Study.
Workers' Compensation	-	
Other Personnel Costs	\$733	
TOTAL PERSONNEL	\$37,930	
OTHER EXPENSES		
Purchased / Contracted Services	\$14,947	Slight increase due to outside contracting services and additional training resources.
Supplies	(\$1,056)	Decrease due to trending of prior year.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$0	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	\$13,890	
TOTAL PERSONNEL AND OTHER EXPENSES	\$51,820	

FUND	VARIANCE (14-13)
General Fund	\$51,820
TOTAL EXPENSES	\$51,820

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

# ATLANTA CITIZEN REVIEW BOARD (ACRB)

## Mission Statement

Our mission is to provide the citizens of Atlanta credible, fair, and independent investigations and recommendations on Atlanta police and corrections officer misconduct complaints. Our work provides opportunities for both departments to consider policy change recommendations and correct officer behavior in order to promote the highest standards of conduct. Our aim is to lessen the possibility of urban unrest and promote public confidence in the Atlanta police and corrections departments.

In order to achieve our mission, the City Council has authorized the ACRB to investigate and review cases involving allegations of abusive language, harassment, false imprisonment, false arrest, excessive use of force and serious bodily injury or death as a result of the actions of an officer of the police or corrections departments.

## Core Functions

- To improve the overall quality of Atlanta Police and Corrections Department services
- To provide a transparent and accountable system that allows for redress of complaints by those aggrieved by police and corrections officers
- To prevent future incidents of police or corrections misconduct and abuses of civil rights and reduce the amount of money needed to satisfy civil judgments and settlements based upon allegations of police or corrections misconduct

## Summary of Operations

This Board serves to provide redress to citizens who have filed a misconduct complaint against Atlanta police or corrections officer. In addition, the Board is charged with providing community education related to interactions with sworn officers.

A person may make a complaint to the Board and the Board may initiate an investigation when a citizen has a grievance that falls within the ACRB's authority. The staff members conduct a full independent investigation based on the complaint and report their findings to the citizen board. The ACRB reviews the work performed by staff and adjudicates the complaint. The Board also makes recommendations to the Chief of Police or Corrections concerning discipline, training and policy, when it is appropriate.

## ACRB Composition of Board

- Board members shall have skills and experience in areas relevant to the work of the Board
- No member of the Board shall hold any other public office or hold employment with the City of Atlanta
- Comprised of eleven Board members, representing the diversity of the City of Atlanta, are appointed by four Neighborhood Planning Units (NPUs), the Mayor, City Council, the President of City Council, the Gate City Bar Association, the Atlanta Bar Association, the Atlanta Business League and the League of Women Voters

## ACRB Staff

To enable the ACRB to conduct its work, the Board is authorized to hire its own Executive Director and appropriate investigative and administrative staff. The ACRB staff has many years of legal, investigative, police, and organizational management experience. Additional support to the Board is provided by the City Attorney.

## **Goals and Objectives**

- The ACRB strives to provide an accessible grievance process for citizens who have been aggrieved by the actions of the Police and Corrections Departments.
- The ACRB will work with the Police and Corrections Departments in order to improve the quality of services provided to the citizens of the community.
- The ACRB will continue to provide policy and training recommendations to help improve the quality of services within the city.
- The ACRB strives to provide opportunities to inform and educate the citizens regarding the Board's purpose and services and regarding Fourth Amendment rights and other methods to peacefully interact with law enforcement.

## **FY 2013 Accomplishments**

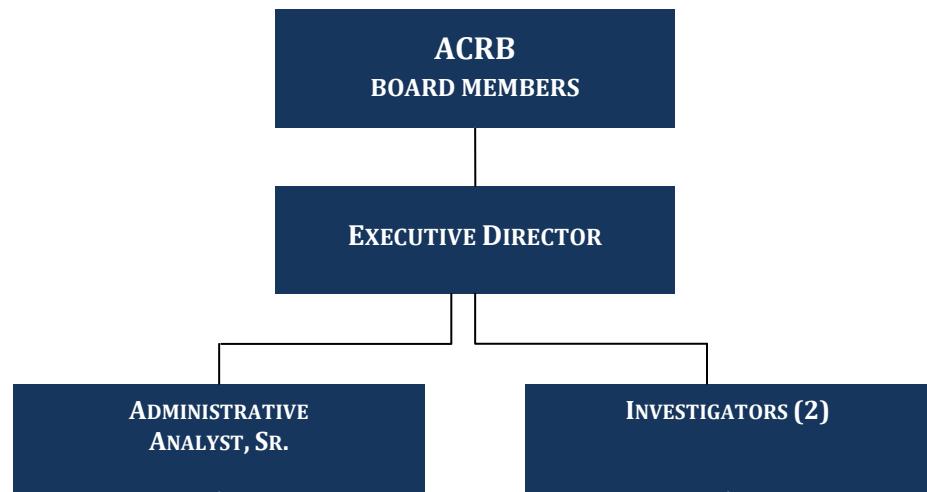
- Completed office SOP
- Completed training plans (*Board and staff*)
- Improving strategic relationships;
- created and implemented strategic plan
- Started community outreach
- Created goals, mission and vision statement
- Developed performance measures
- Created outreach materials
- Improved data management procedures
- Created Board orientation manual and officer guides
- Revised and implemented community outreach plan
- Conducted Board training

## **FY 2014 Adopted Program Highlights**

- Continue to build citizen and officer awareness of the ACRB's services and benefits
- Provide community and officer education related to proper citizen/police interactions
- Develop and implement a mediation program

# ORGANIZATIONAL CHART

*Atlanta Citizens Review Board*







## FY14 OPERATING BUDGET HIGHLIGHTS

Atlanta Citizens Review Board

General Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$244,527	\$183,492	\$243,561	Salaries, Regular	\$255,333	\$11,772
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$24,151	-	Salaries, Extra Help	\$4,501	\$4,501
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
\$14,657	\$11,010	\$14,614	Defined Contribution	\$13,157	(\$1,457)
-	-	-	Workers' Compensation	-	-
\$23,145	\$18,720	\$34,526	Other Personnel Costs	\$27,118	(\$7,408)
\$282,329	\$237,372	\$292,701	TOTAL PERSONNEL	\$300,109	\$7,408
			OTHER EXPENSES		
\$33,509	\$48,098	\$61,565	Purchased / Contracted Services	\$135,026	\$73,461
\$14,248	\$7,111	\$9,289	Supplies	\$9,289	\$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	\$7,935	Other Costs	\$7,933	(\$2)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$47,757	\$55,209	\$78,789	TOTAL OTHER EXPENSES	\$152,247	\$73,458
\$330,086	\$292,582	\$371,490	TOTAL PERSONNEL AND OTHER EXPENSES	\$452,356	\$80,866

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$330,086	\$292,582	\$371,490	General Fund	\$452,356	\$80,866
\$330,086	\$292,582	\$371,490	TOTAL EXPENSES	\$452,356	\$80,866

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
4.00	4.00	4.00	Full Time Equivalent	4.00	0.00



## FY14 OPERATING BUDGET HIGHLIGHTS

Atlanta Citizens Review Board

General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$11,772	No change in full-time equivalents. Increase due to filling the Director position at a slightly higher salary and being fully staffed.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$4,501	Increase due to initiating a sustainable outreach program in FY 14 as required in ordinance.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	(\$1,457)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$7,408)	
TOTAL PERSONNEL	\$7,408	
OTHER EXPENSES		
Purchased / Contracted Services	\$73,461	Increase due to funding for mediation services initiative for lower level complaints.
Supplies	\$0	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$2)	Decrease due to prior year trending.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	\$73,458	
TOTAL PERSONNEL AND OTHER EXPENSES	\$80,866	

FUND	VARIANCE (14-13)
General Fund	\$80,866
TOTAL EXPENSES	\$80,866

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

# INTERNAL AUDITOR'S OFFICE

## Mission Statement

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in city government.

## Core Functions:

- Conducting audits to support legislative oversight and public accountability
- Making recommendations to foster management improvements in process, compliance, and control
- Assisting the Audit Committee in its oversight and coordination of the annual financial audit by managing the City's contract for financial audit services

## Summary of Operations

Under direction of the City's Audit Committee, the City Auditor conducts audits of whether City activities and programs comply with applicable laws and regulations, achieve intended results and benefits, use resources economically and efficiently, and operate with adequate systems of internal control. The office provides objective information and recommendations through audit reports, memoranda, and presentations. Audit topics are selected through risk assessment, City Council requests, and management requests; topics may also include prospective analyses of proposed legislation and policies. Audit recommendations address safeguarding assets, streamlining processes, revenue collection, contract management, monitoring and reporting functions, and compliance.

*The Audit Committee* includes audit, finance, and management professionals appointed by the Mayor, City Council President, and the City Council as a whole. The committee appoints and supervises the City Auditor, approves the annual audit plan and completed audit reports, and oversees the City's annual financial audit.

*The City Auditor's Office* includes audit staff skilled in performance, information technology,

and compliance auditing. Auditors work in teams to set audit objectives and design analysis to meet the objectives, following generally accepted government audit standards. Staff backgrounds include education and experience in business and public administration, public policy analysis, quantitative research methods, management, accounting, social sciences, law, and information technology. Staff members hold professional certifications in internal auditing, government auditing, information systems auditing, and public accounting.

## FY2013 Accomplishments

### **Performance Audits:**

- DWM Financial Model (September 2012)
- Purchase and Use of Gift Cards (January 2013)
- Atlanta Workforce Development Agency (January 2013)
- E911 Operations (April 2013)
- DWM Estimated, Adjusted and Disputed Bills (April 2013)

### **IT & Compliance Audits:**

- Controls over Fuel Inventory (November 2012)
- Launch Continuous Monitoring Dashboards: Duplicate Payments and Segregation of Duties (June 2013)

### **Follow-up on Previous Recommendations:**

- Department of Aviation (August 2012)
- Various Departments (May 2013)
- Launch Audit Recommendation Dashboard (June 2013)

### **Audit Committee Assistance:**

- Managed FY2012 financial audit contract and transition between audit firms
- Completing risk assessment for FY2014 and subsequent audit plans

### **Professional Recognition:**

- The office underwent its third external quality assurance review (peer review), conducted every 3 years by an independently selected team of local government auditors. The review team found the office to be fully compliant with generally accepted government auditing standards

- Audit staff gave presentations and served on committees for local, regional and national professional organizations, including ALGA (local government auditors), AGA (local, state and national audit and finance professionals), IIA (public and private sector auditors), ISACA (information system auditors), and the Intergovernmental Audit Forum (local, state and national auditors and inspectors general)
- The deputy city auditor was appointed to a second 2-year term on the GASAC (advisory committee to the Government Accounting Standards Board or GASB)
- The city auditor chairs the Intergovernmental Audit Forum for the Southeastern region and serves on the U.S. Comptroller General's advisory group of local, state and national auditors and inspectors general
- Two senior auditors achieved or made progress on professional certifications: one completed parts of the Certified Internal Auditor exam, and one was admitted to the Georgia State Bar

## **FY2014 Adopted Program Highlights**

### ***Complete audits in progress:***

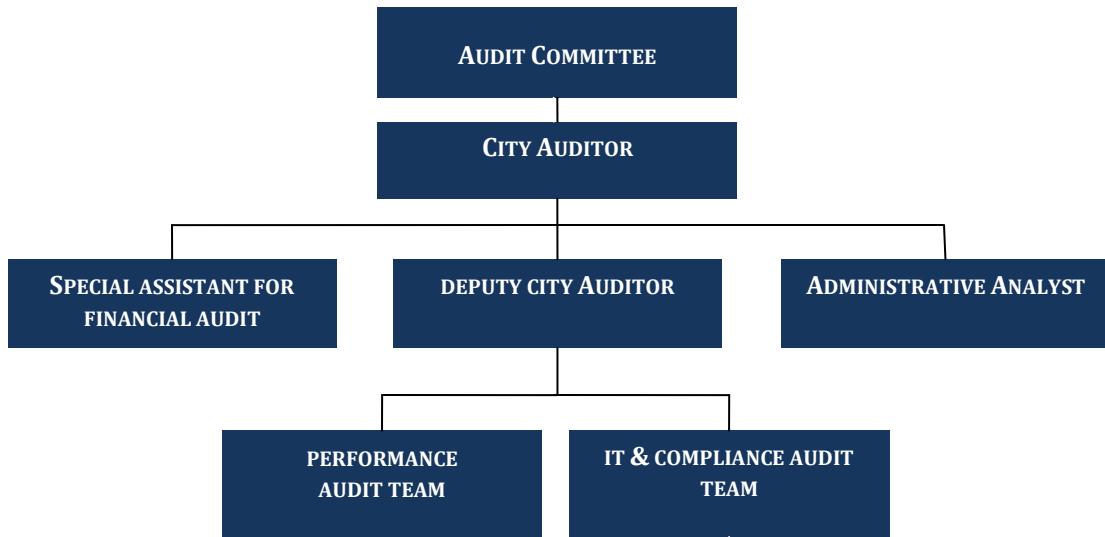
- Police Grants Management
- Workers' Compensation Contract Administration
- Cash Pool Reconciliation
- Police Property and Evidence Funds

### ***Start planned audits:***

- Aviation Parking System Contract
- Employee/Retiree Health Care Dependents' Eligibility
- Trust Funds
- Franchise Fees
- Additional Continuous Monitoring tests
- Others deferred in FY2013 or selected from risk assessment

# ORGANIZATIONAL CHART

*City Auditor*







## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Audit

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED		FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS					
\$893,048	\$851,785	\$927,110	Salaries, Regular	\$923,734	(\$3,376)
-	-	-	Salaries, Perm Part-Time	\$75,000	\$75,000
-	-	-	Salaries, Sworn	-	-
\$82,608	\$33,888	\$108,902	Salaries, Extra Help	\$25,835	(\$83,067)
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$33,261	\$20,173	\$12,205	Pen Cont Gen Emp Pen Fd	\$14,778	\$2,573
\$50,726	\$44,715	\$52,617	Defined Contribution	\$45,732	(\$6,885)
-	-	-	Workers' Compensation	-	-
\$97,363	\$86,550	\$99,519	Other Personnel Costs	\$97,415	(\$2,104)
\$1,157,006	\$1,037,112	\$1,200,352	TOTAL PERSONNEL	\$1,182,494	(\$17,858)
OTHER EXPENSES					
\$42,638	\$1,631,525	\$1,517,399	Purchased / Contracted Services	\$2,027,746	\$510,347
\$16,699	\$23,238	\$21,107	Supplies	\$13,825	(\$7,282)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$1,662	\$2,452	\$4,499	Other Costs	\$3,000	(\$1,499)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$60,999	\$1,657,215	\$1,543,005	TOTAL OTHER EXPENSES	\$2,044,571	\$501,566
\$1,218,005	\$2,694,327	\$2,743,357	TOTAL PERSONNEL AND OTHER EXPENSES	\$3,227,065	\$483,708

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED		FY14 BUDGET	VARIANCE FY14-FY13
FUND					
\$137,967	\$670,093	\$670,110	Airport Revenue Fund	\$916,578	\$246,468
\$910,104	\$1,354,807	\$1,399,541	General Fund	\$1,413,940	\$14,399
\$169,933	\$669,427	\$673,706	Water & Wastewater Revenue Fund	\$896,547	\$222,841
\$1,218,005	\$2,694,327	\$2,743,357	TOTAL EXPENSES	\$3,227,065	\$483,708

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
11.00	11.49	11.00	Full Time Equivalent	11.00	0.00



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Audit

Airport Revenue Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
\$114,475	\$143,818	\$157,608	\$157,035	(\$574)
-	-	- Salaries, Regular	\$22,550	\$22,550
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
-	\$11,724	\$27,904	\$4,143	(\$23,761)
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
\$2,062	\$2,935	\$2,075	\$2,512	\$437
\$6,485	\$7,950	\$8,945	\$7,774	(\$1,170)
-	-	- Workers' Compensation	-	-
\$9,601	\$14,782	\$16,806	\$16,561	(\$245)
\$132,624	\$181,208	\$213,338	\$210,576	(\$2,762)
OTHER EXPENSES				
\$4,998	\$485,098	\$452,373	\$703,622	\$251,249
\$345	\$3,628	\$3,566	\$1,881	(\$1,685)
-	-	- Capital Outlays	-	-
-	-	- Interfund / Interdepartmental Charges	-	-
-	\$160	\$833	\$500	(\$333)
-	-	- Other Costs	-	-
-	-	- Debt Service	-	-
-	-	- Conversion / Summary	-	-
-	-	- Other Financing Uses	-	-
\$5,343	\$488,885	\$456,772	\$706,003	\$249,231
\$137,967	\$670,093	\$670,110	\$916,578	\$246,468
TOTAL PERSONNEL AND OTHER EXPENSES				

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$137,967	\$670,093	\$670,110	\$916,578	\$246,468
\$137,967	\$670,093	\$670,110	\$916,578	\$246,468
TOTAL EXPENSES				

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
1.38	2.36	1.87	Full Time Equivalent	1.87	0.00



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Audit

Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	(\$574)	No change in full-time equivalents. Decrease due to hiring of less experienced staff and staff turnover.
Salaries, Perm Part-Time	\$22,550	Increase due to conversion of Extra Help position to Permanent Part-Time.
Salaries, Sworn	-	
Salaries, Extra Help	(\$23,761)	Decrease due to conversion of Extra Help position to Permanent Part-Time.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$437	Increase due to pension rate adjustment.
Defined Contribution	(\$1,170)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$245)	
TOTAL PERSONNEL	(\$2,762)	
OTHER EXPENSES		
Purchased / Contracted Services	\$251,249	Increase due to audits performed by contract staff and staff training funds.
Supplies	(\$1,685)	Reduction to fund higher priorities.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$333)	Reduction to fund higher priorities.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	\$249,231	
TOTAL PERSONNEL AND OTHER EXPENSES	\$246,468	

FUND	VARIANCE (14-13)
Airport Revenue Fund	\$246,468
TOTAL EXPENSES	\$246,468

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



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit

#### General Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
EXPENDITURES AND APPROPRIATIONS				
\$641,786	\$561,124	\$611,893	\$609,665	(\$2,228)
-	-	- Salaries, Regular	\$29,900	\$29,900
-	-	- Salaries, Perm Part-Time	-	-
-	-	- Salaries, Sworn	-	-
\$82,608	\$10,086	\$49,498	\$17,548	(\$31,950)
-	-	- Salaries, Extra Help	-	-
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
\$29,136	\$13,366	\$8,055	\$9,754	\$1,699
\$36,359	\$28,846	\$34,727	\$30,183	(\$4,544)
-	-	- Defined Contribution	-	-
-	-	- Workers' Compensation	-	-
\$68,062	\$56,879	\$65,907	\$64,294	(\$1,613)
\$857,952	\$670,302	\$770,080	\$761,344	(\$8,736)
OTHER EXPENSES				
\$35,117	\$666,683	\$612,653	\$640,505	\$27,852
\$15,374	\$15,689	\$13,975	\$10,091	(\$3,884)
-	-	- Capital Outlays	-	-
-	-	- Interfund / Interdepartmental Charges	-	-
\$1,662	\$2,133	\$2,833	\$2,000	(\$833)
-	-	- Other Costs	-	-
-	-	- Debt Service	-	-
-	-	- Conversion / Summary	-	-
-	-	- Other Financing Uses	-	-
\$52,153	\$684,506	\$629,461	\$652,595	\$23,134
\$910,104	\$1,354,807	\$1,399,541	\$1,413,940	\$14,399
TOTAL PERSONNEL AND OTHER EXPENSES				

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FY14 BUDGET	VARIANCE FY14-FY13
FUND				
\$910,104	\$1,354,807	\$1,399,541	General Fund	\$1,413,940
\$910,104	\$1,354,807	\$1,399,541	TOTAL EXPENSES	\$1,413,940

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
8.25	7.26	7.26	Full Time Equivalent	7.26	0.00



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	(\$2,228)	No change in full-time equivalents. Decrease due to hiring of less experienced staff and staff turnover.
Salaries, Perm Part-Time	\$29,900	Increase due to conversion of Extra Help position to Permanent Part-Time.
Salaries, Sworn	-	
Salaries, Extra Help	(\$31,950)	Decrease due to conversion of Extra Help position to Permanent Part-time.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$1,699	Increase due to pension rate adjustment.
Defined Contribution	(\$4,544)	Decrease due to personnel salary adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$1,613)	
TOTAL PERSONNEL	(\$8,736)	
OTHER EXPENSES		
Purchased / Contracted Services	\$27,852	Increase due to audits performed by contract staff and staff training funds.
Supplies	(\$3,884)	Reduction to fund higher priorities.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$833)	Reduction to fund higher priorities.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	\$23,134	
TOTAL PERSONNEL AND OTHER EXPENSES	\$14,399	

FUND	VARIANCE (14-13)
General Fund	\$14,399
TOTAL EXPENSES	\$14,399

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



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Audit  
Water & Wastewater Revenue Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$136,786	\$146,843	\$157,608 Salaries, Regular	\$157,035	(\$573)
-	-	- Salaries, Perm Part-Time	\$22,550	\$22,550
-	-	- Salaries, Sworn	-	-
-	\$12,079	\$31,500 Salaries, Extra Help	\$4,143	(\$27,357)
-	-	- Salaries, Extra Help-Sworn	-	-
-	-	- Overtime	-	-
-	-	- Pen Cont Fire Pen Fd	-	-
-	-	- Pen Cont Police Pen Fd	-	-
\$2,062	\$3,872	\$2,075 Pen Cont Gen Emp Pen Fd	\$2,512	\$437
\$7,882	\$7,919	\$8,945 Defined Contribution	\$7,774	(\$1,171)
-	-	- Workers' Compensation	-	-
\$19,700	\$14,889	\$16,806 Other Personnel Costs	\$16,560	(\$246)
\$166,430	\$185,602	\$216,934 TOTAL PERSONNEL	\$210,574	(\$6,360)
OTHER EXPENSES				
\$2,524	\$479,744	\$452,373 Purchased / Contracted Services	\$683,620	\$231,247
\$979	\$3,921	\$3,566 Supplies	\$1,853	(\$1,713)
-	-	- Capital Outlays	-	-
-	-	- Interfund / Interdepartmental Charges	-	-
-	\$160	\$833 Other Costs	\$500	(\$333)
-	-	- Debt Service	-	-
-	-	- Conversion / Summary	-	-
-	-	- Other Financing Uses	-	-
\$3,503	\$483,825	\$456,772 TOTAL OTHER EXPENSES	\$685,973	\$229,201
\$169,933	\$669,427	\$673,706 TOTAL PERSONNEL AND OTHER EXPENSES	\$896,547	\$222,841

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$169,933	\$669,427	\$673,706 Water & Wastewater Revenue Fund	\$896,547	\$222,841
\$169,933	\$669,427	\$673,706 TOTAL EXPENSES	\$896,547	\$222,841

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
1.38	1.87	1.87	Full Time Equivalent	1.87	0.00



## FY14 OPERATING BUDGET HIGHLIGHTS

Department Of Audit  
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	(\$573)	No change in full-time equivalents. Decrease due to hiring of less experienced staff and staff turnover.
Salaries, Perm Part-Time	\$22,550	Increase due to conversion of Extra Help position to Permanent Part-Time.
Salaries, Sworn	-	
Salaries, Extra Help	(\$27,357)	Decrease due to conversion of Extra Help position to Permanent Part-Time.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$437	Increase due to pension rate adjustment.
Defined Contribution	(\$1,171)	Decrease due to personnel salary adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$246)	
TOTAL PERSONNEL	(\$6,360)	
OTHER EXPENSES		
Purchased / Contracted Services	\$231,247	Increase due to audits performed by contract staff and staff training funds.
Supplies	(\$1,713)	Reduction to fund higher priorities.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$333)	Reduction to fund higher priorities.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	\$229,201	
TOTAL PERSONNEL AND OTHER EXPENSES	\$222,841	

FUND	VARIANCE (14-13)
Water & Wastewater Revenue Fund	\$222,841
TOTAL EXPENSES	\$222,841

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



# PUBLIC DEFENDER

## Mission Statement

The mission of the Public Defender's Office has expanded in FY13 to include new holistic strategies for addressing criminal charges and the underlying reasons for unlawful conduct. The whole client is represented; including the protection of legal and constitutional rights and also the protection of dignity, personal worth and respect in the criminal justice system. Holistic criminal defense includes the integration of social services that address mental illness, drug addiction, homelessness, unemployment and other human conditions that can strain public safety and quality of life for the accused and the community.

## Vision and Core Values

The team at the Public Defender's Office envisions a community law office that is known as the place where people can seek not only advocacy in the courtroom, but also advocacy in all adverse circumstances that can lead to criminal conduct. With the influence and support of legal counsel, clients can potentially avoid the loss of their homes, the suspension of driving privileges, incarceration due to child support arrears and the loss of jobs due to criminal history records. Solving the underlying reason for criminal behavior can restore the client's hope, promote the desire for something better and eliminate the criminal conduct.

## Summary of Operations

The Office of the Public Defender provides criminal defense services to indigent defendants who are accused of violating misdemeanor traffic laws, Atlanta City Ordinances and certain other State misdemeanors. Public Defenders provide counsel at all phases of litigation, from point of arrest, through trial and including appellate representation in the higher courts of Georgia. The office is also dedicated to therapeutic justice; addressing underlying reasons for criminal behavior such as mental illness and drug addiction. Attorneys work with

the Court, seeking alternatives to incarceration that address mental illness and substance abuse. Young clients are also referred to programs designed to promote goal setting and the attainment of life skills that motivate healthy living and lawful citizenship.

## FY2013 Accomplishments

- **Special Clients Unit** Holistic strategies designed to improve the quality of life for the client and the communities where they live have grown beyond the Municipal Court setting in Fiscal Year 2013. The Public Defender's Office has developed a **Special Clients Unit**. When the client's case is finished in court, certain special clients receive sustainability care. Advocacy continues within the community; relationships with service providers, family, friends, neighbors and the police are established on behalf of and with the direct participation of the client. A positive support system is developed that creates a sense of personal worth for the client and a trust that the community embraces their membership and is there to champion their progress. The Community Law Office approach not only restores the dignity of human beings, it improves the compassion of communities and brands us over and over as "***the City that is too busy to hate***".

### • **Expungement/Pardon Program**

People with criminal histories have a difficult time getting back to work, securing housing, obtaining loans and even getting back in school. The choice to live a lawful life and participate as a valued member of society can be significantly frustrated because of mistakes of the past. The Public Defender team provides assistance to people who need certain qualifying

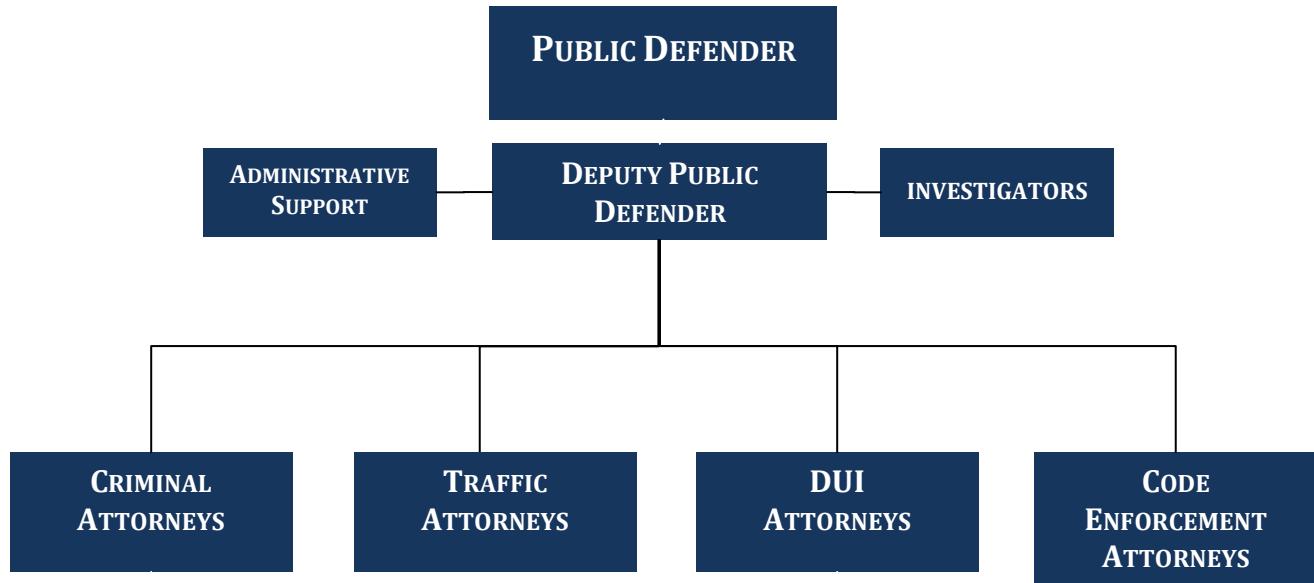
- offenses taken off their criminal records so that they can stand and be counted among people who want to work, who want to give back and who want better lives for themselves and their families. Most Fridays in the Public Defender's Office are spent meeting with people who deserve a second chance. Educational seminars and help with submitting expungement requests and pardon letters are the order of the day.
- **Community Outreach** What better way is there to create healthy communities than to influence the life of a young person? The Public Defender's Office, working in partnership with Thomasville Heights Elementary School, has mentored 11 young lives this school year; meeting weekly with students to promote self-esteem and visioning for the person each student can and will become.
  - **Homeless Innovations** Almost 100 homeless people are arrested in Atlanta every week. The Public Defender's Office has partnered with Mayor Reed's Innovation Delivery Team to formulate plans for treating homeless arrests with top priority care. The PD team participated in the homeless registry project and we continue to register people who are in jail. Clients have also secured housing, veterans and social security benefits and medical care this year through the efforts of this department.
  - **Center for Holistic Defense** The Public Defender team will expand services provided in the courtroom setting to include greater advocacy for mental illness, drug addiction and homelessness by providing judges with enhanced programming options that address these underlying reasons for criminal conduct.
  - **Homeless Court** In FY13, the Public Defender's Office partnered with the Innovation Delivery Team to study the issue of homelessness and its effect on the court system. The Public Defender's Office embraces the need for a Homeless Court that will focus on housing and treatment needs of homeless offenders.
  - **Youth Mentoring** The partnership with Thomasville Heights Elementary School will expand from individual mentoring to classroom mentoring by offering lessons on leadership, honor, integrity, goal setting and self esteem. The Pd team will expand to include a middle and high school in a mock trial program.
  - **Community Law Office** The traditional role of a Public Defender will be expanded to include community outreach that impacts collateral needs that often lead to crime. Guidance and education will be offered throughout Atlanta's Community Centers in the areas of zoning and housing code, elder care, landlord/tenant, child support, record expungement, addictions, mental health and any other concern that, if addressed, can avoid involvement with the criminal justice system.

## FY2014 Adopted Program Highlights

- **Expansion of Special Clients Unit** The Public Defender's Office is the recipient of a grant from the Bureau of Justice Assistance that will provide technical assistance in the further development of the Special Clients Unit.

## ORGANIZATION CHART

*Public Defender*



## PERFORMANCE METRICS

*Public Defender*

PERFORMANCE MEASURE	FY2011 ACTUAL	FY2012 ACTUAL	FY2013 TARGET	FY2014 TARGET
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### *Public Safety*

Total # of cases assigned to Public Defender	24,916	24,321	25,908	27,408
% of cases resolved at first appearance	49%	54%	56%	58%





## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Defender

#### General Fund

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY14 BUDGET	VARIANCE FY14-FY13
\$909,454	\$893,999	\$1,040,789	Salaries, Regular	\$1,112,331	\$71,542
( <span style="color:red">(\$983)</span> )	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$206	-	\$23,814	Salaries, Extra Help	\$0	( <span style="color:red">\$23,814)</span>
-	-	-	Salaries, Extra Help-Sworn	-	-
\$76	\$94	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$115,223	\$85,623	\$86,338	Pen Cont Gen Emp Pen Fd	\$119,683	\$33,345
\$32,434	\$35,086	\$41,156	Defined Contribution	\$36,793	( <span style="color:red">\$4,363)</span>
-	-	-	Workers' Compensation	-	-
\$87,638	\$94,028	\$146,822	Other Personnel Costs	\$156,654	\$9,832
\$1,144,048	\$1,108,830	\$1,338,919	TOTAL PERSONNEL	\$1,425,460	\$86,541
<b>OTHER EXPENSES</b>					
\$165,567	\$210,856	\$108,725	Purchased / Contracted Services	\$101,534	( <span style="color:red">\$7,191)</span>
\$62,734	\$90,629	\$98,053	Supplies	\$80,415	( <span style="color:red">\$17,638)</span>
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$228,301	\$301,485	\$206,778	TOTAL OTHER EXPENSES	\$181,949	( <span style="color:red">\$24,829)</span>
\$1,372,349	\$1,410,315	\$1,545,697	TOTAL PERSONNEL AND OTHER EXPENSES	\$1,607,409	\$61,712

FY11 ACTUAL EXPENDITURES	FY12 ACTUAL EXPENDITURES	FY13 ADOPTED	FUND	FY14 BUDGET	VARIANCE FY14-FY13
\$1,372,349	\$1,410,315	\$1,545,697	General Fund	\$1,607,409	\$61,712
\$1,372,349	\$1,410,315	\$1,545,697	TOTAL EXPENSES	\$1,607,409	\$61,712

FY11	FY12	FY13	AUTHORIZED POSITION COUNT	FY14	VARIANCE FY14-FY13
17.00	17.00	17.00	Full Time Equivalent	18.00	1.00



## FY14 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Defender

#### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (14-13)	EXPLANATION
Salaries, Regular	\$71,542	Increase due the creation of an Investigator, Sr. position.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$23,814)	Decrease due to funding reallocated for new full time positions.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$33,345	Increase due to new positions and associated salary adjustments.
Defined Contribution	(\$4,363)	Decrease due to Personnel salary adjustments
Workers' Compensation	-	
Other Personnel Costs	\$9,832	
TOTAL PERSONNEL	\$86,541	
OTHER EXPENSES		
Purchased / Contracted Services	(\$7,191)	Decrease due to purchased services anticipated less than prior year.
Supplies	(\$17,638)	Decrease due to supplies anticipated less than prior year.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	(\$24,829)	
TOTAL PERSONNEL AND OTHER EXPENSES	\$61,712	

FUND	VARIANCE (14-13)
General Fund	\$61,712
TOTAL EXPENSES	\$61,712

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

# CAPITAL PROJECT STATUS SUMMARIES

CAPITAL PROJECT STATUS OVERVIEW

NON-RECURRING CAPITAL EXPENDITURE

BOND/RENEWAL & EXTENSION FUNDS

GRANTS AND OTHER SPECIAL REVENUE FUNDS

TRUST FUNDS

CAPITAL BUDGET STATUS

ADOPTED BUDGET  
FY 2014



## CAPITAL PROJECT STATUS OVERVIEW

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

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

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

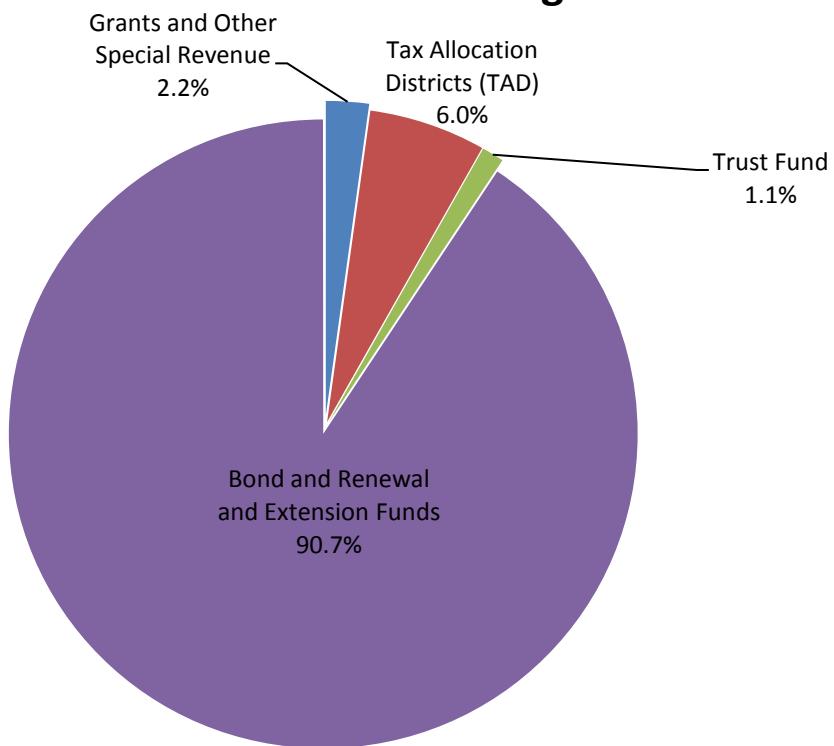
Project costs include all phases of a project, including planning, design, utility relocation, right of way acquisition, etc. All phases of the project are budgeted in a Capital Projects Fund.

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

The capital budget status report provides the fund summary and detailed anticipations and appropriations. A list of all projects (detailed appropriations) has been included as well.

The FY2014 to FY2018 budget provides the status of active capital projects that are new or will continue from the previous fiscal year. It is based on the FY2013 projected, roll-forward balance plus any additional funding from new bonds or interest. For FY2014, the capital projects projected expenditure amount totals \$3.8B, and the funding by source is depicted below.

## FY 2014 BY Funding Source



## CAPITAL PROJECT STATUS OVERVIEW

Project Status Date as of February 2013

	FY 14 Projected	FY 15 Projected	FY 16 Projected	FY 17 Projected	FY 18 Projected	Future
<b>Bond, Tax Allocation Districts , and Renewal and Extension Funds</b>						
BUILDING RENEWAL & EXTENSION FUND	5,378,423	-	-	-	-	-
ATLANTIC STATION TAD FUND	33,451,081	17,219,492	17,391,166	17,566,772	17,756,490	44,020,822
WESTSIDE TAD FUND	94,299,875	16,674,222	14,855,012	13,661,906	14,238,735	124,267,243
NW ATLANTA TAD FUND	13,750,769	1,213,817	1,283,360	1,354,988	1,428,766	-
PRINCETON LAKES TAD FUND	3,765,700	1,785,262	1,786,242	1,787,253	1,788,293	5,959,411
EASTSIDE TAD FUND	48,503,401	9,090,292	9,100,041	9,514,039	10,110,472	81,173,480
ATLANTA BELTLINE TAD	30,453,793	17,981,332	18,926,165	20,227,826	21,574,240	35,167,325
CAMPBELLTON ROAD TAD FUND	1,584,888	287,381	264,949	242,593	220,317	3,230,003
HOLLOWELL/M.L. KING TAD FUND	2,007,247	354,590	376,214	398,271	420,770	2,679,834
METROPOLITAN PARKWAY TAD FUND	1,156,800	152,600	156,749	164,135	184,106	823,809
STADIUM NEIGHBORHOODS TAD FUND	4,665	11,800	11,800	11,800	11,800	19,888
ANNUAL BOND FUND	337,115	-	-	-	-	-
1993 SCHOOL IMPROVEMENT BOND	20,921	-	-	-	-	-
1994 REFERENDUM G.O. BOND FUND	433,246	27,844	27,844	-	-	-
1996 G.O. PUBLIC IMPROVEMENT BOND PART B	98,731	-	-	-	-	-
1997 G.O. PUBLIC IMPROVEMENT BOND FUND	266,552	80,032	80,032	-	-	-
2000 PARK IMPROVEMENT BOND FD	11,824	-	-	-	-	-
2005A PARK IMPROVEMENT BOND FUND	3,673,634	3,673,634	-	-	-	4,681,830
2008A QUALITY OF LIFE IMPROVEMENT	862,557	-	-	-	-	-
PARK IMPROVEMENT FUND	23,370,190	-	-	-	-	-
GENERAL GOVERNMENT CAPITAL FUND	27,873,131	-	-	-	-	-
CAPITAL FINANCE FUND	24,683,555	1,751,047	623,443	-	-	-
SPECIAL ASSESSMENT FUND	1,821,903	-	-	-	-	-
SOLID WASTE MANAGEMENT FAC CONST FUND	1,406,310	-	-	-	-	-
CAPITAL ASSET - FINANCE FUND	6,700,000	-	-	-	-	-
CAPITAL FINANCE - RECOVERY	11,032,264	-	-	-	-	-
2002 TRAFFIC COURT FACILITY BOND	187,464	-	-	-	-	-
BOND SINKING FUND	27,229,695	27,502,627	27,777,011	27,914,981	28,194,130	25,823,648
WATER & WASTEWATER RENEWAL & EXTENSION FUND	340,718,102	26,626,465	15,765,029	14,082,338	14,082,338	1,076,795
1993 WATER & WASTEWATER BOND FUND	393,036	-	-	-	-	-

## CAPITAL PROJECT STATUS OVERVIEW

Project Status Date as of February 2013

	FY 14 Projected	FY 15 Projected	FY 16 Projected	FY 17 Projected	FY 18 Projected	Future
<b>Bond, Tax Allocation Districts , and Renewal and Extension Funds</b>						
1997 WATER & WASTEWATER BOND FUND	706,060	-	-	-	-	-
1999 WATER AND WASTEWATER BOND FUND	3,138,447	945,043	-	-	-	-
2001 WATER & WASTEWATER BOND FUND	8,032,803	7,895,924	2,582,122	2,582,122	2,582,122	5,306,151
2004 WATER & WASTEWATER BOND FUND	17,782,080	13,580,126	3,219,747	3,219,747	3,219,747	7,835,310
SPECIAL 1% SALES AND USE TAX FUND	113,084,913	-	-	-	-	-
WATER & WASTEWATER SINKING FUND	484,678,859	449,601,154	448,551,498	448,517,600	447,566,191	-
SER. 2009A WATER & WASTEWATER REV BD FD	40,815,751	38,237,881	20,696,902	20,696,902	20,696,902	8,389,900
SOLID WASTE R&E FUND	17,648,212	-	-	-	-	-
AIRPORT RENEWAL AND EXTENSION FUND	362,453,943	100,000,000	100,000,000	100,000,000	1,000,000,000	-
AIRPORT PASSENGER FACILITY CHARGE FUND	718,281,254	719,979,304	721,779,929	723,577,929	725,378,679	-
2000 AIRPORT REVENUE BOND FUND	2,311,382	-	-	-	-	-
2004 AIRPORT REVENUE BOND FUND	432,736	0	-	-	-	-
2004 AIRPORT REVENUE BOND FUND F-K	2,787,642	1,981,519	-	-	-	-
CONRAC CUSTOMER SERVICE FAC CH	76,860,953	78,136,756	79,024,589	80,000,238	80,717,514	-
AIRPORT FAC REVENUE BOND SINKING FD	728,172,055	724,520,989	756,193,164	758,662,770	758,601,915	-
2010B BD PFC & SUB LIEN GEN REV	3,548,041	-	-	-	-	-
AIRPORT COMMERCIAL PAPER SERIES 2010A/B	346,048,770	74,132,333	74,132,333	60,000,000	60,000,000	60,000,000
2012A BOND GENERAL AIRPORT REVENUE	3,545,511	2,664,590	-	-	-	-
2010A BOND GENERAL AIRPORT REVENUE	12,510,471	12,230,015	399,502	1,498,262	-	-
2012B BOND GENERAL AIRPORT REVENUE	3,545,511	2,664,590	-	-	-	-
2012C BOND GENERAL AIRPORT REVENUE	52,815,747	51,886,506	30,267,817	7,298,307	-	-
2008 WATER & WASTEWATER BOND FUND	-	-	-	-	-	-
SERIES 2009B WATER & WASTEWATER	-	-	-	-	-	-
<b>Sub-total</b>	<b>3,704,678,013</b>	<b>2,338,118,379</b>	<b>2,281,120,962</b>	<b>2,248,051,196</b>	<b>3,141,039,538</b>	<b>113,113,634</b>

## CAPITAL PROJECT STATUS OVERVIEW

Project Status Date as of February 2013

	FY 14 Projected	FY 15 Projected	FY 16 Projected	FY 17 Projected	FY 18 Projected	Future
<b>Grants Funds</b>						
COMMUNITY DEVELOPMENT BLOCK GRANT FUND	14,282,698	726,362	632,453	380,973	40,846	
INTERGOVERNMENTAL GRANT FUND	57,981,510	-	-	-	-	-
EMPOWERMENT ZONE FUND	-	-	-	-	-	-
JOB TRAINING GRANT FUND	3,663,302	455,427	-	-	-	1,188,834
HOME INVESTMENT PARTNERSHIPS PROGRAM FUND	5,872,188	3,174,987	-	-	-	-
SEC 108 LOAN TRUST FUND	2,302,881	760,000	760,000	760,882	-	-
<b>Sub-Total</b>	<b>84,102,579</b>	<b>4,390,414</b>	<b>760,000</b>	<b>760,882</b>	-	<b>1,188,834</b>
TRUST FUND	43,776,613	11,943,104	11,943,104	11,943,104	11,943,104	-
<b>Sub-total</b>	<b>43,776,613</b>	<b>11,943,104</b>	<b>11,943,104</b>	<b>11,943,104</b>	<b>11,943,104</b>	-
<b>TOTAL</b>	<b>3,832,557,205</b>	<b>2,354,451,897</b>	<b>2,293,824,066</b>	<b>2,260,755,182</b>	<b>3,152,982,642</b>	<b>114,302,468</b>

\*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 14 Budget
CAPITAL FINANCE FUND	DIT EDISCOVERY	110,594
CAPITAL FINANCE FUND	COA RE-STACKING	895,535
SOLID WASTE R&E FUND	311- CALL CENTER	574,500
WATER & WASTEWATER RENEWAL & EXTENSION FUND	J0105 CATHODIC PROTECTION SYST	100,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	J1001 DEVELOPMENT, NORTH AREA	9,684,793
WATER & WASTEWATER RENEWAL & EXTENSION FUND	J0202 H.T.P., RESERVOIR EXPANS	12,807
WATER & WASTEWATER RENEWAL & EXTENSION FUND	I0264 GREENSFERRY SEWER SEPARA	400,271
WATER & WASTEWATER RENEWAL & EXTENSION FUND	I0266 CUSTER AVE SEWER SEPARAT	722
WATER & WASTEWATER RENEWAL & EXTENSION FUND	I0267 CSO-WEST TUNNELS	293,046
WATER & WASTEWATER RENEWAL & EXTENSION FUND	J2002 PUBLIC HEALTH SECURITY-	63,075
WATER & WASTEWATER RENEWAL & EXTENSION FUND	I0274 CAMP CREEK OUTFALL SEWER	283,011

## NON-RECURRING CAPITAL EXPENDITURES

Continued

<b>Funding Name</b>	<b>PROJECT NAME</b>	<b>FY 14 Budget</b>
WATER & WASTEWATER RENEWAL & EXTENSION FUND	I0298 SEWER GROUP 2 REHABILITA	8,039,015
WATER & WASTEWATER RENEWAL & EXTENSION FUND	I0280 CUSTER AVE. STORAGE & DECHLORINATION	177,536
WATER & WASTEWATER RENEWAL & EXTENSION FUND	I0154 SOUTH RIVER BASIN RELIEF	17,232,999
WATER & WASTEWATER RENEWAL & EXTENSION FUND	J1301 STORMWATER UTILITY MANAG	148,726
WATER & WASTEWATER RENEWAL & EXTENSION FUND	RM CLAYTON WTP CO-GENERATN DWM	250,848
WATER & WASTEWATER RENEWAL & EXTENSION FUND	RM CLAYTON WTP FLOOD REPAIR	389,874
WATER & WASTEWATER RENEWAL & EXTENSION FUND	PEACHTREE BASIN CAP RELIEF	36,730,764
WATER & WASTEWATER RENEWAL & EXTENSION FUND	SMALL METER AUDIT	105,416
WATER & WASTEWATER RENEWAL & EXTENSION FUND	DWM ATLANTA STREETCAR	7,417,731
WATER & WASTEWATER RENEWAL & EXTENSION FUND	WATER MAINS - SW QUADRANT	4,800,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	EAST ATL WATER MAIN RPMT	3,603,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	CUSTER AVE. CSO CAP RELIEF	62,990
WATER & WASTEWATER RENEWAL & EXTENSION FUND	CLEAR CREEK CSO IMPROVEMENTS	97,667
WATER & WASTEWATER RENEWAL & EXTENSION FUND	NW QUADRANT WATER SYSTEM IMP	8,000,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	NE QUADRANT WATER SYSTEM IMPR	8,200,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	EDISCOVERY 2012	93,042
WATER & WASTEWATER RENEWAL & EXTENSION FUND	INTRENCHMENT CREEK WRC DEC S/S	1,454,885
WATER & WASTEWATER RENEWAL & EXTENSION FUND	HEMPHILL RES #1 EMBANK REP	3,200,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	PIPEYARD SUB, CEN WHS-PEY	455,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	HEMPHILL & CHATT. WTP PHASE 2	6,495,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	HEMPHILL WATER PUMP STATION	3,456,126
WATER & WASTEWATER RENEWAL & EXTENSION FUND	311 CALL CENTER	1,000,000
1999 WATER AND WASTEWATER BOND FUND	PEACHTREE BASIN CAP RELIEF	2,194,389
2001 WATER & WASTEWATER BOND FUND	I0265 MCDANIAL ST SEWER SEPARA	66,972
2001 WATER & WASTEWATER BOND FUND	I0273 SEWER GROUP 1 - REHABILI	9,145
2001 WATER & WASTEWATER BOND FUND	J0813 SMALL METER INSTALLATION	10,250
2001 WATER & WASTEWATER BOND FUND	J0912 REPAIR & REPLACE LARGE W	25,975
2001 WATER & WASTEWATER BOND FUND	RM CLAYTON WTP FLOOD REPAIR	10,869,015
2001 WATER & WASTEWATER BOND FUND	PEACHTREE BASIN CAP RELIEF	9,030,541
2004 WATER & WASTEWATER BOND FUND	J1001 DEVELOPMENT, NORTH AREA	570,389
2004 WATER & WASTEWATER BOND FUND	I0267 CSO-WEST TUNNELS	31,308
2004 WATER & WASTEWATER BOND FUND	I0298 SEWER GROUP 2 REHABILITA	1,538,637
2004 WATER & WASTEWATER BOND FUND	I2023 RM CLAYTON- COMPLIANCE UPGRADE	1,339,878
2004 WATER & WASTEWATER BOND FUND	I2109 INTRENCHMENT CREEK SMALL	40,820
2004 WATER & WASTEWATER BOND FUND	J0814 BACKFLOW PREVENTORS FLOW	1,263,765

## NON-RECURRING CAPITAL EXPENDITURES

Continued:

<b>Funding Name</b>	<b>PROJECT NAME</b>	<b>FY 14 Budget</b>
2004 WATER & WASTEWATER BOND FUND	J0817 RAW WATER TRANSMISSION M	1,291,444
2004 WATER & WASTEWATER BOND FUND	J0825 AUTOMATE HEMPHILL CHATTA	344,708
2004 WATER & WASTEWATER BOND FUND	J0827 ASSET MANAGEMENT SYSTEMS	420,863
2004 WATER & WASTEWATER BOND FUND	J0828 CUSTOMER BILLING AND COL	440,440
2004 WATER & WASTEWATER BOND FUND	J0911 METER REPLACE AUTO READ	67,572
2004 WATER & WASTEWATER BOND FUND	J0830 MDTWN,GA TECH & BEDFORD	206,925
2004 WATER & WASTEWATER BOND FUND	I0153 PROCTOR CREEK BASIN RELI	137,298
2004 WATER & WASTEWATER BOND FUND	I0154 SOUTH RIVER BASIN RELIEF	207,240
2004 WATER & WASTEWATER BOND FUND	I0273 SEWER GROUP 1 - REHABILI	383
2004 WATER & WASTEWATER BOND FUND	I0297 SSES SEWER GROUPS	358,532
2004 WATER & WASTEWATER BOND FUND	J0811 FAIRBURN ROAD PUMP & WAT	2,382
2004 WATER & WASTEWATER BOND FUND	I0814 SOUTH RIVER UPGRADE-HEAD	59,777
2004 WATER & WASTEWATER BOND FUND	J0834 WATER & HYDRANT ASSESSME	409,437
2004 WATER & WASTEWATER BOND FUND	HEMPHILL & CHATT. WTP PHASE 2	25
2004 WATER & WASTEWATER BOND FUND	HEMPHILL & CHATT. WTP PHASE 2	830,718
2004 WATER & WASTEWATER BOND FUND	SOUTH RIVER RELIEF TUNNEL & PS	16,665
2004 WATER & WASTEWATER BOND FUND	HEMPHILL WATER PUMP STATION	68,016
2004 WATER & WASTEWATER BOND FUND	RM CLAYTON WTP FLOOD REPAIR	148,817
2004 WATER & WASTEWATER BOND FUND	PEACHTREE BASIN CAP RELIEF	24,667,570
2004 WATER & WASTEWATER BOND FUND	WATER RESOURCE MGT PLAN	3,356,617
2004 WATER & WASTEWATER BOND FUND	LAND SUPPORT SERVICES PROJECT	577,692
SERIES 2009A WATER & WASTEWATER BOND FUND	J0102 GEN IMPR, PUMP STATIONS/	1,080,965
SERIES 2009A WATER & WASTEWATER BOND FUND	J0204 GEN IMPR, HEMPHILL TREAT	259,965
SERIES 2009A WATER & WASTEWATER BOND FUND	J0504 GENERAL IMPROVEMENTS, C.	22,983
SERIES 2009A WATER & WASTEWATER BOND FUND	J0105 CATHODIC PROTECTION SYST	100,000
SERIES 2009A WATER & WASTEWATER BOND FUND	J1001 DEVELOPMENT, NORTH AREA	4,296,557
SERIES 2009A WATER & WASTEWATER BOND FUND	J0202 H.T.P., RESERVOIR EXPANS	422,115
SERIES 2009A WATER & WASTEWATER BOND FUND	I0125 PROCTOR CREEK BASIN	10,254,799
SERIES 2009A WATER & WASTEWATER BOND FUND	I2202 FACILITIES EVALUATION	485,425
SERIES 2009A WATER & WASTEWATER BOND FUND	I0266 CUSTER AVE SEWER SEPARAT	284,489
SERIES 2009A WATER & WASTEWATER BOND FUND	I0267 CSO-WEST TUNNELS	45,514
SERIES 2009A WATER & WASTEWATER BOND FUND	I0271 SMALL DIAMETER SEWER REH	4,080,500
SERIES 2009A WATER & WASTEWATER BOND FUND	I0298 SEWER GROUP 2 REHABILITA	8,480,731
SERIES 2009A WATER & WASTEWATER BOND FUND	I0623 LARGE DIAMETER SEWER REH	4,002,388
SERIES 2009A WATER & WASTEWATER BOND FUND	I1502 PUMP STATION IMPROVEMENT	288,387
SERIES 2009A WATER & WASTEWATER BOND FUND	I2023 RM CLAYTON- COMPLIANCE U	16,623,090

## NON-RECURRING CAPITAL EXPENDITURES

Continued:

<b>Funding Name</b>	<b>PROJECT NAME</b>	<b>FY 14 Budget</b>
SERIES 2009A WATER & WASTEWATER BOND FUND	J0822 SOUTH WEST MAIN IMPROVEM	1,429
SERIES 2009A WATER & WASTEWATER BOND FUND	J0826 ELECTRICAL SWITCHGEAR RE	2,914,046
SERIES 2009A WATER & WASTEWATER BOND FUND	I0151 CAMP CREEK BASIN RELIEF	67,035
SERIES 2009A WATER & WASTEWATER BOND FUND	I0152 SANDY CREEK BASIN RELIEF	5,129,610
SERIES 2009A WATER & WASTEWATER BOND FUND	I0154 SOUTH RIVER BASIN RELIEF	8,186,274
SERIES 2009A WATER & WASTEWATER BOND FUND	I0273 SEWER GROUP 1 - REHABILI	266,184
SERIES 2009A WATER & WASTEWATER BOND FUND	I0290 WEST AREA CSO TREATMENT	436
SERIES 2009A WATER & WASTEWATER BOND FUND	I0297 SSES SEWER GROUPS	6,430,653
SERIES 2009A WATER & WASTEWATER BOND FUND	I1914 UTOY CREEK WRC - TEMP. O	67,118
SERIES 2009A WATER & WASTEWATER BOND FUND	J0514 SOIL REMEDIATION & SITE	329,553
SERIES 2009A WATER & WASTEWATER BOND FUND	J0813 SMALL METER INSTALLATION	4,892,327
SERIES 2009A WATER & WASTEWATER BOND FUND	J0833 NORTH AREA MAIN IMPROVEM	25,266,051
SERIES 2009A WATER & WASTEWATER BOND FUND	J0912 REPAIR & REPLACE LARGE W	2,380,921
SERIES 2009A WATER & WASTEWATER BOND FUND	SOUTH RIVER RELIEF TUNNEL & PS	3,116,174
SERIES 2009A WATER & WASTEWATER BOND FUND	RM CLAYTON WTP FLOOD REPAIR	974,784
SERIES 2009A WATER & WASTEWATER BOND FUND	PEACHTREE BASIN CAP RELIEF	8,751,663
SERIES 2009A WATER & WASTEWATER BOND FUND	UTILITIES GDOT & MUNICIPAL	1,184,142
SERIES 2009A WATER & WASTEWATER BOND FUND	WATER PROJ - SE QUADRANT	5,450,925
SERIES 2009A WATER & WASTEWATER BOND FUND	CUSTER AVE. CSO CAP RELIEF	6,000,000
AIRPORT RENEWAL AND EXTENSION FUND	BRIDGE RAILING FOR R/W/T/W BRIDGES	1,000,000
AIRPORT RENEWAL AND EXTENSION FUND	ELECTRIC VEHICLE INFRASTRUCTURE	585,000
AIRPORT RENEWAL AND EXTENSION FUND	INTERNATIONAL CELL PHONE LOT AND TRAVEL PLAZ	525,000
AIRPORT RENEWAL AND EXTENSION FUND	CARGO BUILDING C - BUILDING	25,000,000
AIRPORT RENEWAL AND EXTENSION FUND	CARGO BUILDING C - RELOCATION OF AIRPORT ESCOR	2,100,000
AIRPORT RENEWAL AND EXTENSION FUND	CARGO BUILDING C - DEMOLITION OF CITY SOUTH HA	1,400,000
AIRPORT RENEWAL AND EXTENSION FUND	CARGO BUILDING C - TRUCK STAGING AND EMPLOYEE	4,100,000
AIRPORT RENEWAL AND EXTENSION FUND	EDS RECAPITALIZATION AND OPTIMIZATION	29,000,000
AIRPORT RENEWAL AND EXTENSION FUND	DEMOLITION OF CITY SOUTH HANGAR BUILDING AND	9,095,015
AIRPORT RENEWAL AND EXTENSION FUND	SOUTH CARGO TRUCK STAGING IMPROVEMENTS	4,302,654
AIRPORT RENEWAL AND EXTENSION FUND	LOW VOLTAGE ELECTRICAL DISTRIBUTION AS BUILT I	5,000,000
AIRPORT RENEWAL AND EXTENSION FUND	CONCOURSE D ELECTRICAL EQUIP. RENOVATIONS	3,361,541
AIRPORT RENEWAL AND EXTENSION FUND	DOMESTIC TERMINAL GP VAULT PHASE 2	3,614,350
AIRPORT RENEWAL AND EXTENSION FUND	FIRESTATION 40	500,000
AIRPORT RENEWAL AND EXTENSION FUND	RELOCATION OF MDF TRANSFORMER	100,000
AIRPORT RENEWAL AND EXTENSION FUND	CONCOURSE E MDF EXPANSION	70,000
AIRPORT RENEWAL AND EXTENSION FUND	DEBT SERVICE RESERVES	13,300,000
PASSANGER FACILITIES CHARGES FUND	RUNWAY 8L/26R PAVEMENT REPLACEMENT	24,500,000

## NON-RECURRING CAPITAL EXPENDITURES

Continued:

**Funding Name**

PASSANGER FACILITIES CHARGES FUND  
PASSANGER FACILITIES CHARGES FUND

**PROJECT NAME**

	<b>FY 14 Budget</b>
TAXIWAY LED LIGHTS	20,200,000
RUNWAY 9L/27R PAVEMENT REPLACEMENT	230,125
BRIDGE RAILING FOR R/W/T/W BRIDGES	1,080,000
RAMP PAVEMENT REPLACEMENT	811,114
TAXIWAY PAVEMENT REPLACEMENT PHASE 2	654,117
EDS RECAPITALIZATION AND OPTIMIZATION	1,000,000
DEBT SERVICE RESERVES	32,600,000



## BOND/RENEWAL & EXTENSION FUNDS

### BOND FUNDS

**Annual Bond** funds and the 1987-2004 Bond Project Funds provide for disbursement of the proceeds of an annual \$8 million General Obligation Bond issue, which is divided into \$4 million for general city purposes and \$4 million for school purposes. The City has been authorized since 1968 to annually issue general obligation bonds of \$8 million without referendum. These bonds are backed by the "full faith and credit" of the City's property tax base. Historically, the City has used these funds to support an array of programs including economic development, transportation, public safety and judicial systems, recreational and cultural opportunities and environmental protection and enhancement. The last bond issue was dedicated primarily to land acquisition, signal modernization, installation, freeway lighting and bridge improvements. Prior to 1987, each general obligation issue was accounted for in the Annual Bond Fund. Beginning in 1987, each annual bond issue has been accounted for separately through the establishment of a specific project fund. **Other Bond Funds** the Park Improvement Fund, the General Government Capital Outlay Fund, the 1993 School Improvement Bond Fund, Aviation Bond Funds, and Water and Wastewater Bond Funds. These funds account for proceeds used in obtaining, renovating, and constructing major fixed assets.

The **Bond Sinking** Funds are legally required accounting entities to insure the allocation of principal and interest payments due for the protection of the bond holders. The money for these funds is raised through a special City Bond Tax levy against real and personal property. The millage associated with this levy is determined as the rate which will allow the City to make principal and interest payments for the upcoming fiscal year. The funds raised through this tax levy are to be used only for the retirement of City and Board of Education outstanding bond issues. There is provision for appropriation to sinking funds to allow the City to make principal and interest payments to the paying agent on a timely basis as the amounts become due. The interest

payments are due semi-annually, requiring payment by the City before the receipt from Fulton County of the tax revenues. Therefore, it is necessary to maintain reserves that allow the City to make these interest payments when they are due.

### RENEWAL AND EXTENSION

The **Airport** Renewal and Extension Fund accounts for the disbursement of funds received from the Airport Revenue Fund to be used for replacement, additions, extensions, and improvements at the Hartsfield-Jackson Atlanta International Airport. The major projects that were funded by all of the Airport Capital funds were: (1) Maynard Holbrook Jackson International Terminal project; (2) CONRAC Project; (3) APM and Roadway for CONRAC Project; (4) Airfield Improvements; (5) Pavement Replacement; (6) Runway Extensions; (7) CPTC Modifications and Upgrades; (8) AGTS Improvements and Upgrades, and (9) MEP Improvements and Upgrades.

The City owns and operates a drinking water supply, treatment and distribution system, and a wastewater collection and treatment system. The **Department of Watershed Management** is reported as an enterprise fund of the City. The Department is supported using revenues derived from a mix of wholesale and retail rates and charges for water and wastewater services and Municipal Option Sales Tax (MOST) receipts. The Department's capital improvement program (CIP) is funded by a combination of Georgia Environmental Facilities Authority loans, water and wastewater system revenue bonds and amounts held in the Renewal and Extension Fund.

The **Building Permits** and **Solid Waste** funds are the newest R&E funds and support equipment purchases.





## FY14 CAPITAL BUDGET STATUS

### Buildings Renewal & Extension Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues		5,378,423					\$5,378,423
Expenses		5,378,423					\$5,378,423
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Other Financing Sources		5,378,423					\$5,378,423
Revenues		\$5,378,423					\$5,378,423
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Dept Of Planning & Community Development		5,378,423					\$5,378,423
Total City Wide		\$5,378,423					\$5,378,423



## FY14 CAPITAL BUDGET STATUS

### Buildings Renewal & Extension Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Dept Of Planning & Community Development							
Default - 000000	5,378,423						\$5,378,423
Sub-Total	\$5,378,423						\$5,378,423
Total City Wide	\$5,378,423						\$5,378,423



## FY14 CAPITAL BUDGET STATUS

### Atlantic Station Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	33,451,081	17,219,492	17,391,166	17,566,772	17,756,490		\$103,385,001
Expenses	33,451,081	17,219,492	17,391,166	17,566,772	17,756,490		\$103,385,001
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Taxes	15,109,519	15,571,313	16,046,961	16,536,878	17,041,493		\$80,306,164
Investment Income	380,000	350,000	330,000	310,000	290,000		\$1,660,000
Miscellaneous Revenues	17,961,562	1,298,179	1,014,205	719,894	424,997		\$21,418,837
Revenues	<u>\$33,451,081</u>	<u>\$17,219,492</u>	<u>\$17,391,166</u>	<u>\$17,566,772</u>	<u>\$17,756,490</u>		<u>\$103,385,001</u>
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Finance	20,574						\$20,574
Non-Departmental	33,430,507	17,219,492	17,391,166	17,566,772	17,756,490		\$103,364,427
Total City Wide	<u>\$33,451,081</u>	<u>\$17,219,492</u>	<u>\$17,391,166</u>	<u>\$17,566,772</u>	<u>\$17,756,490</u>		<u>\$103,385,001</u>



## FY14 CAPITAL BUDGET STATUS

### Atlantic Station Tad Fund

#### PROJECT TOTALS BY DEPARTMENT

##### Department Of Finance

	FY14	FY15	FY16	FY17	FY18	Future	Total
Administration Of Arbitrage Rebates - 200696		1,000					\$1,000
Atlantic Station 2006 Tad - 202716		19,574					\$19,574
Sub-Total		\$20,574					\$20,574
Non-Departmental							
Default - 000000	33,430,507	17,219,492	17,391,166	17,566,772	17,756,490		\$103,364,427
Sub-Total	\$33,430,507	\$17,219,492	\$17,391,166	\$17,566,772	\$17,756,490		\$103,364,427
Total City Wide	\$33,451,081	\$17,219,492	\$17,391,166	\$17,566,772	\$17,756,490		\$103,385,001



## FY14 CAPITAL BUDGET STATUS

### Westside Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	94,299,875	16,674,222	14,855,012	13,661,906	14,238,735		\$153,729,750
Expenses	94,299,875	16,674,222	14,855,012	13,661,906	14,238,735		\$153,729,750
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Taxes	11,516,491	12,167,181	12,837,391	13,527,708	14,238,735		\$64,287,506
Miscellaneous Revenues	82,783,384	4,507,041	2,017,621	134,198	0		\$89,442,244
Revenues	<b>\$94,299,875</b>	<b>\$16,674,222</b>	<b>\$14,855,012</b>	<b>\$13,661,906</b>	<b>\$14,238,735</b>		<b>\$153,729,750</b>
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Finance	28,263,772						\$28,263,772
Department Of Public Works	202,101						\$202,101
Non-Departmental	65,834,002	16,674,222	14,855,012	13,661,906	14,238,735		\$125,263,877
Total City Wide	<b>\$94,299,875</b>	<b>\$16,674,222</b>	<b>\$14,855,012</b>	<b>\$13,661,906</b>	<b>\$14,238,735</b>		<b>\$153,729,750</b>



## FY14 CAPITAL BUDGET STATUS Westside Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Finance							
Westside Tad 2005 - 202670	1,740						\$1,740
Westside Tad Cd 2008 Program - 210375	135,360						\$135,360
Westside Tad 2008 Prgm - 210622	28,126,672						\$28,126,672
Sub-Total	\$28,263,772						\$28,263,772
Department Of Public Works							
2007 Westside Tad - 110334	202,101						\$202,101
Sub-Total	\$202,101						\$202,101
Non-Departmental							
Default - 000000	65,834,002	16,674,222	14,855,012	13,661,906	14,238,735		\$125,263,877
Sub-Total	\$65,834,002	\$16,674,222	\$14,855,012	\$13,661,906	\$14,238,735		\$125,263,877
Total City Wide	\$94,299,875	\$16,674,222	\$14,855,012	\$13,661,906	\$14,238,735		\$153,729,750



## FY14 CAPITAL BUDGET STATUS Nw Atlanta Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	13,750,769	1,213,817	1,283,360	1,354,988	1,428,766		\$19,031,700
Expenses	13,750,769	1,213,817	1,283,360	1,354,988	1,428,766		\$19,031,700
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Taxes	1,146,301	1,213,817	1,283,360	1,354,988	1,428,766		\$6,427,232
Miscellaneous Revenues	12,604,468	0	0	0	0		\$12,604,468
Revenues	\$13,750,769	\$1,213,817	\$1,283,360	\$1,354,988	\$1,428,766		\$19,031,700
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Executive Offices	1,556,843		0	0	0		\$1,556,843
Non-Departmental	12,193,926	1,213,817	1,283,360	1,354,988	1,428,766		\$17,474,857
Total City Wide	\$13,750,769	\$1,213,817	\$1,283,360	\$1,354,988	\$1,428,766		\$19,031,700



## FY14 CAPITAL BUDGET STATUS Nw Atlanta Tad Fund

### PROJECT TOTALS BY DEPARTMENT

#### Executive Offices

	FY14	FY15	FY16	FY17	FY18	Future	Total
Northwest Atlanta Fire Station - 110965	1,556,843	0	0	0	0		\$1,556,843
Sub-Total	\$1,556,843	\$0	\$0	\$0	\$0		\$1,556,843
Non-Departmental							
Default - 000000	12,193,926	1,213,817	1,283,360	1,354,988	1,428,766		\$17,474,857
Sub-Total	\$12,193,926	\$1,213,817	\$1,283,360	\$1,354,988	\$1,428,766		\$17,474,857
Total City Wide	\$13,750,769	\$1,213,817	\$1,283,360	\$1,354,988	\$1,428,766		\$19,031,700



## FY14 CAPITAL BUDGET STATUS Princeton Lakes Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	3,765,700	1,785,262	1,786,242	1,787,254	1,788,293		\$10,912,751
Expenses	3,765,700	1,785,262	1,786,242	1,787,253	1,788,293		\$10,912,750
Total Revenues Over(Under) Expenses	\$0	\$0	\$0	\$1	\$0		\$1
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Taxes	1,519,722	1,565,737	1,613,131	1,661,948	1,712,229		\$8,072,767
Investment Income	5,000	5,000	5,000	5,000	5,000		\$25,000
Miscellaneous Revenues	2,240,978	214,525	168,111	120,306	71,064		\$2,814,984
Revenues	\$3,765,700	\$1,785,262	\$1,786,242	\$1,787,254	\$1,788,293		\$10,912,751
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental	3,765,700	1,785,262	1,786,242	1,787,253	1,788,293		\$10,912,750
Total City Wide	\$3,765,700	\$1,785,262	\$1,786,242	\$1,787,253	\$1,788,293		\$10,912,750



## FY14 CAPITAL BUDGET STATUS

### Princeton Lakes Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	3,765,700	1,785,262	1,786,242	1,787,253	1,788,293		\$10,912,750
Sub-Total	\$3,765,700	\$1,785,262	\$1,786,242	\$1,787,253	\$1,788,293		\$10,912,750
Total City Wide	\$3,765,700	\$1,785,262	\$1,786,242	\$1,787,253	\$1,788,293		\$10,912,750



## FY14 CAPITAL BUDGET STATUS Eastside Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	48,503,401	9,090,292	9,100,041	9,514,039	10,110,472		\$86,318,245
Expenses	48,503,401	9,090,292	9,100,041	9,514,039	10,110,472		\$86,318,245
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Taxes	7,586,960	8,132,781	8,694,976	9,274,039	9,870,472		\$43,559,228
Investment Income	240,000	240,000	240,000	240,000	240,000		\$1,200,000
Miscellaneous Revenues	40,676,441	717,511	165,065	0	0		\$41,559,017
Revenues	<u>\$48,503,401</u>	<u>\$9,090,292</u>	<u>\$9,100,041</u>	<u>\$9,514,039</u>	<u>\$10,110,472</u>		<u>\$86,318,245</u>
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Finance	1,422,390						\$1,422,390
Non-Departmental	47,081,011	9,090,292	9,100,041	9,514,039	10,110,472		\$84,895,855
Total City Wide	<u>\$48,503,401</u>	<u>\$9,090,292</u>	<u>\$9,100,041</u>	<u>\$9,514,039</u>	<u>\$10,110,472</u>		<u>\$86,318,245</u>



## FY14 CAPITAL BUDGET STATUS Eastside Tad Fund

### PROJECT TOTALS BY DEPARTMENT

#### Department Of Finance

	FY14	FY15	FY16	FY17	FY18	Future	Total
Eastside Tad 2005 - 202671	1,422,390						\$1,422,390
Sub-Total	\$1,422,390						\$1,422,390
Non-Departmental							
Default - 000000	47,081,011	9,090,292	9,100,041	9,514,039	10,110,472		\$84,895,855
Sub-Total	\$47,081,011	\$9,090,292	\$9,100,041	\$9,514,039	\$10,110,472		\$84,895,855
Total City Wide	\$48,503,401	\$9,090,292	\$9,100,041	\$9,514,039	\$10,110,472		\$86,318,245



## FY14 CAPITAL BUDGET STATUS Atlanta Beltline Tad

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	30,453,793	17,981,332	18,926,165	20,227,826	21,574,240		\$109,163,356
Expenses	30,453,793	17,981,332	18,926,165	20,227,826	21,574,240		\$109,163,356
Total Revenues Over(Under) Expenses	\$0	\$0	\$0	\$0	\$0		\$0
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Taxes	16,451,193	17,667,768	18,926,165	20,227,826	21,574,240		\$94,847,192
Miscellaneous Revenues	14,002,600	313,564	0	0	0		\$14,316,164
Revenues	\$30,453,793	\$17,981,332	\$18,926,165	\$20,227,826	\$21,574,240		\$109,163,356
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Finance	6,679						\$6,679
Non-Departmental	30,447,114	17,981,332	18,926,165	20,227,826	21,574,240		\$109,156,677
Total City Wide	\$30,453,793	\$17,981,332	\$18,926,165	\$20,227,826	\$21,574,240		\$109,163,356



## FY14 CAPITAL BUDGET STATUS

### Atlanta Beltline Tad

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Finance							
Atlanta Beltline Tad - 202883	6,679						\$6,679
Sub-Total	\$6,679						\$6,679
Non-Departmental							
Default - 000000	30,447,114	17,981,332	18,926,165	20,227,826	21,574,240		\$109,156,677
Sub-Total	\$30,447,114	\$17,981,332	\$18,926,165	\$20,227,826	\$21,574,240		\$109,156,677
Total City Wide	\$30,453,793	\$17,981,332	\$18,926,165	\$20,227,826	\$21,574,240		\$109,163,356



## FY14 CAPITAL BUDGET STATUS

### Campbellton Road Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	1,584,888	287,381	264,949	242,593	220,317		\$2,600,128
Expenses	1,584,888	287,381	264,949	242,593	220,317		\$2,600,128
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Taxes	0	27,033	71,461	116,778	163,002		\$378,274
Miscellaneous Revenues	1,584,888	260,348	193,488	125,815	57,315		\$2,221,854
Revenues	\$1,584,888	\$287,381	\$264,949	\$242,593	\$220,317		\$2,600,128
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental	1,584,888	287,381	264,949	242,593	220,317		\$2,600,128
Total City Wide	\$1,584,888	\$287,381	\$264,949	\$242,593	\$220,317		\$2,600,128



## FY14 CAPITAL BUDGET STATUS

### Campbellton Road Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	1,584,888	287,381	264,949	242,593	220,317		\$2,600,128
Sub-Total	\$1,584,888	\$287,381	\$264,949	\$242,593	\$220,317		\$2,600,128
Total City Wide	\$1,584,888	\$287,381	\$264,949	\$242,593	\$220,317		\$2,600,128



## FY14 CAPITAL BUDGET STATUS

### Hollowell/M.L. King Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	2,007,247	354,590	376,214	398,271	420,770		\$3,557,092
Expenses	2,007,247	354,590	376,214	398,271	420,770		\$3,557,092
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Taxes	333,389	354,590	376,214	398,271	420,770		\$1,883,234
Miscellaneous Revenues	1,673,858	0	0	0	0		\$1,673,858
Revenues	\$2,007,247	\$354,590	\$376,214	\$398,271	\$420,770		\$3,557,092
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental	2,007,247	354,590	376,214	398,271	420,770		\$3,557,092
Total City Wide	\$2,007,247	\$354,590	\$376,214	\$398,271	\$420,770		\$3,557,092



## FY14 CAPITAL BUDGET STATUS

### Hollowell/M.L. King Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	2,007,247	354,590	376,214	398,271	420,770		\$3,557,092
Sub-Total	\$2,007,247	\$354,590	\$376,214	\$398,271	\$420,770		\$3,557,092
Total City Wide	\$2,007,247	\$354,590	\$376,214	\$398,271	\$420,770		\$3,557,092



## FY14 CAPITAL BUDGET STATUS

### Metropolitan Parkway Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	1,156,800	152,600	156,749	164,135	184,106		\$1,814,390
Expenses	1,156,800	152,600	156,749	164,135	184,106		\$1,814,390
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Taxes	106,540	125,360	144,555	164,135	184,106		\$724,696
Miscellaneous Revenues	1,050,260	27,240	12,194	0	0		\$1,089,694
Revenues	\$1,156,800	\$152,600	\$156,749	\$164,135	\$184,106		\$1,814,390
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental	1,156,800	152,600	156,749	164,135	184,106		\$1,814,390
Total City Wide	\$1,156,800	\$152,600	\$156,749	\$164,135	\$184,106		\$1,814,390



## FY14 CAPITAL BUDGET STATUS

### Metropolitan Parkway Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	1,156,800	152,600	156,749	164,135	184,106		\$1,814,390
Sub-Total	\$1,156,800	\$152,600	\$156,749	\$164,135	\$184,106		\$1,814,390
Total City Wide	\$1,156,800	\$152,600	\$156,749	\$164,135	\$184,106		\$1,814,390



## FY14 CAPITAL BUDGET STATUS

### Stadium Neighborhoods Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	4,665	11,800	11,800	11,800	11,800		\$51,865
Expenses	4,665	11,800	11,800	11,800	11,800		\$51,865
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	4,665	11,800	11,800	11,800	11,800		\$51,865
Revenues	\$4,665	\$11,800	\$11,800	\$11,800	\$11,800		\$51,865
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental	4,665	11,800	11,800	11,800	11,800		\$51,865
Total City Wide	\$4,665	\$11,800	\$11,800	\$11,800	\$11,800		\$51,865



## FY14 CAPITAL BUDGET STATUS

### Stadium Neighborhoods Tad Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	4,665	11,800	11,800	11,800	11,800		\$51,865
Sub-Total	\$4,665	\$11,800	\$11,800	\$11,800	\$11,800		\$51,865
Total City Wide	\$4,665	\$11,800	\$11,800	\$11,800	\$11,800		\$51,865



## FY14 CAPITAL BUDGET STATUS

### Annual Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues		337,115					\$337,115
Expenses		337,115					\$337,115
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues		337,115					\$337,115
Revenues		\$337,115					\$337,115
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Executive Offices		1,028					\$1,028
Department Of Public Works		336,087					\$336,087
Total City Wide		\$337,115					\$337,115



## FY14 CAPITAL BUDGET STATUS Annual Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Executive Offices							
City Hall Renovation And Expansion - 100145		772					\$772
Empowerment - Che - 101442		256					\$256
Sub-Total		\$1,028					\$1,028
Department Of Public Works							
Campbelton Road Segmental Improvements - 100316	148,043						\$148,043
Roxboro Road Underpass - 100324	48,837						\$48,837
Computer Traffic Control Expansion - 100334	3,065						\$3,065
Neighborhood Traffic Management - 100344	1,272						\$1,272
Cascade/Mays Streetscape, Cd-381 - 100818	59,870						\$59,870
Kirkwood Sidewalk Improvements - 101415	75,000						\$75,000
Sub-Total	\$336,087						\$336,087
Total City Wide	\$337,115						\$337,115



## FY14 CAPITAL BUDGET STATUS

### 1993 School Improvement Bond

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues		20,921					\$20,921
Expenses		20,921					\$20,921
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues		20,921					\$20,921
Revenues		\$20,921					\$20,921
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental		20,921					\$20,921
Total City Wide		\$20,921					\$20,921



## FY14 CAPITAL BUDGET STATUS

### 1993 School Improvement Bond

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	20,921						\$20,921
Sub-Total	\$20,921						\$20,921
Total City Wide	\$20,921						\$20,921



## FY14 CAPITAL BUDGET STATUS 1994 Referendum G.O. Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	433,246	27,844	27,844				\$488,934
Expenses	433,246	27,844	27,844				\$488,934
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	433,246	27,844	27,844				\$488,934
Revenues	<b>\$433,246</b>	<b>\$27,844</b>	<b>\$27,844</b>				<b>\$488,934</b>
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Finance	27,844	27,844	27,844				\$83,532
Department Of Public Works	405,372						\$405,372
Department Of Watershed Management	30						\$30
Total City Wide	<b>\$433,246</b>	<b>\$27,844</b>	<b>\$27,844</b>				<b>\$488,934</b>



## FY14 CAPITAL BUDGET STATUS 1994 Referendum G.O. Bond Fund

### PROJECT TOTALS BY DEPARTMENT

#### Department Of Finance

	FY14	FY15	FY16	FY17	FY18	Future	Total
Administration Of Arbitrage Rebates - 200696	900	900	900				\$2,700
Restricted Reserve For Capital Projects - 201043	26,944	26,944	26,944				\$80,832
Sub-Total	\$27,844	\$27,844	\$27,844				\$83,532

#### Department Of Public Works

Mitchell St Viaduct - 100983	101,245						\$101,245
Campbellton Road Widening (Phase I) - 101232	181,945						\$181,945
Peachtree Creek Basin Flood Control - 202287	122,182						\$122,182
Sub-Total	\$405,372						\$405,372

#### Department Of Watershed Management

Stormwater Utility Management - 102719	30						\$30
Sub-Total	\$30						\$30
Total City Wide	\$433,246	\$27,844	\$27,844				\$488,934



## FY14 CAPITAL BUDGET STATUS

### 1996 G.O. Public Improvement Bond Part B

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues		98,731					\$98,731
Expenses		98,731					\$98,731
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues		98,731					\$98,731
Revenues		\$98,731					\$98,731
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Public Works		98,731					\$98,731
Total City Wide		\$98,731					\$98,731



## FY14 CAPITAL BUDGET STATUS

### 1996 G.O. Public Improvement Bond Part B

#### PROJECT TOTALS BY DEPARTMENT

##### Department Of Public Works

	FY14	FY15	FY16	FY17	FY18	Future	Total
Howell Mill Rd Widening - 101995	98,731						\$98,731
Sub-Total	\$98,731						\$98,731
Total City Wide	\$98,731						\$98,731



## FY14 CAPITAL BUDGET STATUS 1997 G.O. Public Improvement Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	266,552	80,032	80,032	0			\$426,616
Expenses	266,552	80,032	80,032				\$426,616
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	266,552	80,032	80,032	0			\$426,616
Revenues	\$266,552	\$80,032	\$80,032	\$0			\$426,616
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Finance	80,032	80,032	80,032				\$240,096
Department Of Public Works	186,520						\$186,520
Total City Wide	\$266,552	\$80,032	\$80,032				\$426,616



## FY14 CAPITAL BUDGET STATUS 1997 G.O. Public Improvement Bond Fund

### PROJECT TOTALS BY DEPARTMENT

#### Department Of Finance

	FY14	FY15	FY16	FY17	FY18	Future	Total
Debt Service Administration - 200523	750	750	750				\$2,250
Administration Of Arbitrage Rebates - 200696	900	900	900				\$2,700
Restricted Reserve For Capital Projects - 201043	78,382	78,382	78,382				\$235,146
<b>Sub-Total</b>	<b>\$80,032</b>	<b>\$80,032</b>	<b>\$80,032</b>				<b>\$240,096</b>

#### Department Of Public Works

Campbellton Road Widening (Phase I) - 101232	186,520						\$186,520
<b>Sub-Total</b>	<b>\$186,520</b>						<b>\$186,520</b>
<b>Total City Wide</b>	<b>\$266,552</b>	<b>\$80,032</b>	<b>\$80,032</b>				<b>\$426,616</b>



## FY14 CAPITAL BUDGET STATUS

### 2000 Park Improvement Bond Fd

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues		11,824					\$11,824
Expenses		11,824					\$11,824
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues		11,824					\$11,824
Revenues		\$11,824					\$11,824
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Finance		2,007					\$2,007
Non-Departmental		9,817					\$9,817
Total City Wide		\$11,824					\$11,824



## FY14 CAPITAL BUDGET STATUS

### 2000 Park Improvement Bond Fd

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Finance							
Administration Of Arbitrage Rebates - 200696	2,007						\$2,007
Sub-Total	\$2,007						\$2,007
Non-Departmental							
Default - 000000	9,817						\$9,817
Sub-Total	\$9,817						\$9,817
Total City Wide	\$11,824						\$11,824



## FY14 CAPITAL BUDGET STATUS 2005A Park Improvement Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	3,673,634	3,673,634			4,681,830	\$12,029,098	
Expenses	3,673,634	3,673,634	0	0	0	4,681,830	\$12,029,098
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	3,673,634	3,673,634			4,681,830	\$12,029,098	
Revenues	\$3,673,634	\$3,673,634			\$4,681,830	\$12,029,098	
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Finance	1,167,433	1,167,433					\$2,334,866
Dept Of Parks, Recreation & Cultural Aff	2,506,201	2,506,201	0	0	0	0	\$5,012,402
Non-Departmental	0				4,681,830	4,681,830	
Total City Wide	\$3,673,634	\$3,673,634	\$0	\$0	\$0	\$4,681,830	\$12,029,098



## FY14 CAPITAL BUDGET STATUS

### 2005A Park Improvement Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Finance							
Park Revenue Bonds 2005 - 202714	1,167,433	1,167,433					\$2,334,866
Sub-Total	\$1,167,433	\$1,167,433					\$2,334,866
Dept Of Parks, Recreation & Cultural Aff							
Lighting Improvements, City-Wide - 100184	321,422	321,422	0	0	0	0	\$642,844
Construction Of Bldgs., City-Wide - 100229	1,682,088	1,682,088					\$3,364,176
Ground & Site Imprvs., City-Wide - 100247	434,017	434,017		0	0	0	\$868,034
City Wide Park Furniture & Play Equip. - 100271	62,790	62,790			0	0	\$125,580
Municipal Arts Reserve - 100282	5,884	5,884	0	0	0	0	\$11,768
Sub-Total	\$2,506,201	\$2,506,201	\$0	\$0	\$0	\$0	\$5,012,402
Non-Departmental							
Default - 000000	0				4,681,830	4,681,830	
Sub-Total	\$0				\$4,681,830	\$4,681,830	
Total City Wide	\$3,673,634	\$3,673,634	\$0	\$0	\$0	\$4,681,830	\$12,029,098



## FY14 CAPITAL BUDGET STATUS 2008A Quality Of Life Improvement Bond Fd

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	862,557						\$862,557
Expenses	862,557						\$862,557
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	862,557						\$862,557
Revenues	\$862,557						\$862,557
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Public Works	862,557						\$862,557
Total City Wide	\$862,557						\$862,557



## FY14 CAPITAL BUDGET STATUS 2008A Quality Of Life Improvement Bond Fd

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Sidewalk Improvements, District 1 - 102087	8,486						\$8,486
Sidewalk Improvements, District 4 - 102090	21,446						\$21,446
Sidewalk Improvements, District 5 - 102091	14,089						\$14,089
Sidewalk Improvements, District 10 - 102096	373,537						\$373,537
Streetscape Projects, District 9 - 102537	69,789						\$69,789
Cascade/Mays Village Center - 102558	6,496						\$6,496
Ralph D. Abernathy Blvd Strscape Go#0847 - 102737	4,835						\$4,835
Greenscape Enhance (Cat. 2) - 110063	34,754						\$34,754
Sts,Brdgs,& Vias (Cat. 3) - 110064	133,211						\$133,211
Traffic Signals (Cat. 4) - 110065	12,664						\$12,664
Crosswalk Installation - 110074	7,946						\$7,946
Undes Sdwlk & Stscps (Cat. 1) - 110076	33,716						\$33,716
Swlk Stscp C1 Dgn Const & Prg M - 110082	2,601						\$2,601
2008 Qol Bond Sidewalk Crews - 110265	57,523						\$57,523
2008 Qol Bond Administration - 110266	53,743						\$53,743
Lake Claire Park - 110451	255						\$255
Sidewalks - Ada Ramps - 110820	27,466						\$27,466
Sub-Total	\$862,557						\$862,557
Total City Wide	\$862,557						\$862,557



## FY14 CAPITAL BUDGET STATUS

### Park Improvement Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	23,370,190						\$23,370,190
Expenses	<u>23,370,190</u>						<u>\$23,370,190</u>
Total Revenues Over(Under) Expenses	\$0						\$0
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Taxes	13,772,390						\$13,772,390
Miscellaneous Revenues	<u>9,597,800</u>						<u>\$9,597,800</u>
Revenues	<u>\$23,370,190</u>						<u>\$23,370,190</u>
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Information Technology	5,196,376						\$5,196,376
Dept Of Parks, Recreation & Cultural Aff	11,581,045						\$11,581,045
Non-Departmental	<u>6,592,769</u>						<u>\$6,592,769</u>
Total City Wide	<u>\$23,370,190</u>						<u>\$23,370,190</u>



## FY14 CAPITAL BUDGET STATUS

### Park Improvement Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Information Technology							
Default - 000000	5,196,376						\$5,196,376
Sub-Total	\$5,196,376						\$5,196,376
Dept Of Parks, Recreation & Cultural Aff							
Default - 000000	11,581,045						\$11,581,045
Sub-Total	\$11,581,045						\$11,581,045
Non-Departmental							
Default - 000000	6,592,769						\$6,592,769
Sub-Total	\$6,592,769						\$6,592,769
Total City Wide							
	\$23,370,190						\$23,370,190



## FY14 CAPITAL BUDGET STATUS

### General Government Capital Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	27,873,131						\$27,873,131
Expenses	27,873,131						\$27,873,131
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	27,873,131						\$27,873,131
Revenues	\$27,873,131						\$27,873,131
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Executive Offices	713,442						\$713,442
Department Of Information Technology	662,380						\$662,380
Department Of Corrections	106,265						\$106,265
Department Of Finance	5,003,233						\$5,003,233
Department Of Public Works	13,265,575						\$13,265,575
Dept Of Parks, Recreation & Cultural Aff	3,648,498						\$3,648,498
Department Of Fire Services	3,350,175						\$3,350,175
Department Of Police Services	1,032,823						\$1,032,823
Dept Of Planning & Community Development	90,742						\$90,742
Total City Wide	\$27,873,131						\$27,873,131



## FY14 CAPITAL BUDGET STATUS

### General Government Capital Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Executive Offices							
Municipal Court Building Construction - 100177	503,442						\$503,442
City Hall East - 100975	30,000						\$30,000
Comprehen Study-Recoup Fees Fire Serv. - 202392	180,000						\$180,000
Sub-Total	\$713,442						\$713,442
Department Of Information Technology							
Radio System - 101188	58,262						\$58,262
Cad System - 101190	21,459						\$21,459
Communication Integration - 101191	6,932						\$6,932
City Wide Information Systems Upgrade - 101793	176,945						\$176,945
Financial Information System - 101976	398,782						\$398,782
Sub-Total	\$662,380						\$662,380
Department Of Corrections							
New Pre-Trial Detention Facility - 100990	106,265						\$106,265
Sub-Total	\$106,265						\$106,265
Department Of Finance							
D.I.F.Admin-Transportation-City - 201053	675,999						\$675,999
Admin.Development Recouptment Fees - 201072	4,327,234						\$4,327,234
Sub-Total	\$5,003,233						\$5,003,233
Department Of Public Works							
Traffic Signal Modernization - 100333	83						\$83
Abernathy Corridor Facility - 101125	1						\$1
Bakers Ferry Sidewalk, Cd-443 - 101205	40,715						\$40,715
Greenbriar Parkway Reconstruction - 101231	161						\$161
Closure, Gun Club Road Landfill - 101335	62,781						\$62,781
Bicycle Rack Project - 101491	50,000						\$50,000
Sherwood Forest Traffic Control Improve - 101560	88,031						\$88,031
Cleveland Ave Sidewalk (Phase II) - 101631	2,295						\$2,295
Custer Avenue Sidewalk - 101632	48,514						\$48,514
North Highland Avenue Sidewalk - 101633	575						\$575
Niskey Lake Road Sidewalk - 101634	13,638						\$13,638
Northside Drive Sidewalk - 101635	52,703						\$52,703
Old Conley Road Sidewalk - 101636	15						\$15
Old Hapeville Road Sidewalk - 101637	274,000						\$274,000
Wieuca Road Sidewalk (Phase II) - 101639	30,858						\$30,858
Stewart Ave (Metropolitan Pkwy) Sidewalk - 101640	12,338						\$12,338
Old Fourth Ward Sidewalk - 101641	86,410						\$86,410
Peoplestown Sidewalk - 101642	6,727						\$6,727
Buckhead Pedestrian Bridge - 101651	221,394						\$221,394
Cleveland Avenue (Phase I) - 101657	12,553						\$12,553
Pryor Road Streetscape - 101659	50,631						\$50,631
Avon Avenue Sidewalk - 101660	499						\$499
Bolton Road Sidewalk (Phase I) - 101662	31,127						\$31,127
Bolton Road Sidewalk (Phase II) - 101663	125,902						\$125,902
D.I.F. Transportation-City Wide - 101666	0						\$0
Safety Speed Humps, Cd-604 - 101698	1,875						\$1,875
Benjamin E. Mayes Drive Sidewalk - 101798	3,315						\$3,315



## FY14 CAPITAL BUDGET STATUS

### General Government Capital Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Forest Park Road Sidewalk - 101799	14,500						\$14,500
Gilbert Road Sidewalk - 101800	685						\$685
Glenwood Ave. Sidewalk - 101801	713						\$713
Hank Aaron Dr. Sidewalk - 101802	7,191						\$7,191
Jonesboro Rd. (Sr54) Sidewalk (Phase I) - 101803	1						\$1
Jonesboro Rd. (Sr54) Sidewalk (Phase II) - 101804	2,830						\$2,830
Morosgo Drive Sidewalk - 101805	2,596						\$2,596
Peyton Road Sidewalk - 101806	45,500						\$45,500
W. Paces Ferry/Paces Ferry Rd. Sidewalk - 101807	15,920						\$15,920
Traffic Calming - 101841	4,424						\$4,424
Traffic Signal Installation - 101842	56						\$56
Traffic Signal Modernization - 101843	79						\$79
City Of Atl Schools Sidewalks Project B - 101844	12,845						\$12,845
Fairburn Road Sidewalk & Bike Lane - 101845	43,090						\$43,090
Ashby Street Sidewalk - 101850	2,355						\$2,355
Boulevard Streetscape Design - 101851	3						\$3
Castlewood Drive Sidewalk - 101852	2,671						\$2,671
Defoors Avenue Sidewalk - 101854	37,879						\$37,879
Grant Way Sidewalk - 101858	3,968						\$3,968
Hank Aaron Avenue Sidewalk - 101859	3,867						\$3,867
Hatcher Avenue Sidewalk - 101860	10,000						\$10,000
Hemphill School Road Sidewalk - 101861	1,766						\$1,766
Lakewood Trail - 101862	20,366						\$20,366
McDonough Boulevard Sidewalk - 101863	10,552						\$10,552
MLK Marta/Dekalb Avenue - 101864	970						\$970
Monroe Drive Sidewalk - 101865	4,639						\$4,639
Pine Street Sidewalk - 101867	9,470						\$9,470
Venetian Drive Sidewalk - 101869	15,000						\$15,000
Violet Avenue Sidewalk - 101870	0						\$0
Woodland Avenue Sidewalk - 101871	129						\$129
Cheshire Bridge Road Streetscape - 101872	21,575						\$21,575
Cherokee Avenue Pedestrian Improvements - 101873	24,958						\$24,958
Westend Sidewalks, Cd-659 - 101955	6,177						\$6,177
Lindbergh/Lavista/Cheshire Br. Imprvs - 101982	200,584						\$200,584
Campbellton/Greenbriar/Langford Inter - 101983	5,793						\$5,793
Airline St. & Ezzard St. Reconstruct - 101984	11						\$11
Citywide Traffic Signal Improvement - 101985	1,593,422						\$1,593,422
Roxboro Road Widening - 102000	49,108						\$49,108
Villages Of East Lake - 102101	74,880						\$74,880
Perry Homes Sidewalks - 102102	20,004						\$20,004
Ashby Street Streetscape - 102105	40,963						\$40,963
MLK, Jr. Drive Streetscape - 102107	14						\$14
Metropolitan Pkwy Streetscape - 102108	3,904						\$3,904
Midtown Streetscape - 102109	55,084						\$55,084
Moreland Avenue Streetscapes - 102110	328						\$328
North Highland Ave Streetscapes - 102111	200,000						\$200,000
Peachtree Road Streetscapes - 102112	250,554						\$250,554
Ponce De Leon Ave Streetscapes - 102113	34,078						\$34,078



## FY14 CAPITAL BUDGET STATUS

### General Government Capital Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Simpson Road Streetscape - 102115	207,543						\$207,543
MLK, Jr., Dr. Corridor Improvements - 102281	342,127						\$342,127
Perry Blvd/Hollywood - 102319	27,523						\$27,523
Prior Road Streetscapes - 102321	15,000						\$15,000
Lee Street Lci Grant - 102383	62,721						\$62,721
Ralph David Abernathy Lci Grant - 102384	27,139						\$27,139
Barge Rd./Campelton Lci Grant - 102385	50,250						\$50,250
Greenbriar Pkwy-Langford Lci Grant - 102386	81						\$81
Headland Dr. Streetscape Lci Grant - 102387	4,470						\$4,470
Bolton Rd. Intersection Lci Grant - 102388	173,377						\$173,377
Morningside/Lenox Park - 102389	125,000						\$125,000
Highland Corridor - 102390	65,941						\$65,941
Landrum Drive Exit - 102391	350,000						\$350,000
Piedmont/Lindbergh Transportation Improv - 102438	17,516						\$17,516
Collier Rd Sidewalk Project - 102629	21						\$21
City Wide Intersection Timing Loop - Det - 102642	100,000						\$100,000
Hermitage Bridge Project - 102730	23,309						\$23,309
Citywide Greenway Trail Projects - 102847	561,702						\$561,702
Piedmont Intersection Impr - 110253	500,000						\$500,000
Memorial Dr Sidewalks - 110255	382,669						\$382,669
Windemere Dr Sidewalks - 110256	564						\$564
Freemont Ave Rd Constr - 110257	99,472						\$99,472
Lowery Blvd Streetscapes, Ph 2 - 110258	56,259						\$56,259
City Hall Sidewalks - 110259	200,000						\$200,000
Danforth Rd Sidewalk & Intersection Imp - 110260	487,728						\$487,728
Hollywood Road Impr - 110261	131,763						\$131,763
Ada Ramps & Ada Sidewalk Imp, Cityw - 110262	381,250						\$381,250
Southwest Atlanta Sidewalks - 110264	93,498						\$93,498
Buckhead Village Redevelopment - 110892	24,041						\$24,041
DI Hollowell/Westlake-Lci - 111105	190,660						\$190,660
Glenwood/Moreland-Lci - 111106	44,339						\$44,339
D.I.F.Admin-Transportation-City - 201053	4,446,974						\$4,446,974
<b>Sub-Total</b>	<b>\$13,265,575</b>						<b>\$13,265,575</b>
Dept Of Parks, Recreation & Cultural Aff							
Peachtree Hills Park - 100241	1,310						\$1,310
Westside Trail Development (Mozley Park) - 101421	67,599						\$67,599
Southside Park Expansion - 101422	18,636						\$18,636
Comprehensive Imps Major Pks, City-Wide - 101519	79,203						\$79,203
Centennial Park Trail - 101643	250,000						\$250,000
English Avenue Trail - 101644	100,000						\$100,000
Freedom Park Trail - 101645	0						\$0
Hollywood Plaza Trail - 101646	42,000						\$42,000
Perkerson-Millican Trail - 101648	60,000						\$60,000
Pryor Road Trail - 101649	69,360						\$69,360
Southtowne Trail & Greenway Corr - 102045	153,620						\$153,620
Adamsville Park Expansion - 102048	2,364						\$2,364
Proctor Cr Trail & Greenway - 102049	553,308						\$553,308
Kirkwood/Edgewood Parks/Open Space - 102053	72,201						\$72,201



## FY14 CAPITAL BUDGET STATUS

### General Government Capital Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Atl Memorial Park Trail & Greenway - 102054	294,658						\$294,658
Peachtree Cr Trail & Greenway Corr - 102056	555,000						\$555,000
Nancy Creek Trail & Greenway Corridor - 102334	3,260						\$3,260
Tanyard Creek Park Ground & Site Imp. - 102363	75,000						\$75,000
Citywide Greenway Trail Projects - 102847	520,000						\$520,000
Green Space Pgm., Parks North - 201997	727,360						\$727,360
Mechanics/Peoplestown/Summerhill Open Sp - 202368	3,620						\$3,620
Sub-Total		\$3,648,498					\$3,648,498
Department Of Fire Services							
Fire Station 13 - 100167	1,731,191						\$1,731,191
Fire Station 22 Construction - 100170	1,198,337						\$1,198,337
Fire Station 28 Construction - 100172	374,904						\$374,904
Fire Station 14 - 101618	45,013						\$45,013
Fire Station #4 Construction - 102082	730						\$730
Sub-Total		\$3,350,175					\$3,350,175
Department Of Police Services							
Police Academy Expansion - 101630	256,399						\$256,399
Workspace-Police Special Operation Sec. - 101957	776,424						\$776,424
Sub-Total		\$1,032,823					\$1,032,823
Dept Of Planning & Community Development							
Memorial Dr/Mlk Dr/Rail Corridor - 102046	53,087						\$53,087
Admin.Development Recoupment Fees - 201072	37,655						\$37,655
Sub-Total		\$90,742					\$90,742
Total City Wide		\$27,873,131					\$27,873,131



## FY14 CAPITAL BUDGET STATUS

### Capital Finance Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	24,683,555	1,751,047	623,443				\$27,058,045
Expenses	24,683,555	1,751,047	623,443	0	0		\$27,058,045
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	0	1,751,047	623,443				\$2,374,490
Other Financing Sources	24,683,555						\$24,683,555
Revenues	\$24,683,555	\$1,751,047	\$623,443				\$27,058,045
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Default / Revenue Department	2,700,000						\$2,700,000
Executive Offices	3,820,189	1,751,047	623,443	0	0		\$6,194,679
Dept Of Parks, Recreation & Cultural Aff	225,000						\$225,000
Non-Departmental	13,639,880						\$13,639,880
Department Of Fire Services	3,657,808						\$3,657,808
Department Of Police Services	640,678						\$640,678
Total City Wide	\$24,683,555	\$1,751,047	\$623,443	\$0	\$0		\$27,058,045



## FY14 CAPITAL BUDGET STATUS Capital Finance Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Default / Revenue Department							
Default - 000000		2,700,000					\$2,700,000
Sub-Total		\$2,700,000					\$2,700,000
Executive Offices							
Oeam Repair & Maint Ada Comp - 111214	1,313,669	504,162	0	0	0		\$1,817,831
Oeam Ch Infrastructure Repairs - 111215	2,506,520	1,246,885	623,443	0	0		\$4,376,848
Sub-Total	\$3,820,189	\$1,751,047	\$623,443	\$0	\$0		\$6,194,679
Dept Of Parks, Recreation & Cultural Aff							
Dprca Repair & Maint Ada Comp - 211201		225,000					\$225,000
Sub-Total		\$225,000					\$225,000
Non-Departmental							
Default - 000000		13,639,880					\$13,639,880
Sub-Total		\$13,639,880					\$13,639,880
Department Of Fire Services							
Default - 000000	2,500,000						\$2,500,000
Afr Facilities Repair & Maint. - 211200	1,157,808						\$1,157,808
Sub-Total	\$3,657,808						\$3,657,808
Department Of Police Services							
Apd Reloca/Reno Cops/Cc - 211207	640,678						\$640,678
Sub-Total	\$640,678						\$640,678
Total City Wide	\$24,683,555	\$1,751,047	\$623,443	\$0	\$0		\$27,058,045



## FY14 CAPITAL BUDGET STATUS

### Special Assessment Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	1,822,521						\$1,822,521
Expenses	1,821,903						\$1,821,903
Total Revenues Over(Under) Expenses	\$618						\$618
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	1,822,521						\$1,822,521
Revenues	\$1,822,521						\$1,822,521
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Public Works	111,914						\$111,914
Department Of Watershed Management	1,180,989						\$1,180,989
Department Of Police Services	529,000						\$529,000
Total City Wide	\$1,821,903						\$1,821,903



## FY14 CAPITAL BUDGET STATUS

### Special Assessment Fund

#### PROJECT TOTALS BY DEPARTMENT

##### Department Of Public Works

	FY14	FY15	FY16	FY17	FY18	Future	Total
Street Paving - 100494		45,534					\$45,534
Curb, Sidewalk & Gutter Construction - 100495		66,380					\$66,380
Sub-Total		\$111,914					\$111,914

##### Department Of Watershed Management

	FY14	FY15	FY16	FY17	FY18	Future	Total
Sewer Construction - 100493		1,180,989					\$1,180,989
Sub-Total		\$1,180,989					\$1,180,989

##### Department Of Police Services

	FY14	FY15	FY16	FY17	FY18	Future	Total
Private Property Demolition - 200497		529,000					\$529,000
Sub-Total		\$529,000					\$529,000

Total City Wide

		\$1,821,903					\$1,821,903
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## FY14 CAPITAL BUDGET STATUS

### Solid Waste Management Fac Const Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	1,406,310						\$1,406,310
Expenses	1,406,310						\$1,406,310
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	1,406,310						\$1,406,310
Revenues	\$1,406,310						\$1,406,310
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Public Works	1,406,310						\$1,406,310
Total City Wide	\$1,406,310						\$1,406,310



## FY14 CAPITAL BUDGET STATUS

### Solid Waste Management Fac Const Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Closure, Gun Club Road Landfill - 101335	972,749						\$972,749
Key Road Landfill Closure - 101588	164,474						\$164,474
Cascade Road Landfill Closure - 101589	269,087						\$269,087
Sub-Total	\$1,406,310						\$1,406,310
Total City Wide	\$1,406,310						\$1,406,310



## FY14 CAPITAL BUDGET STATUS

### Capital Asset - Finance Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues		6,700,000					\$6,700,000
Expenses		6,700,000					\$6,700,000
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Other Financing Sources		6,700,000					\$6,700,000
Revenues		\$6,700,000					\$6,700,000
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental		6,700,000					\$6,700,000
Total City Wide		\$6,700,000					\$6,700,000



## FY14 CAPITAL BUDGET STATUS

### Capital Asset - Finance Fund

#### PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

	FY14	FY15	FY16	FY17	FY18	Future	Total
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	6,700,000						\$6,700,000
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Sub-Total

	\$6,700,000						\$6,700,000
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Total City Wide

	\$6,700,000						\$6,700,000
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## FY14 CAPITAL BUDGET STATUS

### Capital Finance-Recovery Zone (Eco. Dev.) Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues		11,032,264					\$11,032,264
Expenses		11,032,264					\$11,032,264
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Other Financing Sources		11,032,264					\$11,032,264
Revenues		\$11,032,264					\$11,032,264
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Public Works		10,046,706					\$10,046,706
Department Of Police Services		985,558					\$985,558
Total City Wide		\$11,032,264					\$11,032,264



## FY14 CAPITAL BUDGET STATUS

### Capital Finance-Recovery Zone (Eco. Dev.) Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Rec Zone Economic Dev Bond - 111318	10,046,706						\$10,046,706
Sub-Total	\$10,046,706						\$10,046,706
Department Of Police Services							
Distressed Properties Clean-Up - 211364	985,558						\$985,558
Sub-Total	\$985,558						\$985,558
Total City Wide	\$11,032,264						\$11,032,264



## FY14 CAPITAL BUDGET STATUS

### 2002 Traffic Court Facility Bond

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	187,464						\$187,464
Expenses	187,464	0	0	0	0		\$187,464
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	187,464						\$187,464
Revenues	\$187,464						\$187,464
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Executive Offices	152,665	0	0	0	0		\$152,665
Non-Departmental	34,799						\$34,799
Total City Wide	\$187,464	\$0	\$0	\$0	\$0		\$187,464



## FY14 CAPITAL BUDGET STATUS

### 2002 Traffic Court Facility Bond

#### PROJECT TOTALS BY DEPARTMENT

##### Executive Offices

	FY14	FY15	FY16	FY17	FY18	Future	Total
Traffic Court Building Renovation - 101112	5,141	0	0	0	0		\$5,141
Lease/Pur-New Traffic Court Facility - 101681	147,524	0	0	0	0		\$147,524
Sub-Total	\$152,665	\$0	\$0	\$0	\$0		\$152,665

##### Non-Departmental

Default - 000000	34,799						\$34,799
Sub-Total	\$34,799						\$34,799
Total City Wide	\$187,464	\$0	\$0	\$0	\$0		\$187,464



## FY14 CAPITAL BUDGET STATUS Bond Sinking Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	27,229,695	27,502,627	27,777,011	27,914,981	28,194,131		\$138,618,444
Expenses	27,229,695	27,502,627	27,777,011	27,914,981	28,194,130		\$138,618,444
Total Revenues Over(Under) Expenses	\$0	\$0	\$0	\$0	\$0		\$0
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18		Total
Taxes	27,077,936	27,348,715	27,622,202	27,816,866	28,095,036		\$137,960,755
Investment Income	88,843	89,732	90,629	33,292	33,625		\$336,120
Miscellaneous Revenues	62,916	64,180	64,180	64,822	65,470		\$321,569
Revenues	\$27,229,695	\$27,502,627	\$27,777,011	\$27,914,981	\$28,194,131		\$138,618,444
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18		Total
Non-Departmental	27,229,695	27,502,627	27,777,011	27,914,981	28,194,130		\$138,618,444
Total City Wide	\$27,229,695	\$27,502,627	\$27,777,011	\$27,914,981	\$28,194,130		\$138,618,444



## FY14 CAPITAL BUDGET STATUS Bond Sinking Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	27,229,695	27,502,627	27,777,011	27,914,981	28,194,130		\$138,618,444
Sub-Total	\$27,229,695	\$27,502,627	\$27,777,011	\$27,914,981	\$28,194,130		\$138,618,444
Total City Wide	\$27,229,695	\$27,502,627	\$27,777,011	\$27,914,981	\$28,194,130		\$138,618,444



## FY14 CAPITAL BUDGET STATUS

### Water & Wastewater Renewal & Extension Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	340,718,102	26,626,465	15,765,029	14,082,338	14,082,338	1,076,795	\$412,351,067
Expenses	340,718,102	26,626,465	15,765,029	14,082,338	14,082,338	1,076,795	\$412,351,068
Total Revenues Over(Under) Expenses	\$0	\$0	\$0	\$0	\$0	\$0	(\$1)
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	119,391,589	26,626,465	15,765,029	14,082,338	14,082,338	1,076,795	\$191,024,554
Other Financing Sources	221,326,513						\$221,326,513
Revenues	\$340,718,102	\$26,626,465	\$15,765,029	\$14,082,338	\$14,082,338	\$1,076,795	\$412,351,067
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Executive Offices	1,325,986						\$1,325,986
Department Of Finance	18,845,389						\$18,845,389
Department Of Watershed Management	79,900,077	26,626,465	15,765,029	14,082,338	14,082,338	1,076,795	\$151,533,043
Non-Departmental	240,646,650						\$240,646,650
Total City Wide	\$340,718,102	\$26,626,465	\$15,765,029	\$14,082,338	\$14,082,338	\$1,076,795	\$412,351,068



## FY14 CAPITAL BUDGET STATUS

### Water & Wastewater Renewal & Extension Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Executive Offices							
Default - 000000	1,325,986						\$1,325,986
Sub-Total	\$1,325,986						\$1,325,986
Department Of Finance							
Surcharge Reserve Project - 110551	18,845,389						\$18,845,389
Sub-Total	\$18,845,389						\$18,845,389
Department Of Watershed Management							
Default - 000000	48,872,355						\$48,872,355
Water Mains, Various Locations - 100395	5,199,714	5,199,714					\$10,399,428
Development, North Area Treatment Plant - 100599	1,941,969	1,941,969	1,941,969	1,941,969	1,941,969		\$9,709,845
H.T.P., Reservoir Expansion - 100897	12,807						\$12,807
Lease/Pur-New Traffic Court Facility - 101681	293,598	293,598	293,598	293,598	293,598		\$1,467,989
Greensferry Sewer Separation - 102063	400,272						\$400,272
Cso-West Tunnels - 102066	295,301						\$295,301
Program Management-Year 3 - 102335	590,933						\$590,933
Camp Creek Outfall Sewer - 102394	283,011						\$283,011
Sewer Group 2 Rehabilitation - 102445	1,338,166	1,338,166	1,338,166	1,338,166	1,338,166		\$6,690,830
Custer Ave. Storage & Dechlorination Fac - 102489	177,536						\$177,536
Sanitary Sewer-Annual Contract - 102506	300,000	300,000	300,000	300,000	300,000		\$1,500,000
South River Basin Relief Projects - 102648	3,849,689	3,849,689	3,849,689	3,849,689	3,849,689		\$19,248,445
Repair & Replace Large Water Meters - 102664	891,960	891,960	891,960	891,960	891,960		\$4,459,800
Stormwater Utility Management - 102719	148,727						\$148,727
Clear Creek Cso-Improvements - 111432	82,040						\$82,040
Custer Ave Cso Cap Relief - 111415	911,560	911,560					\$1,823,120
Hemphill & Chatt. Wtp Phase II - 110276	1,294,008	1,294,008	1,294,008	1,294,008	1,294,008		\$6,470,040
Rm Clayton Wtp Co-Generation Dwm - 110611	222,703						\$222,703
Rm Clayton Wtp Flood Repair - 110653	272,698	272,698	272,698	272,698	272,698		\$1,363,490
Peachtree Basin Cap Relief - 110846	3,365,382	1,682,691	1,682,691				\$6,730,764
Dwm Hazard Mitigation - 110874	1,231,260	1,231,260	1,231,260	1,231,260	1,231,260		\$6,156,300
Small Meter Audit - 111136	111,821						\$111,821
Dwm Atlanta Streetcar - 111167	4,028,499	4,028,499					\$8,056,998
Water Mains- Sw Quadrant - 111191	871,595	871,595	871,595	871,595	871,595		\$4,357,975
East Atl Water Main Rpmt - 111193	720,600	720,600	720,600	720,600	720,600		\$3,603,000
Ediscovery 2012 - 111373	393,414						\$393,414
Atlanta Water Customer Rebate Program - 210059	721,664	721,664					\$1,443,328
Dwm Water Surcharge - 210540	1,076,795	1,076,795	1,076,795	1,076,795	1,076,795	1,076,795	\$6,460,770
Sub-Total	\$79,900,077	\$26,626,465	\$15,765,029	\$14,082,338	\$14,082,338	\$1,076,795	\$151,533,043
Non-Departmental							
Default - 000000	240,646,650						\$240,646,650
Sub-Total	\$240,646,650						\$240,646,650
Total City Wide	\$340,718,102	\$26,626,465	\$15,765,029	\$14,082,338	\$14,082,338	\$1,076,795	\$412,351,068



## FY14 CAPITAL BUDGET STATUS 1993 Water & Wastewater Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	393,056						\$393,056
Expenses	393,056						\$393,056
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	393,056						\$393,056
Revenues	\$393,056						\$393,056
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental	393,056						\$393,056
Total City Wide	\$393,056						\$393,056



## FY14 CAPITAL BUDGET STATUS

### 1993 Water & Wastewater Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	393,056						\$393,056
Sub-Total	\$393,056						\$393,056
Total City Wide	\$393,056						\$393,056



## FY14 CAPITAL BUDGET STATUS 1997 Water & Wastewater Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	706,060						\$706,060
Expenses	706,060						\$706,060
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	706,060						\$706,060
Revenues	\$706,060						\$706,060
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental	706,060						\$706,060
Total City Wide	\$706,060						\$706,060



## FY14 CAPITAL BUDGET STATUS 1997 Water & Wastewater Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	706,060						\$706,060
Sub-Total	\$706,060						\$706,060
Total City Wide	\$706,060						\$706,060



## FY14 CAPITAL BUDGET STATUS 1999 Water And Wastewater Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	3,138,447	945,043					\$4,083,490
Expenses	3,138,447	945,043					\$4,083,490
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	3,138,447	945,043					\$4,083,490
Revenues	<u>\$3,138,447</u>	<u>\$945,043</u>					<u>\$4,083,490</u>
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Watershed Management	945,043	945,043					\$1,890,086
Non-Departmental	2,193,404						\$2,193,404
Total City Wide	<u>\$3,138,447</u>	<u>\$945,043</u>					<u>\$4,083,490</u>



## FY14 CAPITAL BUDGET STATUS 1999 Water And Wastewater Bond Fund

### PROJECT TOTALS BY DEPARTMENT

#### Department Of Watershed Management

	FY14	FY15	FY16	FY17	FY18	Future	Total
Peachtree Basin Cap Relief - 110846	945,043	945,043					\$1,890,086
Sub-Total	\$945,043	\$945,043					\$1,890,086
Non-Departmental							
Default - 000000	2,193,404						\$2,193,404
Sub-Total	\$2,193,404						\$2,193,404
Total City Wide	\$3,138,447	\$945,043					\$4,083,490



## FY14 CAPITAL BUDGET STATUS 2001 Water & Wastewater Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	8,032,803	7,895,924	2,582,122	2,582,122	2,582,122	5,306,151	\$28,981,244
Expenses	8,032,803	7,895,924	2,582,122	2,582,122	2,582,122	5,306,151	\$28,981,243
Total Revenues Over(Under) Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$1
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	8,032,803	7,895,924	2,582,122	2,582,122	2,582,122	5,306,151	\$28,981,244
Revenues	\$8,032,803	\$7,895,924	\$2,582,122	\$2,582,122	\$2,582,122	\$5,306,151	\$28,981,244
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Watershed Management	8,032,803	7,895,924	2,582,122	2,582,122	2,582,122		\$23,675,092
Non-Departmental	0					5,306,151	\$5,306,151
Total City Wide	\$8,032,803	\$7,895,924	\$2,582,122	\$2,582,122	\$2,582,122	\$5,306,151	\$28,981,243



## FY14 CAPITAL BUDGET STATUS

### 2001 Water & Wastewater Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>							
Department Of Watershed Management							
Gen Impr, Hemphill Treatment Plant - 100388	19,792						\$19,792
Water Mains, Various Locations - 100395	1,520,975	1,520,975					\$3,041,950
McDanial St Sewer Separation - 102064	66,972						\$66,972
Sanitary Sewer-Annual Contract - 102506	409,083	409,083	409,083	409,083	409,083		\$2,045,414
Utoy Creek Water Reclamation Ctr Wrc - 102595	6,207						\$6,207
Sewer Group 1 - Rehabilitation - 102650	7,683						\$7,683
Small Meter Installation (New Meters) - 102658	10,250						\$10,250
Repair & Replace Large Water Meters - 102664	25,975						\$25,975
Rm Clayton Wtp Flood Repair - 110653	2,173,039	2,173,039	2,173,039	2,173,039	2,173,039		\$10,865,195
Peachtree Basin Cap Relief - 110846	3,792,827	3,792,827					\$7,585,654
<b>Sub-Total</b>	<b>\$8,032,803</b>	<b>\$7,895,924</b>	<b>\$2,582,122</b>	<b>\$2,582,122</b>	<b>\$2,582,122</b>		<b>\$23,675,092</b>
Non-Departmental							
Default - 000000	0					5,306,151	\$5,306,151
<b>Sub-Total</b>	<b>\$0</b>					<b>\$5,306,151</b>	<b>\$5,306,151</b>
<b>Total City Wide</b>	<b>\$8,032,803</b>	<b>\$7,895,924</b>	<b>\$2,582,122</b>	<b>\$2,582,122</b>	<b>\$2,582,122</b>	<b>\$5,306,151</b>	<b>\$28,981,243</b>



**FY14 CAPITAL BUDGET STATUS**  
2004 Water & Wastewater Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	17,782,080	13,580,126	3,219,747	3,219,747	3,219,747	7,835,310	\$48,856,757
Expenses	17,782,080	13,580,126	3,219,747	3,219,747	3,219,747	7,835,310	\$48,856,757
Total Revenues Over(Under) Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>ANTICIPATIONS</b>							
<b>REVENUE GROUP TOTALS</b>							
Miscellaneous Revenues	17,782,080	13,580,126	3,219,747	3,219,747	3,219,747	7,835,310	\$48,856,757
Revenues	\$17,782,080	\$13,580,126	\$3,219,747	\$3,219,747	\$3,219,747	\$7,835,310	\$48,856,757
<b>APPROPRIATIONS</b>							
<b>DEPARTMENT TOTALS</b>							
Department Of Watershed Management	17,782,080	13,580,126	3,219,747	3,219,747	3,219,747		\$41,021,447
Non-Departmental						7,835,310	\$7,835,310
Total City Wide	\$17,782,080	\$13,580,126	\$3,219,747	\$3,219,747	\$3,219,747	\$7,835,310	\$48,856,757



FY14 CAPITAL BUDGET STATUS  
2004 Water & Wastewater Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Watershed Management							
Development, North Area Treatment Plant - 100599	483,650						\$483,650
Cso-West Tunnels - 102066	31,307						\$31,307
Program Management-Year 3 - 102335	1,176,000	1,176,000	1,176,000	1,176,000	1,176,000		\$5,880,000
Sewer Group 2 Rehabilitation - 102445	323,059	323,059	323,059	323,059	323,059		\$1,615,295
Rm Clayton- Compliance Upgrades - 102462	267,976	267,976	267,976	267,976	267,976		\$1,339,880
Intrenchment Creek Small Projects - 102468	40,821						\$40,821
Backflow Preventors Flowmeters - 102473	252,753	252,753	252,753	252,753	252,753		\$1,263,765
Raw Water Transmission Mains - 102474	233,245	233,245	233,245	233,245	233,245		\$1,166,225
Automate Hemphill Chattahoochee - 102481	392,650						\$392,650
Asset Management Systems - 102483	420,864						\$420,864
Customer Billing And Collection System - 102484	436,659						\$436,659
Meter Replace Auto Read System - 102485	67,572						\$67,572
Mdtwn,Ga Tech & Bedford Pine Water Ln Rp - 102596	173,817						\$173,817
Sandy Creek Basin Relief Projects - 102646	9,235						\$9,235
Proctor Creek Basin Relief Projects - 102647	137,299						\$137,299
South River Basin Relief Projects - 102648	202,627						\$202,627
Sses Sewer Groups - 102652	470,080						\$470,080
South River Upgrade-Headworks - 102867	50,213						\$50,213
Water & Hydrant Assessment Program - 102888	409,437						\$409,437
Hemphill & Chatt. Wtp Phase II - 110276	164,041	164,041	164,041	164,041	164,041		\$820,205
Hemphill Finished Water Pump Station - 110396	151,014						\$151,014
Rm Clayton Wtp Flood Repair - 110653	131,901						\$131,901
Peachtree Basin Cap Relief - 110846	10,360,379	10,360,379					\$20,720,758
Water Resources Mgt Plan - 111192	802,673	802,673	802,673	802,673	802,673		\$4,013,365
Land Support Services Project - 111194	592,809						\$592,809
Sub-Total	\$17,782,080	\$13,580,126	\$3,219,747	\$3,219,747	\$3,219,747		\$41,021,447
Non-Departmental							
Default - 000000						7,835,310	\$7,835,310
Sub-Total						\$7,835,310	\$7,835,310
Total City Wide	\$17,782,080	\$13,580,126	\$3,219,747	\$3,219,747	\$3,219,747	\$7,835,310	\$48,856,757



## FY14 CAPITAL BUDGET STATUS

### Special 1% Sales And Use Tax Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues		113,084,913					\$113,084,913
Expenses		113,084,913					\$113,084,913
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Intergovernmental Revenues		113,084,913					\$113,084,913
Revenues		\$113,084,913					\$113,084,913
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental		113,084,913					\$113,084,913
Total City Wide		\$113,084,913					\$113,084,913



## FY14 CAPITAL BUDGET STATUS

### Special 1% Sales And Use Tax Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	113,084,913						\$113,084,913
Sub-Total		\$113,084,913					\$113,084,913
Total City Wide		\$113,084,913					\$113,084,913



## FY14 CAPITAL BUDGET STATUS

### Water & Wastewater Sinking Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	484,678,859	449,601,154	448,551,498	448,517,600	447,566,191		\$2,278,915,302
Expenses	484,678,859	449,601,154	448,551,498	448,517,600	447,566,191		\$2,278,915,302
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Investment Income	7,150,000	7,150,000	7,150,000	7,150,000	7,150,000		\$35,750,000
Miscellaneous Revenues	255,324,611	220,249,064	220,249,064	220,249,064	220,249,065		\$1,136,320,868
Other Financing Sources	222,204,248	222,202,090	221,152,434	221,118,536	220,167,126		\$1,106,844,434
Revenues	\$484,678,859	\$449,601,154	\$448,551,498	\$448,517,600	\$447,566,191		\$2,278,915,302
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental	484,678,859	449,601,154	448,551,498	448,517,600	447,566,191		\$2,278,915,302
Total City Wide	\$484,678,859	\$449,601,154	\$448,551,498	\$448,517,600	\$447,566,191		\$2,278,915,302



## FY14 CAPITAL BUDGET STATUS

### Water & Wastewater Sinking Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	484,678,859	449,601,154	448,551,498	448,517,600	447,566,191		\$2,278,915,302
Sub-Total	\$484,678,859	\$449,601,154	\$448,551,498	\$448,517,600	\$447,566,191		\$2,278,915,302
Total City Wide	\$484,678,859	\$449,601,154	\$448,551,498	\$448,517,600	\$447,566,191		\$2,278,915,302



## FY14 CAPITAL BUDGET STATUS

### Ser. 2009A Water & Wastewater Rev Bd Fd

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	40,815,751	38,237,881	20,696,902	20,696,902	20,696,902	8,389,900	\$149,534,238
Expenses	40,815,751	38,237,881	20,696,902	20,696,902	20,696,902	8,389,900	\$149,534,238
Total Revenues Over(Under) Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>ANTICIPATIONS</b>							
<b>REVENUE GROUP TOTALS</b>							
Investment Income	15,000						\$15,000
Miscellaneous Revenues	40,800,751	38,237,881	20,696,902	20,696,902	20,696,902	8,389,900	\$149,519,238
Revenues	\$40,815,751	\$38,237,881	\$20,696,902	\$20,696,902	\$20,696,902	\$8,389,900	\$149,534,238
<b>APPROPRIATIONS</b>							
<b>DEPARTMENT TOTALS</b>							
Department Of Watershed Management	40,815,751	38,237,881	20,696,902	20,696,902	20,696,902		\$141,144,338
Non-Departmental	0					8,389,900	\$8,389,900
Total City Wide	\$40,815,751	\$38,237,881	\$20,696,902	\$20,696,902	\$20,696,902	\$8,389,900	\$149,534,238



FY14 CAPITAL BUDGET STATUS  
Ser. 2009A Water & Wastewater Rev Bd Fd

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Watershed Management							
Gen Impr, Pump Stations/Storage Tanks - 100386	195,601	195,601	195,601	195,601	195,601		\$978,004
Gen Impr, Hemphill Treatment Plant - 100388	258,372						\$258,372
General Improvements, C.T.P. - 100392	19,306						\$19,306
Water Mains, Various Locations - 100395	5,424,726	5,424,726					\$10,849,452
Cathodic Protection System - 100583	100,000						\$100,000
Development, North Area Treatment Plant - 100599	859,311	859,311	859,311	859,311	859,311		\$4,296,555
H.T.P., Reservoir Expansion - 100897	618,577						\$618,577
Proctor Creek Basin - 101262	2,043,161	2,043,161	2,043,161	2,043,161	2,043,161		\$10,215,805
Facilities Evaluation - 101697	485,425						\$485,425
Greensferry Sewer Separation - 102063	8,074						\$8,074
Custer Ave Sewer Separation - 102065	284,735						\$284,735
Cso-West Tunnels - 102066	38,232						\$38,232
Program Management-Year 3 - 102335	490,329	490,329	490,329	490,329	490,329		\$2,451,645
Small Diameter Sewer Rehab - 102350	766,430	766,430	766,430	766,430	766,430		\$3,832,150
Sewer Group 2 Rehabilitation - 102445	1,470,138	1,470,138	1,470,138	1,470,138	1,470,138		\$7,350,690
Large Diameter Sewer Rehab - 102450	1,685,833	1,685,833					\$3,371,666
Rm Clayton- Compliance Upgrades - 102462	3,530,221	3,530,221	3,530,221	3,530,221	3,530,221		\$17,651,105
Electrical Switchgear Replacement - 102482	582,599	582,599	582,599	582,599	582,599		\$2,912,995
Camp Creek Basin Relief Projects - 102645	67,036						\$67,036
Sandy Creek Basin Relief Projects - 102646	948,931	948,931	948,931	948,931	948,931		\$4,744,655
South River Basin Relief Projects - 102648	1,599,331	1,599,331	1,599,331	1,599,331	1,599,331		\$7,996,655
Sewer Group 1 - Rehabilitation - 102650	223,667						\$223,667
Sses Sewer Groups - 102652	1,086,601	1,086,601	1,086,601	1,086,601	1,086,601		\$5,433,005
Utoy Creek Wrc - Temp. Office Fac. - 102654	56,379						\$56,379
Soil Remediation & Site Closure - 102656	385,568						\$385,568
Small Meter Installation (New Meters) - 102658	2,445,373	2,445,373					\$4,890,746
North Area Main Improvements - 102663	4,584,828	4,584,828	4,584,828	4,584,828	4,584,828		\$22,924,140
Repair & Replace Large Water Meters - 102664	476,184	476,184	476,184	476,184	476,184		\$2,380,920
Custer Ave Cso Cap Relief - 111415	2,920,182	2,920,182					\$5,840,364
South River Tunnel & Ps - 110345	541,337	541,337	541,337	541,337	541,337		\$2,706,685
Rm Clayton Wtp Flood Repair - 110653	194,916	194,916	194,916	194,916	194,916		\$974,580
Peachtree Basin Cap Relief - 110846	4,495,604	4,495,604					\$8,991,208
Utilities Gdot & Municipal - 110893	569,262	569,262					\$1,138,524
South Area Plant Consolidation - 110905	32,499						\$32,499
Water Proj- Se Quadrant - 111093	1,326,984	1,326,984	1,326,984	1,326,984	1,326,984		\$6,634,920
Sub-Total	\$40,815,751	\$38,237,881	\$20,696,902	\$20,696,902	\$20,696,902		\$141,144,338
Non-Departmental							
Default - 000000	0					8,389,900	\$8,389,900
Sub-Total	\$0					\$8,389,900	\$8,389,900
Total City Wide	\$40,815,751	\$38,237,881	\$20,696,902	\$20,696,902	\$20,696,902	\$8,389,900	\$149,534,238



## FY14 CAPITAL BUDGET STATUS Solid Waste R&E Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	17,648,212						\$17,648,212
Expenses	17,648,212						\$17,648,212
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	17,648,212						\$17,648,212
Revenues	\$17,648,212						\$17,648,212
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Public Works	15,533,986						\$15,533,986
Non-Departmental	2,114,226						\$2,114,226
Total City Wide	\$17,648,212						\$17,648,212



## FY14 CAPITAL BUDGET STATUS

### Solid Waste R&E Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Public Works							
Default - 000000	15,533,986						\$15,533,986
Sub-Total	\$15,533,986						\$15,533,986
Non-Departmental							
Default - 000000	2,114,226						\$2,114,226
Sub-Total	\$2,114,226						\$2,114,226
Total City Wide	\$17,648,212						\$17,648,212



## FY14 CAPITAL BUDGET STATUS

### Airport Renewal And Extension Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	362,453,943	100,000,000	100,000,000	100,000,000	1,000,000,000		\$1,662,453,943
Expenses	362,453,943	100,000,000	100,000,000	100,000,000	1,000,000,000		\$1,662,453,943
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	262,453,943						\$262,453,943
Other Financing Sources	100,000,000	100,000,000	100,000,000	100,000,000	1,000,000,000		\$1,400,000,000
Revenues	\$362,453,943	\$100,000,000	\$100,000,000	\$100,000,000	\$1,000,000,000		\$1,662,453,943
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Law	3,698,961						\$3,698,961
Department Of Aviation	199,792,668	81,689,367	14,038,824	8,989,585			\$304,510,444
Non-Departmental	155,128,699	18,310,633	85,961,176	91,010,415	1,000,000,000		\$1,350,410,923
Department Of Fire Services	3,664,214						\$3,664,214
Department Of Police Services	169,401						\$169,401
Total City Wide	\$362,453,943	\$100,000,000	\$100,000,000	\$100,000,000	\$1,000,000,000		\$1,662,453,943



## FY14 CAPITAL BUDGET STATUS

### Airport Renewal And Extension Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Law							
Default - 000000	3,698,961						\$3,698,961
Sub-Total	\$3,698,961						\$3,698,961
Department Of Aviation							
Default - 000000	70,692,873						\$70,692,873
Aip 01 - 100033	860,702						\$860,702
General Improvements - 100287	7,371,890	1,951,929					\$9,323,819
Agts General Improvements - 100289	1,088,951	1,088,951					\$2,177,902
Airfield-General Improvements - 100301	1,088,074	666,667					\$1,754,741
Parking Decks - 100307	1,819,088	500,000					\$2,319,088
Hapeville Easement Program - 100312	4,255,760	4,255,760	4,255,760	4,255,759			\$17,023,039
Security Improvements - 101172	529,190						\$529,190
Aip 24 - 101334	151,587						\$151,587
Terminal Improvements - 101352	17,736,665	16,540,931	5,049,238				\$39,326,834
Airfield Pavement Repairs - 101682	274,440						\$274,440
North Cargo Building Renovations - 101749	18,226						\$18,226
Capital Design & Mgmt/Design - 101948	1,440,365						\$1,440,365
Capital Design & Mgmt/Pgm Mgmt - 101950	302						\$302
Concourse T-Cosmetic Upgrades - 102787	717,930						\$717,930
Concourse D-Midpoint Expansion - 102793	5,749,530						\$5,749,530
Concourse D Cosmetic Upgrades - 102794	4,125						\$4,125
Maynard H Jackson International Terminal - 102798	8,238,361						\$8,238,361
Upgrade Parking Revenue Control System - 102815	252,662						\$252,662
Planning & Development G&A - 102825	2,716,992						\$2,716,992
Capital Design & Mgmt/Planning - 102836	374,943						\$374,943
Capital Design & Mgmt/Design - 102837	95,279						\$95,279
Capital Design & Mgmt/Construction Mgmt - 102838	192,168						\$192,168
Capital Design & Mgmt/Pgm Mgmt - 102839	124						\$124
Capital Design & Program Mgmt Insurance - 102840	101,137						\$101,137
Central Administration - 102843	11,397,052						\$11,397,052
Airfield Projects - 111300	9,747,500	9,747,500					\$19,495,000
Terminal & Atrium Projects - 111301	11,798,478	11,798,478					\$23,596,956
Concourse Projects - 111302	15,050,000	9,450,000	1,250,000	1,250,000			\$27,000,000
Other Facility Projects - 111304	293,500	293,500					\$587,000
Parking And Ground Transportation - 111306	1,500,000	1,500,000					\$3,000,000
Airport Wide Projects - 111307	395,644	56,521					\$452,165
Other Direct Costs Project - 111310	18,355,304	18,355,304					\$36,710,608
Noise Insulation Program - 210816	3,483,826	3,483,826	3,483,826	3,483,826			\$13,935,304
Non-Capital Projects - 211312	2,000,000	2,000,000					\$4,000,000
Sub-Total	\$199,792,668	\$81,689,367	\$14,038,824	\$8,989,585			\$304,510,444
Non-Departmental							
Default - 000000	155,128,699	18,310,633	85,961,176	91,010,415	1,000,000,000		\$1,350,410,923
Sub-Total	\$155,128,699	\$18,310,633	\$85,961,176	\$91,010,415	\$1,000,000,000		\$1,350,410,923
Department Of Fire Services							
Default - 000000	3,664,214						\$3,664,214
Sub-Total	\$3,664,214						\$3,664,214
Department Of Police Services							



## FY14 CAPITAL BUDGET STATUS

### Airport Renewal And Extension Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Default - 000000		169,401					\$169,401
Sub-Total		\$169,401					\$169,401
Total City Wide	\$362,453,943	\$100,000,000	\$100,000,000	\$100,000,000	\$1,000,000,000		\$1,662,453,943



FY14 CAPITAL BUDGET STATUS  
Airport Passenger Facility Charge Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	718,281,254	719,979,304	721,779,929	723,577,929	725,378,679		\$3,608,997,095
Expenses	718,281,254	719,979,304	721,779,929	723,577,929	725,378,679		\$3,608,997,095
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Charges For Services	172,800,000	174,500,000	176,300,000	178,000,000	179,800,000		\$881,400,000
Investment Income	3,500,000	3,500,000	3,500,000	3,600,000	3,600,000		\$17,700,000
Miscellaneous Revenues	471,434,579	471,434,579	471,434,579	471,434,579	471,434,579		\$2,357,172,895
Other Financing Sources	70,546,675	70,544,725	70,545,350	70,543,350	70,544,100		\$352,724,200
Revenues	\$718,281,254	\$719,979,304	\$721,779,929	\$723,577,929	\$725,378,679		\$3,608,997,095
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Aviation	94,255,085	68,793,583	29,218,628	797,587	30,000		\$193,094,883
Non-Departmental	624,026,169	651,185,721	692,561,301	722,780,342	725,348,679		\$3,415,902,212
Total City Wide	\$718,281,254	\$719,979,304	\$721,779,929	\$723,577,929	\$725,378,679		\$3,608,997,095



FY14 CAPITAL BUDGET STATUS  
Airport Passenger Facility Charge Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Aviation							
Default - 000000	30,000	30,000	30,000	30,000	30,000		\$150,000
Airfield-General Improvements - 100301	4,524,447						\$4,524,447
N. Term Dev Area Roads - 100304	11,587,707	11,587,707	11,587,707				\$34,763,121
Signage And Graphics - 100306	348,166						\$348,166
Security Improvements - 101172	1,167,517						\$1,167,517
Taxiway Construction - 101176	664,190						\$664,190
Terminal Improvements - 101352	6,591,455	6,591,455					\$13,182,910
Eastside Terminal - 101664	5,029,599						\$5,029,599
Station #40 - 101691	138,582						\$138,582
Airfield Pavement Replacement 2006 - 102777	250,041						\$250,041
Eip-Gp Substation Relocation & Nwk - 102802	11,911,097						\$11,911,097
Capital Design & Mgmt/Design - 102837	942,692						\$942,692
Capital Design & Mgmt/Construction Mgmt - 102838	215,171						\$215,171
Central Administration - 102843	270,000						\$270,000
Airfield Projects - 111300	27,116,667	27,116,667	9,166,667				\$63,400,001
Terminal & Atrium Projects - 111301	7,666,667	7,666,667	7,666,667				\$23,000,001
Concourse Projects - 111302	10,000,000	10,000,000					\$20,000,000
Airport Wide Projects - 111307	4,300,000	4,300,000					\$8,600,000
Other Direct Costs Project - 111310	733,500	733,500					\$1,467,000
Noise Insulation Program - 210816	767,587	767,587	767,587	767,587			\$3,070,348
Sub-Total	\$94,255,085	\$68,793,583	\$29,218,628	\$797,587	\$30,000		\$193,094,883
Non-Departmental							
Default - 000000	624,026,169	651,185,721	692,561,301	722,780,342	725,348,679		\$3,415,902,212
Sub-Total	\$624,026,169	\$651,185,721	\$692,561,301	\$722,780,342	\$725,348,679		\$3,415,902,212
Total City Wide	\$718,281,254	\$719,979,304	\$721,779,929	\$723,577,929	\$725,378,679		\$3,608,997,095



## FY14 CAPITAL BUDGET STATUS

### 2000 Airport Revenue Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues		2,311,382					\$2,311,382
Expenses		2,311,382					\$2,311,382
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues		2,311,382					\$2,311,382
Revenues		\$2,311,382					\$2,311,382
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Aviation		2,311,382					\$2,311,382
Total City Wide		\$2,311,382					\$2,311,382



## FY14 CAPITAL BUDGET STATUS

### 2000 Airport Revenue Bond Fund

#### PROJECT TOTALS BY DEPARTMENT

##### Department Of Aviation

	FY14	FY15	FY16	FY17	FY18	Future	Total
Agts General Improvements - 100289	2,660						\$2,660
Terminal Improvements - 101352	33,856						\$33,856
Apm Extension & Support - 102432	792,000						\$792,000
Eip-Gp Substation Relocation & Nwk - 102802	1,093,060						\$1,093,060
Planning - 102804	47,737						\$47,737
Capital Design & Mgmt/Design - 102837	314,813						\$314,813
Capital Design & Mgmt/Construction Mgmt - 102838	27,256						\$27,256
Sub-Total	\$2,311,382						\$2,311,382
Total City Wide	\$2,311,382						\$2,311,382



## FY14 CAPITAL BUDGET STATUS

### 2004 Airport Revenue Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	432,736						\$432,736
Expenses	432,736						\$432,736
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	432,736						\$432,736
Revenues	\$432,736						\$432,736
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Aviation	432,736						\$432,736
Total City Wide	\$432,736						\$432,736



## FY14 CAPITAL BUDGET STATUS

### 2004 Airport Revenue Bond Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Aviation							
Agts General Improvements - 100289		69,455					\$69,455
Capital Design & Mgmt/Design - 101948		335,611					\$335,611
Capital Design & Mgmt/Construction Mgmt - 102838		27,670					\$27,670
Sub-Total		\$432,736					\$432,736
Total City Wide		\$432,736					\$432,736



## FY14 CAPITAL BUDGET STATUS

### 2004 Airport Revenue Bond Fund F-K

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	2,787,642	1,981,519					\$4,769,161
Expenses	2,787,642	1,981,519					\$4,769,161
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	2,787,642	1,981,519					\$4,769,161
Revenues	\$2,787,642	\$1,981,519					\$4,769,161
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Aviation	2,787,642	1,981,519					\$4,769,161
Total City Wide	\$2,787,642	\$1,981,519					\$4,769,161



## FY14 CAPITAL BUDGET STATUS 2004 Airport Revenue Bond Fund F-K

### PROJECT TOTALS BY DEPARTMENT

#### Department Of Aviation

	FY14	FY15	FY16	FY17	FY18	Future	Total
Terminal Improvements - 101352	1,738,594	1,738,594					\$3,477,188
Capital Design & Mgmt/Design - 101948	240,838	242,925					\$483,763
Central Administration - 102843	158,210						\$158,210
Other Direct Costs Project - 111310	650,000						\$650,000
Sub-Total	\$2,787,642	\$1,981,519					\$4,769,161
Total City Wide	\$2,787,642	\$1,981,519					\$4,769,161



## FY14 CAPITAL BUDGET STATUS

### Conrac Customer Service Fac Ch

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	76,860,953	78,136,756	79,024,589	80,000,238	80,717,514		\$394,740,050
Expenses	76,860,953	78,136,756	79,024,589	80,000,238	80,717,514		\$394,740,050
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Charges For Services	33,960,000	35,250,000	36,145,000	36,940,000	37,680,000		\$179,975,000
Investment Income	50,000	50,000	50,000	50,000	50,000		\$250,000
Miscellaneous Revenues	24,981,963	24,981,963	24,981,963	24,981,963	24,981,963		\$124,909,815
Other Financing Sources	17,868,990	17,854,793	17,847,626	18,028,275	18,005,551		\$89,605,235
Revenues	<u>\$76,860,953</u>	<u>\$78,136,756</u>	<u>\$79,024,589</u>	<u>\$80,000,238</u>	<u>\$80,717,514</u>		<u>\$394,740,050</u>
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Aviation	6,000	6,000	6,000	6,000	6,000		\$30,000
Non-Departmental	76,854,953	78,130,756	79,018,589	79,994,238	80,711,514		\$394,710,050
Total City Wide	<u>\$76,860,953</u>	<u>\$78,136,756</u>	<u>\$79,024,589</u>	<u>\$80,000,238</u>	<u>\$80,717,514</u>		<u>\$394,740,050</u>



## FY14 CAPITAL BUDGET STATUS

### Conrac Customer Service Fac Ch

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Aviation							
Default - 000000	6,000	6,000	6,000	6,000	6,000		\$30,000
Sub-Total	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000		\$30,000
Non-Departmental							
Default - 000000	76,854,953	78,130,756	79,018,589	79,994,238	80,711,514		\$394,710,050
Sub-Total	\$76,854,953	\$78,130,756	\$79,018,589	\$79,994,238	\$80,711,514		\$394,710,050
Total City Wide	\$76,860,953	\$78,136,756	\$79,024,589	\$80,000,238	\$80,717,514		\$394,740,050



## FY14 CAPITAL BUDGET STATUS

### Airport Fac Revenue Bond Sinking Fd

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	728,172,055	724,520,989	756,193,164	758,662,770	758,601,915		\$3,726,150,893
Expenses	728,172,055	479,480,758	496,002,007	498,359,662	498,309,234		\$2,700,323,716
Total Revenues Over(Under) Expenses	\$0	\$245,040,231	\$260,191,157	\$260,303,108	\$260,292,681		\$1,025,827,177
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	480,193,051	479,480,758	496,002,007	498,359,662	498,309,234		\$2,452,344,712
Other Financing Sources	247,979,004	245,040,231	260,191,157	260,303,108	260,292,681		\$1,273,806,181
Revenues	\$728,172,055	\$724,520,989	\$756,193,164	\$758,662,770	\$758,601,915		\$3,726,150,893
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental	728,172,055	479,480,758	496,002,007	498,359,662	498,309,234		\$2,700,323,716
Total City Wide	\$728,172,055	\$479,480,758	\$496,002,007	\$498,359,662	\$498,309,234		\$2,700,323,716



## FY14 CAPITAL BUDGET STATUS

### Airport Fac Revenue Bond Sinking Fd

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Non-Departmental							
Default - 000000	728,172,055	479,480,758	496,002,007	498,359,662	498,309,234		\$2,700,323,716
Sub-Total	\$728,172,055	\$479,480,758	\$496,002,007	\$498,359,662	\$498,309,234		\$2,700,323,716
Total City Wide	\$728,172,055	\$479,480,758	\$496,002,007	\$498,359,662	\$498,309,234		\$2,700,323,716



## FY14 CAPITAL BUDGET STATUS

### 2010B Bd Pfc & Sub Lien Gen Rev

	FY14	FY15	FY16	FY17	FY18	Future	Total
FUND SUMMARY							
Revenues		3,548,041					\$3,548,041
Expenses		3,548,041					\$3,548,041
ANTICIPATIONS							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues		3,548,041					\$3,548,041
Revenues		\$3,548,041					\$3,548,041
APPROPRIATIONS							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Aviation		3,548,041					\$3,548,041
Total City Wide		\$3,548,041					\$3,548,041



## FY14 CAPITAL BUDGET STATUS

### 2010B Bd Pfc & Sub Lien Gen Rev

#### PROJECT TOTALS BY DEPARTMENT

##### Department Of Aviation

	FY14	FY15	FY16	FY17	FY18	Future	Total
Maynard H Jackson International Terminal - 102798	3,548,041						\$3,548,041
Sub-Total		\$3,548,041					\$3,548,041
Total City Wide			\$3,548,041				\$3,548,041



## FY14 CAPITAL BUDGET STATUS

### Airport Commercial Paper Series 2010A/B

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	346,048,770	74,132,333	74,132,333	60,000,000	60,000,000	60,000,000	\$674,313,436
Expenses	346,048,770	74,132,333	74,132,333	60,000,000	60,000,000	60,000,000	\$674,313,436
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	0	74,132,333	74,132,333	60,000,000	60,000,000	60,000,000	\$328,264,666
Other Financing Sources	346,048,770						\$346,048,770
Revenues	\$346,048,770	\$74,132,333	\$74,132,333	\$60,000,000	\$60,000,000	\$60,000,000	\$674,313,436
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Aviation	15,958,219	74,132,333	74,132,333	60,000,000	60,000,000	60,000,000	\$344,222,885
Non-Departmental	330,090,551						\$330,090,551
Total City Wide	\$346,048,770	\$74,132,333	\$74,132,333	\$60,000,000	\$60,000,000	\$60,000,000	\$674,313,436



## FY14 CAPITAL BUDGET STATUS

### Airport Commercial Paper Series 2010A/B

#### PROJECT TOTALS BY DEPARTMENT

##### Department Of Aviation

	FY14	FY15	FY16	FY17	FY18	Future	Total
Terminal Improvements - 101352	15,958,219	14,132,333	14,132,333				\$44,222,885
Airfield Projects - 111300		20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	\$100,000,000
Concourse Projects - 111302		20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	\$100,000,000
Other Facility Projects - 111304		20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	\$100,000,000
<b>Sub-Total</b>	<b>\$15,958,219</b>	<b>\$74,132,333</b>	<b>\$74,132,333</b>	<b>\$60,000,000</b>	<b>\$60,000,000</b>	<b>\$60,000,000</b>	<b>\$344,222,885</b>

##### Non-Departmental

Default - 000000	330,090,551						\$330,090,551
<b>Sub-Total</b>	<b>\$330,090,551</b>						<b>\$330,090,551</b>
<b>Total City Wide</b>	<b>\$346,048,770</b>	<b>\$74,132,333</b>	<b>\$74,132,333</b>	<b>\$60,000,000</b>	<b>\$60,000,000</b>	<b>\$60,000,000</b>	<b>\$674,313,436</b>



## FY14 CAPITAL BUDGET STATUS

### 2012A Bond General Airport Revenue

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	12,510,471	12,230,015	399,502	1,498,262			\$26,638,250
Expenses	12,510,471	12,230,015	399,502	1,498,262			\$26,638,250
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	12,510,471	12,230,015	399,502	1,498,262			\$26,638,250
Revenues	\$12,510,471	\$12,230,015	\$399,502	\$1,498,262			\$26,638,250
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Aviation	10,984,332	10,984,332	399,502	1,498,262			\$23,866,428
Non-Departmental	1,526,139	1,245,683					\$2,771,822
Total City Wide	\$12,510,471	\$12,230,015	\$399,502	\$1,498,262			\$26,638,250



## FY14 CAPITAL BUDGET STATUS 2012A Bond General Airport Revenue

### PROJECT TOTALS BY DEPARTMENT

#### Department Of Aviation

	FY14	FY15	FY16	FY17	FY18	Future	Total
Concourse Projects - 111302	10,641,649	10,641,649	56,819	1,498,262			\$22,838,379
Agts System Projects - 111303	342,683	342,683	342,683				\$1,028,049
Sub-Total	\$10,984,332	\$10,984,332	\$399,502	\$1,498,262			\$23,866,428
Non-Departmental							
Default - 000000	1,526,139	1,245,683					\$2,771,822
Sub-Total	\$1,526,139	\$1,245,683					\$2,771,822
Total City Wide	\$12,510,471	\$12,230,015	\$399,502	\$1,498,262			\$26,638,250



## FY14 CAPITAL BUDGET STATUS

### 2012B Bond General Airport Revenue

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	3,545,511	2,664,590					\$6,210,101
Expenses	3,545,511	2,664,590					\$6,210,101
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	3,545,511	2,664,590					\$6,210,101
Revenues	\$3,545,511	\$2,664,590					\$6,210,101
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Non-Departmental	3,545,511	2,664,590					\$6,210,101
Total City Wide	\$3,545,511	\$2,664,590					\$6,210,101



## FY14 CAPITAL BUDGET STATUS 2012B Bond General Airport Revenue

### PROJECT TOTALS BY DEPARTMENT

#### Non-Departmental

	FY14	FY15	FY16	FY17	FY18	Future	Total
Default - 000000	3,545,511	2,664,590					\$6,210,101
Sub-Total	\$3,545,511	\$2,664,590					\$6,210,101
Total City Wide	\$3,545,511	\$2,664,590					\$6,210,101



## FY14 CAPITAL BUDGET STATUS

### 2012C Bond General Airport Revenue

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	52,815,747	51,886,506	30,267,817	7,298,307			\$142,268,377
Expenses	52,815,747	51,886,506	30,267,817	7,298,307			\$142,268,377
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Miscellaneous Revenues	52,815,747	51,886,506	30,267,817	7,298,307			\$142,268,377
Revenues	\$52,815,747	\$51,886,506	\$30,267,817	\$7,298,307			\$142,268,377
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Aviation	46,416,224	46,416,224	30,267,817	7,298,307			\$130,398,572
Non-Departmental	6,399,523	5,470,282					\$11,869,805
Total City Wide	\$52,815,747	\$51,886,506	\$30,267,817	\$7,298,307			\$142,268,377



## FY14 CAPITAL BUDGET STATUS

### 2012C Bond General Airport Revenue

#### PROJECT TOTALS BY DEPARTMENT

##### Department Of Aviation

	FY14	FY15	FY16	FY17	FY18	Future	Total
Concourse Projects - 111302	44,342,241	44,342,241	28,193,834	7,298,307			\$124,176,623
Agts System Projects - 111303	2,073,983	2,073,983	2,073,983				\$6,221,949
Sub-Total	\$46,416,224	\$46,416,224	\$30,267,817	\$7,298,307			\$130,398,572
Non-Departmental							
Default - 000000	6,399,523	5,470,282					\$11,869,805
Sub-Total	\$6,399,523	\$5,470,282					\$11,869,805
Total City Wide	\$52,815,747	\$51,886,506	\$30,267,817	\$7,298,307			\$142,268,377

## GRANT AND OTHER SPECIAL REVENUE FUNDS

### GRANT FUNDS

**Atlanta Empowerment Zone Corporation** was established to account for the revenue and expenditures attendant to funding provided under Title XX Empowerment Zone of the Empowerment Zone Social Security Act as amended by Part VI of Omnibus Budget reconciliation of 1993. Title XX Empowerment Zone provides for the fulfillment of a strategic plan to create economic opportunities, create sustainable community development, build broad participation among community-based partners, develop a strategic vision for change in the community and improve the quality of life for residents of the designated area.

**Atlanta Workforce Development Authority (AWDA)** enables each locality to develop a unified training system that will increase the employment, retention, and earnings by participants and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.

**Community Development Fund** was established to account for the revenue and expenditure provided under the Title I of the Housing and Community Development Act of 1974 which provides for development of viable urban communities, including decent housing and suitable living environments and expansion of economic opportunities, principally for persons of low and moderate incomes.

**Home Investment Trust Fund (HOME)** provides formula grants to States and localities that communities use-often in partnership with local nonprofit groups-to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

**Intergovernmental Grant Fund** was established to account for the revenues and expenditures for miscellaneous grants except for those recorded in the Department of Aviation, Water and Wastewater System Fund, and the Community Development Funds.

**Section 108 Loan Guarantee Program** is a source of financing 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.

### OTHER SPECIAL REVENUE FUNDS

**Special Assessment funds A Tax Allocation District (TAD)** is established for the purpose of catalyzing investment by financing certain redevelopment activities in underdeveloped or blighted areas using public dollars. Redevelopment costs are financed through the pledge of future incremental increases in property taxes generated by the resulting new development. Typically, upon creation, TADs have vacant commercial and residential properties, blighted conditions and numerous vacant buildings or are in need of significant environmental remediation.

The Georgia Redevelopment Powers Law was enacted in 1985 to give additional powers to local municipalities in order to facilitate the redevelopment of blighted or economically depressed areas. One of the powers granted to local governments in this law was to issue tax allocation bonds to finance infrastructure and other redevelopment costs within a tax allocation district. In 1986 the City of Atlanta held a referendum on TADs that resulted in the City's ability to establish districts.

In order for an area to be designated a TAD, the government must verify that the area is in need of redevelopment. However, the area is not required to be blighted, which is a requirement in many states. These findings are reported in a Redevelopment Plan, which demonstrates why the area needs to be redeveloped and how the municipality plans to revitalize the area. The Plan provides the redevelopment agency with the powers to improve dilapidated facilities and to use tax increment financing to achieve the goals of the

Redevelopment Plan. The City of Atlanta adopts enabling legislation which approves the Redevelopment Plan and establishes the base value for the district. The other local taxing entities, Atlanta Public Schools and Fulton County, are consenting jurisdictions that have the option to participate in the TAD.

The **Atlanta Beltline** Tad was established to assure that the City of Atlanta maintains its historical position as the commercial center of the region and provides an alternative to the continued sprawling patterns of development in the region. The City recognizes that new streetscapes, sidewalks, parks, street-level retail, alternative transportation facilities, and new housing are needed to create an attractive and prosperous community. The Beltline TAD will provide incentives and initial funding to catalyze the rehabilitation and redevelopment of areas with the Beltline TAD redevelopment area.

The **Atlantic Station** Tax Allocation District was established in 1999 to facilitate the redevelopment of a 138-acre brownfield site, which had been contaminated due to almost a century of heavy industrial use. The redevelopment will make maximum use of alternative transportation modes to minimize congestion, improve air quality, and connect major activity centers while also creating a 24-hour environment where one can live, work, and play. The project will ultimately include 1.6 million square feet of retail, 6 million square feet of office and entertainment space, over 4,000 residential units, and 1,150 hotel rooms.

Atlantic Station will lay the framework for a more pedestrian and transit-oriented city. This project will transform east/west links into more efficient, aesthetically pleasing transportation corridors and create a financing vehicle for a mass transit link between the Arts Center MARTA Station and points beyond. The TAD will also facilitate the redevelopment of area corridors, including the new 17th Street Bridge, and improve infrastructure throughout the redevelopment district.

The **Campbellton Road** Tax Allocation District was created in late 2006 and its vision is to create a major financial incentive that would support creation of an effective public-private partnership to facilitate the resurgence of the area by encouraging new substantial, private

commercial investment. The TAD will help establish the framework for new redevelopment opportunities and investment covering a major arterial linking downtown to the neighborhoods in the southwest of the City and provide an important economic incentive to enhance the market competitiveness of a large area in southwestern Atlanta.

The TAD was established with the goal of spurring private, commercial redevelopment activity along the corridor in much the same way existing TADs have attracted projects and promoted significant growth and redevelopment in other parts of the City. The proposed TAD incentives will help this key southwest corridor compete aggressively for new development opportunities that might otherwise locate outside of the City. The TAD area consists of approximately 1,433 acres with 585 individual parcels along Campbellton Road and within five identified development sub-areas. The district falls within Neighborhood Planning Units P, R, S and X.

The **Eastside** Tax Allocation District was established in 2003 to join the Westside TAD in allowing the City to rebuild its Downtown streetscapes and improve its road and utility infrastructure, making Atlanta a more enjoyable place to live, work and play. The Eastside TAD is essential in ensuring that the City of Atlanta maintains its historical position as the commercial center of the metro region. The Eastside TAD, in conjunction with the Westside TAD, will create incentives for new Downtown housing and attract the critical mass of permanent residents needed to make Downtown a vibrant 24-hour activity center. Through carefully planned new development and key quality-of-life infrastructure investments (such as new pedestrian oriented streetscapes and public parking decks), the Eastside TAD will help to create an attractive, walkable Downtown.

Creation of the Eastside TAD also ensures that the City is promoting truly balanced economic growth by directing one of its most effective economic development efforts toward distressed neighborhoods that have suffered from a history of neglect. The TAD can provide initial funding to jumpstart the revitalization of Atlanta's most historic neighborhood – Sweet Auburn – as well as one of its most frequently traveled streets, the Memorial Drive/Martin Luther King Jr. Drive corridor. The Memorial Drive/MLK communities

have an ambitious, thoughtfully conceived master plan in need of implementation funds. Funding for substantial infrastructure improvements is also essential to the redevelopment of the Atlanta Housing Authority's Grady Homes and Capitol Homes into viable mixed-income communities.

The **Hollowell/M.L. King** Tax Allocation District was created in late 2006 and its goal is to encourage private investment in the City's west and northwest sectors by offering financing incentives that will help ameliorate the current conditions contributing to disinvestment and marginal use of property within the district. The TAD will provide inducement for certain major new developments that will spur more desirable and sustainable, market-based commercial and residential development in this area. With careful planning and guidance, both Hollowell Parkway and Martin Luther King Jr. Drive – and their surrounding communities – can be transformed into desirable, viable commercial and pedestrian-friendly communities.

The TAD will strengthen the City's ability to promote truly balanced economic growth by directing one of its key economic development tools toward revitalizing a collection of neighborhoods that have been identified by the City as being in need of such support. The TAD area consists of approximately 886 acres within three identified development sub-areas and falls within Neighborhood Planning Units G, H, I, J and K. The primary purpose of the TAD is to stimulate commercial redevelopment and create a vibrant retail corridor.

The **Metropolitan Parkway** Tax Allocation District was created in late 2006 and its basic purpose is to generate public-private partnerships that will facilitate the redevelopment of one of the City's prime development sites within its southern sector. This TAD will help balance the disinvestment and general lack of new development during the past three decades within the Metropolitan Parkway area with the new development and private investment occurring in many of Atlanta's other in town communities. The TAD will encourage new commercial construction within the Metropolitan Parkway Corridor and help accomplish the following goals:

- Promote the development of infrastructure and amenities such as parks and plazas to encourage and support all elements critical to building a sustainable community comprised

of neighborhoods that express their character through quality community gathering places and people- and pedestrian-friendly environments

- Allow for the development of primarily commercial infill and mixed-use projects that actively protect environmental resources to eliminate the development gaps that divide these communities
- Provide funding for additional roadway and transportation-oriented improvements that will address current and projected traffic congestion and improve access to transit facilities by encouraging appropriate intensities of development and an efficient mix of uses within transit areas.

The TAD contains approximately 1,023 acres in the southwest quadrant of Atlanta and includes portions of Neighborhood Planning Units X, Y and Z.

The **Perry-Bolton/Northwest Atlanta** Tax Allocation District was established in 2002 to make possible the redevelopment of over 500 acres of under-developed real estate in the Northwest Atlanta. In particular, redevelopment of the Perry Homes public housing development will transform an area once filled with derelict properties and old apartments into a vibrant, mixed-use, mixed-income community that will improve the economic standing of the City. Upon completion, West Highlands at Heman E. Perry Boulevard will include over 650 new single family homes, 700 apartments, a PATH multi-use trail and new parks and greenspace.

The TAD will provide the stimulus for development of new retail and service businesses in an underserved area and funding for implementation of the Bolton/Marietta LCI plan, the Hollywood Road vision and plan, and other corridor improvements. Improved transportation and related infrastructure, neighborhood-serving retail and other pedestrian-friendly enhancements will attract community-building investments and new development. Additionally, funding will be provided for infrastructure improvements and affordable housing in Carver Hills, Almond Park, and the surrounding neighborhoods.

The purpose of the **Princeton Lakes** Tax Allocation District is to spur the development of an ambitious live, work and play community in Southwest Atlanta. Established in 2002 to revitalize a traditionally underserved area, the

TAD will facilitate the development of more than 400 acres into a pedestrian-friendly, mixed-use commercial, retail, residential and public use project.

Challenges presented by the property include: steep-sloped topography, location within a 100-year flood plain and related environmental degradation in addition to a lack of infrastructure. The TAD does not have the necessary streets, bridges, traffic control devices, sanitary or storm sewers, water supply, or storm water detention facilities which must be provided in order to for development to occur. The development team plans to provide sidewalks, trails, landscaping, parks, and lakes for the benefit of the community and its visitors.

The **Stadium Neighborhoods** Tax Allocation District was created in late 2006 and its basic purpose is to create a major financial incentive that would support the creation of an effective public-private partnership to facilitate the resurgence and redevelopment of the area closest to I-75 and Turner Field by encouraging substantial new development. The TAD would establish the framework for new redevelopment opportunities and investment including portions of the Summerhill and Mechanicsville neighborhoods and provide an important economic incentive to enhance the market competitiveness of the greater Stadium Neighborhoods area.

The TAD incentives will allow this key area just south of the Central Business District to compete aggressively for new development opportunities that might otherwise locate outside of the City. The TAD area consists of approximately 391 acres with 671 individual parcels located in the areas around Turner Field.

The **Westside** Tax Allocation District was expanded in 1998 in order to support efforts that are currently underway to remove blighted conditions and expand redevelopment efforts to adjacent residential areas of Vine City and English Avenue. The TAD also seeks to capitalize on the opportunity to revitalize the land surrounding the new Centennial Olympic Park and foster the development of connections between the Central Business District, Clark Atlanta University Center, the Georgia Tech Campus, and adjoining neighborhoods by promoting improved transportation corridors, safer streets, streetscaping for pedestrians, and greenway trails.

The TAD will facilitate the development of infill projects to eliminate the development gaps which exists because of inadequate and aging sewers, property acquisition and assemblage costs, and perceived environmental contamination. Through the development of linkages, infrastructure, and infill development this TAD encourages and supports new and existing businesses, new and renovated housing, and the support services that will help build a sustainable community.



## FY14 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	14,282,698	726,362	632,453	380,973	40,846		\$16,063,332
Expenses	14,282,698	726,362	632,453	380,973	40,846		\$16,063,332
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Intergovernmental Revenues	14,282,698	726,362	632,453	380,973	40,846		\$16,063,332
Revenues	\$14,282,698	\$726,362	\$632,453	\$380,973	\$40,846		\$16,063,332
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Executive Offices	1,230,522						\$1,230,522
Department Of Corrections	8,291						\$8,291
Department Of Finance	6,471,703						\$6,471,703
Department Of Public Works	100,021						\$100,021
Dept Of Parks, Recreation & Cultural Aff	2,137,911						\$2,137,911
Department Of Watershed Management	2,411						\$2,411
Judicial Agencies	5,826						\$5,826
Department Of Fire Services	37,464						\$37,464
Dept Of Planning & Community Development	4,288,549	726,362	632,453	380,973	40,846		\$6,069,183
Total City Wide	\$14,282,698	\$726,362	\$632,453	\$380,973	\$40,846		\$16,063,332



## FY14 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Executive Offices							
Southwest Ymca Support, Cd-247 - 200100	740						\$740
Good News Mission, Cd-283 - 200540	26,103						\$26,103
Underground Atlanta, Udag Loan - 200631	40,191						\$40,191
Odyssey Iii Rehab, Cd-336 - 200701	695						\$695
Odyssey Iii, Cd-345 - 200702	5,982						\$5,982
Day Service Prgm For Homeless, Cd-351 - 200746	103						\$103
Milton Ave Serv Cntr Operations,Es-90-01 - 200772	1,665						\$1,665
Bobby Dodd Center, Cd-359 - 200781	605						\$605
Cascade House, Cd-352 - 200785	30,000						\$30,000
Achor Center Job Development, Cd-408 - 200936	2,996						\$2,996
Latin American Jobs Program, Cd-183 - 200939	979						\$979
Housemate Match, Cd-401 - 200944	828						\$828
Milton Ave/Men'S Emerge Shelter,Es-92-02 - 201001	24,850						\$24,850
Family Resettlement - 201014	2,753						\$2,753
Milton Ave/Mens Emergency Shelter,Cd-437 - 201051	14,134						\$14,134
Atlanta Mentor Employment Prog, Cd-478 - 201132	541						\$541
A.H.A. Elderly Services, Cd-410 - 201135	1,877						\$1,877
Wesley Senior Citizens Program, Cd-43 - 201139	131,853						\$131,853
Ccma Women'S & Children Shelter, Cd-484 - 201388	33						\$33
Shearith Israel'S Shelter For Women - 201477	2,400						\$2,400
Clifton Presbyterian Night Hospitality - 201478	490						\$490
Helping Hands Day Service Center, Cd-546 - 201497	848						\$848
Covenant Community, Cd-540 - 201499	20,000						\$20,000
Fulton County Council On Aging, Cd-532 - 201500	5,111						\$5,111
Travelers Aid Emergency Shelter Pgm Es16 - 201598	100						\$100
Atlanta Children Shelter,Cd-585 - 201707	2,843						\$2,843
Genesis Shelter, Cd-601 - 201708	409						\$409
St. Luke'S Renewal Project, Cd-602 - 201709	5,573						\$5,573
Trinity Community Ministries, Cd-622 - 201777	2,729						\$2,729
Traveler'S Aid Transitional Housing - 201779	29,183						\$29,183
Steps To Keep One Employed, Cd-623 - 201839	68						\$68
Pathways Community Network, Cd-649 - 201895	1,476						\$1,476
Literacy Action Job Training, Cd-705 - 201966	26						\$26
The Atlanta Collaborative Kitchen Cd-723 - 202258	1,383						\$1,383
Milton Women & Children Shelter Cd-484 - 202262	25,508						\$25,508
Ymca Computer Assist Tut. (Y-Cat),Cd-744 - 202345	278						\$278
Milton Ave Svc Center Improvem'T, Cd-281 - 202355	6,565						\$6,565
Women & Children Emerg. Shelter, Cd-777 - 202606	12,735						\$12,735
2008 Cdbg Admin - 210039	283,317						\$283,317
Administration 2009 Cd - 210404	64,567						\$64,567
Admin. 2010 Cd Ohs - 210723	13,310						\$13,310
Admin 2011 Cd Ohs - 210940	144						\$144
Open Hand Expansion 2011 Cd - 210970	200,000						\$200,000
Midtown Assistance 2012 Es - 211231	30,000						\$30,000
Ohs Grant Admin, Cd/Hopwa 2012 - 211327	234,531						\$234,531
Sub-Total	\$1,230,522						\$1,230,522



## FY14 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Corrections							
Trans Supp Housing Ex-Offenders, Cd-704 - 201971	8,291						\$8,291
Sub-Total	\$8,291						\$8,291
Department Of Finance							
Administration - 200112	317,505						\$317,505
Reserve For Housing Program Income - 200119	2,056,305						\$2,056,305
Community Design Center, Cd-88 - 200140	1,597,480						\$1,597,480
Reserve For Administration - 200546	807,203						\$807,203
Municipal Market Sec.108 Loan Repay - 201129	4,364						\$4,364
Summerhill Sec 108 Loan Repay - 201450	50,433						\$50,433
Mechanicsville Urban Redevelopment - 201716	10,659						\$10,659
Hud Program Various Years - 202881	1,163,735						\$1,163,735
2008 Cdbg Admin - 210039	20,736						\$20,736
2008 Esg Admin - 210040	3,226						\$3,226
Mechville Sec. 108, Cd-607 - 210164	1						\$1
Municipal Ms 108, Cd-475 - 210166	1,100						\$1,100
Administration, 2009 Cd/Esg - 210405	18,444						\$18,444
Admin, 2010 Cd/Es Ogm - 210692	7,683						\$7,683
Sec 108 Mechanicsville, 10 Cd - 210696	10						\$10
Sec 108 Municipal Mkt, 2010 Cd - 210697	633						\$633
Admin 2011 Cd/Es/Ogm - 210934	71,396						\$71,396
Admin, 2011 Cd Grant Acct - 210935	169,710						\$169,710
Sec 108 Mechanics, 2011 Cd - 210936	1						\$1
Ogs Ga Cdbg Admin 2012 - 211206	48,983						\$48,983
English Avenue Campus, 2012 Cd - 211290	100,000						\$100,000
Esg Program Admin, 2012 Es - 211294	22,096						\$22,096
Sub-Total	\$6,471,703						\$6,471,703
Department Of Public Works							
Curb Cuts - 100038	1,955						\$1,955
West End/Lee Street Improvements, Cd-395 - 100885	8,084						\$8,084
Citywide Sidewalk Program, Cd-588 - 101619	26,609						\$26,609
Kirkwood/Boulevard Streetscapes, Cd-626 - 101770	1,136						\$1,136
Westend Sidewalks, Cd-659 - 101955	7,107						\$7,107
Street And Sidewalk Grant Program, Cd-34 - 200126	55,130						\$55,130
Sub-Total	\$100,021						\$100,021
Dept Of Parks, Recreation & Cultural Aff							
City Wide Park Furniture & Play Equip. - 100271	14,092						\$14,092
Southside Park Expansion - 101422	3,500						\$3,500
Dunbar/Rosa Burney Skating Rink, Cd-634 - 101795	1,086						\$1,086
J.C. Birdine Neighborhood Center, Cd-764 - 102406	13,528						\$13,528
Hairc, Cd-816 Capital - 110304	3,257						\$3,257
Deerwood Pk 2009 Cd - 110467	270						\$270
Washington Pk 2009 Cd - 110468	57,760						\$57,760
Anderson Park Artificial Turf - 111002	4,000						\$4,000
Project Civic Access 2011 Cdbg - 111003	413,226						\$413,226
Playground Replacement 2012 - 111336	450,000						\$450,000
Project Civic Access 2012 - 111337	865,164						\$865,164
Castleberry Hill - 201182	60						\$60



## FY14 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Perkerson Neighborhood Consortium,Cd-605 - 201699	1,260						\$1,260
3/14 Tornadoes Damage Recovery - 210273	18,624						\$18,624
James Orange Park Cd-868 - 211148	279,283						\$279,283
Municipal Market Art 2011 Cd - 211186	12,801						\$12,801
<b>Sub-Total</b>	<b>\$2,137,911</b>						<b>\$2,137,911</b>
Department Of Watershed Management							
Care And Conserve - 210144	2,405						\$2,405
Sea Drain & Sewer 2009 Cd - 210453	6						\$6
<b>Sub-Total</b>	<b>\$2,411</b>						<b>\$2,411</b>
Judicial Agencies							
Ex-Offenders Housing, 2012 Cd - 211284	5,826						\$5,826
<b>Sub-Total</b>	<b>\$5,826</b>						<b>\$5,826</b>
Department Of Fire Services							
Burglar Bar Safety Program, Cd-504 - 201369	37,366						\$37,366
Smoke Detector Program, Cd-530 - 201370	98						\$98
<b>Sub-Total</b>	<b>\$37,464</b>						<b>\$37,464</b>
Dept Of Planning & Community Development							
Housing Rehabilitation Admin, Cd-07 - 200054	379						\$379
Housing Weatherization Program,Cd-104 - 200057	1						\$1
Housing Code Inspection, Cd-55 - 200059	14,061						\$14,061
Business Improvement Loan Program, Cd-23 - 200074	33,917						\$33,917
Administration - 200112	9,648						\$9,648
Joint Venture Fair Housing, Cd-386 - 200824	12						\$12
Employment Readiness Center - 200872	106,370						\$106,370
Aedc/Municipal Market Project - 201000	6,618						\$6,618
Reynoldstown Super Block, Phase I,Cd-459 - 201047	177,876						\$177,876
Land Bank Authority, Cd-489 - 201195	11,742						\$11,742
Project Extend, Cd-500 - 201409	6,146						\$6,146
Bilf Administration, Cd-23B - 201574	1						\$1
Housing Demolition/Reclamation, Cd-610 - 201705	61,605						\$61,605
Community Housing Resource Center - 201732	247						\$247
Bankhead/Hollywood Corridor Des., Cd-660 - 201939	37,477						\$37,477
Bolton/Hollywood Corridor Design, Cd-661 - 201940	56,701						\$56,701
Perry/Hollywood Corridor Design, Cd-662 - 201941	40,831						\$40,831
Housing Needs Assess/Consolid PI,Cd-610 - 202340	100						\$100
Westside Village Appraisal & Surv,Cd-751 - 202379	28,624						\$28,624
Paschal'S Historic Restaurant - 202635	99,410						\$99,410
Access Ida Downpaym'T Assistance, Cd-807 - 202750	73,622						\$73,622
Qls Meadows Erosion 2008- Cd - 210022	1						\$1
2008 Cdbg Admin - 210039	70,980						\$70,980
Community Design Center 2008 - 210094	1,383						\$1,383
Land Bank 2008- Cd - 210099	14,197						\$14,197
Rebuilding Together Atlanta - 210318	2,053						\$2,053
Administration 2009 Cd/Home - 210407	196						\$196
Nsp Project Funds 2008 Nsp - 210408	401,495	168,148	168,149				\$737,792
Nsp Admin Housing 2008 Nsp - 210409	162,311	15,442					\$177,753
Housing Rehab Admin, 2009 Cd - 210519	1,298						\$1,298
Housing Rehab Admin 10 Cd - 210700	4,326						\$4,326



## FY14 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Housing Code Inspect 10 Cd - 210701	18,805						\$18,805
Admin, 2010 Cd/Hm Hous. - 210722	86,450						\$86,450
Hous. Demo/Recla 2010 Cd - 210796	54,064						\$54,064
Housing Rehab Admin 2011 Cd - 210931	42,735						\$42,735
Admin 2011 Cd Housing - 210932	168,598						\$168,598
Housing Code Inspec 2011, Cd - 210933	67,848	67,848					\$135,696
2010 Lead Based Paint Hc - 211004	458,689	314,973	314,973	314,973			\$1,403,608
Hud Nsp 3 2010 Rental B - 211059	445,671						\$445,671
Hud Nsp 3 2010 Rental E - 211061	140,415						\$140,415
Hud Nsp 3 2010 Rental B 25 - 211062	83,329	83,329	83,331				\$249,989
Hud Nsp 3 2010 Rental E 25 - 211063	179,730						\$179,730
Hud Nsp 3 2010 Homeownership B - 211064	15,472						\$15,472
Hud Nsp 3 2010 Homeownership E - 211065	270,802	10,622					\$281,424
Hud Nsp 3 2010 Homeownrshp B25 - 211066	140,652						\$140,652
Hud Nsp 3 2010 Admin - 211068	87,791	66,000	66,000	66,000	40,846		\$326,637
Housing Demo 2009 Cd - 211151	1,122						\$1,122
Hud Nsp Pi Reserve - 211163	645						\$645
Emergency Home Repair Cd 2012 - 211263	50,000						\$50,000
Housing Admin 2012 Cd/Hm - 211264	158,032						\$158,032
Housing Rehab Admin, 2012 Cd - 211265	137,107						\$137,107
Housing Weatherization 2012 Cd - 211266	81,120						\$81,120
Joint Venture 2012 Cd - 211270	54,260						\$54,260
Atl Home Owner Maint Cd-2012 - 211271	10,000						\$10,000
Land Bank 2012 Cd - 211276	26,938						\$26,938
Qls Gardens Energy - 211280	70,000						\$70,000
Bilf Admin 2012Cd - 211326	14,646						\$14,646
<b>Sub-Total</b>	<b>\$4,288,549</b>	<b>\$726,362</b>	<b>\$632,453</b>	<b>\$380,973</b>	<b>\$40,846</b>		<b>\$6,069,183</b>
<b>Total City Wide</b>	<b>\$14,282,698</b>	<b>\$726,362</b>	<b>\$632,453</b>	<b>\$380,973</b>	<b>\$40,846</b>		<b>\$16,063,332</b>



## FY14 CAPITAL BUDGET STATUS

### Intergovernmental Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	57,981,510						\$57,981,510
Expenses	57,981,510						\$57,981,510
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Intergovernmental Revenues	36,742,548						\$36,742,548
Contributions And Donations From Private Sources	13,865,060						\$13,865,060
Miscellaneous Revenues	6,419,711						\$6,419,711
Other Financing Sources	954,190						\$954,190
Revenues	<u>\$57,981,510</u>						<u>\$57,981,510</u>
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Executive Offices	26,995,292						\$26,995,292
Department Of Corrections	1,483						\$1,483
Department Of Finance	674,027						\$674,027
Department Of Public Works	14,339,136						\$14,339,136
Dept Of Parks, Recreation & Cultural Aff	792,285						\$792,285
Department Of Watershed Management	270,828						\$270,828
Judicial Agencies	78,323						\$78,323
Department Of Fire Services	140,222						\$140,222
Department Of Police Services	11,030,672						\$11,030,672
Dept Of Planning & Community Development	3,659,242						\$3,659,242
Total City Wide	<u>\$57,981,510</u>						<u>\$57,981,510</u>



## FY14 CAPITAL BUDGET STATUS

### Intergovernmental Grant Fund

#### PROJECT TOTALS BY DEPARTMENT

##### Executive Offices

	FY14	FY15	FY16	FY17	FY18	Future	Total
Luckie Street Conversion - 111421	236,474						\$236,474
Street Car Phase 1 - 111097	13,741,993						\$13,741,993
Streetcar 3 & 4 - 111367	4,939,919						\$4,939,919
Streetcar Traffic Enhancements - 111377	875,424						\$875,424
Administration - 200112	5,639						\$5,639
Youth Counseling, Cd-69 - 200456	2,982						\$2,982
Furniture Bank, Cd-245 - 200466	34,720						\$34,720
Jerusalem House, Cd-335 - 200700	143,736						\$143,736
Aids Legal Project, Cd-384 - 200821	140,000						\$140,000
Edgewood Center - Hopwa 1 - 201086	137						\$137
Matthews Place - Hopwa 22 - 201090	15,839						\$15,839
Our Common Welfare - Hopwa 9 - 201094	31,400						\$31,400
Aid Gwinnett Rural Outreach - Hopway 4 - 201096	34,775						\$34,775
Positive Impact - Hopwa 7 - 201098	62,762						\$62,762
Aid Atlanta Emerg. Asst. - Hopwa 8 - 201099	6,515						\$6,515
Project Open Hand - Hopwa 10 - 201100	142,884						\$142,884
Childkind Foster Mgt. - Hopwa 11 - 201101	48,970						\$48,970
Southside Community Living-Hopwa 94-29 - 201311	29,778						\$29,778
Jerusalem House-Women With Children - 201312	28,615						\$28,615
Housemate Match-Hopwa 94-26 - 201313	664						\$664
Cobb Co Hopwa/Board Of Hlth-Hopwa 94-32 - 201315	108,785						\$108,785
Living Room, Hp-36 - 201498	221,857						\$221,857
Southside: Legacy House, Hp-38 - 201582	55,067						\$55,067
Project Assist, Hp-14 - 201737	14,803						\$14,803
Edgewood-Facility Operations, Hp-49A - 201738	82,685						\$82,685
Traveler'S Aid Transitional Housing - 201779	0						\$0
Joint Ctr Sustainable Dev Watershed Prot - 201825	7,864						\$7,864
Vine City Housing Ministry - 201836	12,500						\$12,500
Environment Awareness Foundation - 201882	5,000						\$5,000
Our Common Welfare/Fulton, Hp-53 - 201894	9,818						\$9,818
Greater Vine City Opportunities Program - 201898	6,250						\$6,250
Atlanta Public Schools - 201925	20,000						\$20,000
Southeast Community Cultural Ctr - 202018	2,500						\$2,500
Cascade Ministries,Inc.-Job Training - 202020	3,040						\$3,040
Pittsburgh Community - 202023	6,250						\$6,250
Community Assistance Center - 202024	3,750						\$3,750
National Youth Connecting Education - 202025	6,250						\$6,250
Grace Cross Cultural Ministries - 202030	6,950						\$6,950
Cascade Ministries,Inc.-Equipment - 202037	13,750						\$13,750
Kids Around Metro Perimeter Of Atl. - 202040	10,000						\$10,000
2002 Hopwa-Gwinnett Housing Exp,Hp-23 - 202255	5,458						\$5,458
Kids In Discovery Of Self - 202297	6,250						\$6,250
Community Care, Inc. - 202302	7,500						\$7,500
Cascade United Methodist Community - 202305	38,134						\$38,134
Cascade Leadership Institute Outreach - 202306	5,000						\$5,000
Fulton Atlanta Community Action - 202315	2,500						\$2,500



## FY14 CAPITAL BUDGET STATUS

### Intergovernmental Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Jerusalem House Scattered Sites, Hp-56 - 202341	25,442						\$25,442
Hiv/Aids Needs Assessment, Hp-57 - 202413	24,377						\$24,377
Edgewood Operations, Hp-49 - 202414	734						\$734
Project Assist, Hp-14 - 202415	2,503						\$2,503
National Conference Of Black Mayors - 202625	177,185						\$177,185
2008 Hopwa Admin - 210041	22,961						\$22,961
Cobb County Board Of Health - 210134	12,360						\$12,360
English Ave Community W&S 2007 - 210307	9,202						\$9,202
Vine City W&S 2007 - 210308	2,280						\$2,280
City Safe Summit 08 - 210383	43,691						\$43,691
Aids Athens 2009 Hopwa - 210433	107,527						\$107,527
Hope House, 2009 Hopwa - 210435	2,546						\$2,546
Jerusalem House Ss, 2009 Hopwa - 210438	1,000						\$1,000
Jerusalem House Wc, 2009 Hopwa - 210439	1						\$1
Jerusalem Hse Adult, 09 Hopwa - 210440	2						\$2
Southside Lh, 2009 Hopwa - 210444	66,005						\$66,005
Southside Lv, 2009 Hopwa - 210445	168,067						\$168,067
Edgewood Oper, 2009 Hopwa - 210446	692						\$692
Project Open Hand, 2009 Hopwa - 210447	485						\$485
2009 Hopwa Admin Bhs - 210516	675						\$675
Eecb - 210643	1,614,364						\$1,614,364
Travelers Aid 2010 Hopwa - 210646	947,627						\$947,627
Vine City W & S 2009 - 210718	37,285						\$37,285
English Ave W & S 2009 - 210719	36,372						\$36,372
Summer Food Service Fy10 - 210726	1,286						\$1,286
Cobb Cty. Bd. Health, 10 Hopwa - 210789	62,424						\$62,424
Hopwa Admin., Hopwa 2010 - 210791	9,436						\$9,436
Doe Eecbg Competitive - 210850	495,893						\$495,893
2011 Summer Food Svc Program - 210954	1,164						\$1,164
Hopwa Admin,2011 Hopwa - 211014	2,576						\$2,576
Exe Innovation Delivery - 211189	1,790,136						\$1,790,136
Summer Food Service Fy12 - 211195	4,131						\$4,131
Weed And Seed 2012-2013 - 211223	16,937						\$16,937
Ohs Grant Admin, Cd/Hopwa 2012 - 211327	52,400						\$52,400
Intens Surveil Officer 2012-13 - 211437	20,984						\$20,984
Se Electric Vehicle Readiness - 211169	49,356						\$49,356
<b>Sub-Total</b>	<b>\$26,995,292</b>						<b>\$26,995,292</b>
Department Of Corrections							
Women 4 Women Program - 202754	1,483						\$1,483
<b>Sub-Total</b>	<b>\$1,483</b>						<b>\$1,483</b>
Department Of Finance							
Administration - 200112	271,571						\$271,571
2008 Hopwa Admin - 210041	1,564						\$1,564
Needs Assessment, Hopwa 2009 - 210518	96,438						\$96,438
2009 Hopwa Admin Ogs - 210566	63,429						\$63,429
Admin, Cd/Hp Grant Acct - 210694	23,909						\$23,909
Hopwa Admin, Hopwa 2010 - 210798	52,603						\$52,603
Needs Assessment, 2010 Hopwa - 210821	55,873						\$55,873



## FY14 CAPITAL BUDGET STATUS

### Intergovernmental Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Needs Assessment, 2011 Hopwa - 210949	84,880						\$84,880
Hopwa Admin.- G.A., 2011 - 211055	16,969						\$16,969
Resource Ident, 2012 Hopwa - 211278	6,223						\$6,223
Ogs Grant Admin, Hopwa 2012 - 211388	568						\$568
<b>Sub-Total</b>	<b>\$674,027</b>						<b>\$674,027</b>
Department Of Public Works							
P'Tree Rd Corridor Prjt - 110541	194,444						\$194,444
Cascade/Mays Streetscape, Cd-381 - 100818	83,387						\$83,387
Citywide Sidewalk Program, Cd-588 - 101619	840,366						\$840,366
Pryor Road Streetscape - 101659	111,000						\$111,000
Cascade-Mays Streetscape - 102006	375						\$375
Cheshire Br. Rd. Streetscape - 102007	203,958						\$203,958
Lakewood Hgts Town Ctr Streetscape - 102009	225,000						\$225,000
Metropolitan Pkwy Streets - 102010	21,305						\$21,305
West End Trail - 102013	300,000						\$300,000
Sidewalk Improvements, District 9 - 102095	55,338						\$55,338
Hollywood Rd/Perry Blvd Streetscape - 102106	288,000						\$288,000
North Highland Ave Streetscapes - 102111	249,600						\$249,600
Peachtree Streetscapes - 102360	1						\$1
City Of Atlanta Sidewalk At (10) Schools - 102369	262,420						\$262,420
P'Tree St/Sr 9 @ Beverly Rd W P'Tree St - 102373	128,492						\$128,492
Barge Rd./Campellton Lci Grant - 102385	154,130						\$154,130
Bolton Road/Moores Mills Streetscape(Te) - 102423	462,084						\$462,084
Peachtree Hills - 102436	293,424						\$293,424
East Wesley - 102437	48,117						\$48,117
Westend Area Lci Project - 102590	31,974						\$31,974
N Highland/Virginia Avenues Streetscape - 102613	35,221						\$35,221
City Of Atlanta Sidewalks @ (6) Schools - 102614	54,464						\$54,464
Howell Mill Rd-Chattahoochee - 102630	375,000						\$375,000
Fairlie-Poplar Historic - 102722	375,000						\$375,000
Traffic Signal Controllers - 102761	15,816						\$15,816
Intersection Loop Detectors - 110033	120,000						\$120,000
Sidewalk Pjt Metropolitan Pkwy - 110238	18,750						\$18,750
Memorial Dr Sidewalks - 110255	1,436,179						\$1,436,179
Memorial Drive Corridor - 111322	345,200						\$345,200
Danforth Rd Sidewalk & Intersection Imp - 110260	489,593						\$489,593
Lowery Blvd - 110836	376,350						\$376,350
Glenwood East Atlanta - 110837	928,576						\$928,576
Ralph David Abernathy Blvd - 110840	760,800						\$760,800
Southwest Atlanta - 110842	1,152,956						\$1,152,956
Marta Trans Imp - 110871	3,739,406						\$3,739,406
Peachtree Creek Basin Flood Control - 202287	162,411						\$162,411
<b>Sub-Total</b>	<b>\$14,339,136</b>						<b>\$14,339,136</b>
Dept Of Parks, Recreation & Cultural Aff							
Washington Park - 100239	1,875						\$1,875
South Bend Park - 100853	174,071						\$174,071
South Bend Park - 100998	10,592						\$10,592
Adair I Park - 101018	732						\$732



## FY14 CAPITAL BUDGET STATUS

### Intergovernmental Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Daniel Stanton Park - 101791	11,463						\$11,463
Emma Millican Park Improvements - 102746	46,061						\$46,061
Vine City Park - 102855	209,578						\$209,578
3Rd World Film Festival - 200108	580						\$580
Third World Film Festival - 200109	1,065						\$1,065
Art Gallery Program - 200110	76						\$76
Cultural Affairs-General Qna0 - 200485	2,080						\$2,080
A.P.E.X. - 200648	750						\$750
Visual Arts-Atlanta Southside Community - 201303	12,000						\$12,000
Olymp Ring Partnership/Expanded Arts Ch - 201331	135,000						\$135,000
City Gallery East Exhibitions - 201481	1,628						\$1,628
Bca City Gallery East - 201911	4,253						\$4,253
Bca City Gallery At Chastain - 201912	2,239						\$2,239
21St Century Community Learning Center - 202731	97,021						\$97,021
Artsearch Mentor Program - 210034	207						\$207
3/14 Tornadoes Damage Recovery - 210273	5,378						\$5,378
Artscool 2010 - 210810	340						\$340
Youth Violence Prevention - 210848	9,459						\$9,459
After School Play Program - 210886	63,349						\$63,349
Youth Violence Prev. Supple. - 210900	1,978						\$1,978
National Endowment For Th Arts - 211076	510						\$510
<b>Sub-Total</b>	<b>\$792,285</b>						<b>\$792,285</b>
Department Of Watershed Management							
Uasi Dwm 2006 - 110202	232						\$232
Georgia Environmental Fac. Authority - 202356	56,250						\$56,250
Dell Computer Corporation Recycling - 202403	3,952						\$3,952
Epa Design Charrette - 202875	10,838						\$10,838
Arts Center - 210057	431						\$431
Mcdaniel Stream Restoration - 210725	199,125						\$199,125
<b>Sub-Total</b>	<b>\$270,828</b>						<b>\$270,828</b>
Judicial Agencies							
Inmate Welfare Fund - 201958	9,791						\$9,791
Atlanta Pre-Trial Criminal History Res. - 202317	5,177						\$5,177
Dhr/Metro Regional Board - 202426	1,984						\$1,984
Dbhdd Fy12 - 211128	2,098						\$2,098
Fy13 Dbhdd - 211376	59,272						\$59,272
<b>Sub-Total</b>	<b>\$78,323</b>						<b>\$78,323</b>
Department Of Fire Services							
Uasi Afr 2006 - 110201	1,095						\$1,095
City'S Health And Wellness Center - 202397	49,291						\$49,291
2004 Gema Citizen Emerg. Response Team - 202608	525						\$525
2004 Fema - 202615	1,678						\$1,678
Usai-Afr 2007 - 210353	72						\$72
Car Safety Seat 09 - 210689	1,396						\$1,396
Car Safety Seat 2010 - 210912	1,900						\$1,900
Fire Prevention & Safety 2010 - 211146	54,585						\$54,585
Child Car Safety Seat 2013 - 211418	29,680						\$29,680
<b>Sub-Total</b>	<b>\$140,222</b>						<b>\$140,222</b>



## FY14 CAPITAL BUDGET STATUS

### Intergovernmental Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Police Services							
Helicopter Video Downlink System - 102371	7,976						\$7,976
Portable X-Rays Devices - 102417	13,650						\$13,650
Homeland Security Surveillance - 102609	55,173						\$55,173
Homeland Sevurity Equipment - 102611	2,518						\$2,518
Moving Map System - 102674	3,165						\$3,165
Proj Gangplan (Gang Monitor & Enforce) - 200951	10,000						\$10,000
Troops For Cops - 201599	11,250						\$11,250
Homicide Initiative Grant(98) - 201759	446						\$446
Pedestrian Safety Program - 201821	72,849						\$72,849
Domestic Preparedness Equipment Program - 201896	128						\$128
Diversity & Cultural Awareness Training - 201956	4,659						\$4,659
Bulletproof Vest Partnership - 201977	58,621						\$58,621
Multi Jurisdiction Dui Task Force - 202058	31,914						\$31,914
Local Law Enforcement Block Grant #7 - 202290	62,663						\$62,663
Click It Or Ticket Program - 202358	24,983						\$24,983
Gema Homeland Security Bomb Disp. Robot - 202362	78,795						\$78,795
Tabletop Exercise Program - 202370	18,955						\$18,955
Governor'S Crim Justice Coord/Gilee Prog - 202372	2,063						\$2,063
Percussion Activated Non-Elec. Disrupter - 202418	1,553						\$1,553
Project Safe Neighborhoods - 202487	90,778						\$90,778
Atf Overtime Reimbursement - 202488	17,633						\$17,633
Underage Drinking Prevention - 202496	14,562						\$14,562
Human Trafficking Detection Program - 202578	7,165						\$7,165
Ga Statewide Counter Terrorism Project - 202597	269,100						\$269,100
Atl Housing Authority Intergov. Agreem'T - 202600	10,000						\$10,000
High Inten. Drug Trafficking Task Force - 202607	1						\$1
Cops Technology Program - 202620	1						\$1
Justice Assistance Grant,Non Dept. - 202624	24,704						\$24,704
Electronic Crime Task Force - 202626	6,000						\$6,000
Operation Reclaim & Retain - 202627	33,027						\$33,027
Enforcing Underage Drinking Laws Iv - 202628	24,130						\$24,130
Homeland Security Surveillance - 202636	8,632						\$8,632
Grant Reimb, & Other Receipts - 202673	93,750						\$93,750
Cops Interoperable Communications - 202723	23,373						\$23,373
Buffer Zone Protection Program Phase 2 - 202729	9,655						\$9,655
Buffer Zone Protection Explosive Equip. - 202739	1,418						\$1,418
Project Safe Neighborhood Violent Crimes - 202740	34,127						\$34,127
Improving Crime Data Program - 202741	28,053						\$28,053
Portable Police Barricades - 202744	8						\$8
Buffer Zone Protection Program Phase 3 - 202752	19,342						\$19,342
Gema Equipment And Training - 202852	9,669						\$9,669
T0613 Improving Crime Date (lc - 202899	37,494						\$37,494
T0764 Buffer Zone Protection P - 202900	337,500						\$337,500
Justice Assistance Grant 07 - 210009	910,252						\$910,252
Tvci Gotcopp - 210032	89,760						\$89,760
Pay-Pal - 210137	455						\$455
2007 Bpvp - 210274	14,639						\$14,639



## FY14 CAPITAL BUDGET STATUS

### Intergovernmental Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Heat/Ped 2007-2008 - 210279	250,600						\$250,600
Airport Letpp 2007 - 210283	0						\$0
2007 Letpp - 210284	2,821						\$2,821
Gage- Gun & Gang Eviction - 210340	70,461						\$70,461
2008-2009 Heat - 210389	95,843						\$95,843
2008 Bvp - 210390	20,329						\$20,329
2008 Jag - 210391	254						\$254
09 Recovery Act Jag - 210612	30,454						\$30,454
Gema - 210615	550						\$550
Cops - 210647	1,060,149						\$1,060,149
2009-10 Heat - 210674	141,028						\$141,028
Justice Assistance Program 09 - 210715	2,532						\$2,532
Bzpp 2009 - 210814	95						\$95
Bzpp 2008 - 210815	129						\$129
Fy09 Swat Program - 210876	2,537						\$2,537
Fy09 Airport Eod - 210879	77						\$77
2010-2011 Heat - 210897	143,592						\$143,592
Fy10 Swat Program - 210956	25						\$25
Fy10 Airport Eod - 210957	799						\$799
Hidta Administration - 211079	39,358						\$39,358
Hidta 2011-2012 - 211082	314,056						\$314,056
Jag Program 2011 - 211153	131,104						\$131,104
2011-2012 Heat - 211183	178,966						\$178,966
Jag Program FY2012 - 211406	471,958						\$471,958
Hidta 2012-2013 - 211339	4,043,589						\$4,043,589
2012-2013 Heat - 211422	85,787						\$85,787
Gema Fy11 Swat - 211412	2,775						\$2,775
2012 Cops Hiring - 211409	1,364,219						\$1,364,219
<b>Sub-Total</b>	<b>\$11,030,672</b>						<b>\$11,030,672</b>
Dept Of Planning & Community Development							
Kirkwood/Edgewood Parks/Open Space - 102053	12						\$12
Section 8 Annual Contributions - 200668	1,866,215						\$1,866,215
Vine City Housing Ministry, Cd-388 - 200813	3,750						\$3,750
Marketing & Feasibility Study - 201539	5,534						\$5,534
Brownfields Redevelopment Initiative - 201561	7,992						\$7,992
Brownfields Economic Development Init. - 201763	5,009						\$5,009
Dnr Georgia Greenspace Program (Fulton) - 201981	547						\$547
MLK, Corridor Improvements - 202318	22,034						\$22,034
Ponce De Leon Ave. Corridor - 202326	176,184						\$176,184
Transportation Corridor Studies - 202327	17,725						\$17,725
Oakland City Lci-Marta - 202398	3,588						\$3,588
Bolton Road-Moores Mill Lci Implement. - 202425	4,774						\$4,774
Upper Westside Lci - 202486	2,395						\$2,395
Bankhead Marta Trans. Area Lci Project - 202593	982						\$982
Brownfield Assessment - Petroleum - 202621	9,377						\$9,377
Westlake Marta Transit Area Lci Study - 202720	1,304						\$1,304
Vine City Marta Transit Area Lci - 210138	1,000						\$1,000
Lci South Moreland - 210293	7,750						\$7,750



## FY14 CAPITAL BUDGET STATUS

### Intergovernmental Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
Nsp Project Funds 2008 Nsp - 210408	14,262						\$14,262
Dca - Nsp 2009 - 210568	415,656						\$415,656
Dca - Nsp - Admin 2009 - 210569	17,007						\$17,007
Us-Epa - 210641	197,950						\$197,950
Rock St Rev. In Vine City - 210711	44,083						\$44,083
2010 Assessment Planning - 210835	177,141						\$177,141
2011 Community Rlf - 211139	586,741						\$586,741
Civil War Monuments Assesment - 211155	5,230						\$5,230
Cycle Atl Phase I - 2012 - 211315	5,000						\$5,000
Lakewood Act Center Lci - 2012 - 211316	60,000						\$60,000
Sub-Total	\$3,659,242						\$3,659,242
Total City Wide	\$57,981,510						\$57,981,510



## FY14 CAPITAL BUDGET STATUS

### Job Training Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	3,663,302	455,427	0	0	0		\$4,118,729
Expenses	3,663,302	455,427	0	0	0		\$4,118,729
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Intergovernmental Revenues	3,663,302	455,427	0	0	0		\$4,118,729
Revenues	\$3,663,302	\$455,427	\$0	\$0	\$0		\$4,118,729
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Dept Of Planning & Community Development	3,663,302	455,427	0	0	0		\$4,118,729
Total City Wide	\$3,663,302	\$455,427	\$0	\$0	\$0		\$4,118,729



## FY14 CAPITAL BUDGET STATUS

### Job Training Grant Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Dept Of Planning & Community Development							
Non-Administrative Cost Pool - 202352	19,358	0	0	0	0		\$19,358
USDOL ETA Youthbuild 2012 - 211427	455,427	455,427	0	0	0		\$910,854
Youthbuild Americorps 2012-13 - 211407	10,000	0	0	0	0		\$10,000
Youthbuild Pse 2012 - 211342	20,000	0	0	0	0		\$20,000
Wia Youth Program Py 2012 - 211365	979,619	0	0	0	0		\$979,619
Wia Adult Fy 2013 - 211433	1,438,822	0	0	0	0		\$1,438,822
Wia Dislocated Worker Fy 2013 - 211434	740,077	0	0	0	0		\$740,077
Sub-Total	\$3,663,302	\$455,427	\$0	\$0	\$0		\$4,118,729
Total City Wide	\$3,663,302	\$455,427	\$0	\$0	\$0		\$4,118,729



## FY14 CAPITAL BUDGET STATUS

### Home Investment Partnerships Program Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	5,872,188	3,174,986					\$9,047,174
Expenses	5,872,188	3,174,987					\$9,047,175
Total Revenues Over(Under) Expenses	\$0	(\$1)					(\$1)
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Intergovernmental Revenues	5,872,188	3,174,986					\$9,047,174
Revenues	\$5,872,188	\$3,174,986					\$9,047,174
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Executive Offices	190,837						\$190,837
Department Of Finance	819,281						\$819,281
Dept Of Planning & Community Development	4,862,070	3,174,987					\$8,037,057
Total City Wide	\$5,872,188	\$3,174,987					\$9,047,175



## FY14 CAPITAL BUDGET STATUS

### Home Investment Partnerships Program Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Executive Offices							
Housing First Tbra, Hm-28 - 202604	44,254						\$44,254
Housing First Tbra 2011 Hm - 211010	46,583						\$46,583
Nicholas House Tbra 2012 Hm - 211325	100,000						\$100,000
Sub-Total	\$190,837						\$190,837
Department Of Finance							
Reserve For Projects - 200118	2,443						\$2,443
Community Design Center, Cd-88 - 200140	24,175						\$24,175
Reserve For Administration - 200546	792,663						\$792,663
Sub-Total	\$819,281						\$819,281
Dept Of Planning & Community Development							
Administration - 200112	383,190						\$383,190
Atl Affordable Home Ownership Pgm, Cd-05 - 200532	7,267						\$7,267
Home Investment Partnership Program, Chdo - 200993	24,047						\$24,047
Owner Occupied Rehabilitation, Cd-544 - 201517	586,825	1,084,266					\$1,671,091
Home Program-Multi-Unit Housing, Hm-10 - 201569	122,995						\$122,995
Hddc Phase Iv Rehabilitation, Cd-563 - 201700	182,414	219,132					\$401,546
Ucdc Acquisition/Rehabilitation, Hm-14 - 201704	1						\$1
Tyler'S Place Cdc Home Ownership - 201733	1,196						\$1,196
924 Washington Street, Hm-28 - 202256	38						\$38
Downpayment Assistance Program, Addi-766 - 202494	245,605						\$245,605
Morehouse Housing Acquisition, Hm-27 - 202603	738						\$738
Camp Tucker Rowe, Hm-34 - 202707	132,232						\$132,232
Chdo Capital Projects, Hm-37 - 202749	94,379						\$94,379
Habitat For Humanity Downpaymt Ass, Hm-36 - 202872	132,000						\$132,000
Atlanta Affordable Homeownership Opportu - 210020	405,435						\$405,435
2008 Home Admin - 210042	100,000	86,920					\$186,920
Chdo Operating Grant- 2008 - 210088	20,891						\$20,891
Chdo Capital Projects Set Aside - 210192	6,697						\$6,697
Down Payment Assistance Program 2008 - 210196	30,431						\$30,431
Administration 2009 Cd/Home - 210407	441						\$441
Aahop, 2009 Hm - 210412	4,680						\$4,680
Habitat Down Payment, 2009 Hm - 210417	64,471						\$64,471
Chdo Capital Set-Aside 2009 Hm - 210460	50,379						\$50,379
Chdo Operating 2009 Hm - 210462	505						\$505
Baptist Tower Renov 2009 Hm - 210463	500,000						\$500,000
Admin, 2010 Cd/Hm Hous. - 210722	103,225						\$103,225
Chdo Capital 2010 Hm - 210732	15,000						\$15,000
Chdo Operating 2010 Hm - 210733	4,394						\$4,394
Habitat Down Payment 2010 Cd - 210734	100,000						\$100,000
Home Multifamily 2010 Hm - 210735	200,000	600,000					\$800,000
Land Acquisition 2010 Hm - 210738	107,915						\$107,915
Admin 2011 Cd Housing - 210932	193,787	100,000					\$293,787
Habitat For Hum., 2011 Home - 211006	180,000	180,000					\$360,000
Atl Afford. Hou. Op, 2011 Home - 211007	222,950	222,950					\$445,900
Multifam. Loan Pool, 2011 Home - 211008	300,000	343,778					\$643,778
Housing Admin 2012 Cd/Hm - 211264	87,942	87,942					\$175,884



## FY14 CAPITAL BUDGET STATUS

### Home Investment Partnerships Program Fund

Imperial Hotel, 2012 Hm - 211267

Sub-Total

Total City Wide

	FY14	FY15	FY16	FY17	FY18	Future	Total
Imperial Hotel, 2012 Hm - 211267	250,000	250,000					\$500,000
Sub-Total	\$4,862,070	\$3,174,987					\$8,037,057
Total City Wide	\$5,872,188	\$3,174,987					\$9,047,175



## FY14 CAPITAL BUDGET STATUS Sec 108 Loan Trust Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	2,302,881	760,000	760,000	760,882			\$4,583,763
Expenses	2,302,881	760,000	760,000	760,882			\$4,583,763
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Intergovernmental Revenues	2,302,881	760,000	760,000	760,882			\$4,583,763
Revenues	<u>\$2,302,881</u>	<u>\$760,000</u>	<u>\$760,000</u>	<u>\$760,882</u>			<u>\$4,583,763</u>
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Department Of Finance	954,360	760,000	760,000	760,882			\$3,235,242
Department Of Public Works	588,278						\$588,278
Dept Of Parks, Recreation & Cultural Aff	36,752						\$36,752
Department Of Watershed Management	36,617						\$36,617
Dept Of Planning & Community Development	<u>686,874</u>						<u>\$686,874</u>
Total City Wide	<u>\$2,302,881</u>	<u>\$760,000</u>	<u>\$760,000</u>	<u>\$760,882</u>			<u>\$4,583,763</u>



## FY14 CAPITAL BUDGET STATUS

### Sec 108 Loan Trust Fund

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
Department Of Finance							
Reserve For Projects - 200118	194,360						\$194,360
Mechanicsville Urban Redevelopment - 201716	760,000	760,000	760,000	760,882			\$3,040,882
Sub-Total	\$954,360	\$760,000	\$760,000	\$760,882			\$3,235,242
Department Of Public Works							
Summerhill Redev Proj-Ga Ave Streetscape - 101365	588,278						\$588,278
Sub-Total	\$588,278						\$588,278
Dept Of Parks, Recreation & Cultural Aff							
Founders Park (Summerhill Redev Project) - 101364	36,752						\$36,752
Sub-Total	\$36,752						\$36,752
Department Of Watershed Management							
Summerhill Water Main Ext. - 102336	36,617						\$36,617
Sub-Total	\$36,617						\$36,617
Dept Of Planning & Community Development							
Municipal Market Parking, Cd-75 - 100153	6,720						\$6,720
MLK, Jr./Ashby Commercial Revitalization - 200965	637,570						\$637,570
Summerhill Redevelopment Proj-Housing - 201367	42,584						\$42,584
Sub-Total	\$686,874						\$686,874
Total City Wide	\$2,302,881	\$760,000	\$760,000	\$760,882			\$4,583,763

## TRUST FUNDS

**Trust Fund** is a fiduciary fund comprised of a variety of assets intended to provide benefits to an individual or organization. The trust fund is established to account for assets held by a government unit in a trustee capacity. A portion of the trust funds listed were established by trust agreements and are held for a specific purpose.





## FY14 CAPITAL BUDGET STATUS Trust

	FY14	FY15	FY16	FY17	FY18	Future	Total
<b>FUND SUMMARY</b>							
Revenues	43,776,609	11,943,101	11,943,101	11,943,101	11,943,101		\$91,549,013
Expenses	43,776,613	11,943,104	11,943,104	11,943,104	11,943,104		\$91,549,029
Total Revenues Over(Under) Expenses	(\$4)	(\$3)	(\$3)	(\$3)	(\$3)		(\$16)
<b>ANTICIPATIONS</b>							
REVENUE GROUP TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
Taxes	1,280,254						\$1,280,254
Licenses And Permits	870,749	187,166	187,166	187,166	187,166		\$1,619,413
Intergovernmental Revenues	1,081,210						\$1,081,210
Charges For Services	7,219,933	637,503	637,503	637,503	637,503		\$9,769,945
Fines And Forfeiture	3,840,309						\$3,840,309
Investment Income	9,652	385	385	385	385		\$11,192
Contributions And Donations From Private Sources	9,275,907	1,331,682	1,331,682	1,331,682	1,331,682		\$14,602,635
Miscellaneous Revenues	20,198,595	9,786,365	9,786,365	9,786,365	9,786,365		\$59,344,055
Revenues	<b>\$43,776,609</b>	<b>\$11,943,101</b>	<b>\$11,943,101</b>	<b>\$11,943,101</b>	<b>\$11,943,101</b>		<b>\$91,549,013</b>
<b>APPROPRIATIONS</b>							
DEPARTMENT TOTALS	FY14	FY15	FY16	FY17	FY18	Future	Total
City Council	131,785	99,187	99,187	99,187	99,187		\$528,533
Executive Offices	3,530,642	2,067,033	2,067,033	2,067,033	2,067,033		\$11,798,774
Department Of Information Technology	110,632						\$110,632
Department Of Corrections	1,574,853	1,895,063	1,895,063	1,895,063	1,895,063		\$9,155,105
Department Of Finance	1,443,456	40,000	40,000	40,000	40,000		\$1,603,456
Department Of Procurement	1,600						\$1,600
Department Of Public Works	7,809,602	703,301	703,301	703,301	703,301		\$10,622,806
Dept Of Parks, Recreation & Cultural Aff	10,059,708	3,706,782	3,706,782	3,706,782	3,706,782		\$24,886,836
Department Of Watershed Management	(1,643,865)	378,018	378,018	378,018	378,018		(\$131,793)
Judicial Agencies	445,779						\$445,779
Non-Departmental	(535,021)						(\$535,021)
Department Of Human Resources	80,993						\$80,993
Department Of Fire Services	1,020,845	11,229	11,229	11,229	11,229		\$1,065,761
Department Of Police Services	8,882,772	1,049,723	1,049,723	1,049,723	1,049,723		\$13,081,664
Dept Of Planning & Community Development	10,862,832	1,992,768	1,992,768	1,992,768	1,992,768		\$18,833,904
Total City Wide	<b>\$43,776,613</b>	<b>\$11,943,104</b>	<b>\$11,943,104</b>	<b>\$11,943,104</b>	<b>\$11,943,104</b>		<b>\$91,549,029</b>



## FY14 CAPITAL BUDGET STATUS Trust

	FY14	FY15	FY16	FY17	FY18	Future	Total
PROJECT TOTALS BY DEPARTMENT							
City Council							
Default - 000000	(6,081)						(\$6,081)
Out-Of-Scale Develop Analysis - 600033	249						\$249
Assistance To Lower Income Family Youth - 600041	(6,197)						(\$6,197)
District 3 Holiday Family Asst Initiativ - 600060	5,818						\$5,818
Post 1 At-Large Community Projects - 600061	(51)						(\$51)
Ojop Grant Program - 600063	2,990						\$2,990
Atlanta Commission On Women - 600069	28,499						\$28,499
Office Of '96 Expo Coordination - 600090	(51,026)						(\$51,026)
District 3 Senior Citizens Picnic - 600130	14,101						\$14,101
District 12 Annual Holiday Celebration - 600223	145,333	96,520	96,520	96,520	96,520		\$531,413
Chaplaincy Assistance Program - 600233	1,342	2,667	2,667	2,667	2,667		\$12,010
City Council Luncheon Fund - 600241	159						\$159
Maddox Retirement Fund - 600378	(3,351)						(\$3,351)
Sub-Total	\$131,785	\$99,187	\$99,187	\$99,187	\$99,187		\$528,533
Executive Offices							
Default - 000000	231,838						\$231,838
Underground Atlanta - 100003	97,934						\$97,934
City Wide Park Furniture & Play Equip. - 100271	248,008	270,950	270,950	270,950	270,950		\$1,331,808
Downtown Day Labor Center, Cd-162 - 200088	50						\$50
Mayor'S Task Force-Sr. Citizens - 200461	187						\$187
Atl Relig Mobil Against Crime (Armac) - 200861	918						\$918
1992-1994 Weed And Seed Program - 200980	3,818						\$3,818
Dunbar Reading Center - 201201	292						\$292
Charter Review Commission - 201399	19,356						\$19,356
M-Net - 600004	12,438						\$12,438
Comm. Tech. Initiative - 600005	(296)						(\$296)
Atlanta-Caribbean Trade Conf. - 600021	999						\$999
Dream Jamboree - 600037	3,058						\$3,058
Bigsby Family Donations - 600038	2,380						\$2,380
Human Services Resource Bank - 600042	14,549						\$14,549
Mayor'S Scholar Program - 600057	936						\$936
Community Relations Commission - 600059	632						\$632
Older Atlantan'S Month (02-O-0846) - 600062		26,667	26,667	26,667	26,667		\$106,668
Memorial Svc-Maynard Jackson Jr. - 600068	2,370						\$2,370
Special Events - 600081	380,491						\$380,491
Mktg & Comm.,Special Events & Ceremonies - 600083	4,370						\$4,370
International Events - 600091	5,441						\$5,441
City Of Atlanta Process, Review & Design - 600092	123,793						\$123,793
Dunbar Neighborhood Center - 600224	182,980	81,154	81,154	81,154	81,154		\$507,596
Legislative Reception - 600227	555						\$555
Atlanta Sesquicentennial - 600236	5,591						\$5,591
Gma Fifth District Meeting - 600257	878						\$878
Atlanta Sisters Cities Commission-2001 - 600287	1,688						\$1,688
Hurricane Katrina Relief Fund - 600290	18,179						\$18,179
Georgia Hill Neighborhood Center - 600291	362,094						\$362,094
J.C. Birdine Neighborhood Center - 600292	142,306						\$142,306



## FY14 CAPITAL BUDGET STATUS Trust

	FY14	FY15	FY16	FY17	FY18	Future	Total
Summer Youth Employment, Prgm Operations - 600294	107	142	142	142	142		\$675
Donation Meters For Homeless Initiatives - 600310	2,611	879	879	879	879		\$6,127
Marta/Tiger Discretionary Grant Applicat - 600379	(34,209)						(\$34,209)
Census Outreach Efforts - 600381	7,059						\$7,059
Sustainability Project(Reserved) - 600388	1,687,241	1,687,241	1,687,241	1,687,241	1,687,241		\$8,436,205
<b>Sub-Total</b>	<b>\$3,530,642</b>	<b>\$2,067,033</b>	<b>\$2,067,033</b>	<b>\$2,067,033</b>	<b>\$2,067,033</b>		<b>\$11,798,774</b>
Department Of Information Technology							
Cyclorama Improvements - 100015	5,583						\$5,583
Gov'T & Public Cable Access - 101398	90,504						\$90,504
Low Voltage Escrow - 600259	14,545						\$14,545
<b>Sub-Total</b>	<b>\$110,632</b>						<b>\$110,632</b>
Department Of Corrections							
Default - 000000	(1,001,863)						(\$1,001,863)
Jail Fund Administration & Construction - 200769	2,056,395	1,741,281	1,741,281	1,741,281	1,741,281		\$9,021,519
Employee Awards Program - 600266	3,971	1,674	1,674	1,674	1,674		\$10,667
Inmate Deposits - 600270	516,350	152,108	152,108	152,108	152,108		\$1,124,782
<b>Sub-Total</b>	<b>\$1,574,853</b>	<b>\$1,895,063</b>	<b>\$1,895,063</b>	<b>\$1,895,063</b>	<b>\$1,895,063</b>		<b>\$9,155,105</b>
Department Of Finance							
Default - 000000	(444)						(\$444)
Car Rental Tax- Philips Arena Imp. - 600115	1,280,254						\$1,280,254
G. M. A. Reception - 600225	1,226						\$1,226
Murdered And Missing Children Fd. - 600296	141,716						\$141,716
Atlanta Housing Authority Envir - 600383	20,704	40,000	40,000	40,000	40,000		\$180,704
<b>Sub-Total</b>	<b>\$1,443,456</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>		<b>\$1,603,456</b>
Department Of Procurement							
Vendor Outreach Seminar/Expos - 600027	1,600						\$1,600
<b>Sub-Total</b>	<b>\$1,600</b>						<b>\$1,600</b>
Department Of Public Works							
Default - 000000	(2,594,865)						(\$2,594,865)
Margaret Mitchell Square - 100318	33,679						\$33,679
Roxboro Road Underpass - 100324	81,491						\$81,491
Traffic Signal Installation - 100335	5,058						\$5,058
Howell Mill/Northside Pkwy Signalization - 100901	7,124						\$7,124
Citywide Sidewalk Program, Cd-588 - 101619	7,540,075	121,824	121,824	121,824	121,824		\$8,027,371
Sidewalk Improvements, District 5 - 102091	1,244						\$1,244
Howell Mill Rd-Chattahoochee - 102630	1,865						\$1,865
Howell Mill Rd-Huff Rd To Forrest - 102631	116,505						\$116,505
Howell Mill Rd-Forrest St To Holmes - 102632	(1,504)						(\$1,504)
D.I.F.Admin-Transportation-City - 201053	503						\$503
City Of Atlanta/Dekalb Co. Capital Proj. - 600006	16,604						\$16,604
Red Light Camera Enforcement Program - 600098	1,876,116	575,903	575,903	575,903	575,903		\$4,179,728
Solid Waste Mgmt Pgm - User Fee - 600099	340,708						\$340,708
Chester Avenue - 600103	1,154	1,145	1,145	1,145	1,145		\$5,734
Clair Drive - 600104	1,456	2,276	2,276	2,276	2,276		\$10,560
Maddox Park - 600106	213	285	285	285	285		\$1,353
Liddell-Vending Machines - 600111	5,167						\$5,167
Madox Park/North Avenue - 600113	296	535	535	535	535		\$2,436
Banner Deposits - 600114	44,825	1,333	1,333	1,333	1,333		\$50,157



## FY14 CAPITAL BUDGET STATUS Trust

	FY14	FY15	FY16	FY17	FY18	Future	Total
Council District 8 Sidewalk Waiver - 600122	328,331						\$328,331
Friendship Club Escrow - 600301	3,557						\$3,557
<b>Sub-Total</b>	<b>\$7,809,602</b>	<b>\$703,301</b>	<b>\$703,301</b>	<b>\$703,301</b>	<b>\$703,301</b>		<b>\$10,622,806</b>
Dept Of Parks, Recreation & Cultural Aff							
Default - 000000	(514,062)						(\$514,062)
Municipal Market Parking, Cd-75 - 100153	26,760						\$26,760
Piedmont Park - 100235	9,755						\$9,755
Ground & Site Imprvs., City-Wide - 100247	340,649						\$340,649
Oakland Cemetery - 100278	100,385						\$100,385
Chastain Park Amphitheater - 100770	45,921						\$45,921
Coca-Cola Street Purchase - 100974	2,492						\$2,492
Freedom Park Facilities - 101330	6,976						\$6,976
Wesley Coan Park Pavillions, Cd-525 - 101361	1,111						\$1,111
Zaban Recreation Center - 101400	4,672						\$4,672
Speed Hump And Other Sidewalk Project - 101668	(601)						(\$601)
Chastain Park Amphitheater Sound Control - 102038	5,482						\$5,482
Edgewood Greenspace Acquisition - 102393	199,325						\$199,325
Various Projects In District 9 - 102501	4,983						\$4,983
Memorial Park Playground Restoration - 102574	(9,966)						(\$9,966)
Art Gallery Program - 200110	985						\$985
Grant Reimb., Refunds, And Other Receipt - 200115	(56,227)						(\$56,227)
1988 Jazz Festival - 200137	36,481						\$36,481
Summer Program - 200463	(86,691)						(\$86,691)
Direction Sports li - 200881	2,656						\$2,656
Adamsville Recreation Center/Natatorium - 600002	(36,671)						(\$36,671)
Tree Removal Protection - 600013	153,024						\$153,024
Piedmont Park Restaurant - 600023	193,117	143,815	143,815	143,815	143,815		\$768,377
Chastain Arts Center - 600071	441,488	285,090	285,090	285,090	285,090		\$1,581,848
Cultural Exchange Program - 600075	414						\$414
Gilbert House - 600078	(1,602)	39,412	39,412	39,412	39,412		\$156,046
Atlanta Arts Alliance, Inc. - 600079	7,342	14,241	14,241	14,241	14,241		\$64,306
Donation For Parks, Rec. & Cultural Aff. - 600080	609,921						\$609,921
Special Events - 600081	621,035	185,833	185,833	185,833	185,833		\$1,364,367
Midtown Public Arts Project - 600085	50,000						\$50,000
Maintenance And Conservation Public Art - 600086	173,044	20,000	20,000	20,000	20,000		\$253,044
Alexander, J. M. - 600132	429						\$429
Ansley, H. C. - 600133	12,071						\$12,071
Archer, Lavonia A. - 600134	191						\$191
Arnold, R. - 600135	1,259						\$1,259
Banks, J. F., Mrs. - 600136	392						\$392
Beasley, C. C. - 600137	1,080						\$1,080
Bell, James A. - 600138	773						\$773
Benjamin, Amelia Joan - 600139	181						\$181
Benjamin, Carrie - 600140	369						\$369
Betterton, Fred P. - 600141	692						\$692
Bouligny, John Fickett - 600142	4,695						\$4,695
Boyd, E. S. - 600143	2,780						\$2,780
Boylston, John H. - 600144	3,347						\$3,347



## FY14 CAPITAL BUDGET STATUS Trust

	FY14	FY15	FY16	FY17	FY18	Future	Total
Brady, Albert I. - 600145	1,373						\$1,373
Brogan, Daniel - 600146		194					\$194
Brown, Joseph E. - 600147		2,200					\$2,200
Brown, Mary Ruth - 600148		770					\$770
Broyles, Arnold - 600149		349					\$349
Bunce, Allen H.,Dr. & Isabella Arnold - 600150		1,154					\$1,154
Chisolm, W. P. - 600151		2,234					\$2,234
Draper, Emma Moore - 600152		4,867					\$4,867
Dunlap, Caroline Fain - 600153		287					\$287
Ellis, W. D., Judge - 600154		2,022					\$2,022
Foreacre, G. J. - 600155		1,034					\$1,034
Fuld, Joseph - 600156		558					\$558
Gartrell, L. J. - 600157		8,879					\$8,879
Gay, Sallie E. - 600158		1,035					\$1,035
Glenn, John T. - 600159		1,109					\$1,109
Goldin, Benjamin - 600160		2,857					\$2,857
Guthman, Issac - 600161		1,174					\$1,174
Haas, Aaron - 600162		666					\$666
Hansell, Granger - 600163		1,281					\$1,281
Hape, Samuel - 600164		1,426					\$1,426
Harris, C. G. - 600165		1,019					\$1,019
Hayden, Harriet E. - 600166		579					\$579
Hayes, Eula Ketner - 600167		242					\$242
Hetzel, Ola C. - 600168		742					\$742
Heyman, Helen Joel - 600169		111					\$111
Hill, Delos L., Mrs. - 600170		1,262					\$1,262
Hirsch, Edward H. & Sally W. - 600171		414					\$414
Hirsch, Maurice R. - 600172		549					\$549
Hirsch, Morris - 600173		942					\$942
Hirschfield, Emma H. - 600174		534					\$534
Hoyt, Louise Lallande - 600175		728					\$728
Inman, Hugh T. & Jennie - 600176		930					\$930
Jones, John, Reverend - 600177		1,092					\$1,092
Kaplan, N. A. - 600178		452					\$452
Karwisch, Henry & J. S. & Mims, Abi - 600179		1,219					\$1,219
Kaufmann, Albert & Edith - 600180		1,437					\$1,437
Killian, Julia - 600181		1,304					\$1,304
Kingsberry, Lula L. - 600182		541					\$541
Lang, Frank L. - 600183		908					\$908
Lawshe, Margaret - 600184		443					\$443
Lewman, Idolene Edwards - 600185		345					\$345
Lilenthal, B. L. - 600186		404					\$404
Long, Sallie Griggs - 600187		611					\$611
Macdougald, Louise Black - 600188		1,442					\$1,442
Manassee, Julian - 600189		1,982					\$1,982
Marsh, Achsah F. - 600190		3,805					\$3,805
Mcdonell, Annie - 600191		955					\$955
Mcdowell, Thomas - 600192		748					\$748



## FY14 CAPITAL BUDGET STATUS Trust

	FY14	FY15	FY16	FY17	FY18	Future	Total
Mckemie, W. S. - 600193	742						\$742
Menko, Martin & Joel, D. F. - 600194	796						\$796
Mitchell, Eugene M. - 600195	927						\$927
Mitchell, Stephen & Anita - 600196	2,227						\$2,227
Moore, Mary Courtney - 600197	2,703						\$2,703
Morrison, Mary Margaret Knapp - 600198	1,146						\$1,146
Parrott, Mary R. - 600199	1,505						\$1,505
Picard, Lipman E. - 600200	923						\$923
Powers, Cora V. - 600201	795						\$795
Rich, David R. - 600202	705						\$705
Roy, Dunbar - 600203	1,223						\$1,223
Saltzman, Edna B. - 600204	2,188						\$2,188
Schiff, Junius Fred - 600205	569						\$569
Schindler, Eva - 600206	634						\$634
Schoenthal, Bertha, Mrs. - 600207	406						\$406
Scoville, L. W., Mrs. - 600208	418						\$418
Selig, Jacob & Sophie - 600209	888						\$888
Smillie, Harriet A. - 600210	1,716						\$1,716
Smith, Rubie Hill - 600211	1,393						\$1,393
Speer, Clara S. - 600212	295						\$295
Starry, Fannie B. - 600213	1,429						\$1,429
Strauss, Gabriel & Karlsruher, G. - 600214	1,030						\$1,030
Weiss, William - 600215	572						\$572
Werner, Sr., E. A. - 600216	710						\$710
West, A. J. - 600217	1,076						\$1,076
Wilson, Ada Bell - 600218	490						\$490
Wooley, Dora V. - 600220	717						\$717
Wootten, Katherine H. - 600221	768						\$768
Undist. Perp. Care Receipts - 600222	9,652	385	385	385	385		\$11,192
Dunbar Neighborhood Center - 600224	68,039						\$68,039
Athletics Operations - 600228	130,213	57,876	57,876	57,876	57,876		\$361,717
Piedmont Tennis Court Operations - 600229	192,907	13,777	13,777	13,777	13,777		\$248,015
Recreation Camps Operations - 600230	44,091	4,281	4,281	4,281	4,281		\$61,215
Summer User Fees - 600231	560,151	117,322	117,322	117,322	117,322		\$1,029,439
Youth Athletics Program - 600239	1,246,071	1,163,199	1,163,199	1,163,199	1,163,199		\$5,898,867
Chastain Park Tennis Center Operations - 600240	220,673	24,128	24,128	24,128	24,128		\$317,185
Ticket Sales, Hear Mandella Speak - 600248	(460)						(\$460)
Bitsy Grant Tennis Center Pro - 600249	52,797	26,516	26,516	26,516	26,516		\$158,861
Mcghee Tennis Center Pro - 600250	2,782	10,592	10,592	10,592	10,592		\$45,150
Washington Park Tennis Center - 600261	73,000	9,796	9,796	9,796	9,796		\$112,184
Recreation Program Activities - 600282	34,226	3,776	3,776	3,776	3,776		\$49,330
National League Of Cities - 600288	6,236						\$6,236
Georgia Hill Neighborhood Center - 600291	121,334	107,718	107,718	107,718	107,718		\$552,206
J.C. Birdine Neighborhood Center - 600292	16,816	83,210	83,210	83,210	83,210		\$349,656
Employee Incentive Program - 600299	3,871	1,733	1,733	1,733	1,733		\$10,803
Prc Adams Park Recreation Center - 600312	(8,426)						(\$8,426)
Prc Adamsville Recreation Center - 600313	1,765	133	133	133	133		\$2,297
Prc Ben Hill Recreation Center - 600316	(1,271)						(\$1,271)



## FY14 CAPITAL BUDGET STATUS Trust

	FY14	FY15	FY16	FY17	FY18	Future	Total
Prc Bessie Branham Recreation Center - 600317		400	400	400	400		\$1,600
Prc Brownwood Recreation Center - 600318	350						\$350
Prc Butler Park Recreation Center - 600319	722						\$722
Prc Ca Scott Recreation Center - 600320	4,100	1,100	1,100	1,100	1,100		\$8,500
Prc Central Park Recreation Center - 600321	(4,088)						(\$4,088)
Prc Coan Recreation Center - 600324	4,946	200	200	200	200		\$5,746
Prc Collier Recreation Center - 600325	(524)	433	433	433	433		\$1,208
Prc Dunbar Recreation Center - 600326	851						\$851
Prc Grant Recreation Center - 600328	2,375	233	233	233	233		\$3,307
Prc Grove Recreation Center - 600329	86,129	500	500	500	500		\$88,129
Prc Jd Sims Recreation Center - 600330	11,770	17,435	17,435	17,435	17,435		\$81,510
Prc Lang Carson Recreation Center - 600332	100						\$100
Prc MI King Recreation Center - 600334	(7,737)	200	200	200	200		(\$6,937)
Prc Morningside Recreation Center - 600335	(203)						(\$203)
Prc Oakland Recreation Center - 600336	6,881	1,100	1,100	1,100	1,100		\$11,281
Prc Perkerson Recreation Center - 600337	1,741	133	133	133	133		\$2,273
Prc Peachtree Hills Recreation Center - 600338	(6,765)						(\$6,765)
Prc Pittman Recreation Center - 600339	(8,163)						(\$8,163)
Prc Rosel Fann Recreation Center - 600341	(17,469)	3,867	3,867	3,867	3,867		(\$2,001)
Prc Thomasville Recreation Center - 600342	2,193	500	500	500	500		\$4,193
Prc Zaban Recreation Center - 600343	5,542	533	533	533	533		\$7,674
Dunbar Rec Center Afterschool Prog 2009 - 600344	29,429						\$29,429
Jazz Festival - 600346	121,021	64,024	64,024	64,024	64,024		\$377,117
Montreaux Music Festival - 600347	952						\$952
Cultural Affairs-General - 600349	126,120	47,237	47,237	47,237	47,237		\$315,068
Non Res. Golfers- Summer Programs - 600354	245,539	21,357	21,357	21,357	21,357		\$330,967
Summer Program - 600355	283,208	1,007	1,007	1,007	1,007		\$287,236
Green Space Pgm., Parks - 600356	531,870						\$531,870
Ground & Site Improvements - 600359	185,836	238,328	238,328	238,328	238,328		\$1,139,148
Citywide Park Furniture - 600363	46,347	75,416	75,416	75,416	75,416		\$348,011
Oakland Cemetary - 600365	173,631	17,467	17,467	17,467	17,467		\$243,499
Chastain Amphitheater Sound - 600367	449,772	55,623	55,623	55,623	55,623		\$672,264
Piedmont Park Arts Festival - 600370	3,243						\$3,243
Cyclorama Improvements - 600371	12,071						\$12,071
Chastain Amphitheater Park Improv - 600372	1,893,102	356,683	356,683	356,683	356,683		\$3,319,834
Snowmobile - 600376	6,609	2,600	2,600	2,600	2,600		\$17,009
Southbend Cultural Center Operations - 600382	7,437	20,567	20,567	20,567	20,567		\$89,705
Centers Of Hope - 600384	604,745	428,338	428,338	428,338	428,338		\$2,318,097
Project600394	30,901	38,668	38,668	38,668	38,668		\$185,573
<b>Sub-Total</b>	<b>\$10,059,708</b>	<b>\$3,706,782</b>	<b>\$3,706,782</b>	<b>\$3,706,782</b>	<b>\$3,706,782</b>		<b>\$24,886,836</b>
Department Of Watershed Management							
Default - 000000	(2,353,681)						(\$2,353,681)
Greenway Acquisition Project - 101760	5,563						\$5,563
Sewer Collections, De Kalb - 200510	554						\$554
Care & Conserve Fund - 201333	2,210						\$2,210
Englewood - 600105	8,376	1,032	1,032	1,032	1,032		\$12,504
R.M. Clayton W.P.C. - 600107	8,502	732	732	732	732		\$11,430
Utoy Creek - 600109	3,836	300	300	300	300		\$5,036



## FY14 CAPITAL BUDGET STATUS Trust

	FY14	FY15	FY16	FY17	FY18	Future	Total
Drinking Water-Vending Machines - 600112	25,048	3,472	3,472	3,472	3,472		\$38,936
Erosion & Sedimentation Control Fee - 600271	134,718						\$134,718
Care & Conserve Trust Fund - 600308	521,009	372,482	372,482	372,482	372,482		\$2,010,937
Sub-Total	(\$1,643,865)	\$378,018	\$378,018	\$378,018	\$378,018		(\$131,793)
Judicial Agencies							
Victim And Witness Program - 200768	642						\$642
Hon. Judge L. A. Jackson, Sr. Center - 600093	229						\$229
Atlanta Community Court Foundation - 600124	20,881						\$20,881
Victim & Witness Penalty, Tc - 600302	388,437						\$388,437
Victim & Witness Penalty, Mc - 600303	57,136						\$57,136
State Of Ga-Brain And Spinal Injury - 600304	(34,401)						(\$34,401)
Victim & Witness Penalty, County (5%) - 600305	12,855						\$12,855
Sub-Total		\$445,779					\$445,779
Non-Departmental							
Default - 000000	(793,325)						(\$793,325)
Elected Official Compensation Commission - 600100	14,213						\$14,213
94 Flood Victims Relief Fund - 600272	3,643						\$3,643
Electronic Legislative Management System - 600387	240,448						\$240,448
Sub-Total		(\$535,021)					(\$535,021)
Department Of Human Resources							
Default - 000000	(1,065)						(\$1,065)
Women'S History Month - 600126	(143)						(\$143)
City-Wide Training Program - 600232	82,201						\$82,201
Sub-Total		\$80,993					\$80,993
Department Of Fire Services							
Default - 000000	7,746						\$7,746
Improving Fire Station #8 Work Environ. - 102507	997						\$997
City'S Health And Wellness Center - 202397	4,485						\$4,485
Fire Safety Education Program - 202845	1,389						\$1,389
Atlanta Smoke Alarm Program (Asap) - 600007	1,526						\$1,526
Emergency Response - 600096	(129,171)	7,220	7,220	7,220	7,220		(\$100,291)
Fire Headquarters Vending Machines - 600110	12,657	4,009	4,009	4,009	4,009		\$28,693
Foam Upgrade - 600125	447						\$447
Fire Fighters' Banquet - 600258	1,161						\$1,161
Training & Gen Operating Enhancements - 600263	2,791						\$2,791
Fire Dept Facility Relocation - 600274	1,815						\$1,815
Donations-Recognition Fire Pers/Citizens - 600275	5,936						\$5,936
Fire Prevention Week '95 - 600277	413						\$413
Fire Dept. Costs Recovery Training Pgms - 600281	9,939						\$9,939
Fire Station #21 - 600309	100						\$100
Firefighting Equipment - 600392	1,098,614						\$1,098,614
Sub-Total	\$1,020,845	\$11,229	\$11,229	\$11,229	\$11,229		\$1,065,761
Department Of Police Services							
Default - 000000	(517,237)						(\$517,237)
Cultural Affairs-General Qna0 - 200485	57,711						\$57,711
Promotion Of Tourism - 200486	(14,952)						(\$14,952)
Federal-Rico - 600234	5,869,801	591,163	591,163	591,163	591,163		\$8,234,453
Drug Reward Program - 600235	8,313						\$8,313



## FY14 CAPITAL BUDGET STATUS Trust

	FY14	FY15	FY16	FY17	FY18	Future	Total
Purchase Of Protective Items - 600237	280						\$280
Zone 3 Mini Precinct - 600238	5,572						\$5,572
Poor & Homeless Assistance Program - 600243	2,437						\$2,437
Bricola W. Coleman Reward Fund - 600247	1,546						\$1,546
Reward Fd-Murdered Clark College Student - 600252	996						\$996
Police Department Capital Acquisitions - 600253	2,707						\$2,707
Police Department Management Retreat - 600254	4,711						\$4,711
Youth Advisory Council - 600265	299						\$299
Bicycle Patrol Program - 600267	8,980						\$8,980
Atlanta Police Athletic League - 600269	7,484						\$7,484
Attack On America: 09/11/2001 - 600289	5,980						\$5,980
R.I.C.O.-State - 600369	860,524	289,836	289,836	289,836	289,836		\$2,019,868
Federal-Rico-Treasury - 600373	2,571,770	160,924	160,924	160,924	160,924		\$3,215,466
Apd Sos Special Event Trust Account - 600393	5,850	7,800	7,800	7,800	7,800		\$37,050
<b>Sub-Total</b>	<b>\$8,882,772</b>	<b>\$1,049,723</b>	<b>\$1,049,723</b>	<b>\$1,049,723</b>	<b>\$1,049,723</b>		<b>\$13,081,664</b>
Dept Of Planning & Community Development							
Default - 000000	(1,367,967)						(\$1,367,967)
Recovering Substance Abusers' Program - 200952	2,488						\$2,488
Inmate Welfare Program - 201501	(298,655)						(\$298,655)
Housing Rehab/Seniors & Low Income Indiv - 201591	1,986						\$1,986
West End Marta Operating Transfer - 201909	24,916						\$24,916
Council District 12 Sidewalk Waiver - 202766	57,684						\$57,684
Atlantic Station Wkforce Dev Partnership - 202877	(192,684)						(\$192,684)
User Fee - 600001	112,259	57,105	57,105	57,105	57,105		\$340,679
Pedestrian Safety Campaign - 600011	2,875						\$2,875
Tree Removal Protection - 600013	8,663,090	1,470,852	1,470,852	1,470,852	1,470,852		\$14,546,498
District 12:Senior Rehab. Projects - 600020	19,933						\$19,933
Int'L Relations And Business Development - 600022	68						\$68
Streetscape Improv. & Maintenance Prog. - 600031	755,031	118,291	118,291	118,291	118,291		\$1,228,195
Liveable Communities Initiative (Lci) - 600034	460						\$460
Atlanta Planning Advisory Bd 00-R-0329 - 600058	3,020						\$3,020
Awda'S Cyber Center - 600094	22,443						\$22,443
District 9 Special Projs:Nw Atl. Frwk. - 600102	10,747						\$10,747
Council District 9 Sidewalk Waiver - 600116	96,281						\$96,281
Council District 7 Sidewalk Waiver - 600117	136,043	4,909	4,909	4,909	4,909		\$155,679
Council District 1 Sidewalk Waiver - 600118	35,671						\$35,671
Council District 5 Sidewalk Waiver - 600119	23,991						\$23,991
Council District 11 Sidewalk Waiver - 600120	50,487						\$50,487
Council District 10 Sidewalk Waiver - 600121	3,787						\$3,787
Improvement Building Permit Project - 600123	686						\$686
Neighborhood Deputies Program - 600286	364						\$364
Mayor'S Youth Program - 600306	557,597	341,611	341,611	341,611	341,611		\$1,924,041
Edu. Outreach/Tree Removal - 600307	373,586						\$373,586
Bus Shelter - 600374	74,510						\$74,510
Technology Surcharge - 600375	1,692,135						\$1,692,135
<b>Sub-Total</b>	<b>\$10,862,832</b>	<b>\$1,992,768</b>	<b>\$1,992,768</b>	<b>\$1,992,768</b>	<b>\$1,992,768</b>		<b>\$18,833,904</b>
<b>Total City Wide</b>	<b>\$43,776,613</b>	<b>\$11,943,104</b>	<b>\$11,943,104</b>	<b>\$11,943,104</b>	<b>\$11,943,104</b>		<b>\$91,549,029</b>



# DEBT MANAGEMENT

## DEBT OVERVIEW

### MUNICIPAL BOND RATINGS

### GENERAL FUND

### DEPARTMENT OF AVIATION

### DEPARTMENT OF WATERSHED MANAGEMENT

### GENERAL OBLIGATION (GO)

### TAX ALLOCATION DISTRICTS (TADs)

### LEGAL DEBT LIMITS

ADOPTED BUDGET  
FY 2014



## 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		CREDIT RATING <sup>1</sup>		
BONDS TYPE		Moody's	Standard & Poor's	Fitch
General Obligation Bonds <i>Underlying Rating</i>		Aa2	A	--
Water and Wastewater Revenue Bonds <i>Underlying Rating</i>		A1	A	A
Hartsfield Atlanta International Airport Revenue Bonds - Senior Lien / GARBs <i>Underlying Rating</i>		A1	A+	A+
Hartsfield Atlanta International Airport Revenue Bonds - GARBs/PFC <i>Underlying Rating</i>		A1	A	A
Hartsfield Atlanta International Airport Revenue Bonds - Senior Lien CFC <i>Underlying Rating</i>		Baa1	A-	A-
Atlanta Development Authority <i>Underlying Rating</i>		A2	A	--
Downtown Development Authority <i>Underlying Rating</i>		Aa2	A	--
Solid Waste Management Authority <i>Underlying Rating</i>		Aa2	A	--
Atlanta Fulton County Recreation Authority <i>Underlying Rating</i>		Aa2	A	--
Atlanta Urban Residential Finance Authority <i>Underlying Rating</i>		Aa2	A	--
Tax Allocation Districts <i>Underlying Rating</i>		Baa3	BBB	--

<sup>1</sup> As of 3/1/2013

## **CITY OF ATLANTA – TOTAL OUTSTANDING DEBT**

The City of Atlanta's outstanding debt portfolio consists of five (5) categories of pledged revenues, namely General Fund, Aviation Fund, Water & Wastewater Fund, General Obligation Fund and Tax Allocation District Fund.

### **General Fund:**

The General Fund, the main source of financing for citywide operations also supports the payment of some debt issuances. Most of the debt issued are for the purchase or lease of fleet (i.e. vehicles, trucks), equipment, and approved capital improvement projects (CIP). The total outstanding debt for the General Fund supported debt is \$329.7 million as of July 1, 2013.

### **Aviation Fund:**

The Department of Aviation (DOA) is responsible for operating Hartsfield-Jackson Atlanta International Airport for the City of Atlanta. DOA is a self-sustaining enterprise fund which derives its operating revenue from landing fees, concession revenues, parking fees, building and land rentals, and passenger facility charges (PFC) which are approved by the Federal Aviation Authority (FAA). To finance capital improvements, DOA uses pay-go financing (excess operating revenues), submits Capital Improvement Projects (CIP) applications to the FAA for grant funding, and or issues revenue bonds that are pledged against the various revenue generating sources. The total outstanding debt for the Department of Aviation is \$3.06 billion as of July 1, 2013.

### **Water & Wastewater Fund:**

The Department of Watershed Management ("DWM") was created in 2002, and is dedicated to the provision and management of clean water, wastewater and storm water systems, and water pollution control services to individuals, organizations, and other governmental units within and around the City of Atlanta, in compliance with federal and state regulations. DWM has issued long-term bonds and utilized state revolving loans administered by the Georgia Environmental Facilities Authority ("GEFA") to provide funding for its capital improvement projects. The bonds and loans issued are pledged against the revenues generated by the water and wastewater system. The total outstanding debt for the Department of Watershed Management is \$3.25 billion as of July 1, 2013.

### **General Obligation Fund:**

The City is authorized by the State of Georgia to issue annual General Obligation Bonds in the amount of \$8,000,000 without voter referendum for various public purpose capital improvements. Proceeds from these bonds, whenever issued, are shared equally between the City and the Atlanta Public Schools. The debt obligation on these bonds is secured by a pledge of the full faith and credit and general property taxing power of the City. Furthermore, the City is permitted by O.C.G.A. Section 36-82-1 to issue Public Improvement Bonds by a voter referendum. The Referendum Bonds, when issued, cannot bear an interest rate that exceeds 8.5% per annum. The City is required by law to levy an ad valorem tax on all taxable property within the City in an amount sufficient to pay the principal and interest payments due. The total outstanding debt for the General Obligation Bonds is \$215.3 million as of July 1, 2013.

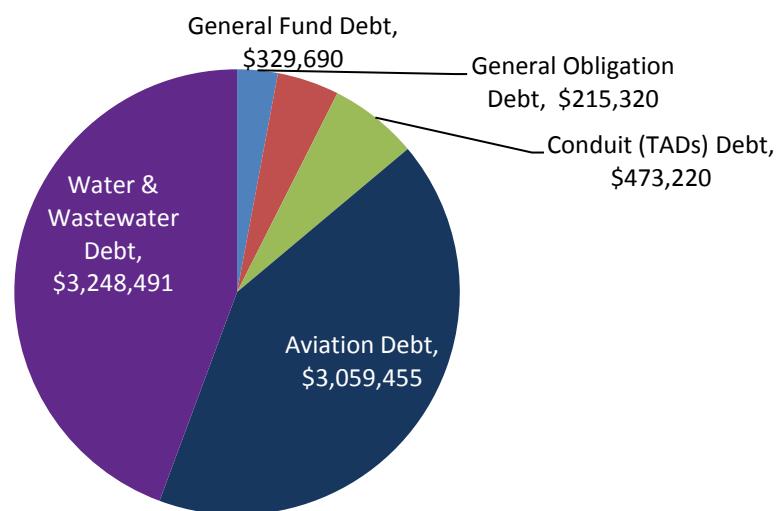
**Tax Allocation District Fund:**

The City has created Tax Allocation Districts in accordance with Federal Tax Law to enable it issue Tax Allocation District Bonds. Currently, there are ten (10) tax districts created, with five (5) (Atlantic Station, Beltline, Eastside, Princeton Lakes and Westside) that are active. Each active district has issued bonds that are pledged against the tax revenues generated within the district. All the tax district bonds are conduit debt obligation of the City. For fiscal year 2014, the City will have fourteen (14) TAD bonds outstanding with a total value of \$473.2 million.

During fiscal year 2013, the City did not issue any new debt obligations. Overall, the City continues to generate enough revenues to cover its operating costs and make all of its outstanding debt obligation payments.

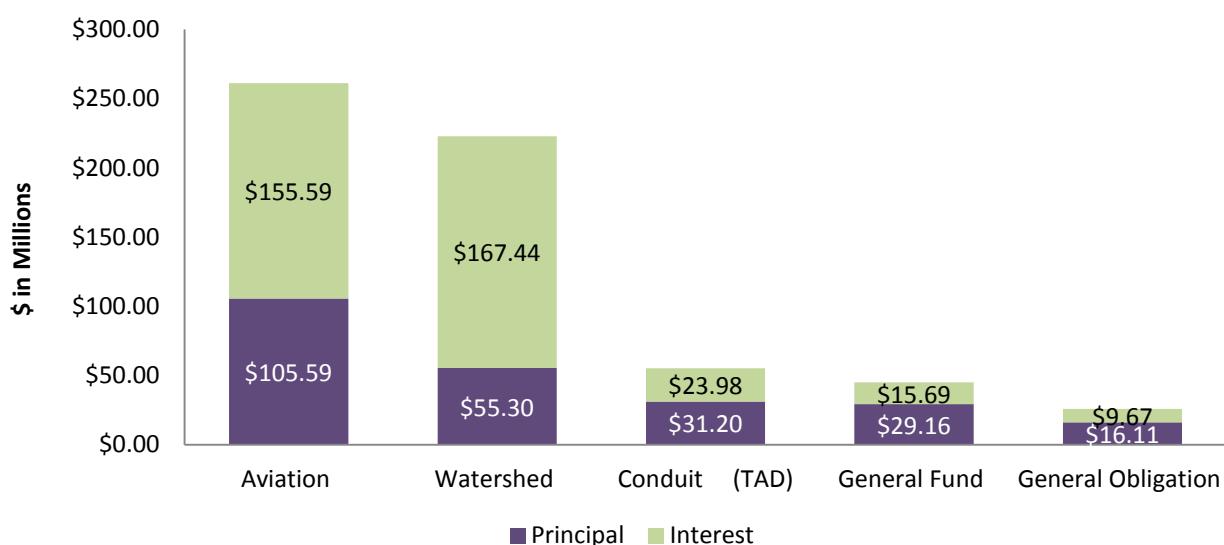
## FY14 TOTAL OUTSTANDING DEBT

At the start of fiscal year 2014 (July 1, 2013), the City of Atlanta's total debt outstanding will be \$7.3 billion. Total debt will consist of \$1.1 billion in General Obligation and other debt (General Fund, TAD and Conduit); \$3.1 billion in Aviation Revenue Bonds; and \$3.2 billion in Water and Wastewater Revenue Bonds and other obligations.



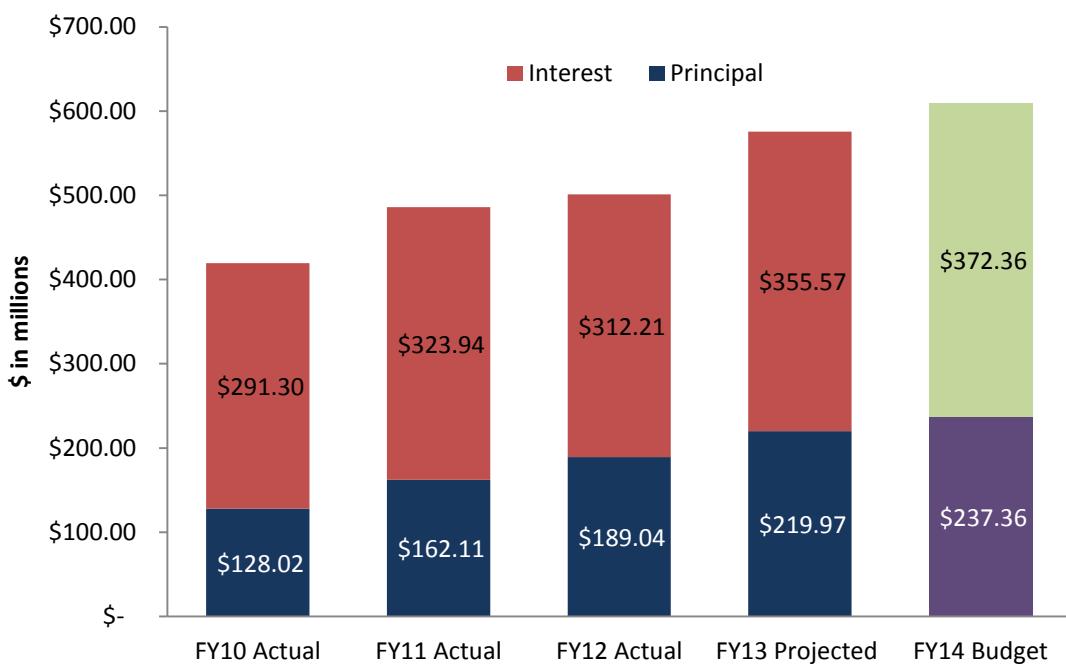
## FY14 PRINCIPAL & INTEREST PAYMENTS (BY CATEGORY)

It is expected that in fiscal year 2014, \$44.9 million of General Fund, \$261.2 million of Aviation Funds, \$222.7 million of Water and Wastewater Fund, \$25.8 million of General Obligation Fund, and \$55.2 of TAD Funds receipts will be used to make debt service payments.



## HISTORICAL EXPENSES & FY14 OUTLOOK

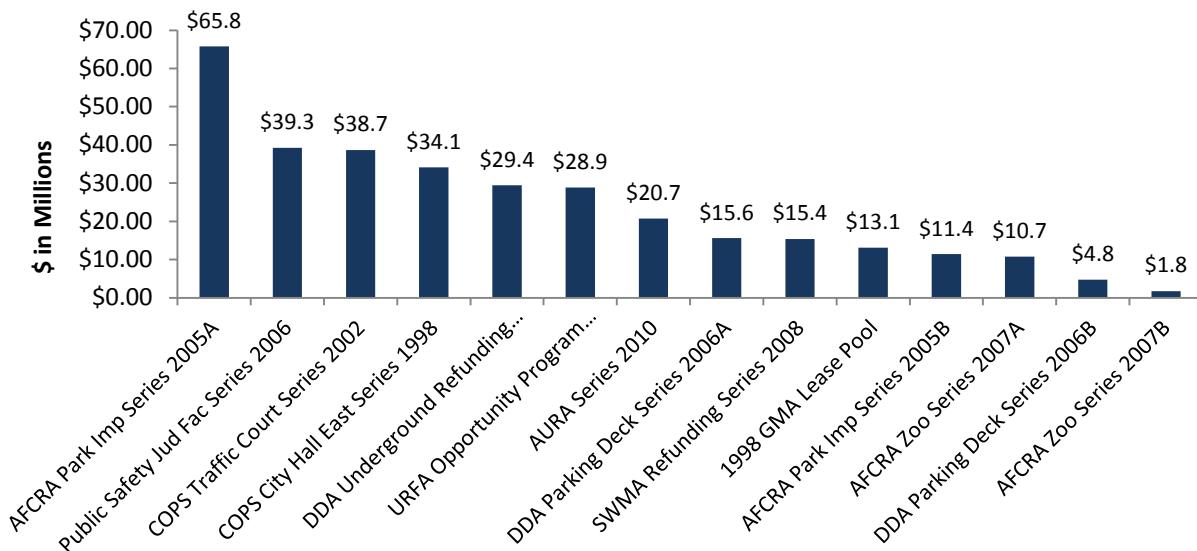
Between FY10 and FY13 ending June 30, 2013, the City will have made approximately \$1.98 billion in payments to service its debt obligations. \$699.1 million of this total was for principal and \$1.28 billion for interest payments. During fiscal year 2014, the City will pay approximately \$609.7 million in debt service payments; \$237.4 million and \$372.3 for principal and interest payments, respectively.



## GENERAL FUND

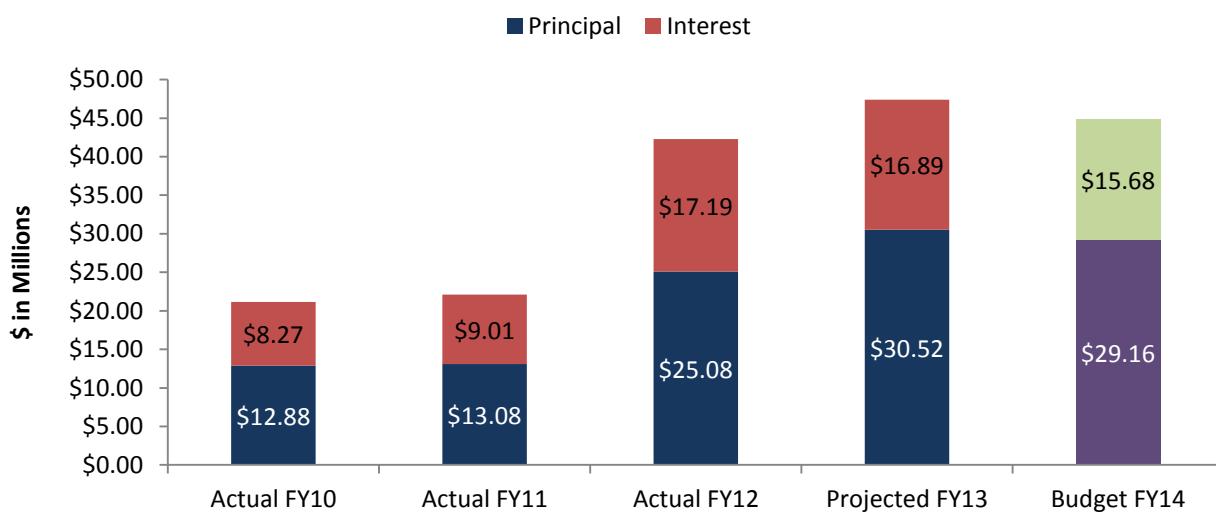
### GENERAL FUND – TOTAL OUTSTANDING DEBT (JULY 1, 2013)

The General Fund debt obligation of the City consists of various bonds issued for various purposes. For the fiscal year 2014, \$329.7 million will be outstanding.



### PRINCIPAL AND INTEREST PAYMENTS (FY2010 – FY2014)

During 2014, it is expected that the City will make approximately \$44.9 million in payments to service outstanding General Fund obligations. \$29.2 million will be spent on principal and \$15.7 million on interest payments.



**General Fund Debt Amortization Schedule**

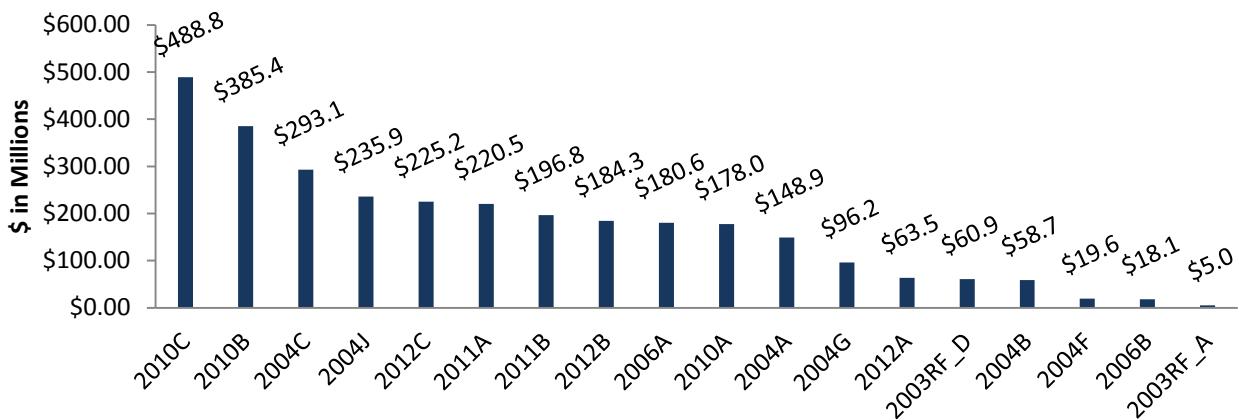
<b>Period Ending</b>	<b>Principal</b>	<b>Interest</b>	<b>Debt Service</b>
6/30/2014	29,163,109	15,688,272.88	44,851,381.58
6/30/2015	28,017,279	14,285,767.21	42,303,046.39
6/30/2016	28,778,735	12,899,593.19	41,678,328.39
6/30/2017	28,283,601	11,498,746.94	39,782,347.46
6/30/2018	20,133,750	10,295,512.83	30,429,262.83
6/30/2019	16,358,750	9,390,085.60	25,748,835.60
6/30/2020	17,157,500	8,555,288.35	25,712,788.35
6/30/2021	17,990,000	7,682,466.35	25,672,466.35
6/30/2022	17,106,250	6,822,686.45	23,928,936.45
6/30/2023	17,921,250	5,962,456.09	23,883,706.09
6/30/2024	17,195,000	5,082,937.55	22,277,937.55
6/30/2025	14,550,000	4,276,992.05	18,826,992.05
6/30/2026	15,265,000	3,518,590.85	18,783,590.85
6/30/2027	16,020,000	2,715,272.75	18,735,272.75
6/30/2028	8,865,000	2,065,210.35	10,930,210.35
6/30/2029	4,625,000	1,669,657.50	6,294,657.50
6/30/2030	4,855,000	1,433,640.00	6,288,640.00
6/30/2031	5,100,000	1,187,555.00	6,287,555.00
6/30/2032	5,350,000	933,852.50	6,283,852.50
6/30/2033	3,950,000	711,550.00	4,661,550.00
6/30/2034	4,135,000	519,531.25	4,654,531.25
6/30/2035	4,330,000	318,487.50	4,648,487.50
6/30/2036	4,540,000	107,825.00	4,647,825.00
	<b>\$329,690,223.60</b>	<b>\$127,621,978.17</b>	<b>\$457,312,201.77</b>

*\*Note that debt issued by the Atlanta Fulton County Recreational Authority AFRCA is split (75% City, 25% County)*

## DEPARTMENT OF AVIATION

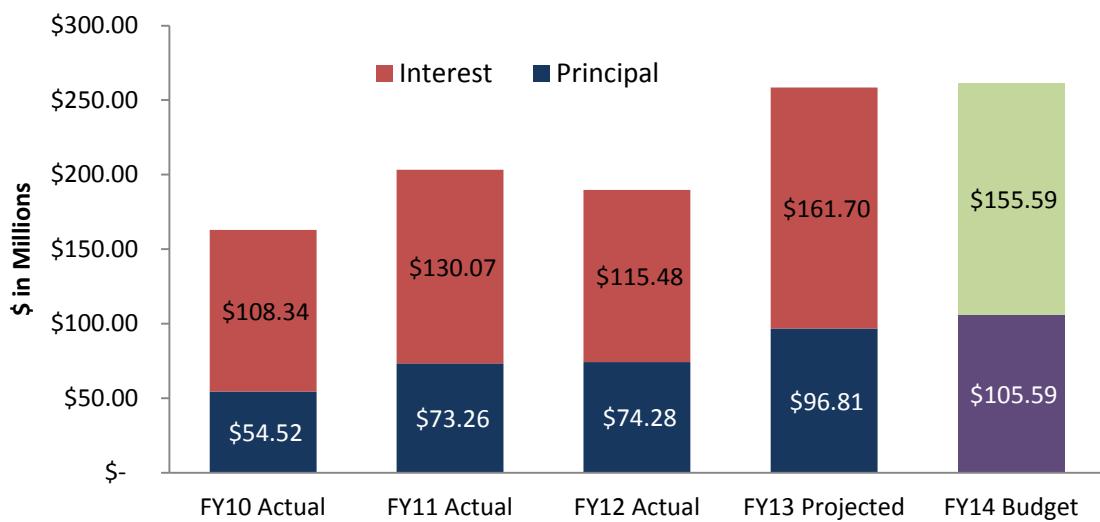
### DEPARTMENT OF AVIATION – TOTAL OUTSTANDING DEBT (JULY 1, 2013)

For fiscal year 2014, the Department of Aviation is expected to have \$3.1 billion in outstanding long term debt that consists of GARBs, PFCs and CFCs. These bonds were issued as Senior Lien or Subordinate Lien Debt with Alternative Minimum Tax (AMT) and or Non-Alternative Minimum Tax (Non-AMT) treatment.



### PRINCIPAL AND INTEREST PAYMENTS (FY2010 – FY2014)

During fiscal year 2014, it is expected that \$261.1 million in revenues will service the outstanding debt; \$105.6 for principal and \$155.6 in interest. During fiscal year 2013, the City will spend approximately \$258.5 million to service all outstanding General Airport Revenue Senior Lien, Passenger Facility Sub-ordinate Lien, and Customer Facility Senior Lien bonds. \$96.8 million will be spent on principal and \$161.7 million on interest payments.



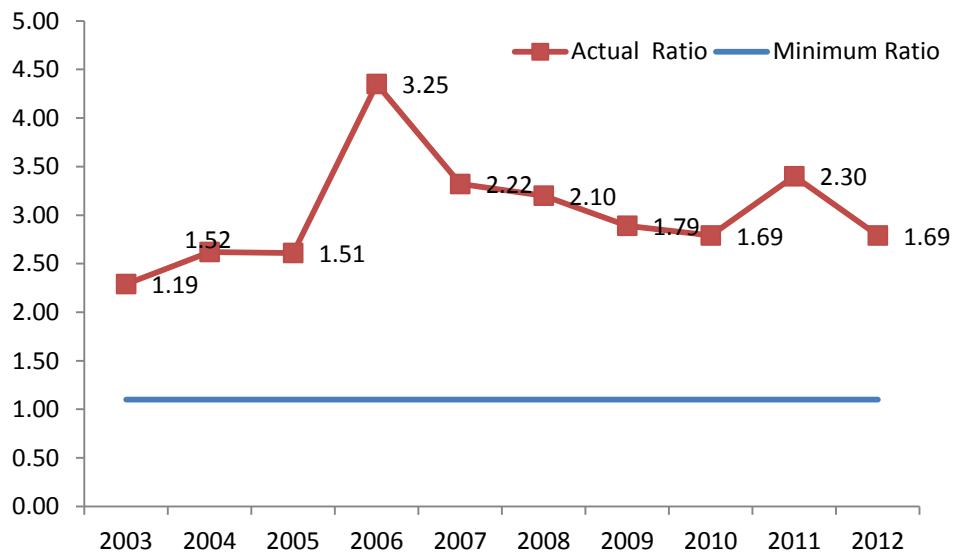
### Department of Aviation Revenue Bond Coverage (in thousands)

Ending Period	Operating Revenue	Operating Expenses	Net Revenue	Principal Payments	Interest Payments	SWAP/LOC Payments	Total Payments	Coverage Ratio
2003	251,579	122,017	129,562	49,937	53,418	5,487	108,842	1.19
2004	292,375	134,528	157,847	52,183	40,362	10,990	103,535	1.52
2005	305,484	148,728	156,756	33,935	64,167	5,470	103,572	1.51
2006	152,601	74,353	78,248	-	23,727	334	24,061	3.25
2007	339,164	133,440	205,724	37,487	56,186	(1,186)	92,487	2.22
2008	405,868	166,274	239,594	40,906	70,131	3,275	114,312	2.10
2009	404,724	173,404	231,320	42,502	67,392	19,187	129,081	1.79
2010	414,898	201,056	213,842	53,061	70,104	3,670	126,835	1.69
2011	416,748	197,308	219,440	38,395	52,665	4,293	95,353	2.30
2012	407,094	209,548	197,546	55,310	57,206	4,549	117,066	1.69

\*Data Source - City of Atlanta Comprehensive Annual Financial Report FY12 CAFR.

Ratios provided are for General Airport Revenue Bond issues;

### Coverage Ratio Performance



\*Coverage ratio is the amount of cash flow available to meet annual principal and interest payments. Minimum coverage ratio is established by the Master Bond Ordinance at 1.10

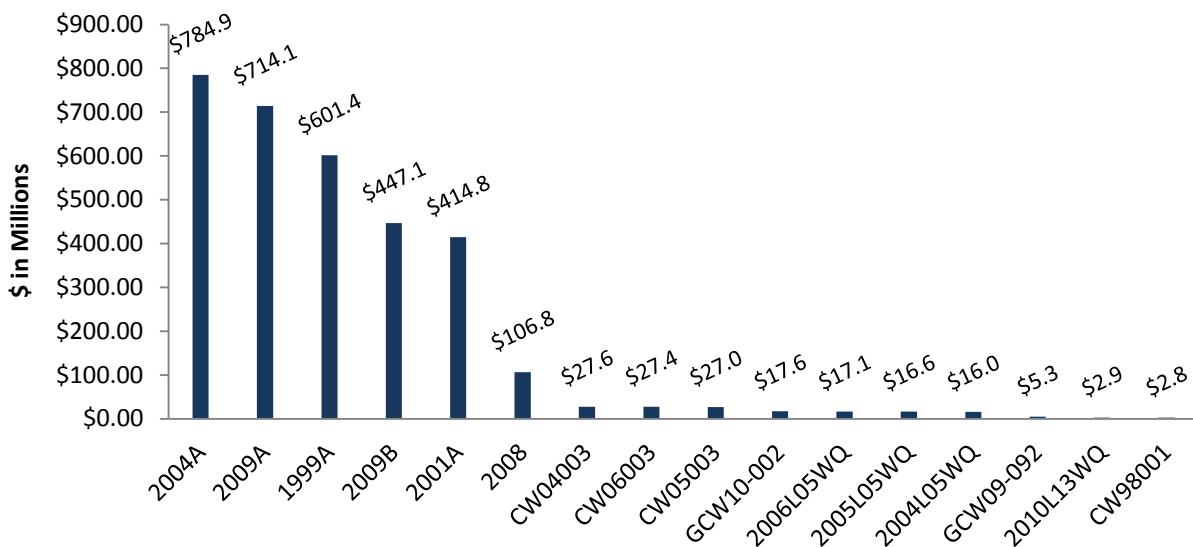
**Department of Aviation Debt Amortization Schedule**

<b>Period Ending</b>	<b>Principal</b>	<b>Interest</b>	<b>Debt Service</b>
6/30/2014	105,585,000	155,587,402.36	261,172,402.36
6/30/2015	105,510,000	150,674,202.96	256,184,202.96
6/30/2016	116,900,000	145,337,845.26	262,237,845.26
6/30/2017	123,030,000	139,454,443.76	262,484,443.76
6/30/2018	129,300,000	133,280,574.10	262,580,574.10
6/30/2019	135,720,000	126,871,989.40	262,591,989.40
6/30/2020	137,555,000	120,022,941.41	257,577,941.41
6/30/2021	144,625,000	113,113,713.11	257,738,713.11
6/30/2022	122,330,000	105,777,537.51	228,107,537.51
6/30/2023	128,855,000	99,351,163.26	228,206,163.26
6/30/2024	135,745,000	92,586,420.76	228,331,420.76
6/30/2025	142,895,000	85,401,514.26	228,296,514.26
6/30/2026	150,375,000	78,118,568.51	228,493,568.51
6/30/2027	163,530,000	70,286,472.50	233,816,472.50
6/30/2028	172,100,000	61,770,494.75	233,870,494.75
6/30/2029	180,560,000	52,878,482.26	233,438,482.26
6/30/2030	180,745,000	43,469,238.26	224,214,238.26
6/30/2031	108,165,000	34,024,391.00	142,189,391.00
6/30/2032	108,695,000	28,441,281.25	137,136,281.25
6/30/2033	114,220,000	22,941,200.00	137,161,200.00
6/30/2034	83,015,000	17,161,581.25	100,176,581.25
6/30/2035	30,785,000	12,941,418.75	43,726,418.75
6/30/2036	32,350,000	11,381,950.00	43,731,950.00
6/30/2037	34,005,000	9,741,275.00	43,746,275.00
6/30/2038	35,745,000	8,013,250.00	43,758,250.00
6/30/2039	37,575,000	6,193,750.00	43,768,750.00
6/30/2040	39,510,000	4,281,000.00	43,791,000.00
6/30/2041	29,265,000	2,269,875.00	31,534,875.00
6/30/2042	30,765,000	769,125.00	31,534,125.00
	<b>\$3,059,455,000.00</b>	<b>\$1,932,143,101.68</b>	<b>\$4,991,598,101.68</b>

## DEPARTMENT OF WATERSHED MANAGEMENT

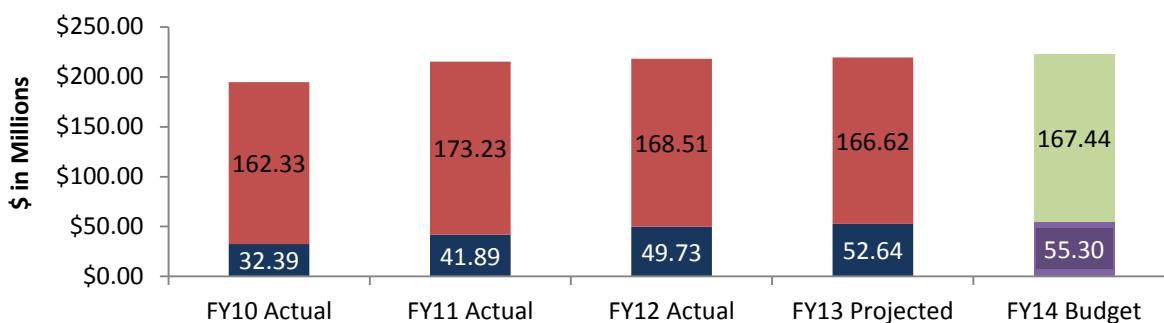
### DEPARTMENT OF WATERSHED MANAGEMENT - TOTAL OUTSTANDING DEBT (JULY 1, 2013)

For fiscal year 2014, the Department of Watershed Management's outstanding debt will be \$3.2 billion of long-term debt outstanding which consists of \$3.07 billion of senior lien debt and \$160.3 million of subordinate lien debt (GEFA).



### PRINCIPAL AND INTEREST PAYMENTS (FY2010 – FY2014)

During 2014, it is expected that the City will pay approximately \$222.7 million to service the Department's current outstanding debt. \$55.3 million will be spent on principal and \$167.4 million on interest payments. During fiscal year 2013, the City will spend approximately \$219.2 million to service all the department's outstanding Senior and Subordinate lien debt. \$52.6 million will be spent on principal and \$166.6 million on interest payments.

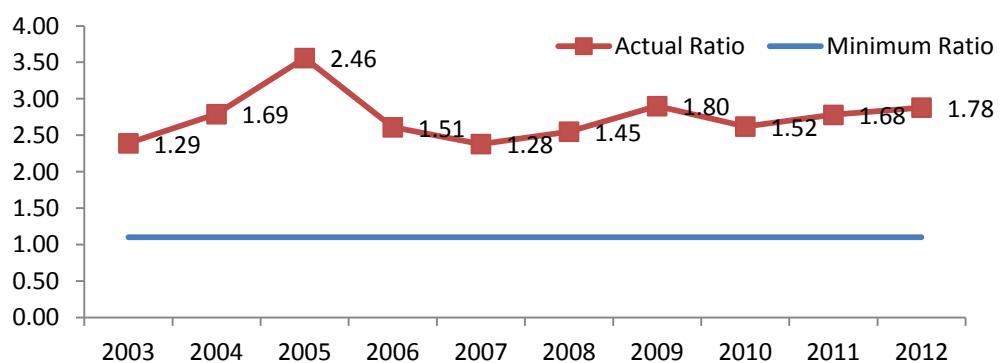


Department of Watershed Management Revenue Bond Coverage (in thousands)

Period	Operating Revenue	Current Operating Expenses	Net Revenue available for Debt Service	Principal	Interest	Total	Coverage Ratio
2003	227,441	137,284	90,157	325	69,667	69,992	1.29
2004	287,778	133,146	154,632	9,375	82,284	91,659	1.69
2005	385,697	159,081	226,616	10,655	81,519	92,174	2.46
2006	189,844	96,345	93,499	-	61,842	61,842	1.51
2007	435,715	240,848	194,867	24,210	128,435	152,645	1.28
2008	460,285	236,316	223,969	27,647	126,285	153,932	1.45
2009	498,216	220,962	277,254	26,300	127,452	153,752	1.80
2010	511,649	206,170	305,479	28,980	172,074	201,054	1.52
2011	561,485	191,816	369,669	38,370	182,157	220,527	1.68
2012	596,680	192,179	404,501	46,085	180,893	226,978	1.78

\*Data Source - City of Atlanta Comprehensive Annual Financial Report FY12 CAFR

**Coverage Ratio Performance**



\*Coverage ratio is the amount of cash flow available to meet annual principal and interest payments. Minimum coverage ratio is established by the Master Bond Ordinance at 1.10

Department of Watershed Management Debt Amortization Schedule

Period Ending	Principal	Interest	Debt Service
6/30/2014	55,303,599	167,442,117.09	222,745,716.37
6/30/2015	59,250,852	164,689,310.84	223,940,162.72
6/30/2016	62,312,537	161,647,573.53	223,960,110.64
6/30/2017	65,549,146	158,427,748.55	223,976,894.82
6/30/2018	68,978,671	155,022,615.72	224,001,286.48
6/30/2019	72,676,099	151,344,610.94	224,020,710.24
6/30/2020	76,644,420	147,404,160.78	224,048,580.63
6/30/2021	80,813,066	143,249,258.42	224,062,324.82
6/30/2022	85,176,064	138,915,289.02	224,091,352.72
6/30/2023	89,752,765	134,312,518.72	224,065,283.98
6/30/2024	90,179,600	129,569,688.25	219,749,288.28
6/30/2025	95,299,976	124,670,008.10	219,969,984.54
6/30/2026	100,810,497	119,446,522.15	220,257,018.70
6/30/2027	120,350,113	113,706,740.71	234,056,853.76
6/30/2028	137,362,713	107,100,616.71	244,463,329.75
6/30/2029	115,822,612	100,569,191.59	216,391,803.20
6/30/2030	122,597,682	94,123,511.17	216,721,193.61
6/30/2031	117,429,075	87,629,268.76	205,058,343.61
6/30/2032	124,212,021	81,199,619.06	205,411,640.27
6/30/2033	130,869,830	74,481,557.76	205,351,387.97
6/30/2034	148,312,338	67,055,735.51	215,368,073.16
6/30/2035	141,361,530	59,315,326.33	200,676,856.41
6/30/2036	148,894,675	51,573,101.12	200,467,775.63
6/30/2037	156,534,497	43,361,763.71	199,896,260.62
6/30/2038	164,606,135	34,728,091.17	199,334,226.22
6/30/2039	173,525,000	25,619,621.88	199,144,621.88
6/30/2040	182,500,000	16,235,467.54	198,735,467.54
6/30/2041	77,445,000	9,937,617.35	87,382,617.35
6/30/2042	89,045,000	6,458,264.25	95,503,264.25
6/30/2043	46,280,000	3,586,750.00	49,866,750.00
6/30/2044	48,595,000	1,214,875.00	49,809,875.00
	<b>\$3,248,490,513.44</b>	<b>\$2,874,038,541.73</b>	<b>\$6,122,529,055.17</b>

*Note: Principal payments include an estimated amortization schedule for GEFA Loan #CWSRF 10-00. As of March 20, 2013 this loan has been partially upon.*

## GENERAL OBLIGATION

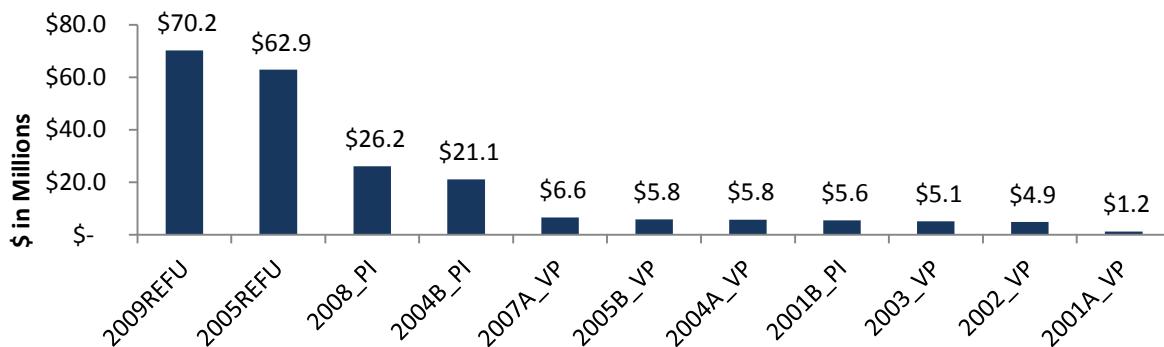
### GENERAL OBLIGATION - TOTAL OUTSTANDING DEBT (JULY 1, 2013)

As needed, the City issues \$8.0 million in General Obligation bonds to fund capital improvement projects (CIP) that enhance the quality of life of its taxpayers. The debt issued, if any, is appropriated as follows:

- \$4.0 million towards acquiring site and construction/equipping new municipal buildings and related facilities
- \$4.0 million towards renovating, improving, adding to and equipping existing school buildings and facilities, or acquiring, constructing and equipping new school buildings and facilities

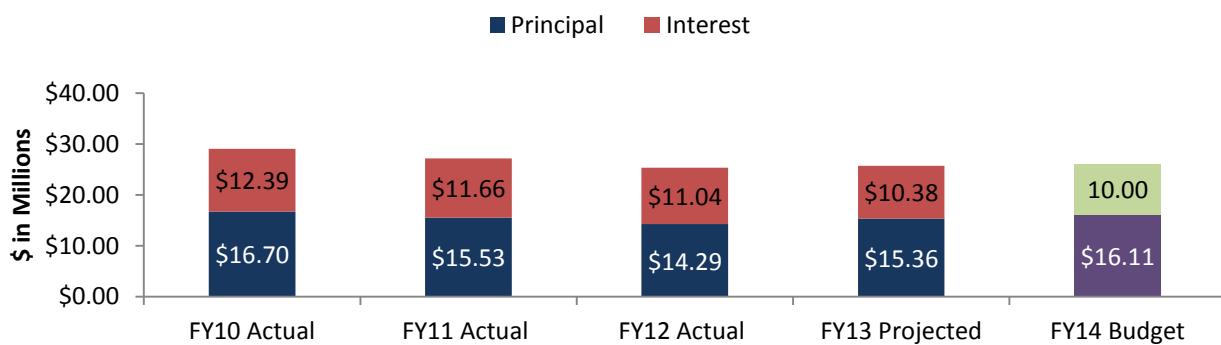
The City's General Obligation Public Improvement bonds are used for sidewalk design and construction throughout the City, including sidewalk installations in various public housing developments and for streetscape and intersection improvements throughout the City.

At the beginning of fiscal year 2014, the City is budgeted to have eleven (11) General Obligation debt outstanding totaling \$215.3 million.



### PRINCIPAL AND INTEREST PAYMENTS (FY2010 – FY2014)

During fiscal year 2014, the City will pay approximately \$26.1 million to service outstanding General Obligation debt. \$16.1 million will be spent on principal and \$10 million on interest payments.



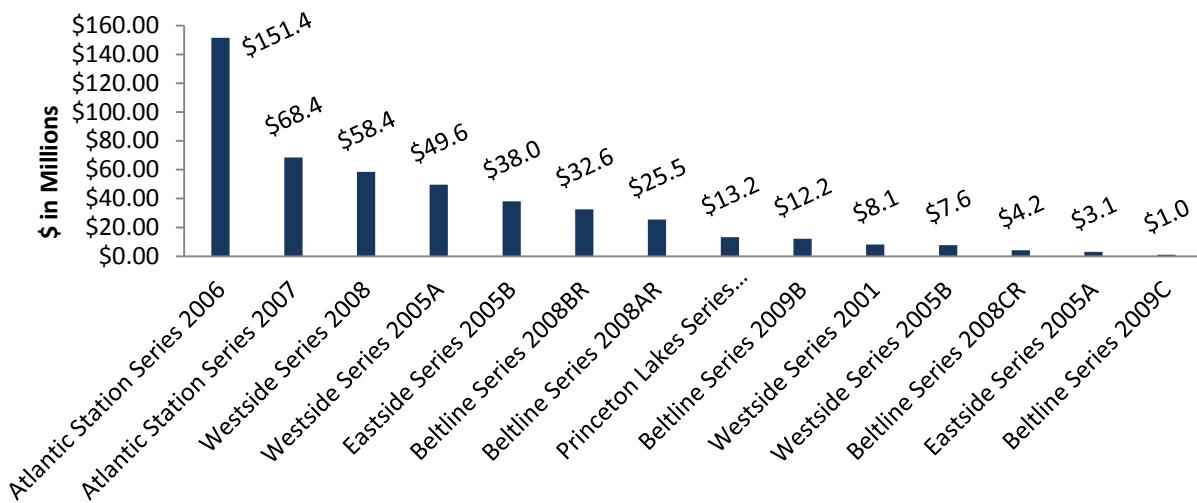
**General Obligation Debt Amortization Schedule**

<b>Period Ending</b>	<b>Principal</b>	<b>Interest</b>	<b>Debt Service</b>
6/30/2014	16,105,000	9,667,735.04	25,772,735.04
6/30/2015	17,060,000	8,928,806.29	25,988,806.29
6/30/2016	17,545,000	8,137,298.16	25,682,298.16
6/30/2017	18,315,000	7,331,858.78	25,646,858.78
6/30/2018	19,365,000	6,473,716.28	25,838,716.28
6/30/2019	20,605,000	5,523,376.90	26,128,376.90
6/30/2020	21,960,000	4,495,095.02	26,455,095.02
6/30/2021	23,395,000	3,373,450.64	26,768,450.64
6/30/2022	24,375,000	2,229,197.51	26,604,197.51
6/30/2023	15,310,000	1,346,609.38	16,656,609.38
6/30/2024	15,610,000	631,305.00	16,241,305.00
6/30/2025	2,910,000	176,640.00	3,086,640.00
6/30/2026	2,085,000	71,703.13	2,156,703.13
6/30/2027	680,000	14,025.00	694,025.00
	<b>\$215,320,000.00</b>	<b>\$58,400,817.12</b>	<b>\$273,720,817.13</b>

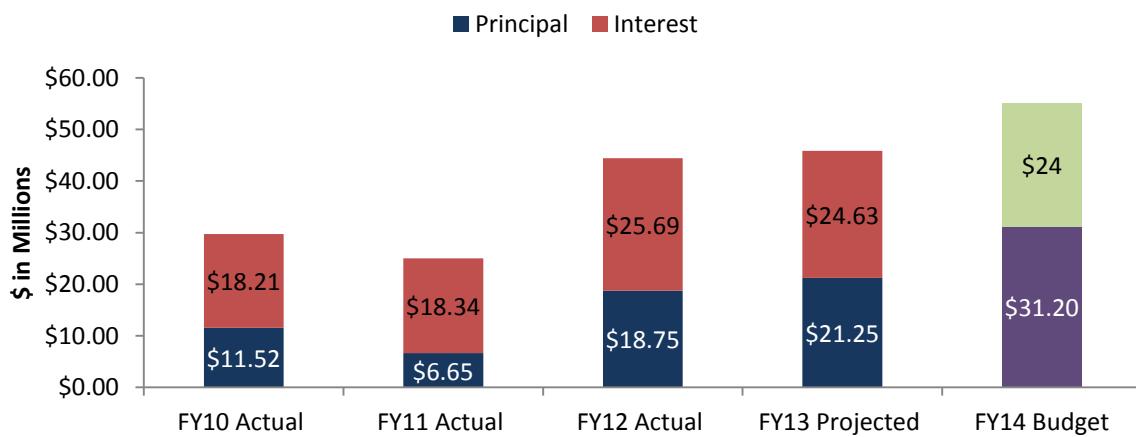
## TAX ALLOCATION DISTRICTS (TADs)

### TADs - TOTAL OUTSTANDING DEBT (JULY 1, 2013)

The City has issued bonds to fund various Capital Improvement Projects (CIP) specially designated tax districts. There are ten (10) tax districts and five (5) of the ten (10) districts are active which include Atlantic Station, Beltline, Eastside, Princeton Lakes and Westside. These bond issuances are deemed as conduit debt obligations of the City. Tax receipts from the designated districts are used to make annual debt service payments when due. For fiscal year 2014, the City will have fourteen (14) TAD bonds outstanding with a total value of \$473.2 million.



During fiscal year 2014, the City will pay approximately \$55.2 million to service the TAD obligations of the City. \$31.2 million will be spent on principal and \$24 million on interest payments.



**Tax Allocation Districts (TADS) Debt Amortization Schedule**

<b>Period Ending</b>	<b>Principal</b>	<b>Interest</b>	<b>Debt Service</b>
6/30/2014	31,200,000	23,983,121.25	55,183,121.25
6/30/2015	24,460,000	22,632,908.95	47,092,908.95
6/30/2016	25,560,000	21,406,527.57	46,966,527.57
6/30/2017	26,785,000	20,068,580.15	46,853,580.15
6/30/2018	28,025,000	18,694,475.66	46,719,475.66
6/30/2019	29,315,000	17,277,467.77	46,592,467.77
6/30/2020	30,640,000	15,783,262.40	46,423,262.40
6/30/2021	32,850,000	14,172,793.41	47,022,793.41
6/30/2022	33,740,000	12,455,010.97	46,195,010.97
6/30/2023	36,120,000	10,642,653.22	46,762,653.22
6/30/2024	40,480,000	8,609,074.27	49,089,074.27
6/30/2025	39,640,000	6,542,764.21	46,182,764.21
6/30/2026	11,355,000	5,189,850.50	16,544,850.50
6/30/2027	12,065,000	4,511,197.63	16,576,197.63
6/30/2028	12,800,000	3,787,424.50	16,587,424.50
6/30/2029	13,605,000	3,016,265.13	16,621,265.13
6/30/2030	14,440,000	2,193,708.38	16,633,708.38
6/30/2031	11,370,000	1,317,147.75	12,687,147.75
6/30/2032	2,585,000	606,734.88	3,191,734.88
6/30/2033	2,670,000	521,973.75	3,191,973.75
6/30/2034	2,760,000	434,419.50	3,194,419.50
6/30/2035	2,850,000	343,922.25	3,193,922.25
6/30/2036	2,945,000	250,468.38	3,195,468.38
6/30/2037	3,035,000	153,921.63	3,188,921.63
6/30/2038	1,925,000	57,701.88	1,982,701.88
	<b>\$473,220,000.00</b>	<b>\$214,653,375.96</b>	<b>\$687,873,375.96</b>

## LEGAL DEBT LIMIT

### LEGAL DEBT LIMIT

According to the State Constitution: Article IX, Section V, Paragraph 1

The debt incurred by any county, municipality, or other political subdivision of this state, including debt incurred on behalf of any special district, shall never exceed 10 percent of the assessed value of all taxable property within such county, municipality, or political subdivision; and no such county, municipality, or other political subdivision shall incur any new debt without the assent of a majority of the qualified voters of such county, municipality, or political subdivision voting in an election held for that purpose as provided by law.

As of July 30<sup>th</sup> 2012 the City's assessed value is \$21,371,090,216. Taking into account the current GO debt obligation, this corresponds to a legal debt limit of **\$1,921,789,021.60** as of March 20th 2013.

<b>Assessed Value</b>	<b>21,371,090,216.00</b>
<b><u>Debt Limit Calculation:</u></b>	
Legal limit (10% of Assessed Value)	2,137,109,021.60
Less Outstanding General Obligation Bonded Debt	215,320,000.00
	<b><u>\$ 1,921,789,021.60</u></b>

*Source: DeKalb & Fulton County Bond Digest as of July 30<sup>th</sup> 2012*

## **APPENDIX**

**BUDGET CALENDAR**

**FINANCIAL POLICIES**

**FIVE YEAR PLAN SUMMARY**

**GLOSSARY**

**ACKNOWLEDGMENTS**

**ADOPTED BUDGET  
FY 2014**



# FY14 ADOPTED BUDGET CALENDAR

The following calendar is a listing of the deadlines for the property tax certification process. Some deadlines are not statutory, but reflect best practice. Dates are subject to change.

DESCRIPTION	DATE	RESPONSIBILITY
1. Prepare Actual Data Files to Upload to Hyperion	December 4	HR/OBFP/FSS/Oracle
2. Load Actuals and Seed Data	December 17	OBFP
3. Departmental Calculations	December 19-20	Departments
4. Enter Variables (i.e. health rate, pension rate)	December 20	OBFP
5. OBFP Analysts Review Information and Validate	December 28	OBFP
6. Finalize 5 Year Plan Initiatives and Enter into Hyperion	January 3	OBFP
7. Training – Operating Budget	January 15 & 17	ERP/OBFP
8. Training – Operating Budget (make-up day)	January 18	ERP
9. Departments Review Estimations and Input Initiatives for 5 Year Period	January 18-22	All Departments
10. OBFP Reviews Information in Hyperion and Works with Departments Regarding Changes and Modifications	January 18-22	OBFP/All Departments
11. CFO/COO/Executive Office Reviews 5 Year Plan and COO/EO Finalize New Capital Projects List	January 23-24	CFO/COO/Executive Offices
12. OBFP/Departments Review Updates from CFO/COO/Executive Offices	January 25	CFO/COO/Executive Offices
13. Input Inflation and Review Final Updates	January 25	CFO/COO/Executive Offices
14. Compile 5 Year Plan and PDF File and Printing	January 28-29	OBFP

DESCRIPTION	DATE	RESPONSIBILITY
<b>15.</b> Deliver 5 Year Plan Books	January 30	OBFP
<b>16. FINANCE/EXECUTIVE COMMITTEE MEETING</b>  5 Year Financial Plan Presentation (1 <sup>st</sup> Read)	February 13	OBFP/Council
<b>17. FULL COUNCIL MEETING</b> <ul style="list-style-type: none"><li>• 5 Year Plan Adoption (1<sup>st</sup> Read)</li></ul>	February 18	DOF/City Council
<b>18. FINANCE/EXECUTIVE COMMITTEE MEETING</b> <ul style="list-style-type: none"><li>• Amend/Adopt 5-Year Financial Plan (2<sup>nd</sup> Read)</li><li>• Adopt Resolution Authorizing Publication of Notice for Tax Rates</li></ul>	February 27	DOF/City Council
<b>19. FULL COUNCIL MEETING</b> <ul style="list-style-type: none"><li>• 5 Year Plan Adoption (2<sup>nd</sup> Read)</li></ul>	March 4	DOF
<b>20.</b> Targets Finalized	March 4 - 6	Executive Offices
<b>21.</b> Budget Kickoff/Training Training/Instructions, Templates and Timeline Provided	March 14 – 15	DOF/DHR/ERP
<b>22.</b> Departments Develop Proposed FY14 Budget in Budget Tool	March 22- 29	Departments
<b>23. FINANCE/EXECUTIVE COMMITTEE MEETING</b> <ul style="list-style-type: none"><li>• FY14 Budget Ordinance Introduced as 1<sup>st</sup> Read</li><li>• Revenue Package Items Legislation Introduced as 1<sup>st</sup> Read</li></ul>	March 27	City Council
<b>24.</b> Finance Updates FY14 Budget Actions in Budget Tool	April 1-3	OBFP
<b>25.</b> Departments submit legislation to transfer funds from reserves to projects (if applicable)	April 15	Departments
<b>26.</b> Draft of Proposed Budget Book to Mayor, COO, CFO	April 16	DOF

DESCRIPTION	DATE	RESPONSIBILITY
<b>27.</b> Mayor, COO and CFO Review of Proposed Budget Book Complete/Actions to Finalize Budget Defined	April 17	Executive Offices
<b>28.</b> Proposed Budget Book Finalized and Delivered	April 24	DOF
<b>29.</b> <b>FINANCE/EXECUTIVE COMMITTEE MEETING -</b> <ul style="list-style-type: none"> <li data-bbox="262 572 654 677">• FY2014 Budget Ordinance Discussed and Amended 2<sup>nd</sup> Read</li> <li data-bbox="262 688 589 751">• Revenue Package Items Legislation 2<sup>nd</sup> Read</li> <li data-bbox="262 762 638 825">• Public Hearing for Revenue Legislation (if needed)</li> </ul>	May 1	City Council
<b>30.</b> <b>BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</b> <ul style="list-style-type: none"> <li data-bbox="262 994 687 1241">• Fiscal Condition of the City • Budget Development Process • Non-Departmental • Capital, Grants, and Trust Funds; Debt Service; Cash Pool; Investments</li> </ul>	May 2	DOF
<b>31.</b> <b>FULL COUNCIL MEETING</b> <ul style="list-style-type: none"> <li data-bbox="262 1290 654 1607">• Adoption of Resolution to Appoint Budget Commission Member</li> <li data-bbox="262 1406 654 1533">• FY2014 Budget Ordinance Discussed and Amended 2<sup>nd</sup> Read - Held</li> <li data-bbox="262 1543 621 1607">• Revenue Package Items Legislation 2<sup>nd</sup> Read - Held</li> </ul>	May 6	City Council
<b>32.</b> <b>BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</b> <ul style="list-style-type: none"> <li data-bbox="262 1733 638 1902">• Bureau of Buildings • Civic Center • Solid Waste Services • Parks, Recreation and Cultural</li> </ul>	May 7	Executive Offices Chiefs/Commissioners

	<b>DESCRIPTION</b>	<b>DATE</b>	<b>RESPONSIBILITY</b>
	Affairs • Department of Fire/Rescue		
<b>33.</b>	<b>DEPARTMENT BUDGET BRIEFING</b> – COUNCIL CHAMBERS • Department of Public Works • Department of Police • Unions (AFSCME, PACE, IAFF, IBPO, Southern States, PBA, Inc)	May 8	City Council
<b>34.</b>	<b>DEPARTMENT BUDGET BRIEFING</b> – COUNCIL CHAMBERS • Citizen Review Board • Board of Ethics • Internal Auditor • Invest Atlanta • Judicial Agencies • Executive Offices • City Council • BUDGET PUBLIC HEARING City Council Chambers	May 9	Executive Offices Chiefs/Commissioners
<b>35.</b>	<b>FINANCE/EXECUTIVE COMMITTEE MEETING</b> - • FY 2014 Personnel Ordinance discussed and amended by FEC Committee (HR) • Other HR related legislation if applicable • Property Tax Rate Ordinance discussed and adopted by Finance/Executive Committee • Public Hearing for Revenue Fee Legislation ( <i>if needed</i> )	May 15	City Council
<b>36.</b>	<b>DEPARTMENT BUDGET BRIEFING</b> – COUNCIL CHAMBERS • Department of Finance • Department of Human Resources • Department of Law • Department of Information Technology	May 16	

DESCRIPTION	DATE	RESPONSIBILITY
<ul style="list-style-type: none"> <li>• Department of Watershed Management</li> <li>• Public Hearing for Tax Millage Rate-Per Published Notice-City Council Chambers</li> </ul>		
<b>37. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</b> <ul style="list-style-type: none"> <li>• Department of Corrections</li> <li>• Department of Procurement</li> <li>• Department of Planning and Community Development</li> <li>• Interactive Community Budget Session</li> <li>• Department of Aviation</li> </ul>	May 22	Executive Offices Chiefs/Commissioners
<b>38. SPECIAL CALLED COUNCIL MEETING</b> <ul style="list-style-type: none"> <li>• Amend Budget</li> <li>• Public Hearing for Tax Millage Rate (Per Published Notices- Morning)</li> <li>• Public Hearing for Tax Millage Rate (Per Published Notices-Evening)</li> </ul>	May 23	City Council
<b>39. FINANCE/EXECUTIVE COMMITTEE MEETING -</b> <ul style="list-style-type: none"> <li>• FY2014 Personnel Ordinance discussed and adopted by Finance/Executive Committee – forwarded to City Council</li> <li>• Other HR related legislation, if applicable forwarded to City Council.</li> <li>• Property Tax Rate ordinance discussed and adopted and forwarded to City Council</li> <li>• FY2014 Budget Ordinance discussed, adopted and forwarded to City Council</li> </ul>	May 29	City Council
<b>40. Budget Commission Meets to Approve FY2014 Anticipations FULL COUNCIL MEETING</b> <ul style="list-style-type: none"> <li>• FY2014 Budget Adopted by Council</li> </ul>	June 17	Budget Commission  City Council

DESCRIPTION	DATE	RESPONSIBILITY
<ul style="list-style-type: none"> <li>• Adoption of Revenue/Fee/Budget legislation</li> <li>• Adoption of Property Tax Ordinance</li> <li>• Adoption of FY14 personnel ordinance</li> <li>• Adoption of other HR related legislation, if applicable.</li> </ul>		
<b>41.</b> Mayor Reed Approves/Vetoes Adopted Ordinances <ul style="list-style-type: none"> <li>• Property Tax Rate Ordinance</li> <li>• FY14 Budget Ordinance</li> <li>• Personnel Ordinance</li> <li>• HR-related legislation</li> </ul>	June 20-28	Mayor Reed Executive Offices

# FINANCIAL POLICIES

The City of Atlanta is a municipal corporation governed by the Mayor and the City Council. The accounting principles of the City of Atlanta, Georgia (the "City"), conform to generally accepted accounting principles ("GAAP") applicable to governmental entities. The Government Accounting Standards Board ("GASB") is the accepted standards setting body for establishing governmental accounting and financial reporting principles. The significant financial policies of the City are described below.

## ***Accounting, Auditing and Financial Reporting Policies***

The City will produce Annual Financial Reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board. An independent audit is performed annually. In addition, the City continues to maintain a strong internal audit capability.

The accounting and financial reporting treatment applied to a fund is determined by its measurements focus. All governmental funds and expendable trust funds are accounted for using a current financial resources measurement focus (also known as the spending measurement focus). With this measurement focus, general only current assets and current liabilities are included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets.

All proprietary funds and pension trust funds are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheet. Fund equity (i.e., net total assets) is segregated into contributed capital and retained earnings components. Proprietary fund-type operating statements present increases (e.g., revenues) and decreases (e.g., expenses) in net total assets. The accrual basis of accounting is

utilized by proprietary fund types. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers revenues as available if they are collected within 45 days after year-end. All revenues are considered susceptible to accrual except revenues from licenses and permits, fines, forfeitures and penalties because they are generally not measurable until received in cash.

The City also reports deferred revenue on its combined balance sheet. Deferred revenues arise when a potential accrued basis revenue does not meet both the "measurable" and "available" criteria for recognition in the current period. Deferred revenues also arise when resources are received by the City before it has a legal claim to them, such as when grant monies are received prior to the incurrence of qualifying expenditures. In subsequent periods, when both revenue recognition criteria are met, or when the City has a legal claim to the resources, the liability for deferred revenue is removed from the combined balance sheet and revenue is recognized.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include: (a) principal and interest on general long-term debt, which is recognized when due or when amounts have been accumulated in the debt service fund for payments to be made early in the following year, and (b) accumulated unpaid vacation pay, compensatory pay, accrued workers' compensation, and arbitrage rebate which are recognized in the

governmental funds only to the extent they will be paid from available expendable financial resources. Those liabilities that are not to be paid from current resources are recorded in the General Long-Term Obligations Account Group.

The City adopted GASB Statement No. 20, "Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities that use Proprietary Fund Accounting," in 1994 and elected to follow GASB standards.

### ***Financial Management Policies***

Ordinance Adopted February, 1987

WHEREAS, the City of Atlanta financial standing and reputation has been and continues to be excellent; and

WHEREAS, this successful financial management excellence has been achieved despite the absence of formal, adopted City financial management policies; and

WHEREAS, as the City continues to face even more complex financial conditions, it becomes more appropriate for formal, City policies governing financial management to be adopted:

THEREFORE, BE AND IT IS HEREBY ORDAINED BY THE COUNCIL OF THE CITY OF ATLANTA, GEORGIA, as follows:

**SECTION 1:** That the following Financial Management Policies be and are hereby adopted to guide certain aspects of the financial management of the City of Atlanta:

The operating budget shall be developed with a sharp focus on long-term solvency. Long-term financial commitments to continuing outlays shall be avoided unless sustained revenue growth is assured (or) official actions taken to increase existing revenues or authorize new ones sufficient to maintain the commitment.

Current expenditures shall in all cases be supported by current revenues, and debt shall not be used for current expenses.

Non-recurring revenue and resources shall not be used to finance continuing operations.

Each enterprise operation of the City shall maintain revenues which support the full (direct and indirect) cost of the individual operation.

Operating fund balance shall be maintained at levels sufficient to absorb unpredictable revenue shortfalls and to ensure desired cash flow levels. If fund balances are truly "surplus", they should be committed first to capital needs. With regard to the General Fund, cash balances available at year-end shall, in combination with new revenues, be sufficient to preclude any requirement for short-term debt to sustain City operations.

The City shall establish and maintain a high level of accounting practice. Accounting systems and standards shall conform to General Accepted Accounting Principles (GAAP) for governments as promulgated by the Governmental Accounting Standards Board (GASB).

An annual audit shall be performed by an independent public accounting firm with the subsequent issue of a Comprehensive Annual Financial Report (CAFR) that includes audited general purpose financial statements and audited individual fund statements with both introductory and statistical sections, by the end of the sixth month after the close of the fiscal year. The Report shall be prepared in conformity with Generally Accepted Accounting Principles (GAAP) for governments.

Full disclosure shall be provided in the Comprehensive Annual Financial Report and bond representations.

Financial systems shall be maintained to monitor expenditures, revenues, and performance of all municipal programs on an ongoing basis.

The City shall develop capital budgets and capital programs that facilitate advance planning for capital purposes. All capital expenditure commitments shall be made with the full knowledge of current and future operating requirements necessary to accompany the capital expenditure. Official commitment to fund necessary operating requirements must precede the commitment of capital funding.

Capital plans shall include replacement schedules that anticipate the inevitable aging and obsolescence of facilities and equipment. These depreciable assets should be financed through internal funds whenever feasible.

Any capital project financed through the issuance of bonds shall be financed for a period not to exceed the expected useful life of the project.

Competitive sales should be used to market debt whenever feasible. In negotiated underwritings, procedures should be implemented to ensure that underwriter profits are reasonable and that costs to the public are minimized.

All funds not immediately required for expenditure shall be invested by the Commissioner of Finance prudently in those securities authorized by State statutes and the City Code.

The security of public deposits and investments shall be assumed through such measures as proper collateralization, credit analysis, and professional evaluation of the risk-return relationship.

Revenues and expenditures shall be projected annually for at least three years beyond the current fiscal year.

The City's overall revenue structure shall be reviewed periodically to determine its stability, equity, efficiency, and capacity to finance future operations. Where possible under Federal and State statutes, the City of Atlanta shall strive to diversify its sources of revenue so as not to be solely dependent on any one revenue source.

User charges shall be utilized whenever practical, especially if a particular service can be directly identified as benefiting one individual or entity.

All retirement systems will be financed in a manner to systematically fund liabilities. The City shall assure that sufficient funds are provided to pay current service plus interest on unfunded liabilities plus amortization of the unfunded liabilities over a programmed period.

SECTION 2: That these Financial Management Policies shall become effective upon adoption by the Council and approval by the Mayor or through action of law, and shall remain in effect until amended or specifically repealed.

SECTION 3: That all ordinances and parts of

ordinances in conflict herewith be and are hereby repealed.



# FIVE-YEAR PLAN SUMMARY

Adopted BUDGET  
FY2014





# AGENDA

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# INTRODUCTION

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## INTRODUCTION

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Over the past three years, Mayor Kasim Reed in collaboration with City Council has instituted several initiatives:

- **Public Safety**
  - The five year plan includes funding for hiring 41 additional officers totaling \$1.3MM. These additional officers will increase the police force to 2,000 officers. In addition, the COPS and SAFER grants will expire and the costs to the City have also been included in the five year plan.
- **Fiscal Stability**
  - The baseline financial plan includes progress on eliminating the deficit positions and cash pool borrowing. In addition, the five year plan includes the current and projected general fund balance, which totals \$126.7MM for FY2012.
- **Youth Development**
  - All recreation centers and pools are open. A recurring funding amount (\$3.7MM) is included in the five year plan to fund programming for City of Atlanta's youth and transform a number of the recreation centers to Centers of Hope.



## INTRODUCTION

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Over the past three years, Mayor Kasim Reed has instituted several initiatives:

- **Economic Development**
  - Investment in Invest Atlanta's programs and initiatives that focus on developing and fostering public-private partnerships to accelerate job creation/economic growth, neighborhood revitalization, investment and innovation, and entrepreneurship. Also, investing in the goal to become one of the top ten sustainable cities in the nation.
- **Customer Service & Excellence**
  - Several positions that, based on the new structure, required an increase in salary in order to move the employee to the minimum of the new pay grade, and 80% of market. The city's ongoing effort to review its pay structure will lead to further strides in employee recognition and performance during the five-year plan period.



## INTRODUCTION

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

1. A five year **projection of general fund revenues** broken down by major category, the projection shall identify the economic trends and assumptions upon which such projection is based.
2. A five-year projection of **total general fund expenses** on a departmental level. Such expense projection shall assume the continuation of department operations as they exist in the current general fund budget and shall take into account the following:
  - The effect of inflation on general fund budgeted costs
  - A projection of pension costs as provided by the city's actuaries
  - Costs occurring in future years that the city is legally obligated to pay
3. A calculation of the **surplus or deficit** produced by the projected revenues and expenditures described in (1) and (2) above.



## INTRODUCTION

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

4. A **cost estimate of long-term initiatives of the city**; such initiatives shall include, but are not limited to long-term operating infrastructure and capital infrastructure needs and the elimination of deficit positions in funds that are subsidized or have historically been subsidized by the general fund. At any time the governing body of the city may, by resolution request specific long-term initiatives to be included in the five-year financial stabilization plan.
5. A comprehensive list of **revenue initiatives** the city may pursue during the five years covered by the financial stabilization plan, including an estimate of the revenues to be produced by such initiatives.
6. A comprehensive list of **cost saving initiatives** the city may pursue during the five years covered by the financial stabilization plan, including an estimate of costs saved by such initiatives.



## INTRODUCTION

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### Five Year Plan Enhancements

- Implemented new Hyperion planning software and utilized it to develop the five year plan
- Includes major revenues (General, Aviation and Water/Wastewater)
- Includes previous year actual financial information for comparison purposes
- Includes fund and departmental graphs for all operating funds
- Lists expense, capital impact and incremental costs (including CPI) by fund and department
- Includes explanation of major variances by fund and department



# REVENUE OVERVIEW

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# REVENUE OVERVIEW

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## REVENUE SUMMARY:

- Economic Outlook
  - University of Georgia-Selig Economic Center projects improvements in Atlanta Real Gross Metro Product, nominal personal income and employment growth.
  - Economic metrics point to gradual recovery and underlying stability in housing market.
- Revenue Forecast Summary
  - Five Year Revenue Forecast
    - FY 2014 lower due to Indirect Cost recovery, INS lease rentals, sales tax and property tax assumptions.
    - FY 2015-2018 projects stability and growth predicated on a more stable housing market and improvements in personal income and employment levels.
    - General Fund revenue 5-Year Horizon to increase 4.3% through FY 2018
- Continued Focus on Revenue Enhancements



# REVENUE OVERVIEW

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## GENERAL FUND REVENUE ASSUMPTIONS:

- General Fund revenue forecast includes inflation indices for price sensitive revenue streams including sales tax, hotel/motel tax and business tax.
- Property tax revenue is forecasted to begin recovering in FY 2015 following a 4% decline in FY 2014.
- Property tax collection rate assumption is 97% which is consistent with the prior 4 year average.
- Property tax revenues comprise approximately one-third of General Fund revenues.
- Sales tax revenue is forecasted at 1.5% annual growth and this revenue stream is closely correlated with personal income and employment.
- Sales tax revenue comprise approximately one-fifth of General Fund revenues.
- General Fund revenue projections incorporate Muni Cast financial modeling and key economic metrics; population, inflation, employment and personal income.



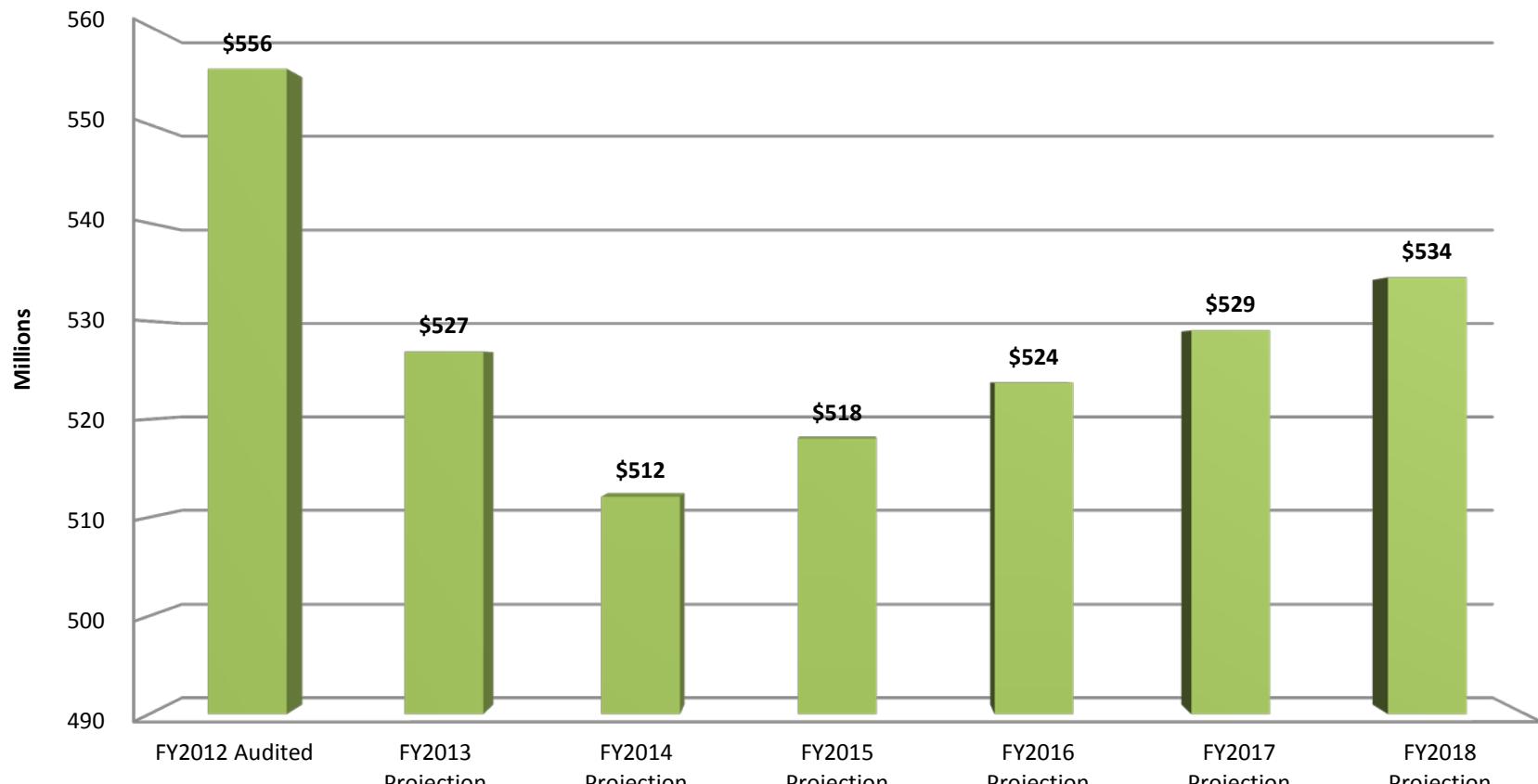
# REVENUE OVERVIEW

Revenues by Major Account Group	FY2013 Adopted	FY2014 Baseline	Variance \$	Variance %	Variance Explanations
Current Property Tax Revenues	162,000,000	160,000,000	(2,000,000)	-1.23%	Projected decline in FY14 assessed values.
Local Option Sales Tax	107,000,000	102,000,000	(5,000,000)	-4.67%	FY13 was based on a higher allocation & FY14 is based on status quo allocation.
Hotel/Motel Tax	11,650,000	12,300,000	650,000	5.58%	Based on FY13 YTD and Projected revenues and 1.6% Growth in occupancy levels.
Public Utility Franchise	63,400,000	64,500,000	1,100,000	1.74%	Based on growth in additional utility connections correlated to population.
Indirect Cost Recovery	32,096,737	27,000,000	(5,096,737)	-15.88%	Based on Indirect Cost Allocation Plan
General Business License	37,000,000	40,000,000	3,000,000	8.11%	Tied to Company Gross Receipts and Employment Levels and Inflation.
Insurance Premium	19,700,000	19,995,500	295,500	1.50%	1.5% Tied to State-Wide Insurance Premium growth.
Other License/Permits	18,300,000	18,400,000	100,000	.55%	0.5% Average Annual Growth.
Alcohol	16,100,000	16,100,000	-	0.00%	Based on FY13 YTD and Projected revenues and 2% Growth in Eating/Drinking sales.
Fines/Forfeitures	22,300,000	22,750,000	450,000	2.02%	2% Growth Tied to Enforcement Program
Intangible Recording Taxes	3,400,000	3,400,000	-	0.00%	Growth Reflects Real Estate Sale or Transfer Activity.
Land and Building Rentals	8,700,000	4,400,000	(4,300,000)	-49.43%	INS Inmate Lease Rental-Inmates now detained at non-City facility. 1% Annual Growth in remaining Lease Rentals.
Real Estate Transfer	1,500,000	1,500,000	-	0.00%	Based on YTD and FY13 projected revenues and 1% recovery growth in housing market.
Remaining Revenues	23,501,032	19,746,982	(3,754,050)	-15.97%	
<b>Total Anticipations</b>	<b>526,647,769</b>	<b>512,092,482</b>	<b>(14,555,287)</b>	<b>-2.76%</b>	
Prior Year Fund Balance	15,633,115		(15,633,115)	-100.00%	Prior Year Fund Balance
<b>Grand Total</b>	<b>542,280,884</b>	<b>512,092,482</b>	<b>(30,188,402)</b>	<b>-5.57%</b>	



# REVENUE OVERVIEW

## General Fund Revenue Projections

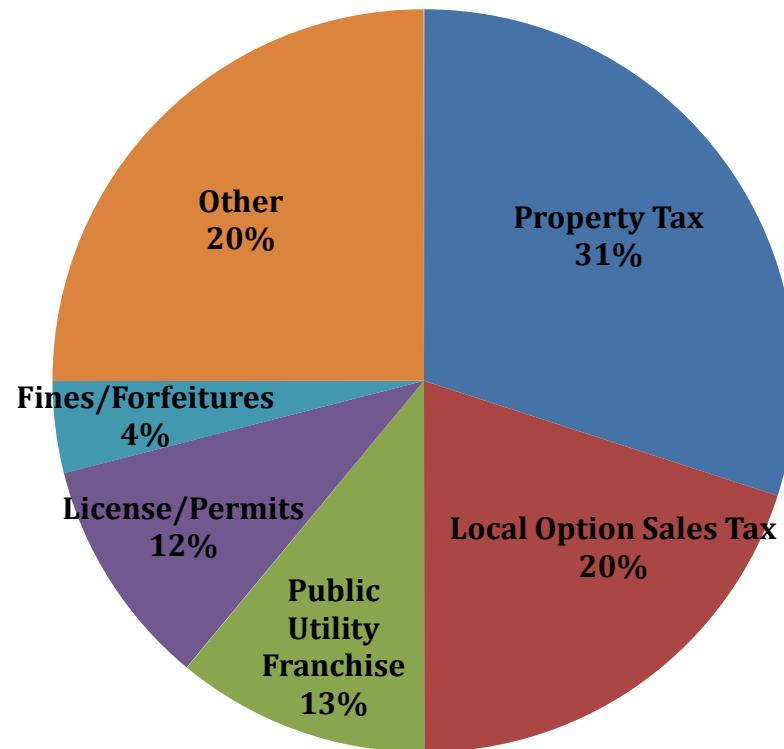


	FY2012 Audited	FY2013 Projection	FY2014 Projection	FY2015 Projection	FY2016 Projection	FY2017 Projection	FY2018 Projection
Total	555,664,476	526,891,701	512,092,482	518,026,374	523,710,382	529,054,304	534,462,989



# REVENUE OVERVIEW

## FY 14 Proposed Revenues by Major Category





# EXPENSE OVERVIEW

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# EXPENSE OVERVIEW

## EXPENSE ASSUMPTIONS:

- Funds Current Service Levels based on FY13 expenses through November and budget for the months of December to June.
- FY2014 general fund includes funding for 75 SAFER firefighters totaling \$4.7MM.
- FY2014 general fund includes 50 COPS police officers totaling \$1.6MM
- FY2014 general fund incremental funding for 41 police officers totaling \$1.3MM
- Citywide, the health rate decreased by \$3.9MM or 6%, but increased by 3.5% each year thereafter.
- Citywide, the pension rates were adjusted for all Defined Benefit plans to account for the Annual Required Contribution (ARC):

Plan	FY13 Budget	FY13 ARC	FY14 Est.
Defined Benefit (General)	\$34.8MM	\$38.7MM	\$42.0MM
Defined Benefit (Police)	\$32.3MM	\$26.5MM	\$36.4MM
Defined Benefit (Fire)	\$22.8MM	\$17.5MM	\$24.7MM
<b>Total</b>	<b>\$89.9MM</b>	<b>\$82.7MM</b>	<b>\$103.1MM</b>

- Citywide, the workers' compensation requirement remained at the FY13 projected level of \$12.3MM and was not increased in future years.
- Citywide, utilities (electricity and natural gas) increased by 10%, and electricity by 20% based on utilization (no rate increase).
- FY2014, Water and Sewer General Fund budget increased by 15% or \$2.4MM based on utilization (no rate increase)
- FY2014, fuel increased by at least 10%, and maintenance remained flat
- CPI increased by 1.5% in the fourth quarter of FY2015 and increased by .2% thereafter.



# EXPENSE OVERVIEW

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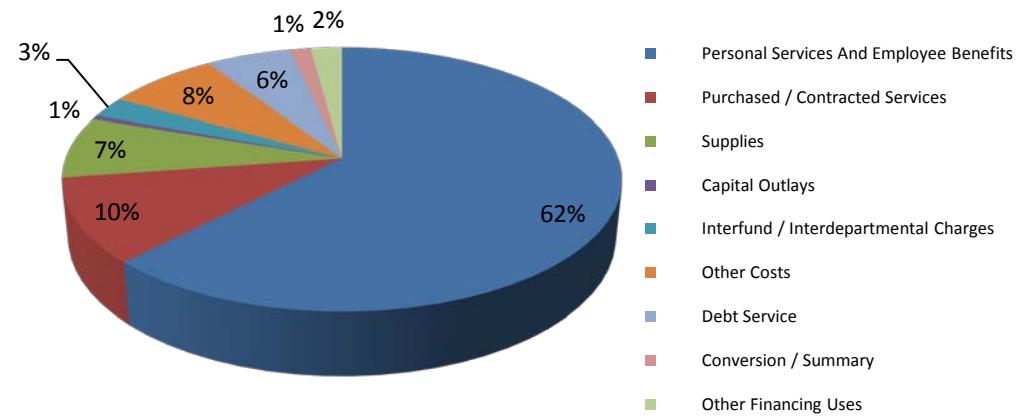
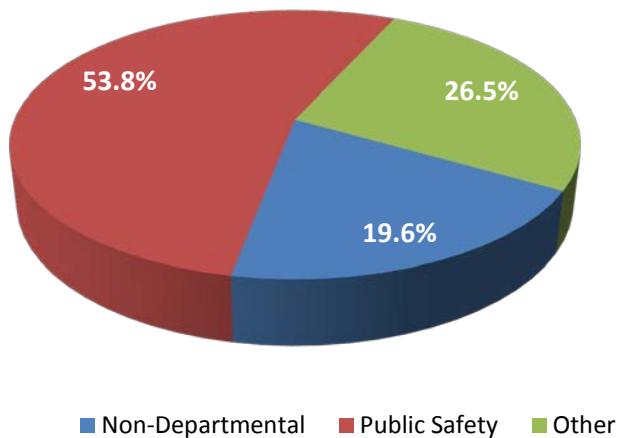
## OTHER ITEMS:

- Beginning FY2014, the Solid Waste Management Authority (SWMA) debt payments of approximately \$2.1MM were transferred to the Solid Waste R&E Fund
- Beginning FY2014, a proposal to refinance existing debt for Underground Atlanta is included and would reduce debt service payments by \$4.3MM.
- Beginning FY2014, a proposal to pay a lower interest rate on the outstanding balance of the Memorandum of Understanding would save approximately \$520K
- Operating impact of the following capital items:
  - FY2014 Fire Station #7 construction - \$2.5MM
  - FY2015 Business License Information System maintenance - \$100K
  - FY2018 Infrastructure operating costs (\$250MM Bond issuance) - \$4.9MM
- 1% Operating reserves - \$5.1MM



# EXPENSE OVERVIEW

## GENERAL FUND FY2014 BASELINE EXPENDITURE PROJECTION BY MAJOR DEPARTMENTAL CATEGORY



73.4% of the general fund costs are attributable to Public Safety and Non-Departmental, which includes debt service and other required obligations that must be funded irrespective of the number of staff employed.

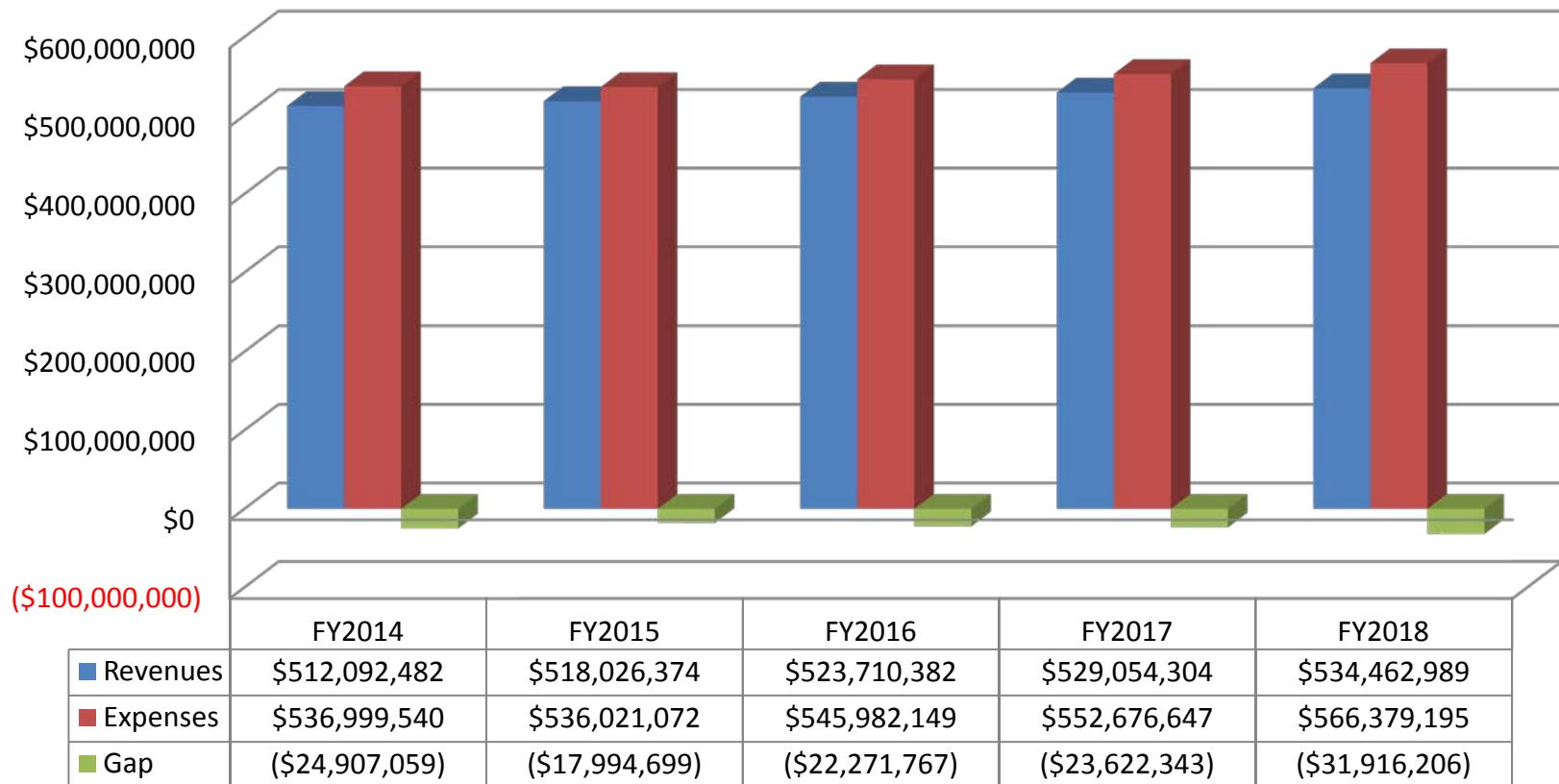
Sixty-two percent of the budget is comprised of Personnel expenses, of which Police Services is 46% and Fire & Rescue services is 21% of the total.



# EXPENSE OVERVIEW

General Fund Operating Expense Projections FY 14- FY 18

## GENERAL FUND REVENUES AND EXPENDITURES





# FUND BALANCE OVERVIEW

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# FUND BALANCE OVERVIEW

## General Fund Balance

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Fund Balance at June 30, 2009	7,393
FY 2010 Surplus	<u>65,040</u>
 Fund Balance at June 30, 2010	 72,433
FY 2011 Surplus	<u>21,917</u>
 Fund Balance at June 30, 2011	 94,350
FY 2012 Surplus	<u>32,370</u>
Fund Balance at June 30, 2012	126,720

GASB54 Category	Amount
Nonspendable	4,377
Restricted	15,231
Assigned	26,877
Unassigned	80,235
<b>Total</b>	<b>126,720</b>



# FUND BALANCE OVERVIEW

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## Projected General Fund Balance Change During FY 2013

FY 2013 Revenues Approved by City Council	542,280
Less: Prior Year Fund Balance	<u>(15,633)</u>
Net Projected Revenues as of 6/30/2013	526,647
FY 2012 Expenses Approved by Council	542,280
Less: GF department projection variance	<u>(21,285)</u>
Net Projected Expenses as of 6/30/2013	<u>522,359</u>
Net Estimated FY 2012 Surplus from Operations	4,288
<b>Projected General Fund Balance at June 30, 2013</b>	<b><u>131,008</u></b>

GASB54 Category	Amount
Nonspendable	4,893
Restricted	14,250
Committed	0
Assigned	26,877
Unassigned	84,988
<b>Total</b>	<b>131,008</b>
Unrestricted	111,865



# DEFICIT FUND BALANCES AND OTHER PAYMENTS

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# DEFICIT FUND BALANCES AND OTHER PAYMENTS

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- **CAPITAL FINANCE FUND**
  - As of the close of FY 2012, the amount due to the general fund is \$5MM, a reduction of \$8M from FY 2011.
  - The Commissioner of Parks is currently researching the options of increased events and cost containment in order to address the recurring operating deficit.
- **CIVIC CENTER FUND**
  - The FY 2012 annual deficit was \$283K and the total amount due to the general fund is \$721K, which is an increase of \$226K from FY 2011.
  - The Commissioner of Parks, Recreation and Cultural Affairs is currently researching the options of increased events and cost containment in order to address the recurring operating deficit.
- **E911 – EMERGENCY TELEPHONE SYSTEM**
  - As of the close of FY 2012, the amount due to the general fund is \$23MM, a decrease of \$7MM from FY 2011.
  - The city has submitted a fee increase request to the General Assembly to increase the E911 fee from \$1.50 . The budget assumes the rate increase will cover operations and the existing fund deficit balance.
- **FLEET SERVICES FUND**
  - The FY 2012 annual deficit was \$6.6MM and the total amount due to the general fund is \$30M, an increase of \$5M from FY 2011.
  - Fleet services is currently reviewing its rate structure and the utilization of fleet inventory.



# DEFICIT FUND BALANCES AND OTHER PAYMENTS

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- **PARKS FACILITIES FUND (CYCLORAMA)**
  - As of the close of FY 2012, the total amount due to the general fund is \$126K, a decrease of \$32K from FY 2011.
  - The Commissioner of Parks, Recreation, and Cultural Affairs is currently researching the options of increased events and cost containment in order to address the recurring operating deficit.
- **SOLID WASTE FUND**
  - As of the close of FY 2012, the amount due to the general fund is \$21MM, a decrease of \$3M from FY 2011.
  - Since raising the recycling fee from \$30 to \$88, the solid waste fund has realized a surplus. Fifty percent of the surplus remains in the fund to address the deficit fund balance.
- **UNDERGROUND ATLANTA FUND**
  - The FY 2012 annual deficit was \$1.6MM and the total fund balance deficit is \$8.5M, an increase of \$400K from FY 2011.
  - Currently the general fund subsidizes the underground fund and covers the debt and operating costs. Restructuring the debt will decrease the general fund subsidy and address the current fund balance deficit.



# RECOMMENDATIONS

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## RECOMMENDATIONS

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A well-aligned portfolio of revenue growth and expense reduction initiatives should be pursued to make the City structurally sound.

- Continue to thoroughly plan for City costs and revenues to avoid surprises.
- Take action on new revenue opportunities.
- Pursue revenue expansion at the state and federal level.
- Continue to question every dollar of expense as to its benefit.
- Accumulate restricted reserves to build a strong general fund and correct other fund deficit positions.
- Invest in the City's employees.
- Continue to leverage technology and automation, higher value work, and improve service delivery.
- Review debt portfolio for refunding opportunities.
- Integrate Capital Improvement Plan and Short Term Work Program into the five year plan.

# GLOSSARY

ACI:	Airports Council International
ACTIVITY:	An action or set of actions directed at a specific purpose or purposes
ADID:	Atlanta Downtown Improvement District
AFCRA:	Atlanta Fulton County Recreation Authority
ANNUAL BUDGET:	A budget developed and enacted to apply to a single fiscal year.
ANTICIPATION:	See "Estimated Receipts"
APD:	Atlanta Police Department
APS:	Atlanta Public Schools
ASQ:	Airport Service Quality
AWDA:	Atlanta Workforce Development Authority
AMWA:	Association of Metropolitan Water Agencies
APPROPRIATION:	The legal authorization given by the City Council to make expenditures and incur obligations using city funds.
BASE BUDGET:	The budget required to maintain the current level of service in the succeeding fiscal year. During budget development, a distinction is made between the base budget required to fund a continuation of existing service levels and program change requests for additional resources for new activities or change to services levels.
BALANCED BUDGET:	A budget in which estimated revenues equal estimated expenditures.
BUDGET COMMISSION:	Established in the Charter of the City of Atlanta, the Budget Commission is composed of the Mayor, Chairman of the Finance Committee, the Commissioner of Finance, and two members of Council, and sets the levels of estimated revenue for budget purposes.
CAP:	Central Atlanta Progress
CDBG:	Community Development Block Grant
CID:	Community Improvement District
CIP:	Capital Improvement Program
COA:	City of Atlanta

COST CENTER:	A segregated set of expenditure accounts within a fund, separated for the purpose of identifying specific resources that will be applied toward a specific goal.
CSB:	Civil Service Board
CSO:	Combined Sewer Overflow
CY:	Calendar Year
DB:	Defined Benefit
DC:	Defined Contribution
DEBT SERVICE:	Payment of interest and principal on an obligation resulting from the issuance of bonds.
DPW:	Department of Public Works
DUI:	Driving Under the Influence
DWM:	Department of Watershed Management
EAP:	Employee Assistance Program
EECBG:	Energy Efficiency and Conservation Block Grant
EEO:	Equal Employment Opportunity
EFFECTIVENESS:	The extent to which the outcome of an action or set of actions produces the desired results or impact
EFFICIENCY:	A ratio between input (resources) and output (production)
EMT:	Emergency Medical Technician
ENTERPRISE FUND:	A fund which pays for its costs of operations from user fees and does not generally receive property tax support
EPA:	Environmental Protection Agency (Federal Agency)
EPD:	Environmental Protection Division (State Agency)
ESTIMATED RECEIPTS:	The legally authorized level of revenue expected to be received from individual revenue sources, as set by the Budget Commission. Generally, estimated revenues from any source for any given budget year cannot exceed ninety-nine percent (99%) of the actual prior year receipts. Estimated receipts are also referred to as "Anticipations".
FISCAL YEAR:	A twelve month period (July 1 through June 30) at the beginning of which the city implements a new budget based on expected revenues and

	expenditures, and at the end of which the city determines its financial position and the results of its operations.
FLSA:	Fair Labor Standards Act
FUND:	A self-balancing set of accounts set aside and accounted for separately for the purpose of restricting specific revenues that are then spent for a specific set of activities.
FUND BALANCE:	The excess of an entity's assets over its liabilities also known as excess revenues over expenditures.
GAWP:	Georgia Association of Water Professionals
GDOT	Georgia Department of Transportation
GDP:	Gross Domestic Product
GEFA:	Georgia Environmental Facilities Authority
GMA:	Georgia Municipal Association
GO BOND:	General Obligation Bond
GRTA:	Georgia Regional Transportation Authority
HIDTA:	High Intensity Drug Trafficking Area
HJAIA:	Hartsfield-Jackson Atlanta International Airport
INTERNAL SERVICES FUND:	A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies, on a cost-reimbursement basis.
IGA:	Intergovernmental Agreement
IOJ:	Injured on job
JAG:	Justice Assistance Grant
LED:	Light Emitting Diodes
LEED:	Leadership in Energy and Environmental Design
LOST:	Fulton County imposes a 1% Local Option Sales Tax (LOST) which is shared between the county and the municipalities within the county based on population.
LPA:	Legal Program Assistant
MANAGEMENT OBJECTIVE:	Specific, measurable things to be accomplished which have the characteristic of being able to be controlled or affected by management decisions and direction.
MARTA:	Metropolitan Atlanta Rapid Transit Authority

MEASURE:	An absolute indicator of the attainment of an objective. May be simply a determinable result, or may consist of statistical data.
MILL:	A measure of the rate of ad valorem (property taxation, representing one (\$1) dollar of tax per one thousand (\$1,000) dollars of assessed property value.
MSA:	Metropolitan Statistical Area
NACWA:	National Association of Clean Water Agencies
NEO:	New Employee Orientation
MOST:	A 1% City of Atlanta Municipal Option Sales Tax (MOST) is collected for retail sales and use occurring within the incorporated city limits of Atlanta. The purpose of this tax is to assist with funding renovations to the water and sewer system.
NPEDS:	National Pollutant Discharge Elimination System
OBJECTIVE:	Specific, measurable thing to be accomplished.
OEAM:	Office of Enterprise and Asset Management
OPEB:	Other Post Employment Benefits
OPERATING BUDGET:	The annual budget for the routine, ongoing activities and work program of an organized unit, as opposed to budgets which may also be established for capital projects, grant funded projects, and other activities of a non-permanent nature.
PILOT:	Payment In Lieu of Taxes
PPT:	Permanent Part Time
PROGRAM:	A set of activities under a specific organization.
PROGRAM CHANGE:	A proposed activity which is not presently in an organization's work program, nor funded in its budget.
PROPRIETARY FUND:	A set of segregated revenue and expenditure accounts, set up for the purpose of showing net income, financial position, and changes in financial position. Enterprise Fund and the Internal Service Fund are Proprietary Funds.
RESERVE:	An account used to set aside and earmark monies for future use. Monies must be appropriated from the reserve account to an expenditure account to an expenditure account for a specific purpose before they can be spent.
REVENUE:	The taxes, fees, charges, special assessments, grants, and other funds collected and received by the city in order to support the services provided
SRTA:	State Road and Toll-way Authority
TAD:	Tax Allocation District

TAN:	Tax Allocation Notes
TIACA:	The International Air Cargo Association
TMDL:	Total Maximum Daily Loads
UASI:	Urban Areas Security Initiative
URFA:	Urban Residential Finance Authority, a subsidy of the Atlanta Development Authority
USER FEES:	The payment of a fee for direct receipt of a public service by the person benefiting from the service.
WC:	Worker's Compensation
WORKLOAD:	A measure of quantity produced, processed, handled, or otherwise acted upon or with by an organizational unit. Workload is preferably indicated with respect to a specific, identifiable period of time
WORK PROGRAM:	The detailed set of things to be accomplished, within specified time periods, for an organizational unit.



# ACKNOWLEDGMENTS

## STEERING COMMITTEE

Duriya Farooqui  
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J. Anthony Beard  
*Chief Financial Officer*

Hans Utz  
*Deputy Chief Operating Officer*

Gwendolyn Smith  
*Deputy Chief Financial Officer*

Carol A. King  
*Budget Chief*

Gary Donaldson  
*Revenue Chief*

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Tam Le  
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Cynthia Sellers

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*Director*

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Antrameka Knight, Budget Manager

Charlynn Parker, Financial Analyst, Sr.  
Kimberly Tallon, Financial Analyst, Sr.

*Commissioners and Department Budget Managers/Analysts*

*In Memory of Rick Taylor*

